

Academic Quality

1. Innovative, Quality Programs for Academic Excellence

Provide high quality and timely governance support of university priorities.

Strategy/Action	Measure/Milestone		On Track
Enable APPRC support of and engagement in the preparation of a new University Academic Plan.	Establishment of the 2020-2025 UAP is presented to Senate for approval.		On Track
Enable APPRC and Senate consultation on SMA-3 preparation.	Consultation completed and SMA-3 presented to Senate for endorsement.		Completed
Support improved curriculum development and approval processes: a) enable ASCP engagement to enhance decision-making consistent with UAP, SMA and IIRP. b) provide governance support to enhance coordinated curriculum planning and delivery.	Curriculum decisions are linked to institutional plans. Revisions to the YUQAP are made. Strategy for implementing the Framework for Cross-Faculty Academic Degree Programs is developed.		On Track
Support establishment of new faculty restructuring FES & Geography to promote inter disciplinary and faculty-spanning curriculum	Establishment of new Faculty is presented to Board and Senate for approval.		Completed
Ensure completion of Senate committee review of Tenure and Promotion unit-level standards	Review is completed and reported to Senate.		On Track

Continually monitor, evaluate and update the University Communications Plan Framework to align with the UAP and enhance institutional reputation.

(Note: The Framework guides the integration of faculty and divisional communication efforts through the Integrated Communications & Marketing Council (ICMC).

Identify and present common communication objectives/strategies that resonate at both the institutional and local (unit) levels;
Through collaborative two-way planning with ICMC members and EDG, develop and implement coordinated institutional and "local" communication plans;
Align communication efforts with institutional brand and reputation strategies, amplifying key messages through integrated communication initiatives;
Enable faculties and central division engagement, knowledge transfer, and integration of efforts.

C&PA's Communications Plan Framework success is measured through three lenses:



On Track

Increase Awareness: With key target audiences, breaking through the clutter to differentiate York from the competition.

Change Attitudes: Enhance institutional reputation, increasing understanding and perception and interest among key audiences and build pride.

Influence Actions: Increase desired outcomes and actions, interest, information, enrolment, participation.

a. & b. Communication strategies shared with Council for feedback and input; Support provided to members in creating communication plans.

Collaboratively revise the overarching institutional communications plan based on the Communications Plan Framework with the members of the Extended Directors' Group (VPS, VP Adv., VPRI, OP) and report results at year-end.

c. Measures:

of ICMC Social Themed campaigns.

Social media theme metrics:

Awareness:

% participation in generating original content

% participation amplifying C&PA content

Total potential reach

Total # of posts

Action:


Total engagements.

d. # of development opportunities (workshops) provided to ICMC and minimum participation rate of 75%. (13 / 18 unit members).

Academic Quality

2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative


Support E-CV platform initiative.

Strategy/Action	Measure/Milestone	
Provide governance advice and services to APPRC to advance the E-CV platform.	Activities in support of initiative are brought forward to APPRC. Implementation of the E-CV platform.	 On Track

Student Success

3. Enhanced Quality in Teaching and Student Learning

Increase and Diversify Pedagogical innovation

Strategy/Action	Measure/Milestone	
a. Continue to partner with the Teaching & Learning office to provide editorial support in publishing a special monthly issue of Innovatus for Teaching and Learning in yFile.	a. Average unique pageviews of each issue of Innovatus and YOY increase (Set baseline in 2019/2020). Develop Innovatus quarterly metrics report.	 Progressing

Student Success


4. A Student-Centred Approach

Advance service excellence in the student complaint / case management process.

Strategy/Action	Measure/Milestone
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Undertake review of complaint pathway, processes and technology that supports correspondence and student-related complaints and cases, including the development and implementation of an updated standard operating procedure/service standard for student related complaints and cases.

Review of complaint pathway, processes and technology that support correspondence and student-related complaints and cases completed by September 2019.(note that technical requirement gathering completed July 2019, pending on UIT quote on Cherwell and other 3rd party solutions)

 On Track

Recommendations implemented by May 2020.

Updated standard operating procedure / service standard for student-related complaints and cases in place by April 2020.


Support the review of the Office of the Ombudsperson. Support the implementation of accepted recommendations presented in the review.

Ombudsperson review complete and accepted recommendations implemented by January 2020.

 Not On Track

Provide advice and support for creation of a new grade scale policy and progression standards.

A new grade scale policy and new progression standards are presented to Senate for approval.

 Progressing

Facilitate discussions at Senate about the policy revisions and implementation plan.

A new policy and new progression standards are implemented.


Facilitate the review of related Senate policies and Faculty regulations to ensure alignment with new grade scale.

Senate policies and Faculty regulations align with new grade scale.

Support is provided to Faculties and OUR in implementation.


Support the generation of student application leads through the SEM Advertising follow-up.

Target:10% increase in leads over 5 year plan.

 On Track

Create position and implement necessary restructuring of other counsel positions.

Position is created and position description finalized and implemented.

 On Track

Continue to enhance the program plan that addresses areas from the full-year program that could be enhanced

Review and enhance the full year program for the ambassadors (including updating SOPs, training plan, debrief reporting and recognition model. Create an Ambassadors handbook.

Develop a communications strategy in conjunction with PO including the development of a website.

Implementation of the enhancements for a second full-year program






Satisfaction of the partners at 90% or higher
Satisfaction of the student ambassadors at 90% or higher
90% or higher completion rate of the program.
Launch on a webpage and communication products

 On Track

Engagement and Outreach
6. Enhanced Community Engagement

Foster effective university governance in support of university strategic goals.

Strategy/Action	Measure/Milestone		Discontinued
Conduct review of select Senate- related governance processes and recommend possible improvements.	Reduced curriculum review/authority and delegation of Major Modifications to Faculties.		Discontinued
Review Senate policies to ensure they are effective and up to date.	All current Senate policies are reviewed and proposed revisions presented to Senate for approval.		Progressing
Review Senate rules to ensure effective functioning of Senate.	Proposed changes are presented to Senate for approval.		Completed
Prepare orientation material on the Senate and Board, academic plans, key university initiatives, etc.	Secretary oriented and fully functioning in the position.		On Track
Provide advice and support in new roles, jointly attend first rounds of governance meetings.	Assistant Secretary oriented and fully functioning in the role.		On Track
Mentor new Assistant Secretary.	Assistant Secretary oriented and fully functioning in the role.		On Track
Strengthen liaison with Faculty Council staff to ensure strong secretariat support is always available.	Ongoing advice and guidance to faculty secretaries is provided.		Progressing
	At least two collaboration sessions held each year.		Progressing
Conduct Red Bag sessions to community members on governance issues.	Hold 2 Red Bag sessions per year.		Progressing

<p>Increase governance awareness and participation through targeted information sessions (e.g. Governance Day).</p>	<p>Plan to hold sessions is developed and executed. Session material is finalized.</p>		<p>Progressing</p>
<p>Increase communication between Board & Senate.</p>	<p>Event is held creating an environment to foster greater dialogue between the bodies of Senate and Board. Synopsis of the event is shared.</p>		<p>Completed</p>
<p>Revise website for Board to ensure better community understanding of roles and work of the governance body. Ensure Senate website current and accurate.</p>	<p>Board engagement and awareness plan endorsed by the Board. Websites are updated and maintained.</p>		<p>Completed</p>
<p>Launch online governance resource</p>	<p>Resource is "live"</p>		<p>Not On Track</p>
<p>Support the review of the Office of the Ombudsperson. Support the implementation of accepted recommendations presented in the review.</p>	<p>Ombudsperson review complete and accepted recommendations implemented by January 2020.</p>		<p>Progressing</p>

Enhance Community Engagement (External)

6.1.1. a. Develop a brand differentiation strategy (including a unique value proposition, brand promise, positioning, messaging architecture, and a plan on how to operationalize across the University).

b. Support plan to improve rankings (e.g. QS, Times Higher Education (THE), Maclean's).

c. Enhance York's institutional reputation by positioning the President (and her designates/York senior leadership) as thought leaders through keynote opportunities, panel discussions, media opportunities and more.

d. Develop and execute a pan-university digital strategy to optimize and align all of York's web and social media properties.

e. Position York as a leader in the global postsecondary education sector by celebrating and promoting York's successes and achievements through PSE sector award submissions (CCAIE and CASE and others).

f. Maintain marketing progressive best practices in paid and owned approach to digital media, by actively identifying new opportunities to test, learn and evolve new strategies.

g. Identify and execute new innovative marketing initiatives (i.e. Drone aerial photography) . Partner with paid influential online content creators to reach and influence prospective students.

a. Phase II: Develop brand differentiation strategy and approve; Assess and recommend creative strategy against brand differentiation strategy.

Phase III: Launch and execute the Brand Delivery phase of the Brand differentiation strategy.

b. Rankings:
Metric: Maclean's National Reputation Ranking Target: Minimize decline or maintain ranking at 21/49.

Maintain 419 position in Times Higher Education (THE) and 511-520 position in QS Rankings.

c. Reputation Advertising:

i. Metric: Perception of York's reputation.
Target: Maintain or minimize decline (given strike) in % citing York's reputation as having improved (among those who had seen advertising vs. those who had not seen advertising YOY)

Impressions from paid media (Brand, Digital and traditional (with the execution of Influencer), local and international advertorials etc.).
Target: Maintain impressions of 138M for paid media.

ii. Metric: Audiences describing news stories and social media as positive.
Target: Maintain or minimize decline of % of audiences describing news social media as positive YOY.

iii. Metric: Total media stories and impressions.
Target: 10% increase in # of unique media stories and impressions YOY (global).
Baseline: from 17,320 to 19,052 stories with audience reach of 2.89B to 3.17B. impressions.

iv. Metric: Goal: maintain 30% of total unique stories and impressions as academic.

v. # of speaker engagements and proactive media opportunities of York's leadership as thought leaders.



On Track

d. Pan-university digital strategy and executional plan developed and rolled out to the community.



On Track

Target: Phase 1 launch winter, 2020 (C&PA sites, 5 Faculty sites, 3 VP sites Phase 2 (final) launch Sept 2020 (6 Faculty sites, remaining VP sites, Intranet).

e. # and quality of Awards received.

f. % increase in impressions and engagements from paid, and owned digital activities (Organic and Boosted only):

Social - Institutional channel, @YorkUniversity:

competitive ranking in cross channel engagement rate per post.

cross channel audience growth.

Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per post, match global higher education benchmark in engagement rate per post, and achieve 20% growth in cross channel audiences (social) YOY for Instagram, Facebook and Twitter. LinkedIn 5% growth and Snapchat to be excluded due to platform evolution and used as a complementary tactical channel.

Maintain web visits YOY change.

g. 8 new ideas from Marketing & Creative Services team.

Paid Influencer: Continue macro/paid influencer campaign and formalize and execute micro influencer strategy.

6.1.2. As opportunities arise, support Advancement in maintaining momentum of the IMPACT campaign.

IMPACT campaign: Average engagement per online advertising (social or G&M).



On Track

- 6.2.1 a. Develop a proactive, consistent earned media plan targeting relevant domestic and international markets issuing relevant newsworthy faculty/research news releases.
- b. Promote York’s Internationally recognized research and academic achievements.
- c. Issue institutional news releases highlighting major administration decisions, policy, and sector leading efforts.
- d. Increase and enhance proactive media relations & publicity efforts by creating new advertorial content.

- a. -d. i. Total Reach (10% increase YOY in total reach via earned media)
- ii. Audience growth: 5% YOY increase and # new followers. (from 22,462 to 24,500)
- iii. Maintain % describing news stories as positive YOY
- iv. Establish benchmark for media relations website visits
- v. 20% Increase # of York U experts on Guide
- vi. Target: 10% increase YOY in @yorkunews Digital Media Relations results:
 - . Increase reach (impressions)
 - . Improve engagements
- vii. Set baseline metrics in 2019/2020
YOY increase of Authors by 10% starting 2020/2021



Completed

Enhance Community Engagement (Internal)

6.3.1 a. Continue to embed internal communication strategies and tactics into all institutional communication plans.

b. YFile Improvements:

Refresh yFile to reflect the university brand work
 Develop marketing plan/roadshow to enhance community understanding of YFile's value
 Work more closely with the C&PA digital group to develop infographics and videos for YFile.
 Work with UIT to improve YFile archiving
 Work with VPS to encourage student readership
 Increase Glendon content
 Implement MailChimp to garner accurate analytics on e-mail subscriber behaviour, through Google

c. Y File Special Editions: Continue to collaborate with VPRI to publish Brainstorm and VPAP to publish Innovatus; Use UAP as an editorial filter to develop yFile's content calendar.

d. YuLink:

i. Make yu link the hub for information specific to internal audiences by increasing internal-focused information
 ii. Increase community usage of yu link

e. Advancement:

i. Support Advancement to increase alumni engagement
 ii. Review and adjust strategy based on the outcome alumni research
 iii. Support Advancement's marketing strategy for the magazine
 iv. Continue producing and mailing one print edition of The York University Magazine (fall); Produce and post 3 digital issues of the magazine (spring/summer/fall/winter).

f. Continue to evolve and enhance merchandise program with bookstore.

g. Support VPF&A division in executing culture change by developing communications plan and providing communications support through the new Associate Director position.

a. Internal communication plans developed and initiated, i.e. Communications plan developed for VPA and Provost's division.

b. YOY increase in yFile story coverage by UAP priority. Complete refresh based on new Brand strategy and report on:

10% YOY increase in yFile page views
 10% YOY increase in yFile total # of users
 Maintain average time of page of 2.07
 Maintain bounce rate of 10.38
 YOY Total yFile distribution list (readership)

c. # of special editions created
 YOY increase in baseline measures

d. 2% YOY increase in total YULink user sessions

e. YOY increase in print magazine circulation/readership. NB: As Digital subscriptions increase, print may decrease. Additionally, Alumni has re-evaluated their mailing list quantities and print circulation has been reduced by 30K in 2019/20.

Establish base-line benchmark KPIs for the digital edition:
 10% YOY increase in returning users (from 3,801 to 4,182)
 YOY increase in total subscriptions (285 to 1,500)
 Increase in average session duration rate from 1.30
 Reduce/maintain current bounce rate at 21%
 10% YOY increase in total and unique pageviews (from 38,029 to 41,832)

f. YOY % increase in sales of York branded merchandise in the Bookstore.

g. Communications plan developed and approved by VPF&A; executional plan rolled out to the division.



On Track





6.3.2 Strengthen labour relations and employee engagement by:

Developing and leading the implementation of an integrated communications strategy and tactical plan in support of the university's labour bargaining strategy.

Labour website data total visits and subscribers.



Discontinued







<p>6.4.1 Increase broad public awareness and understanding of York’s Markham Centre Campus.</p> <p>a. Work with internal and external partners to execute an integrated communication and marketing plan, in support of community/government relations, research and advancement strategies.</p> <p>b. Revise previous communications plan based on new project priorities and major milestones.</p>	<p>Total website visits. (Metrics will depend on the plan to be developed).</p>	 Progressing
<p>Build institutional pride through supporting the coordination and implementation of Red and White Days in both academic terms. Expand the scope of the event to include more faculty, student organizations, staff and alumni. participation Recognize the achievements of our athletes through hosting celebration events. Celebrate student success and achievement through supporting the organization of Circle of Scholars and Convocation. Continue to provide an open forum of communication annually with the community through the President’s Town Hall and Community Conversations. Host roundtables with students, faculty and staff to strengthen relationships, receive feedback & engage in dialogue with community members. Celebrate the achievements and milestones of staff, faculty, university official and Board members through the Staff Recognition Awards Dinner, Long Serving Faculty Reception, Divisional event, Retirees, New Faculty Breakfast and Hail & Farewell Dinner</p>	<p>Positions responsible for assisting with the coordination and implementation of events are accountable for their actions through the PDP plans Events receive a high satisfaction rating from 90% of attendees Set benchmarks for attendance & conduct surveys for the events that we host to obtain feedback and use the results/feedback to improve future events</p>	 Progressing
<p>Specific initiatives in place by Fall 2019 including: approval of social procurement policy, support for social procurement pilots, establish an internal CR Advisory committee, implement a new website including a helpdesk tool and organizing events in the community. Progress reports by Spring 2020. Continue to co-lead with the Vice-Provost, Academic the Carnegie Pilot project with a submission of our assessment in May 2020.</p>	<p>Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020. Carnegie Submission completed by the May of 2020</p>	 On Track
<p>Develop a refreshed Government Relations strategic plan Develop a refreshed complementary GR Implementation plan with stakeholder map</p>	<p>Have a strategic GR plan and a corresponding implementation plan in place by August of 2019. Complete the stakeholder Mapping associated with the GR plan by October 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.</p>	 On Track

Enabling the Plan

7. Enabling the Plan

Ensure institutional awareness of and compliance with relevant legislation including York University Act, Copyright Act, FIPPA, GDPR, and CASL and Copyright Board Tariffs (SOCAN & Re:Sound)

Strategy/Action	Measure/Milestone		
Monitor ongoing FIPPA, GDPR, and CASL compliance and provide ongoing web-based material.	All statutory requirements are met in a timely fashion. All government compliance reports are submitted on time.		On Track
Develop online resources for orienting employees to records management, Copyright and Privacy guidance and resources available to the community.	Online resource for Records Management launched and added to the "Onboarding Training" available to all York employees. Refresher Privacy and Copyright websites launched.		On Track
Conduct review of unit budgetary needs against existing budget.	Review finalized and recommendations made.		Completed
Revise job descriptions and classifications to reflect University priorities.	Descriptions are revised and reviewed (where appropriate).		Progressing
Analyze and create business plan for maximum value for money.	Business plan created, approved and implemented.		On Track
Review key processes and systems: correspondence, records-keeping, contact management, with effectiveness and efficiency lens.	Process evaluation complete and early enhancements in place. Continuous assessment improvement plan change management plans in place. Relevant SOPs are created and maintained.		On Track
Redeploy existing staff resources to assessing and improving back office processes.	Staff job profiles updated accordingly, roles and responsibilities clarified and realigned.		Completed
Support executive search for a Vice-President, Equity, Culture and People.	VPEPC selected by May 2019.		Completed
Support executive search for a new Vice-President, Research and Innovation.	VPRI search completed by November 2019.		On Track

Support search for Executive Director, AGYU	Executive Director search completed by November 2019.	 On Track
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Support the establishment of the Office of the Vice-President Equity, People and Culture.	VPEPC office established by Jan 2020.	 Completed
With the support of the president, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic impact of the group.	<p>a. Realize the re-envisioning of C&PA by completing the final staff hire identified in the HR Plan.</p> <p>b. Continue to onboard new staff, and create opportunities for cross-functional teams to interact and work together on projects/assignments.</p> <p>c. Provide team building opportunities to build stronger group collaboration, enhanced team agility, that fosters a "change" management culture in C&PA</p>	 On Track
<p>a. Demonstrate York "as an employer of choice" by identifying and supporting staff development and pride initiatives.</p> <p>b. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets, resources, processes).</p> <p>c. Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit.</p>	<p>a. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery.</p> <p>b. 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</p> <p>c. Completion of Social Media Audit management action plans on schedule.</p>	 On Track
<p>a. Support research to improve evidence- based decision making and improve the effectiveness of communication efforts.</p> <p>b. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.</p>	<p>a. 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.</p> <p>ii. Collaborate with Advancement to conduct Alumni communications research and report findings; findings used to inform future decisions.</p> <p>b. Enhance ability to measure and report on communication success measures and pan- university communication outcomes.</p>	 On Track
Support development, updating and tracking of PVP IRP.	PVP IRP and tracking process in place.	 On Track