

**DIVISION:** Division of the VP Finance and Administration

**UNIT:** Division of VP Finance & Administration

**PLAN ID:** 1292

## 1. 21st Century Learning

### Increase & Diversify Pedagogical Innovation

**Action/Strategy:**

1. Align space and technology with pedagogical practices. 2. Undertake renewal / modernization of teaching spaces

**Measures/Metrics/Milestones:**

1-2. Classroom improvements and technology updated learning spaces will align with new learning paradigms and enhance quality of teaching and learning, optimizing academic experience for students and faculty.

## 3. From Access to Success

### Advance the Enterprise Architecture strategy toward a digital institution capable of delivering on the next-generation student support.

**Action/Strategy:**

3.1.1. Deliver outcomes set out in project charter for Student Services Renewal Plan (SSRP).  
3.1.2. Complete cyber security upgrade. 3.1.3. Approve an Enterprise Architecture Plan addressing specific year over year priorities. 3.1.4. Continuing progress on long-term plan for Technical Debt.

**Measures/Metrics/Milestones:**

1. Outcomes as detailed in SSRP Project Charter.
2. Cyber security upgrades completed (2020-21).
3. EAP approved.
4. Systems are more secure with improved functionality.

## 6. Living Well Together

### 6.1 Enhance Mino Bimaaddziwin /The Good Life to strengthen our sense of inclusion and well-being.

**Action/Strategy:**

6.1.1 Implementing the recommendations attributed to VPFA of the recently released Cromwell Report

**Measures/Metrics/Milestones:**

1. Implement approved recommendations from the Cromwell Report and the report of the internal working group on the events of November 20, 2019.

### 6.2 Renew our Human Resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities.

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

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6.2.1 Develop, and take 2020-21 steps to implement, the University strategy for asset management.

1. Keep significant capital projects underway on schedule and on budget( Goldfarb Art Gallery, School of Continuing Studies, Sherman Expansion, Stadium, Faculty Complement Renewal, Markham, Washroom Revitalization, Dahdaleh).
2. Progress in significant capital projects in planning phase – the Common, Central Square Revitalization (includes Scott, LAPS, VPS, Food Services), 2nd Engineering & Science building.
3. Continuing progress on long-term plan for DM.
4. Develop long-term plan for working capital and long-term debt, and use to support University priorities.
5. Near-term expiring leases.
6. Confirmed capital plan identifying other medium and long-term priorities (2020-21).

6.2.3 Seek opportunities for new spaces emerging from TRC recommendations.

New spaces identified.

6.2.4 Completion of Vaughan Healthcare precinct feasibility study.

Vaughan Healthcare precinct study completed.

## 6.3 Establish Culture of Service Excellence.

### Action/Strategy:

6.3.1 Deliver outcomes set out in project charter for Service Excellence Program (SEP). 6.3.2 Launch first four work streams and advance clear strategy for improvement including timelines, implementation, benchmarks.

### Measures/Metrics/Milestones:

1. York community is fully aware of Service Excellence initiative, its benefits, and timelines for benefits to be realized.
2. Improved user satisfaction with services(measurement using Uniform service satisfaction survey one year following work stream review)
3. More efficient and streamlined service delivery (measurement using Uniform service satisfaction survey one year following work stream review)
4. Design and Implement a University Services Centre.

## 6.5 Continue to consolidate Strategic Plan.

### Action/Strategy:

### Measures/Metrics/Milestones:

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6.4.1 Implement SHARP 2 in a transparent manner to better align resources with priorities.	<ol style="list-style-type: none"><li>1. SHARP2 implemented.</li><li>2. Support new Budget and Asset Management organization for delivery of budget and asset management, including technology improvements.</li></ol>
6.4.2 Continue to advance Lands for Learning and incorporate findings into York's long-term plans.	<ol style="list-style-type: none"><li>1. Develop Lands for Learning Real Estate Strategy, aligned with University priorities.</li></ol>
6.4.3 Renew and monitor ERM including oversight on COVID-19/planning for new normal.	<ol style="list-style-type: none"><li>1. New ERM in place functioning as an effective tool for managing risks for realizing of objectives.</li><li>2. COVID-19 being managed including leveraging investments in defining new normal.</li></ol>
6.4.4. Complete development of long-term housing strategy and food strategy, and deliver 2020-21 outcomes as set out in those strategies.	<ol style="list-style-type: none"><li>1. Long-term housing strategy developed.</li><li>2. Food strategy outcomes for 2020-21 implemented.</li></ol>

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## 6.5 Leadership Development -Build and develop leadership team, including professional development for academic leadership, chairs and directors, and managers.

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**Action/Strategy:**

6.5.1 Ensure the senior team of the Division is complete and appropriately supported to deliver their objectives.

**Measures/Metrics/Milestones:**

1. Leadership team in place and leaders are clear on responsibilities and accountabilities, and feel supported.

## 7. Answering the Call

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### 7.1 Support University-Wide challenge to contribute to UN SDGs (SDG 13)

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**Action/Strategy:**

7.1.1 Develop long-term Energy Plan including consideration of strategy to meet targets for GHG emissions and/or ecological footprint.

**Measures/Metrics/Milestones:**

1. Energy plan developed including consideration of strategy to meet targets for GHG emissions
2. Development of Ecological Footprint baseline for University.
3. Carbon emission reduction on track.