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## 1. 21st Century Learning

### Build and enhance reciprocal and mutually beneficial relationships with community that are sustainable.

#### Action/Strategy:

Facilitating connections between the community and university Acting as a gateway to the university for community members Identifying opportunities for partnerships Coordinating resources within York to respond to external opportunities and requests Communicating York's areas of excellence in innovation and thought leadership to community partners

#### Measures/Metrics/Milestones:

York University will be viewed as an accessible resource for communities, a trusted, valuable partner and a contributor to the economic, social, environmental, cultural and other well-being of society.

### Undertake a capital expansion to build a multi-site art gallery that consists of a new stand-alone purpose-built facility and the AGYU's current exhibition spaces

#### Action/Strategy:

- Establish and implement a vision for the transition of the AGYU into the Goldfarb
- Apply for and gain funding for the new building
- Work with Advancement to develop new funding streams and Develop relationships with key donors
- Work with facilities to award a architectural team the project to build a new stand-alone gallery
- Build strong ties with AMPD and other York faculty, departments and staff
- Gain community support for AGYU's transition to the Goldfarb

#### Measures/Metrics/Milestones:

This new gallery will amplify York University's reputation by enhancing AGYU's rigorous professional standards. It will also increase the gallery's audience by boosting AGYU's profile on campus, regionally, and internationally

Re-center the Arts on the Keele Campus

Create a hub off The Commons

Create a space and program that will be a draw for internal audiences as well as pull external audiences and communities to the campus

Define a legacy building and artistic program that has international reach

### Provide high quality and timely governance support of University priorities.

#### Action/Strategy:

Facilitate ASCP and Senate's review and approval of new academic programs to be delivered at MCC

#### Measures/Metrics/Milestones:

Approval of Markham Academic Programming

Support ASCP engagement to enhance decision- making consistent with UAP, and engagement in discussions about micro- credential strategy

Curriculum decisions are linked to UAP priorities

Defined Micro-Credential Strategy informed by ASCP

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Support the development of MCC's academic and governance structures

Campus governance structure established  
MCC representation on Senate membership

## Provide Governance support to diversify how we teach in an era of perpetual, universal learning

### Action/Strategy:

Facilitate ASCP's input into enhancement of teaching supports

### Measures/Metrics/Milestones:

Curriculum decisions are linked to UAP priorities  
Facilitate ASCP's engagement in discussion of annual report on teaching and learning initiatives

## Solidify Counsel Office to effectively reflect all institutional priorities

### Action/Strategy:

Completion of the reorganization of office complement to reflect institutional priorities

### Measures/Metrics/Milestones:

New legal counsel hired

## Provide support services for flexible delivery options for credentials; increase in virtual learning and in-person learning

### Action/Strategy:

Copyright support for virtual learning

### Measures/Metrics/Milestones:

Copyright support provided to all faculty members/courses as required

IT legal support for virtual learning; also supports Priority 6

IT legal support provided as required; internal clients satisfied

Support for all construction, renovation and development including Markham Campus, SCS, Economics, Art Gallery, enhanced HA Commons, shovel ready projects and many others; also applies to Priority 6

Leadership and legal support provided for all projects on a timely basis; client groups satisfied with service

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Uphold student, faculty and public (including international) confidence in our credentials and our ability to deliver them, by taking enforcement steps against external companies that infringe our mark and make damaging claims of affiliation with York, and by fostering faculty members' understanding of their rights in copyright course material made accessible through virtual learning

Regular review of external companies that have been brought to our attention, and dispatch of cease and desist letters  
Regular engagement with Associate Dean(s) responsible for handling complex academic honesty proceedings against students arising from virtual learning and remote-proctoring  
of exams

## Procurement and implementation of Student Systems Renewal Project

### Action/Strategy:

Intense involvement for all manner of legal counsel, support and advice, for example, drafting a myriad of legal documents, leading reviews and others

### Measures/Metrics/Milestones:

Regular engagement with SSRP oversight committee to track milestones

On-demand advice and direction on numerous procurement issues and processes including novel/unique procurement process for SSRP

Advice and direction provided

## Provide support for increased experiential learning (Experiential learning for every student)

### Action/Strategy:

Develop enhanced processing of substantial volume of Placement Agreements within Office, emphasizing efficiency and effectiveness

### Measures/Metrics/Milestones:

Revised standard documents completed, new process for efficiency implemented

Foster a community of support with faculties and Provost's Office to address anticipated substantially increased volume of experiential learning

Community of support fostered; increased volume addressed

## Support the development and implementation of a human resources and labour relations strategy to attract and retain key talent

### Action/Strategy:

Advise on labour and employment legal, policy and collective agreement interpretation

### Measures/Metrics/Milestones:

Support provided to VPEPC for human resources and labour relations strategy

## Provide support services for academic and non-academic staff related to the University's obligations under privacy legislation

### Action/Strategy:

January 2021

### Measures/Metrics/Milestones:

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Support for all related enquiries related to privacy, access to information and records management

Support provided on a timely basis; client units satisfied

## 2. Knowledge for the Future

### Make University's Art Collection Accessible

**Action/Strategy:**

- develop an online data for the university's collection
- write biographies and short texts for artists and artworks in the collection
- photograph the collection

**Measures/Metrics/Milestones:**

Becomes a tool for internal and external faculty  
Used for student research  
The collection becomes a subject for research

### Provide support for implementation of Strategic Research Plan 2018-23

**Action/Strategy:**

Support the growth of Innovation York by continuing and increasing the capacity to provide service to deliver on enhanced/increased commercialization and entrepreneurship e.g. patents, IP transfers, grant and funding agreements

**Measures/Metrics/Milestones:**

Growth of Innovation York and increased service capacity delivered; Innovation York satisfied

### Advance Access Copyright Litigation

**Action/Strategy:**

Develop team of excellence to address all aspects of copyright litigation at the Supreme Court of Canada; lead this initiative for educational institutions within Canada; liaise with and lead promotional work through UC and individual universities across Canada; develop advisory group of GC's across Canada to enhance engagement and support by them and their Presidents of York's work on behalf of the sector; leverage position as President of Canadian Association of University Solicitors to further enhance support by other institutions

**Measures/Metrics/Milestones:**

Secure and lead "A" team for written and oral advocacy before the SCC. Present before various university GC's, in groups and individually, to enhance awareness of importance of litigation to all and assist all GC's to brief their Presidents; liaise with and prepare President to address UC. Funding assistance secured.

Provide legal and copyright advice with respect to the current and future effects on copyright practices and awareness in the various constituencies within York

Education and awareness provided to various York constituencies

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## Support the implementation of the Open Access Policy

**Action/Strategy:**

Advising on faculty agreements with publishers and support to increase reliance on Open Access resources in online teaching and learning

**Measures/Metrics/Milestones:**

Education and awareness provided to various York constituencies Advice and support provided on a timely basis

## 3. From Access to Success

### Effective and accessible Office of the Ombudsperson

**Action/Strategy:**

Complete reform of the Office of the Ombudsperson under the leadership of Interim Ombudsperson

**Measures/Metrics/Milestones:**

By the end of the 2020-21 year, the ombudsperson will:  
Have, or be in the process of acquiring, a new case management system  
Have a model for sustainable administrative support  
Have a new physical location separate from the President's Office  
Be in a position to launch a search for a permanent Ombudsperson.

### Employ Students

**Action/Strategy:**

• Hire work study students annually and repeatedly •Include at least one student on AGYU Advisory Committee • Apply for Young Canada Student Work Grants to employ students and recent graduates

**Measures/Metrics/Milestones:**

Give students employment experience  
Offer valuable references for students

### Enhanced access for non- traditional students and support student success by aligning policies with Canadian best practices

**Action/Strategy:**

Support review of Policy on Academic Honesty

**Measures/Metrics/Milestones:**

Revised Policy approved by Senate

Facilitate Senate decision on conversion of Forgiveness Policies pilot to standing policies

Senate approval  
of recommendation

on Academic Forgiveness Policies (Withdrawn from Course, Course Relief, Repeating Passed or Failed Courses)

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Support ASCP's review of Course Outlines Guidelines and Template, including consideration of optional, standardized EDI language

Course Outlines Guidelines and Template updated

Facilitate ASCP's monitoring of the implementation of the new grading schemes

Support provided to Faculties and OUR in implementation

Senate policies and Faculty regulations aligned with new grading schemes

New Policy on York University Grading Schemes implemented starting FW 2023-2024

Review Petitions procedures and facilitate approval of recommended changes

Updated Petitions procedures that reflect best practices

Facilitate ASCP's review other Senate academic policies / regulations as needed to reflect best practices

Academic standards policies and regulations are aligned with Canadian best practices

## Support to all client units to provide services etc. to students of all backgrounds and circumstances

### **Action/Strategy:**

Legal and Accessibility Office support all areas of University including CHREI to serve Black, Anti-Black racism initiatives e.g. Special Project under Human Rights Code for students identifying as Black, Indigenous, racialized, new Canadians and those of diverse sexualities and abilities, among others; also supports Priority 6 (re Accessibility, Cromwell/IWG report implementation)

### **Measures/Metrics/Milestones:**

Consolidated York Human Rights Code

Completion of all advice and counsel to VPS re Student Census

Completion of work on Registrarial guidelines for use of preferred names on degree parchment and possibly transcript

Review of the Special Programs that were adopted in Advancement in or about 2016

Positive resolutions obtained in HRTO applications from students

## Support Student Success

### **Action/Strategy:**

Provide leadership and guidance on complex student accommodation files

### **Measures/Metrics/Milestones:**

Advice and counsel provided and leadership on these aspects positively viewed by internal clients

Provide proactive outreach and education to people in the field e.g. chairs and directors

Four proactive sessions held

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Provide advice on copyright issues related to theses and dissertations

Provide necessary advise on a timely basis

Provide advice on copyright and online teaching and learning

Advice provided on a timely basis

## 4. Advancing Global Engagement

### Promote and enhance York's profile internationally

**Action/Strategy:**

Develop and implement Presidential international communications plans that align with the priorities identified in Internationalization & Global Engagement Strategic Plan.

**Measures/Metrics/Milestones:**

Internationalization priorities embedded in communications plan for President, and supported via traditional and social media.

### Develop and Implement an International travel plan that aligns with priorities identified in International and Global Engagement Strategic Plan

**Action/Strategy:**

Work with York International and Advancement to plan and execute a multi-pronged international plan to include: partner institutions, alumni, donors/prospects, dignitaries and students.

**Measures/Metrics/Milestones:**

International travel plan developed with clear timelines, with a minimum eight-month planning horizon.

### Exhibit the work of International Artists

**Action/Strategy:**

• Work with Norwegian Sami Artist Joar Nango • Produce a solo exhibition of video work by Hannah Black • Produce a group exhibition with GUDSKUL an Indonesian art collective of art collectives

**Measures/Metrics/Milestones:**

Build community relationships by working with artists  
Develop a knowledge of indigenous architecture globally while engaging knowledge of local indigenous community  
Increased audiences  
International recognition  
Produce exceptional exhibitions and publications

### Develop international relations in the arts community

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

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• publish the writing of internationally renowned writers • include international curators and artists on the AGYU Advisory Committee • collaborate with international arts organizations • advertise in international art magazines

Increased audiences  
International recognition  
Enhance collaboration  
Produce exceptional exhibitions and publications

## Provide support, advice and leadership to VPRI and other units to Implement Internationalization and Global Engagement Strategy

### Action/Strategy:

Legal, IP and related input to international research projects

### Measures/Metrics/Milestones:

Successful implementation of strategy and internal clients satisfied with leadership and support provided

Provide robust support to international activities including Costa Rica, India campuses and international partnerships, recruitment efforts as well as to Alumni Office re international pursuits

Robust support provided and client satisfied

## Leadership and Support on Global Recruitment efforts re immigration matters/CA provisions

### Action/Strategy:

Provide leadership and advice and counsel on immigration policy and collective agreement provisions relating to international recruitment

### Measures/Metrics/Milestones:

Support provided and global efforts successful

## 5. Working in Partnership

### 5a. Support Vaughan/Mackenzie Health initiative to help strengthen York's position in health and healthcare

#### Action/Strategy:

5a. -Develop an MOU for Mackenzie Health -Actively participate in the Healthcare Precinct Steering Committee and associated activities -Continue to build relationships with the City of Vaughan

#### Measures/Metrics/Milestones:

5a. -Increased level of engagement with Mackenzie Health  
-York University is positioned in the report in a way that will allow us to proceed with our plans to create a greater Health presence in Vaughan  
-Stronger relationship with the political officials at the City of Vaughan



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## 5b. Continuing to support the Markham Centre Campus especially pertaining to community relations

### Action/Strategy:

5b. -Conduct a gap assessment for key community relationships in Markham and York Region - Develop and Implement a Community Relations engagement strategy for the Markham Campus - Steward key relationships with politicians connected to the Markham Campus at all levels of government. - Steward key relationships with community stakeholders/leaders

### Measures/Metrics/Milestones:

5b.  
-Key relationships with identified community groups in Markham and York Region have begun to be established  
-An Engagement strategy has been implemented  
-Relationships at all political levels continue to be nurtured

## 5c. Continue to build York's network of external partners locally through cross-sector collaboration to enhance core activities of the University

### Action/Strategy:

5c. Complete Stakeholder Engagement Plan\*including a model for new and deeper forms of collaboration across sectors including private, and non-profit

### Measures/Metrics/Milestones:

5c.  
Developed a stakeholder engagement plan to help support deeper forms of collaboration.

## 5d. Enhance and facilitate the President's Ambassador Program

### Action/Strategy:

5d. - Recruit and train a new cohort for 2020-2021 -Create a network with the ambassadors and the university -Incorporate the UN's sustainable development goals in the activities of the program -Identify different event opportunities for students due to COVID-19 disruption

### Measures/Metrics/Milestones:

5d. -Students engage with administration offices beyond their own faculty  
-Students engage with various facets of the York community  
-Satisfaction rating of 90% or higher from partners  
-Satisfaction rating of 90% or higher from the student ambassadors  
-90% or higher completion rate for student ambassadors

## 5e. Celebration of milestones and successes and Advocacy Events & Roundtables

### Action/Strategy:

5e.-Events adapted for public health guidelines -All planned 2020-2021 events facilitated following SOPs -Facilitate planning for a President's lecture series -Explore opportunities for a new student print art contest. Prints would be used for future events as gifts.

### Measures/Metrics/Milestones:

5e.-Events receive a 90% satisfaction rate with responses from at least 10% of the attendees  
-Most events fall under the approved budget amounts

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## 5f. Include York as a participant in the Canadian Pilot Cohort of the Carnegie Community Engagement Classification.

### Action/Strategy:

Complete the pilot in 2020 and work with the cohort to determine whether there is a desire to develop a Canadian Carnegie Community.

### Measures/Metrics/Milestones:

Completion and submission of Carnegie's Classification Documentation Framework.

A clearer understanding of how community engagement in Post-Secondary Institutions is unique.

A framework to document and measure community engagement activities for Canadian PSI's is developed (potentially a Canadian version of the Carnegie Framework).

## Create opportunities for government representatives to better understand the University's points of differentiation in contrast with other PSE institutions.

### Action/Strategy:

Share the Economic and Social Impact Report with targeted members of government and the external community, to heighten the awareness of the University's impact and distinctiveness

### Measures/Metrics/Milestones:

100 percent of targeted representatives receive the Economic and Social Impact Report.

## Implement a Stakeholder Tracking Tool

### Action/Strategy:

Work with internal university stakeholders to create or procure a stakeholder tracking tool to coordinate government relations efforts more effectively.

### Measures/Metrics/Milestones:

A stakeholder tracking tool is implemented. The GR team will be able to effectively track engagements with key stakeholders.

## Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.

### Action/Strategy:

Maintain a program of external speaking engagements in support of York's priorities. Maintain presence in media.

### Measures/Metrics/Milestones:

I Target 2-4 external speeches per year  
I Target 2-4 symposia/panels per year  
I Target 20 external speaking engagements per year.  
I Target 1-2 major media engagements per year  
I Target 1-2 Op-Eds/Opinion Writing Per Year.

## Have the AGYU be part of the City of Toronto's Year of Public Art

### Action/Strategy:

January 2021

### Measures/Metrics/Milestones:

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• Become partner with Year of Public Art • Apply for funding to ArtworxTO • Develop yearlong project with Joar Nango

Develop a knowledge of indigenous architecture globally while engaging knowledge of local indigenous community  
Increased funding  
Increased audiences  
International recognition

## Collaborate with Toronto and national based arts organizations

### Action/Strategy:

• Develop partnership with Toronto Art Biennial • Co-publish a book with Phillip Publishers and Plug In ICA • Develop partnership Contact: Toronto Photography Festival • Engage Artistic Director of Imagine Native • co-produce an exhibition with the Agnes Etherington Centre in Kingston • Work with Toronto-based artist collectives toward an exhibition

### Measures/Metrics/Milestones:

Produce exceptional exhibitions and publications  
Develop a knowledge of indigenous histories by working with Metis and indigenous artist from around the world  
Work with renowned artists and curators  
Increased audiences  
International recognition  
Enhance collaboration

## Facilitate Board approval of initiatives related to Vaughan health precinct

### Action/Strategy:

Support Board's decisions regarding the Vaughan Health Precinct

### Measures/Metrics/Milestones:

Board has clarity as per the Vaughan Health Precinct and has made a decision as to whether to proceed

## Support governance processes to establish a UN-sponsored CIFAL1 centre

### Action/Strategy:

Support Senate and Board approval processes for the creation of a CIFAL center

### Measures/Metrics/Milestones:

CIFAL Center creation is approved

## Support Senate initiatives that strengthen the Indigenous presence on campus

### Action/Strategy:

### Measures/Metrics/Milestones:

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Profile the Indigenous Framework in Academic Planning Forum on UAP implementation

Forum held and recommendations made to embed key elements of the Indigenous Framework in UAP implementation

## Support to Lands for Learning initiative

### Action/Strategy:

Legal advice where necessary on structures, partnership and other agreements and vehicles to achieve objectives

### Measures/Metrics/Milestones:

Timely and effective legal advice, counsel and leadership on legal aspects provided

## Support to implement social procurement policy

**Support Social Procurement and other acquisition methods aimed at diversifying our supplier base and increasing access to opportunities in vulnerable and underrepresented communities**

**(including Jane-Fi**

### Action/Strategy:

Legal advice and counsel on procurement activities

### Measures/Metrics/Milestones:

Legal advice provided on a timely basis; client satisfied

Provides sole-sourcing opportunities for minority- owned businesses

Legal advise provided on a timely basis; client satisfied

## Support to the university in developing partners in Vaughan re interdisciplinary health precinct

### Action/Strategy:

Legal support for MOU's, other documents and advice as needed

### Measures/Metrics/Milestones:

Legal counsel and advice provided

## 5.1 Support the opening and operationalizing the Markham Centre Campus.

### Action/Strategy:

### Measures/Metrics/Milestones:

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i. Increase broad public awareness and understanding and support for York's Markham Centre Campus. ii. Work with internal and external partners to execute an integrated communication and marketing plan, in support of MCC's community/ government relations, research and advancement strategies.

i. and ii. (Metrics will depend on the plan to be developed)

iii. Participate in and support the work of the MCC Working group committees. iv. Participate in defining how MCC Communications will be supported and managed after opening.

iii. Membership and active participation on the following committees:  
Academic Planning  
Engagement and Communication  
Capital Project and Administrative Planning

iv. Develop Communications Service Model and corresponding budget

## 5.2 Support CRGR initiatives to strengthen York's partnership network

### **Action/Strategy:**

i. Continue to strengthen York's partnership network by: . Developing a Partnership Website, and . Develop a CEO kit . Develop a webpage & communication product to convey the key findings from the Economic and Social Impact Report

### **Measures/Metrics/Milestones:**

Website and CEO kit developed

## 6. Living Well Together

### 6.1 GR strategy to support the CUPE 3903 negotiations

#### **Action/Strategy:**

6.1 Ensure that key stakeholders are updated on key issues and milestones

#### **Measures/Metrics/Milestones:**

6.1 Key stakeholders feel that York kept them in the loop and minimized any surprises.

Contact has been made with representatives from the government and opposition parties to outline the university's position, priorities, and desire for a successful negotiation

### Continue to advocate all levels of government for funding that supports the University's priorities and enhance student outcomes.

#### **Action/Strategy:**

That all applicable research and infrastructure projects are submitted for consideration of funding, specifically the AGYU funding submission.

#### **Measures/Metrics/Milestones:**

Additional funding is applied for investment in infrastructure in priority areas.

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## 6.1 Strengthen and enhance Institutional Reputation by incorporating and amplifying York's distinct, persuasive, and differentiated brand that clearly sets York apart from the competition.

### Action/Strategy:

i. Drive and support the institutional brand differentiation strategy by incorporating York's brand in marketing and communications activities and divisional planning and operations including: Embedding the institutional brand promise/positioning and messaging and design in divisional planning; Integrating the York Brand Filter as a divisional decision-making tool; Actively support and leverage institutional internal and external Communication strategies including Web, Social Media and Media Relations. Actively participate in pan-university campaigns and initiatives

### Measures/Metrics/Milestones:

Broad Reputation Measured by:

Rankings: Maclean's National Reputation Ranking  
Target: Maclean's: Maintain or improve ranking at 21/49

THE Impact rankings  
Target: maintain 33/767 universities

THE world university rankings  
Target: maintain 401-500 ranking

QS ranking

Target: maintain 531-540 current

## 6.2 Drive the institutional brand differentiation strategy across the university by incorporating York's brand in divisional planning and operations.

### Action/Strategy:

i. Support operationalizing the Brand across the communications eco-system and university Partner with E&PC to develop and implement brand training modules (i.e. brand filter, templates, messaging) for York faculty and staff about the importance of the brand to York and their role in helping to bring it to life Soft launch to introduce brand marketing & communications tools Launch impactful multi-layered paid advertising campaign (institutional, faculty, program marketing) Brand embedded in IRP Framework and divisional IR Plans (to inform business planning, decision-making and reflect in operational processes and procedures) Develop plan to monitor, assess, and address pan-university brand communications adoption. Embed brand language and visuals in all C&PA communications including Digital, MR, YFile and York University Magazine content; create central News hub and editorial team Advance high profile initiatives with impactful marketing and communications support to ensure brand launch is successful and breaks through (i.e. UAP, Pres Report, ESIR) Support branded assets for C&PA division

### Measures/Metrics/Milestones:

. Campaign launch; brand guidelines, messaging adherence, tools and templates usage (website activity), creative/messaging reflected in program marketing and Faculty advertising

. Brand tracking study: reputation; campaign effectiveness and message break through

Audit of marketing efforts against brand messaging and visual guidelines performed by C&PA and ICMC members resulting in report to PVP (tbc 6 months and one year)

ii. Support Strategic Enrolment Management Program to help diversify our student base and strengthen domestic recruitment and conversion through lead generation (advertising campaign)

maintain or increase lead generation vs. year prior

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## 6.3 Broaden Pan-University Digital Strategy.

### Action/Strategy:

Execute pan-university Web Optimization strategy to align York's multitude of web properties. Phase 1: 35 websites optimized Sept 2020. Increase the marketing and brand focus on website development through C&PA consultation and guidance with Faculties and Divisions regards web optimization. Educate York's digital community on best practices for web optimization including effective web architecture, writing for SEO, AODA compliance, and usage of Wordpress expertise and google tracking and reporting. Standardize guidelines to help ensure consistent user experience (i.e. Consistent navigation by type of page/site, linking to single-source content, facts, figures, testimonials, etc.). Create consistency and efficiency for university web designers by introducing "modular design" approach and evolving modules to meet user needs. Launch the new/improved main yorku.ca web page and navigation (sub pages) that reflects new brand and UAP priorities using SEO and rich media. Phase 2: 2021 Continue to expand broad adoption of web optimization strategy across the institution including sub-brands, ORU's others not on 2014 theme. Formalize and implement Search Engine Optimization Strategy Complete single source content strategy Faculty profiles Course descriptions Financials Grad studies Campus maps Introduce performance marketing practices to measure digital and social media advertising/campaigns. Improve digital reporting. Leverage new pan-university web governance structure (Digital Experience Council), ensuring consistency and maximize user experience across York's websites.

### Measures/Metrics/Milestones:

Measures:  
adoption and completion of phase 1 (aug. 31, 2020) and 2 of web optimization strategy (Sept-April 2021).  
Audit of C&PA sites and improved web metrics YOY (Pageviews, Unique pageviews, Avg. time on page vs. industry standard, bounce rate vs. industry benchmark avg, feedback from button on site).  
Tools for ICMC members to report on same metrics and also reduction of pages on sites (before and after).  
Formalized SEO strategy and tagging strategy – April 2021.

## 6.4 Increase awareness, audience reach and understanding through high quality, visually engaging content.

### Action/Strategy:

Enhance digital content creation across all institutional platforms. Adopt and evolve content creation strategy to work within the new COVID19 environment Improve speed of institutional content sharing on digital platforms (i.e. SOPs) Continue to improve standardized templates and protocols Improve "local" freedom to act in responding to unexpected situations and trends in community management Capitalize/leverage new digital platforms or technology to enhance/expand priority content (ie. Launching new TikTok channel) Improve digital team's agility while continuing to create engaging and innovative content incl. animation & interactive content Evolve brand voice and personality to become more approachable on specific social channels (Instagram to start) Prioritize engaging content – focusing on strong visual media that fits with the audience it is being shared with

### Measures/Metrics/Milestones:

Performance of C&PA institutional platforms (Twitter, Facebook, Instagram and YouTube) vs. the global higher education sector benchmark for engagement rate per post and cross channel audience growth

TikTok metrics to be assessed and baseline established and 8 new marketing ideas

Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY

Audit of content and reflection of brand on a quarterly basis with 80%+ goal

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**6.5 Model new and deeper forms of collaboration and continue to build partnerships that serve as vital catalysts for positive change.**

**Action/Strategy:**

Expand Influencer Strategy: i. Identify and implement non-traditional organic and paid initiatives to capitalize on new innovations. (e.g. Macleans sponsorship, paid social media micro-influencers, York U student influencers)

ii. Identify and support key profile/reputation enhancing opportunities of the President’s GRACE committee

iii.. Collaborate and support Alumni Engagement’s implementation of a phased, reduction of the printed edition of the alumni magazine and move to full e-mail distribution only.

iv. Undertake an editorial and visual refresh of yFile to become AODA compliant, reflect brand visual identity and new content features.

v. Continue partnership with The Conversation Canada

vi. Leverage new membership with the National News Media Council (NNMC) through engagement, member training, meditation, advocacy, and learning opportunities.

vii. In collaboration with ICMC, actively identify and cultivate ‘influencers’ who could amplify institutional and act as brand ambassadors

**Measures/Metrics/Milestones:**

i. Measures by initiative

ii. Speaker engagements as thought leaders

iii. Magazine plan on track

iv. Increase in yFile measures YOY:  
 Bounce rate of home page vs. industry benchmark  
 Average time on page vs. industry benchmark  
 Total Pageviews  
 Total # of Users, % increase

v. Metrics from The Conversation with YOY % increases:  
 # published articles (target: maintain)  
 # published articles on new MR site (establish baseline)  
 # reads (total and from articles published on new MR site) (target: 10% YOY increase)  
 Global readership reach (target: 10% increase)

vi. NNMC activities (establish baseline)

vii influencer metrics to be established and baseline set in 2020/2021

**6.6 Broaden/deepen positive/balanced media coverage of York in support of institutional and academic priorities.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**



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i. Refreshed media relations strategy (2020/21 is year five of a five-year plan). Key actions include: New MR website Improved Experts Guide Photography Plan Short form information on Web i.e. Q&As (multi-audience) Increased focus on supporting international MR opportunities through targeted proactive pitching in key markets (aligned with YI) Develop new protocol with VPRI to guide support for academics/research

i. Media relations KPIs:  
% growth in unique media stories (target: 10% incr. YOY)  
% of which were positive/neutral in tone (target: maintain)  
% of total unique media stories as academic and research (target: maintain)  
Total impressions (reach) of media stories (target: 10% incr. YOY)

Baseline # of international media stories

% growth/# of new experts added (target: 10% increase)

MR website measures: (baseline)  
Total Pageviews  
unique Pageviews  
Time on page

## 6.7 Foster effective university governance in support of communications strategy.

### **Action/Strategy:**

Review and recommend revisions to relevant Brand stewardship and Brand management policies and guidelines

### **Measures/Metrics/Milestones:**

New Brand stewardship policy in place and approved by BOG.

Consultation and roll out plan to be developed to engage and inform community members as new Brand Stewardship Policy Procedures/ Guidelines are developed.

## 6.8 Support the delivery of the UAP priorities through enhanced communications service delivery

### **Action/Strategy:**

With the support of the president, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic positive impact of the division

### **Measures/Metrics/Milestones:**

Continue to analyze effectiveness of service delivery and apply brand filter to enhance our ability to respond to changing needs.

Continue to onboard new staff and create opportunities for cross-functional teams to interact and work together on projects/assignments.

Provide team building opportunities to build stronger group collaboration, enhanced team agility, that fosters a “change” management culture in C&PA.

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**6.9 Valuing People and Strengthening the Workplace: Drive positive change by contributing to developing a high-performance pan-university communications team leading to better alignment, understanding and integration of communication efforts.**

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**Action/Strategy:**

i. Demonstrate/enhance York "as an employer of choice" by identifying and supporting staff development and pride initiatives.

ii. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets, resources, processes).

iii. Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit. (i.e. Pan university repository for communicators established)

iv. Support the Equity, Diversity and Inclusion strategy by enabling a culture that instills human rights, equity and action in all divisional operations.

**Measures/Metrics/Milestones:**

i. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery.

ii. Planned RFPs completed, Short-term and long-term sustainable priority-based budget plans approved in accordance with institutional financial framework; processes reviewed/enhanced to create efficiencies.

iii. Completion of Social Media Audit management action plans (i.e. repository).

iv. Ensure all staff have awareness and understanding of, and availability to participate in REDI workshops, and events provided through The Centre of Human Rights, Equity and Inclusion.

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**6.10 Maximize efficiencies and effectiveness in the delivery of Communications to all audiences (internal and external).**

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**Action/Strategy:**

i. Support research to improve evidence-based decision making and improve the effectiveness of communication efforts.

ii. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.

**Measures/Metrics/Milestones:**

i. Continue to conduct and evolve brand advertising research to ensure evidence-based decisions to track success of our brand work and inform the evolution of the brand campaign.

ii. Enhance ability to measure and report on communication success measures and pan-university communication outcomes.

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**6.11 Foster a great sense of community engagement and pride in York University.**

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**Action/Strategy:**

**Measures/Metrics/Milestones:**

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i. Continue to embed internal communication strategies and tactics into all institutional communication plans. ii. Strengthen labour relations and employee engagement by collaborating with Labour relations to develop and implement the university’s labour bargaining strategy.

i. Internal communication plans developed and initiated.  
 ii. Labour website data total visits and subscribers. Labour relations outcomes.

**6.12 Support the opening and operationalizing the Markham Centre Campus.**

**Action/Strategy:**

i. Increase broad public awareness and understanding and support for York’s Markham Centre Campus. ii. Work with internal and external partners to execute an integrated communication and marketing plan, in support of MCC’s community/ government relations, research and advancement strategies.

**Measures/Metrics/Milestones:**

i. and ii. (Metrics will depend on the plan to be developed)

iii. Participate in and support the work of the MCC Working group committees. iv. Participate in defining how MCC Communications will be supported and managed after opening.

iii. Membership and active participation on the following committees:  
 Academic Planning Engagement and Communication Capital  
 Project and Administrative Planning  
 iv. Develop Communications Service Model and corresponding budget

**6.13 Safeguard York’s reputation from detrimental impacts of adverse incidents, issues and events.**

**Action/Strategy:**

Enable a coordinated, planned and proactive approach to issues management by: i. Continuing to lead efforts in reviewing, recommending, and implementing improvements to processes, procedures, and distribution of institutional communications. ii. Continue to lead COVID-19 Pandemic institutional internal communications (faculty and staff) in support of the University’s emergency response protocol. i.e. EOC protocol, Institutional Comms protocol iii. Continuing to use Issue management Framework to track and respond to potential issues

**Measures/Metrics/Milestones:**

i. Provide strategic communications advice and counsel to York’s Emergency Operations Centre  
 ii. and iii.  
 . Chair Communications sub-committees  
 . Develop/manage institutional internal communications plan/protocol/ process  
 Effectively manage:  
 . Community Mass e-mail distribution  
 . Website updates www.yubettertogether  
 . Social media  
 . Video(s)  
 . Media Relations

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**Strengthen relationships with students, staff, faculty, and labour groups.**

**Action/Strategy:**

Create and support opportunities for President to engage with internal community online and at virtual events.

**Measures/Metrics/Milestones:**

Establish benchmark for internal speaking opportunities, specifying audience type (student, staff/faculty).

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**Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.**

**Action/Strategy:**

Launch a new website to support the brand strategy, increase transparency and accessibility of information, and showcase President's thought leadership.

**Measures/Metrics/Milestones:**

New website launched by year end 2020, and updated regularly throughout 2021

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**Strengthen relationships with students, staff, faculty, and labour groups.**

**Action/Strategy:**

Produce and distribute high-quality content for internal channels featuring President and/or President-driven initiatives.

**Measures/Metrics/Milestones:**

I Number of videos produced over year, target 5-8 per year.  
I Number of YFile stories over year originating in the President's Office, target 25 per year across all categories.  
I Number of Kudos Reports published, targeted 10 per year.  
I Social media targets:  
-5% increase in Twitter followers  
-1 million impressions  
-350 cross-channel posts/year  
-37,000 raw engagements  
-100 engagements per post

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**Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.**

**Action/Strategy:**

Develop and implement Strategic Communications Plan, including a robust social media plan, that will increase President's reputation as thought leader / influencer.

**Measures/Metrics/Milestones:**

Strategic Communications and Social Media Plan created in advance of the 2021-22 academic year.

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**6.1 GR strategy to support the CUPE 3903 negotiations**

**Action/Strategy:**

January 2021

**Measures/Metrics/Milestones:**

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6.1 Ensure that key stakeholders are updated on key issues and milestones

6.1 Key stakeholders feel that York kept them in the loop and minimized any surprises.

Contact has been made with representatives from the government and opposition parties to outline the university's position, priorities, and desire for a successful negotiation

**Continue to advocate all levels of government for funding that supports the University's priorities and enhance student outcomes.**

**Action/Strategy:**

That all applicable research and infrastructure projects are submitted for consideration of funding, specifically the AGYU funding submission.

**Measures/Metrics/Milestones:**

Additional funding is applied for investment in infrastructure in priority areas.

**Foster effective university governance in support of the UAP priorities**

**Action/Strategy:**

Enable APPRC support of and engagement in the implementation of the 2020 – 2025 University Academic Plan

Planning Forum to engage collegium in defining the measures of progress and success on UAP priorities

Senate Sub-committee on Equity lead a process to embed EDI principles in academic governance processes and practices

**Measures/Metrics/Milestones:**

Identification of a set of broad indicators for the UAP priorities to inform planning at the local levels' and measure progress on the priorities

Measures of progress defined and connected to UAP priorities

EDI principles embedded in all academic governance processes

**Foster effective university governance in support of the UAP priorities**

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## Enable APPRC and Senate consultation on SMA-4 preparation

### Action/Strategy:

Discussion and feedback on SMA-4 principles by APPRC

Facilitated discussion of draft Agreement at Senate

### Measures/Metrics/Milestones:

SMA-4 produced by the University for submission to Province by deadline

Senate has a fulsome discussion of the Agreement and provides input

## Enhance Governance Processes to support the UAP priorities

### Action/Strategy:

Facilitate the establishment of FEUC's Faculty Council and Faculty Rules ensuring alignment with best governance practices

Develop and implement a comprehensive Governance Training Program

Support the establishment of graduate curriculum committees within Faculty Council Rules in alignment with best governance practices

Update and upgrade the Senate Chamber and implement electronic voting at Senate meetings

Update and upgrade technology in 1048 Kaneff Tower

Strengthen Secretariat - Faculties liaison to ensure strong governance support and best practices are effected

Continue fostering greater dialogue between Senate and Board

### Measures/Metrics/Milestones:

FEUC Faculty Council established and employing Rules that reflect good governance practices

Implemented program for training/governance support of Faculty governance

All Faculty Councils have a graduate curriculum committee established and operational for FW 2021-2022

Renovated Senate Chamber that supports University's governance needs

Technological requirements in 1048 Kaneff Tower are assessed

Project proposal is created and approved

New IT is sourced and installed in 1048 KT

Well-functioning Faculty Councils across the University

Joint meetings held of Executive committees, and discussions fostered of shared governance matters

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## Strengthen York's Policies

### Action/Strategy:

Develop a Policy Framework

Provide support to units in the development of University Legislation

Revise Procedures governing the Appointment of the Chair of the Board

Support the development of a Policy on class cancellation during labor disruptions

### Measures/Metrics/Milestones:

Clearer, accessible and innovative policies aligned with Canadian best practices

Five-year cyclical review of all policies planned and launched

Policy template used for all new policies

Revised procedures governing the Appointment of the Chair of the Board approved

New Class Cancellation Policy approved

Fully functional Senate and Board processes following best governance practices

## Promote workplace well-being

### Action/Strategy:

Implement Remote Work Policy

Adequately resource staff members to work on-site and at home

Provide greater opportunities for training and professional development

### Measures/Metrics/Milestones:

Work from Home Agreements signed and implemented where needed

All staff equipped with laptops and cellular devices

Increased participation in governance conferences and training opportunities

## Secretariat renovations

### Action/Strategy:

Finalize floor plan and Cost Estimate and submit approval

### Measures/Metrics/Milestones:

Floor plans are reviewed and project is approved and submitted to proceed

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Develop project timeline

Project timeline is established and approved

## Enhance Human Rights Policies

### Action/Strategy:

Facilitate the deliberations of the President's Working Group on Free Speech

### Measures/Metrics/Milestones:

Final report of the President's Working Group on Free speech is published

Facilitate embedding of EDI principles in academic policies and governance practices through support of the Senate Executive Equity Subcommittee and APPRC initiatives

Enhanced governance practices that embed EDI and anti-racist principles

Enable APPRC and Equity Sub-committee engagement in development of the University Equity Plan

Completed Equity Plan

Provide advice and guidance on review of Racism Policy, with a view to convert it into a Human Rights Policy

Advice and guidance on development of Human Rights Policy provided

Set EDI goals to instruction the composition of the Board

Complement aligned with EDI goals

## Participate as member of Implementation Group to implement Cromwell/IWG recommendations; legal advise and counsel on all aspects

### Action/Strategy:

Review, draft, revise and advise on numerous policies, procedures and guidelines e.g. Pres. Reg. 4; Guidelines for student organizations; Student Referenda regulation and procedures re levies; student conduct

### Measures/Metrics/Milestones:

New or revised:

Code of Student Rights and Responsibilities

Presidential Regulation 4 for student governments and other student organizations

Guidelines on student club recognition

Guidelines on student levy referenda

Other policies, regulations, guidelines, etc. as determined



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## Implementation of Free Speech recommendation; and reporting on Free Speech

**Action/Strategy:**

Prepare document re parameters of Free Speech on campus; engage in consultations and related activities

Research, inquiries and drafting of Free Speech annual report and other documents

**Measures/Metrics/Milestones:**

Document prepared, consultations and activities actioned

Research, inquiries, report and ancillary documents complete and filed within deadline

## Negotiations for renewal collective agreements with CUPE 3903 Units 1, 2 and 3

**Action/Strategy:**

Participate in leadership of development of negotiation strategy and proposal documentation; serve as co- chief spokesperson

Provide effective, timely and comprehensive legal advice and counsel, both by in-house counsel and by managing external legal counsel

Lead advice and strategy moving forward regarding Federal Court of Appeal decision in Student Code appeal matter

**Measures/Metrics/Milestones:**

Collective Agreement negotiated

Legal advice and counsel effectively provided

Advice and strategy provided

## Support Mental Health and Well- being strategies

**Action/Strategy:**

Crisis response, advising on internal administrative tribunals and Student Code of Rights & Responsibilities

**Measures/Metrics/Milestones:**

Crisis response and advice provided

## Support York's responsibility to protect privacy and our commitment to the fair information practices of openness and accountability

**Action/Strategy:**

Advising on privacy, access to information and records management

**Measures/Metrics/Milestones:**

Advice provided; client satisfied

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## Lead the technology requirements of the Office of the Counsel

### Action/Strategy:

Equip all staff with laptops and/or cellular devices

### Measures/Metrics/Milestones:

Each employee of the Office of the Counsel has been issued with a laptop and/or cellular device and necessary support provided

## Make accommodations for the anticipated growth of the Office complement by completing the 10th Floor Kaneff Tower renovations

### Action/Strategy:

Finalize floor plan and Cost Estimate and submit approval

### Measures/Metrics/Milestones:

Floor plans are reviewed and project is approved and submitted to proceed

Develop project timeline

Project timeline is finalized and approved

Oversee the completion of renovations

Renovation project is finished resulting in an additional office and counsel satisfied

## 7. Answering the Call

### The establishment of the UNITAR CIFAL and its related support for a DEM Research Institute

#### Action/Strategy:

Developing a Job description and a budget for CIFAL -Hiring of the Director -Identifying a temporary home on the Keele campus -Building a group of faculty champions -identify ways in which the CIFAL Centre can enhance our external reputation - Meet with Canada's Ambassador to the United Nations

#### Measures/Metrics/Milestones:

-Centre is up and running by Winter 2021 supported by a large group of academic champions.

- Canada's Ambassador to the United Nations is aware of CIFAL York and the need for a DEM Research Institute

### Take a supportive and active role in anti-racism

#### Action/Strategy:

January 2021

#### Measures/Metrics/Milestones:

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• Use hiring opportunities to hire BIPOC employees • Participant in Anti-racist and Equity committee for UCAGAC (University Art Gallery Association) • Have staff member participate on the University's EDI committee • Work with finance to pay community members and artists at risk more expediently

Staff at the AGYU will include people of colour in positions of power  
This shift will work to redefine institutional practices and effect curatorial approaches that is ready to upend its own biases of criticality and productivity

## Breaking down deeply systematic anti-racist barriers through AGYU's new program initiatives

### Action/Strategy:

• Develop a mentorship program for emerging BIPOC artists. • Develop a Community Resource Program • Develop and implement new initiatives focused on supporting BIPOC artists that is community-based and lead.

### Measures/Metrics/Milestones:

Enhance community relations  
Support artist in the community and abroad  
Create a relevant program that engages many audiences

## Present the work of BIPOC artist

### Action/Strategy:

• present publications, lectures and exhibitions by artist of colour • support and present the work of Indigenous artists

### Measures/Metrics/Milestones:

Create a diverse program  
Make anti-racism a part of AGYU's program

## Reduce the Secretariat's ecological foot print

### Action/Strategy:

Implement Legal Files document management system with a view to reduce the Secretariat's use of paper

### Measures/Metrics/Milestones:

Secretariat's use of paper is much reduced

Improvement to our secure sites

All sites are secure

## Reduce the office of the Counsel's ecological footprint

### Action/Strategy:

Continue and enhance journey to the "paperless office" further reducing the Office's use of paper

### Measures/Metrics/Milestones:

Legal Files successfully implemented and all users fully on board

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**8. COVID- Response & Recovery**

**8c. Virtual Community Events**

**Action/Strategy:**

-Pivot traditional events that celebrate the milestones and successes of the community into accessible formats

**Measures/Metrics/Milestones:**

-Institutional events continue to occur in a safe manner  
-Community feels celebrated and recognized for their efforts and service.

**Convey the University's response to the ongoing COVID-19 pandemic to the federal and provincial governments and advocate for sector supports.**

**Action/Strategy:**

Using GR opportunities in Fall 2020 to communicate areas of possible research alignment with priorities at all levels of government, specifically including COVID-19 research.

**Measures/Metrics/Milestones:**

That each government understands the areas in which the University can offer support in the pandemic recovery and also understands the needs of the university sector given the impact of the pandemic.

**Maintain the Exhibition of contemporary art, produce exhibitions, host lectures**

**Action/Strategy:**

• Produce online programs • Develop forms of artist collaboration and communication outside of exhibition space

**Measures/Metrics/Milestones:**

Develop new audiences by increasing social media presence and followers  
Reach global communities with online programs