

Faculty of Liberal Arts & Professional Studies

Top -5 Accomplishments - April 2020, Year-End Evaluation

Fiscal Accountability & Performance:

- With consistent performance in enrolment overall, improved retention and fiscal accountability, we reduced our negative carry forward from ~\$53.8 million to \$0 in just three years, including the final ~\$35.5 million dollar payment to wrap up 2019-20 at year end
- After an impressive transition to working remotely, particularly given our size and complexity, we are actively working to mount a robust Summer term of remote/online course offerings, which will represent approximately 50% of the University's Summer offerings, which will support our students in progressing their studies and aid in the continued viability of both the Faculty and the University more broadly

Strategic Enrolment Management (SEM):

- With an emphasis on data, fiscal responsibility and meeting student needs and interests, we worked collaboratively with our departments/schools to achieve an average undergraduate course fill rate of 92% at peak enrolment during Fall/Winter; we also developed and launched our new data visualization enrolment dashboard to support course planning and data-driven decision making with our departments/schools for 2019-20 and ongoing
- Maintained gains in program quality achieved over the past two years while holding steady in enrolment numbers despite ongoing impacts of the labour disruption and declining applications, which included year-over-year undergraduate enrolment growth with home FTEs increasing by 7%
- Increased international student enrolments and program diversity of international applicants, which included growth in undergraduate student visa headcount of 10% year-over-year; we also increased our international graduate student funding, which helped to yield an increase of 14% in our visa graduate student headcount
- Facilitated the development of a number of new academic programs for the Markham Centre Campus (MCC)
- Established and launched our IBM learning site in Markham, which represents a collaborative partnership that embeds teaching and learning for our students, faculty and staff within IBM Canada's headquarters, and expands the University's presence in Markham while working towards the opening of the MCC

Student Success & Retention:

- Developed and launched our new student-centred academic advising service delivery model, which includes new job descriptions, new hiring criteria, and robust training and coaching requirements for advisors that align well with the central advising competencies developed via the Division of Students; this began with our central LA&PS advisors (11 staff) and we are currently working with Employee Relations and the union (YUSA) with the intent to roll out the model broadly across the Faculty (13 staff) during the summer of 2020
- Steady improvement in student retention through concerted and data-driven activities, such as expanding our early alert efforts with the Departments of Economics and Social Science and broadening our Peer Assisted Study Sessions (PASS) program with the School of Administrative Studies, and Departments of Economics, Politics and French Studies (over 6800 student connection points via early alert and PASS for 19-20)
- Increased our experiential education (EE) learning opportunities through the expansion of student internships (127 work terms in 19-20), degree-required practicums (265 practicums in 19-20) and course-required placements (248 placements in 19-20), the successful transition of the LA&PS Internship Program from the YU Experience Hub to LA&PS, and supporting the launch of the new Experience York system to facilitate internships and placements; in addition, the Office of the Dean Experiential Education Development Fund (~\$50K for 19-20) was launched to support the increased embedding of EE in course curriculum (for 2019-20, 1086 students engaged in classroom-focused EE and 138 students engaged in community-focused EE)

Supporting & Engaging Our Community (internal & external):

- With an emphasis on equity, diversity and inclusion, we have continued to develop a more robust orientation, training and development strategy with staff, academic leaders and faculty from across LA&PS, such as sessions led by the Centre for

Human Rights, Equity & Inclusion, the Centre for Sexual Violence Response, Support & Education, and the Mental Health Commission of Canada's Mental Health First Aid certification program

- Progressed our advancement aims, including securing 5 donor funded internship awards, the Canada Life internships (12 internships per year for 3 years) and a variety of public focused sponsored research projects, such the Global Labour Research Centre (GLRC) receiving \$400K; in addition, we developed a new five year strategic advancement plan to support student experience and capital investments
- Among a number of other engagement focused activities, we successfully launched our new Breakfast with the Dean initiative to engage highly placed alumni (2 events hosted, with the remainder for 19-20 unfortunately cancelled related to COVID-19) and with the aim of hosting 6-8 per year moving forward given the positive reception, and we hosted the School of Administrative Studies' second annual speed mentoring evening, which included approximately 35 alumni and 200 students

Infrastructure Renewal:

- With a focus on accessibility, usability and improving the student, faculty and staff experience, for 2019-20 we also self-funded ~\$7.5 million in infrastructure renewal, deferred maintenance and IT rejuvenation throughout LA&PS, which included various renovations and enhancements throughout our departments/schools/colleges and adjacent common University spaces

Academic Quality

1. Innovative, Quality Programs for Academic Excellence

Focus on complement renewal to not only replace retirements, but build new faculty cohorts in research and teaching areas of high demand, including teaching stream hires

Strategy/Action

Measure/Milestone

- 1. Hire across LA&PS in both professional and arts areas with a balance of research focused professional hires as well as teaching hires in a strategic manner
- 2. Prioritize the hiring of excellent candidates with active research agendas for their research areas, and teaching stream candidates who have demonstrated experience and excellence in teaching

- 1. Authorize and proceed with up to 40 professorial and teaching stream new tenure stream hires in 2019/20 (In Progress)
- 2. Authorize and proceed with 40 new tenure stream hires in each of 2020/21, and 2021/22, while maintaining searches into the next hiring year which for a variety of reasons "fail"



On Track

1. Work with academic units to establish their curricular priorities through the yearly curricular planning meetings in October 2019
2. Use data and environmental scans to determine areas of growth to support #1
3. Develop pathway programs in order to improve conversion for students who do not meet entrance requirements for programs of choice
4. Develop recruitment and retention materials (with a significant online presence) to clarify graduation opportunities which highlight major/major, major/minor, and certificate opportunities especially those which “cross the ampersand” between professional and liberal arts disciplines

1. Improvements in existing program course fill rates (percentage of students versus capacity of course) while launching new courses (5% new curriculum by 2022 without increasing offerings); continue on the work of 2018/19 by having more programs prepare and submit major modification proposals in 2018/19 to renew the program curriculum as a whole (In Progress); support programs with adopting the process of planning and proposing curricular change on a program level rather than individual course proposals, which enables programs to more effectively map their curriculum, update program learning outcomes, and consider retiring outdated offerings when the program proposes new courses (In Progress)
2. Develop at least three new undergraduate programs and/or certificates over the next three years (e.g. BA Speech and Language Sciences; Certificate of Proficiency in Korean; Undergraduate certificates in Anthropology); BA Speech and Language Sciences advancing through approval process with site visit complete by February 2019 (Completed) and expected to launch in FW 2020 (In Progress)
3. Continue to build on the Pathway programs (developed in Fall 2017) to include 105 applicants and to better understand the success of the program given the labour disruption impacted solid data
4. Leverage Quali and Curriculum Developers to support the Curriculum Development/Programs team ensuring that all programs have met with a Curriculum Developer and are integrated into use of Quali by Spring of 2020
5. The Recruitment team, working with the Communications team, will highlight combined program opportunities through enhanced recruitment strategies (e.g. more online engagement, in person school visits, involving faculty members and profiling alumni who have “value added” credentials); the goal is to increase, particularly given the impacts of the labour disruption, year-over-year domestic applications to a broader range of programs by 5% over a 3-year period from 2018/19 to 2021/22 and to provide clear pathways to students with increased advising support, which will result in improved graduation rates




On Track

1. Regularize training for the Curriculum Committee and Curriculum Development/Programs team staff through development of training materials


2. Implement full delivery of courses module in Kuali

1. Production of a curriculum manual for Curriculum Committee members, staff and the broader LA&PS community by Spring of 2020
 2. Training of faculty and staff on Kuali through departmental workshops by Winter 2021
 3. Annual training sessions for Faculty curriculum committee started in fall 2017 ongoing for 2019/20 to continue improvements in moving curriculum through the collegial governance process
 3. Continue to identify and action opportunities to improve efficiency, effectiveness and clarity of curriculum development and approved process

 On Track


1. Facilitating community conversations on the role and nature of General Education, supporting the work of the General Education Working Group

1. Reduce the number of General Education credits a student can take from 36 to 24
 2. Ensure General Education is taken within the first 45 credits
 3. Review all General Education offerings in LA&PS to ensure they are meeting learning outcomes
 4. Based on the General Education Working Group's report (expected Fall 2019), hold Faculty consultation meetings and develop a Dean's Office response to go to Council in Winter 2020

 Progressing

1. Through collaborations with the LA&PS Curriculum Development/Programs team, AIF funding, the resources of the Vice-Provost and the Vice-President Teaching & Learning, develop a 48-credit degree program on-line and in person

1. Consult with academic leaders in relevant programs to determine department/school that will administer new degree program
 2. Submit NOI by Spring 2020
 3. Program launch in September 2021

 On Track

1. Support the Colleges Revisioning process continuing from 2018/19
2. Develop a Dean’s response to the Colleges Revisioning report submitted in Fall 2019

1. Submission of Dean’s response to Council in Winter 2020
2. Hold at least 2 follow up consultation meetings with the LA&PS community in Winter 2020
3. Develop a roadmap for the Colleges in Summer 2020
4. Continue to enhance programming, staffing and physical space within the Colleges



Progressing

Academic Quality

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

Renewal and creation of innovative graduate programs while maintaining viable unique interdisciplinary LA&PS graduate programs

Strategy/Action

Measure/Milestone

1. Review of curriculum of existing graduate programs to find areas of collaboration
Integration of STS graduate program in LA&PS
2. Create a Liberal Arts course-based MA
3. Promote collaboration between smaller programs to avoid duplication of graduate courses
4. Create a more coherent oversight function for programs without cognate UG departments


1. Work to bring Graduate Curriculum Review in to LA&PS Collegial Governance structures by 2020
2. Graduate curriculum review by Fall of 2021
3. Develop new Liberal Arts MA by 2021
4. Develop a collaboration plan for unique graduate programs in 2019/20



Progressing


1. Significantly increase direct contact between individual faculty members and the Associate Dean (AD) Graduate & Research and team outside of the context of research funding exercises, including: establish one-on-one meetings between AD Graduate & Research and new faculty members
2. LA&PS Development team to support private sector grants for researchers (individual & teams)

1. Initiate second round of bi-annual research meetings with all units, including compilation and presentation of five years of data re: the unit's external grant applications in 2020/21
2. Up to 43 meetings with new faculty members by Oct 2019 (In Progress)
3. Continue meetings annually with all new appointments

 On Track


1. Include in the Research portfolio the responsibility for sabbatical research reports
2. Foster better connections between academic research and media/current issues/personal interest stories for external consumption, including working with the communications team to produce sabbatical stories
3. Support sabbatical research through the Research Officers with check ins before and during sabbatical to provide supports
4. Encouraging faculty members to adopt e-CV when it comes on board in concert with VPRI to further enhance the reach of LA&PS research and ease the collection of research productivity





1. Review approximately 50 sabbatical reports annually
 1. Goal of 40% response rate re: sabbatical stories year 1; 50% year 2; 60% year 3
 2. Contact approved sabbaticants 6 months before, at the start of, and mid-way through their sabbaticals meetings with 50% of pre-sabbaticant faculty year 1; 80% year 2; 100% year 3
 3. Run a yearly workshop in January for upcoming sabbaticants starting in 2020
 4. Develop a LA&PS response to SMA3 research metrics by Winter 2020

 Progressing

1. Hosting and, when relevant, collaborating with other Faculties on thematic research information sessions, as well as evaluating efficacy of such sessions through data collection

1. Shift from the current ad hoc programming (often programming by invitation) to an organized suite of research theme workshops established in Summer and Fall 2019
2. Advertise widely and systematically including both pre- and post-award workshop sessions
3. Data collected on attendance and feedback forms reviewed by AD and Research team to identify opportunities for improvement

 On Track

<p>1. Research Officers (ROs) establish a schedule to meet all faculty within their roster at least once every three years, whether or not they are applying for an external grant</p>	<p>1. Track number and timing of meetings annually, ROs should be meeting with 1/2 of their roster annually 2. Develop and facilitate regular career development workshops for faculty members – two per year 3. Yearly meetings (with 50% of units) to discuss grants, awards activities and to share best practices</p>	<p> Progressing</p>
<p>1. Systematically capture and report on annual grant numbers</p>	<p>1. Continue to build on efforts that began in 2018; expand to capture data on LA&PS Co-Investigators in 2019; leverage centrally available grant data via VPRI to support Faculty objectives</p>	<p> On Track</p>
<p>1. Host Research celebration / showcase events (i.e. DARE Poster Session, Kitty Lundy Memorial Lecture) 2. Ensuring LA&PS Research Accomplishments are widely advertised in Y-File, LA&PS website, recognized through annual VPRI Research Recognition events 3. LA&PS Development team to identify and solicit donors for DARE</p>	<p>1. In 2019/20 host annual DARE awards celebration; develop and implement full communications rollout to increase awareness and participation in DARE program 2. Increase by 20% annually number of research 'stories' that appear and are compiled on the Research Gallery page 3. DARE recipients, 50 by Spring 2020</p>	<p> Progressing</p>
<p>1. Create fieldwork costs fund for eligible MA and PhD students 2. Develop matching funds for graduate student trainees on grants that require matching funds</p>	<p>1. Implement 20 new research fieldwork cost fund awards for doctoral students by end of summer 2019 2. Create a LA&PS Research Costs Fund for MA students who are ineligible (due to non-CUPE membership) for FGS-administered Research Cost Fund, in Fall 2019</p>	<p> Completed</p>

1. Create improved international MA funding packages

1. Continue to build on the work of 2018/19 to develop more competitive graduate funding packages, especially at the PhD level
2. 60 improved MA funding packages for the 2019 recruitment cycle
3. Collect data on the success and impact of these packages



On Track

1. Develop a competition report in concert with FGS to determine which programs are in need of increased support, and what that support would be, to improve competitive nature of LA&PS programs
2. Develop and rollout a graduate student focused communications/recruitment plan for potential applicants

1. Increase domestic graduate student enrollments by 2% in 2019/20
2. Creation of the communications/recruitment plan and execution of the tactics



Not On Track

Student Success

3. Enhanced Quality in Teaching and Student Learning


Renew and expand LA&PS Study Abroad Program

Strategy/Action

Measure/Milestone


1. Develop LA&PS Study Abroad Course guidelines
2. Launch call for Study Abroad Courses
3. Develop a pre-departure global learning course
4. Establish debriefing sessions for students returning from study abroad in order to reflect and articulate their learning
5. Develop a marketing and promotion strategy with the LA&PS Communications team to increase recruitment and participation in Study Abroad
6. Development Team to work with Associate Dean to secure donor support

1. In 2019/20 achieve 5 Study Abroad trip offerings; in 2020/21 achieve 8 Study Abroad trip offerings
2. Increase LA&PS students studying abroad to 200 students by 2022
3. Hold Fall and Winter debriefing sessions for students returning from study abroad in 2019/20
4. Create and hire Study Abroad Coordinator position in Fall 2019

 On Track


1. Engage with 5-6 departments to scaffold work-focused experiential education into programs every year
2. Develop a Learning Integrated Work (LIW) Program within LA&PS to allow students to leverage their existing work experience into credit
3. Continue to implement Orbis software to streamline EE processes, documentation and statistics
4. Establish EE fund to support classroom-based EE activities and the development of new work placement courses
5. LA&PS Development team to make connections to employers and solicit donors for internship awards and EE fund

1. EE offerings in 5 new departments by 2019/20 and 5 additional departments in 2020/21
2. Develop a Learning Integrated Work (LIW) course submitted to the Curriculum committee in 2019/20 for enrollment in Fall 2020
3. EE Staff trained to utilize EE software Spring/Summer of 2019; work to develop at least one Orbis "super user" on the EE team by Winter 2020
4. Brainstorm potential EE expansion opportunities for the IBM Markham site and for the new Markham Centre Campus
5. Create guidelines and announce EE fund by October 2019

 On Track

1. Outreach to social justice-oriented agencies to host LA&PS students for summer internships through Advancement and the EE team
2. Outreach to for-profit companies for internships through Advancement and EE team
3. Complete the transfer of administration and delivery of LA&PS Internship program from the YU Experience Hub to LA&PS

1. Provide 10 new internship opportunities for LA&PS students in 2019/20
2. Launch 18 Summer Internship Awards by June 2019 (Completed)
3. Develop capacity through team, systems and processes development to manage addition of 60+ internships from the YU Experience Hub (In Progress)
4. Establish LA&PS Advisory Committee on Internships/Work-Focused EE to re-engage faculty and programs by Winter 2020

 On Track

Student Success

4. A Student-Centred Approach

Improve the quality of academic advising in LA&PS to see an increase in student success, retention and satisfaction

Strategy/Action

Measure/Milestone

1. Increase the role of Undergraduate Program Directors (UPDs) in academic advising
2. Expand the Retention Council's Early Alert Pilot Project in 2019/20 from one to three courses
3. Develop unit-level Early Alert strategies
4. Provide training for academic advisors to create a more collaborative and professionalized advising environment within the LA&PS advising community
5. Gauge student satisfaction with academic advising
6. Review the Faculty's academic advising model and structure, and implement recommendations
7. Review and revamp the Faculty's academic advising model and structure and implement recommendations by 202, both centrally and within academic departments (as applicable), including community consultations

1. Hold at least 3-4 meetings a year at which Undergraduate Program Directors are given hands on training and support in advising concepts such as proactive and appreciative advising; also provide support and training on technical systems (e.g., SIS) related to advising in 2019/20
2. Expand Early Alert Pilot to two more courses in 2019/20 to address low retention rates and track improvements in retention
3. Create a toolkit and framework for unit-level Early Alert initiatives to launch in Fall 2019
4. Create a short student satisfaction survey on advising using UNMA students as a student sample in 2019/20
5. Implement 3 documented improvements to strengthen the service delivery model and student experience in LA&PS Academic Advising (e.g. reduced wait times, improved accuracy of information) in 2019/20



On Track

1. Increase the number of entrance awards in spring cycle as a recruitment tool
2. Collaborate with SFS to expedite the process of disbursing emergency bursaries
3. Utilize new LA&PS awards website, social media, print media, and information sessions to communicate awards opportunities to LA&PS students
4. Review LA&PS awards cost centre management processes, policies and balances
5. Develop and deliver 2019 awards adjudication guidelines and timelines to departments
6. Organize a Faculty awards event to recognize recipients of student awards

1. Create and hire a Manager, Student Academic Affairs, Achievements & Awards position by Fall 2019
2. Continue to review fund 600 award cost centers and work to address areas for clarity with set-up/structure, improvement in the disbursement of funds and cost centre ownership/management (In Progress)
2. 10% increase of entrance scholarships compared to 2018/19
3. Improve funding by 10% for emergency bursaries in 2019/20
4. Track and count click rates and unique and return visits to the awards website to measure impact of increased awards presence
5. Existence and distribution of awards adjudication guidelines by spring 2020
6. Improve student awards disbursement rates by 5% across the faculty in 2019/20

 Progressing


1. Streamline and standardize the academic integrity panel hearing process
2. Raise LA&PS students' awareness of academic integrity standards and penalties in an effort to reduce the number of academic integrity breaches
3. Review academic integrity tutorials with an eye to improve their impact
4. Revise Faculty academic integrity policy where necessary to ensure alignment with Senate AH policy

1. Create and hire Manager, Student Academic Affairs, Achievements & Awards by Fall 2019
2. CTLSS will draft a letter outlining AH priorities and procedures that will be brought to LA&PS Faculty Council and then shared with units by December 2019 (In Progress)
3. Training/information sessions created and delivered to each of the following constituencies (UPA, UPDs, Advising, CTLSS) in 2019 (In Progress)
4. Track scores and completion rates of academic integrity tutorials in concert with eServices/UIT by December 2019
5. Deliver AH training to the Committee for Teaching, Learning & Student Success to ensure that members understand AH standards and penalties and the Faculty AH panel hearing process by Spring 2020
6. Support a reduction in academic integrity cases of 5% over a 3-year period between 2018/19 to 2020/21

 Progressing


1. Convert UNMAs to program majors by end of their first academic year through targeted advising

1. Improve UNMA conversion to program rate by 25% by Spring 2020
2. Survey UNMA's to better understand their expectations in 2019, and to develop recommendations based on the survey results and to act accordingly
3. In concert with the Vice-Provost's Office work on developing a Liberal Arts program to facilitate UNMA enrollment in a clear program with clear learning outcomes by Spring 2020

 On Track


1. Develop an LA&PS international recruitment plan and materials
2. Increase LA&PS participation in international recruitment

1. Production of print and on-line international recruitment materials
2. Establish LA&PS Summer Camp for grade 10 and 11 international and domestic students to launch Summer 2020
3. Create and hire Manager, International Student Success & Engagement positions by Fall 2019
4. Adapt and continue to develop LA&PS Strategic Internalization Plan in relation to priorities identified by the President's Council on internationalization

 On Track


1. Develop effective use of social media and other digital resources to increase recruitment success
2. Increase the quality of students recruited into the Faculty

1. Develop and submitted job description for Digital Strategists a dedicated resource for social media and digital channels on the Communications team to be hired by October 2019 (Completed)
2. Develop and implement full social media strategy for recruitment
3. Increase and improve the recruitment events and outreach through SEM strategies and tactics
4. Through AD Programs meeting with every unit generate unit level conversion and retention activities in fall and spring 2019/20
6. For 2019/20 continue to maintain or increase our overall entering GPA
7. Review and harmonize pathways into degrees within LA&PS working with the Vice-Provost's Office by Winter 2020
8. Establish LA&PS Summer Camp for Grade 10 and 11 international and domestic students to launch summer 2020

 On Track

1. Review existing processes and systems and develop recommendations
2. Enhance communications through the petitions process to improve the student experience and strengthen opportunities for student support and learning
3. Identify opportunities for collaboration and proactive intervention with LA&PS Academic Advising with the aim of reducing the number of petitions

1. Conduct a review and process mapping for student petitions processes, including exploring opportunities to leverage technology, in Fall 2019 and Winter 2020 to improve the efficiency and effectiveness, and the student experience
2. Identify and action opportunities to improve petitions related student communications in Fall 2019
3. Develop a report with recommendations by Winter 2020, and implement approved recommendations to approve petitions process and systems by Spring 2020
4. Review petitions data to identify trends and collaborate with Academic Advising to develop a plan for proactive interventions by Spring 2020, including communications and training with staff in advising and throughout the Faculty

 Progressing

Engagement and Outreach

5. Enhanced Campus Experience


Dedicate resources to improving the physical space of LA&PS

Strategy/Action

Measure/Milestone


- 1. Commit to as many physical improvements as possible within our budget
- 2. Engage in long term planning for new and improved buildings
- 3. Provide improved and greater range of accessible teaching spaces

- 1. Ensure that a minimum of 4 departmental upgrades are approved and 4 departmental renovation projects are completed in each of 2019/20 and 2020/21
- 2. Support the Faculty in the development of an annual and multi-year infrastructure plan by 2020
- 3. Submit a three-year capital plan to the Provost in the budget consultations of 2020 including accessible teaching space plan

 On Track


- 1. Develop a space that is welcoming, modern and supports flexible teaching, learning and community engagement, including a scaffolded approach to experiential education and community and employer partnerships

- 1. Develop a preliminary license agreement for the space by June 2019 (Complete)
- 2. Complete job evaluation and recruitment for 1 management position and 1 staff position hiring by August 2019 (Complete)
- 3. Upgrade the spaces and technology within, including creating a vibrant LA&PS York presence by September 2019 (Complete)
- 4. Launch select 3rd and 4th year classes for September 2019 (Complete)
- 5. Support the launch of SAS's graduate programs in 2020 and 2021 (In Progress)

 Completed

- 1. Based on feedback from the community, foster and create spaces that are welcoming while effectively integrate safety and security elements

- 1. Implement a system of cameras in the LA&PS Colleges by the end of 2020 (In Progress)
- 2. Upgrade/install access card readers for LA&PS departments in Ross and Vari Hall by the end of 2020
- 3. Integrate security elements in LA&PS infrastructure upgrades, renovations and new build projects on an ongoing basis

 On Track

1. Ensure required health and safety training is completed and offer additional training and support and to best meet the needs of the LA&PS community
2. Support opportunities for staff and faculty engagement in University and Faculty health and safety processes and committees
3. Offer a suite of training throughout the year focused on health, well-being, equity and inclusion

1. 100% of Academic Leaders in LA&PS will complete the Respect in the Workplace module by Spring of 2020 and every year thereafter
2. Offer 2 faculty wide faculty member training sessions with Centre for Sexual Violence Response, Support & Education in 2019/20
3. Offer 2 sessions of Verbal Judo in 2019/20 for staff
4. Offer 2 faculty wide sessions for faculty members and staff on Mental Health in the Workplace by April 2020
5. Offer mandatory Mental Health First Aid training for managers across the faculty by January 2020, with the aim of rolling it out more broadly across the Faculty for staff and faculty members in 2020/21
6. Offer 2 workshops on Respect in the Workplace and Diversity, Equity and Inclusion in 2019/20 for Faculty and staff
7. Offer at least 3 community building events for staff across the faculty in 2019/20



On Track

Engagement and Outreach

6. Enhanced Community Engagement


Strengthen collegial governance and academic leadership capabilities

Strategy/Action

Measure/Milestone


1. Run workshops every year for Academic and Administrative Leaders on best practices
2. Develop and implement on-boarding training and materials for new Chairs and Directors, UPDs and College Heads
3. Develop FAQs for easy reference for Chairs, Directors, UPDs and GPDs to consult
4. Run workshops for Tenure and Promotion (T&P) and hiring processes
5. Work to build on and integrate the curriculum from the AVP T&L's academic leadership workshops into existing and/or new sessions for LA&PS in support of the Faculty's and the University's learning and development objectives for academic leaders

1. Offer 2 Academic Administrative workshops for LA&PS academic leaders and staff in SU and Fall 2019/20 with an aim to reach a combined group of participants of 150
2. Develop and run 2 new Academic Leaders workshops, for Chairs, Directors and Heads, per year starting in 2019 and ongoing
3. Develop a package of academic on-boarding materials, including role descriptions
4. Run 1 academic leader onboarding session annually each Spring
5. Continued FAQ document development in 2019/20 to provide a one stop shop for questions for academic leaders
6. Building on 2018/19, facilitate 4 workshops on tenure and promotion and hiring per year in 2019/20
7. Development of an updated spreadsheet to track T&P standards in 2019/20

 On Track

1. Streamline process for responding to accommodation requests from instructors
2. Commit financial support to retrofit some teaching spaces which better meet accommodation needs of our instructors

1. Establish Faculty Affairs and/or Health, Safety & Infrastructure staff point-person to receive and review WAPs for the implementation of accommodations by winter 2020
2. Find funding in the budget or a donor through advancement to fund classroom accommodation needs by the end of 2020

 Progressing


1. Establish a planning committee to implement recommendations

1. Submit final report on internationalizing the LA&PS curriculum
2. Launch ArcGIS map of LA&PS International Research projects

 Progressing

1. Develop Dean’s Advancement plan and targeted advancement partners
2. Signify grow funding
3. Nominate alumni for awards and honours
4. Increase outreach events
5. Develop project briefs
6. Host strategic community events

1. Complete Advancement Plan in October 2019
2. Improve LA&PS advancement fundraising by 25% year over year for three years (In Progress)
3. Increase LA&PS presence in the advancement calendar events (In Progress)
4. Increase external engagement with 50 new, high-value prospects
5. Fifteen new project briefs developed

 On Track

1. With an emphasis on community building and engagement, offer a number of key events for students, faculty, staff, alumni and community members to engage in celebrating LA&PS’ anniversary

1. Hire project/events manager role to support the anniversary celebration planning and execution in 2019 (Complete)
2. Create and promote a calendar of anniversary events
3. Enhance the Dean’s 2019 Recognition Lunch for staff in alignment with the anniversary celebration and legacy of the Faculty (Complete)
4. Coordinate and execute 2-3 large scale events to engage key audiences in 2019/20

 Progressing

Enabling the Plan
7. Enabling the Plan


Streamline (using technology and staff resources) annual Faculty Affairs exercises to expedite processes and improve documentation

Strategy/Action

Measure/Milestone

- 1. Establish on-line application system for new faculty hires
- 2. Develop on-line applications for internal exercises such as Tenure and Promotion

- 1. Conduct process mapping and research regarding online application system options across campus and propose recommendations to academic leaders (Completed)
- 2. Build/purchase the online application system by Winter 2020
- 3. Develop online process for internal application processes

 On Track

- 1. Review of workload documents and implementation of Faculty standards

- 1. Comment upon and submit to JCOAA all workload documents for Fall 2019 (In Progress)

 Progressing


- 1. Establish MOU with respect to relevant roles of FGS and LA&PS including financial reporting
- 2. Create LA&PS Graduate Curriculum Committee to provide oversight of Graduate curriculum

- 1. MOU created between LA&PS and FGS by Summer 2020
- 2. Faculty Council changes to facilitate this MOU including a Graduate Curriculum Committee

 Progressing


- 1. Hold workshops throughout 2019 on the Microsoft Office suite
- 2. Continue to upgrade computing equipment throughout the Faculty on a 5-year cycle
- 3. Develop a strategic computing plan for the Faculty

- 1. All staff, faculty and administrative units having the opportunity to train on the Microsoft Office suite of products in 2019/2020
- 2. Continue deploying Windows 10 and associated new computing equipment for staff and faculty by April 2020
- 3. Ensure that the hardware and software has been replaced/upgraded in all LA&PS non-RAC classrooms, meeting rooms and Faculty computing labs by Winter 2020
- 4. Facilitate a process for stakeholder input to develop the Faculty's strategic computing plan in 2020, and create and begin formally implementing the plan in 2020/21

 On Track


1. Create more robust hiring processes to strengthen our hiring outcomes
2. Provide support to academic leaders in developing their understanding of the implications of the YUSA Collective Agreement
3. Enhance training and development for managers and staff
4. Continue to streamline and enhance the on-boarding and orientation processes for new staff and managers

1. Create a suite of tools to support a more robust interview process by Fall 2019
2. Working with Associate Dean Faculty Affairs, develop and run 2 sessions that provide an overview and encourage dialogue regarding the YUSA collective agreement for Academic Leaders by Winter 2020
3. Expand the launch of the Individual Development Plan (IDP) process as a pilot for staff within the Faculty by summer 2019
4. Support the managers with their development and execution of annual training plans for each department/unit/portfolio by winter 2020
5. Operations will work closely with Faculty Affairs to develop a responsibilities matrix document that maps key roles (e.g. Academic Leader, Operations Manager, Administrative Assistant) by Winter 2020 (In Progress)
6. Develop/enhance and provide templates and packages to support managers with the on-boarding and orientation of new staff hires by October 2019
7. Actively work to decrease the Faculty's average time to fill days for recruitment of CPM and YUSA positions in 2019/20 (i.e. CPM 56 days and YUSA 77 days on average in 2018/19)

 On Track

1. Review existing Faculty financial structures, guidelines and processes (and those of other Faculties) to identify and action opportunities for process streamlining and improvement within LA&PS
2. Ensure regular financial reports and updates are provided for the LA&PS community

1. Present the SHARP 2018/19 actuals and 2019/20 budget forecast at Faculty Council in Fall 2019
2. Develop recommendations and implement new Faculty guidelines as necessary to support and clarify University policies as necessary by Fall 2019
3. Ensure cost centres and budgets are allocated accordingly to each manager and in alignment with the new organizational structure, including appropriate signing authority and cleanup of cost centres as necessary by Winter 2020
4. Review our expense claims review and approval processes within LA&PS for faculty and staff, including research accounting, and make recommendations to streamline processes and achieve greater efficiency and reduce timelines and duplication of efforts by Winter 2020
5. Provide budget presentations at least twice per fiscal year to the Chairs, Directors & College Heads group, and to Faculty Council

 On Track