

Academic Quality

1. Innovative, Quality Programs for Academic Excellence

**Enhancing comprehensiveness and interdisciplinary**

**Strategy/Action**

**Measure/Milestone**

Completing the establishment of the 5 new MTCU program

1.6.1 Write a proposal for the Communications program; 1.6.2 Hire three new faculty members in Communications; 1.6.3 Offer Communications program to students; 1.6.4 Write a proposal for the Dual-Degree Business program; 1.6.5 Hire three new faculty members in Business; 1.6.6 Offer Dual-Degree Business program to students



Completed

Develop non-funded new programs to enhance existing programs

1.7.1 Set up a 4+1 program in Études francophones; 1.7.2 Set up a 4+1 program in Translation; 1.7.3 Set up a CRLCC certificate in conjunction with the linguistics program; 1.7.4 Establish a collaborative Master of Public and International Affairs with Laval University in Québec; 1.7.5 Set up a 4+1 program in MPIA (Public & International Affairs)



Not On Track

Explore and develop new programs that require external funding (e.g. MTCU)

1.8.1 Explore and develop the first two years of a bilingual nursing program (with partner); 1.8.2 Explore and develop a program in pre-medicine, pre-pharmacy and pre-dentistry; 1.8.3 Explore and develop the first year of an engineering program (with partner); 1.8.4 Explore and develop a program in Statistics and Data Science; 1.8.5 Explore and develop a Pre-Law program; 1.8.6 Explore and develop a Criminology program



Discontinued


Develop a Learning Technology Plan for an enhanced digital culture

1.9.1 Write a Learning Technology Plan; 1.9.2 Create e-learning workshops for faculty; 1.9.3 Encourage students to create a geek club



Completed

Increase the number of blended and online content	1.10.1 Set reasonable data-driven targets for the different types of online courses (online content, blended and fully online); 1.10.2 Increase the number of blended and online courses available to students	 Completed
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Increase the number of courses with Experiential Education activities locally and at international level	1.11.1 Write and implement an Experiential Education Plan; 1.11.2 Ensure that each program has at least one opportunity for Experiential Education both at the undergraduate and graduate levels.1.11.2. Development of MOUs with international partners for international placements.	 Completed
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Academic Quality


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




**Research intensification:**

**Strategy/Action**

**Measure/Milestone**

Foster a culture of research and innovation	1.1.1 Create a calendar and flow chart of grant opportunities; 1.1.2. Launch Innovation@Glendon seminars held monthly; 1.1.3. Revamp website to better promote and disseminate research at Glendon; 1.1.4. Establish a formal mentorship program for new faculty; 1.1.5. Produce a confidential and personalized yearly report containing research productivity indicators; 1.1.6 Implement the use of research data. 1.1.7 Implement a yearly faculty retreat to assist faculty with grant application writing (research retreat jointly offered with Osgoode in 2018-19 to encourage feedback from other disciplines).	 Completed
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</colgroup> Improve research performance	</colgroup>1.2.1 Establish research performance indicators; 1.2.2 Draft letters and hold meetings with new faculty members to underscore importance of research for tenure and promotion; 1.2.3 Organize annual meetings with faculty members to review research performance; 1.2.4 Develop an incentive plan for research (using data from survey); 1.2.5 Organize training and development opportunities for researchers - at least once per term	 Completed
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Improve research profile of graduate and postdoctoral programs	1.3.1 Identify strong graduate and postdoctoral researchers and encourage them to submit funding/research applications; 1.3.2 Develop pathways to expand the apprentis-chercheurs program for top scholars at undergraduate level over 4 years and encourage them to apply to Trudeau Foundation Scholarships, Rhodes Scholarships.		On Track
Hiring more full-time faculty	1.4.1 Hired 4 full-time Research Stream faculty (2018-19) and hiring 4 full-time Research Stream faculty (2019-20); 1.4.2 Lobby government for additional funding		Completed
Improve research related physical space and infrastructures	1.5.1 Modernize the biology lab; 1.5.2 Provide space for graduate students		Completed

Student Success

3. Enhanced Quality in Teaching and Student Learning

Enhancing Teaching and Learning

Strategy/Action	Measure/Milestone		
Enhancing funding opportunities for students	2.1.1 Create a priority list for scholarships to establish in new sectors; 2.1.2 Create new student scholarships and bursaries		On Track
Providing pedagogical resources to faculty	Website on Teaching & Learning, high number of clicks, online analytics		Completed
Spearheading initiatives to promote a Graduate attribute (competency-based) framework	2.3.1 Generate consensus on the importance of a graduate attribute / competency-based framework; 2.3.2 Create a working committee on graduate attributes and competency-based framework; 2.3.3 Create an online monitoring platform for graduate attribute assessment		Progressing

Further develop Glendon’s Strategic Enrolment Management Framework

2.4.1 Continue to develop an integrated, comprehensive approach to enrolment management which couples recruitment with retention, is student-centered, is informed by proven SEM theories and best practices, and is measurable across a variety of dimensions.; 2.4.2 Ensure active engagement of local SEM team; 2.4.3 Identify and utilize other available institutional intelligence tools; 2.4.4 Establish a communications plan to share enrolment intelligence in the community; 2.4.5 Coordinate all student support services at Glendon (Frost Library, Writing Workshop, Salon francophone, GAC, counselling services, all other student services)



On Track

Attracting students with strong academic potential

2.5.1 Define an optimal enrolment mix and attract undergraduate and graduate students aligned with Glendon’s unique mission, including academic excellence, commitment to language learning, and global focus; 2.5.2 Invite strong alumni to speak at recruitment events



On Track

Build capabilities to identify at-risk students before they begin their studies, monitor progress and align tailored supports to improve student success (final grade average)

2.8.1 Leveraging enterprise early alert system, advocate’s care and conduct modules and CRM.; 2.8.2 Continued investment in enrolment intelligence to inform interventions.; 2.8.3 Implement postsecondary transition programs such as the Student Success projects undertaken in collaboration with school boards; 2.8.4 Implement transfer student specific advising to enrich student experience



Completed

Ensuring high-quality academic advising to facilitate enrolment by guiding and empowering students on the front-lines and advising on academic programs, policies, and schedules behind the scenes.

2.9.1 Ensure continued timely, personalized advising for all incoming students. Improved technology for distance advising.; 2.9.2 Ensure continued mandatory check-point for 1st years moving to 2nd year.; 2.9.3 Maintain proactive outreach to continuing students to encourage re-enrolment; 2.9.4 Leverage enterprise technology, e.g. York Automated Degree Audit to bring online service to Glendon students.; 2.9.5 Coordinate Academic Advising, Career Support, Peer Mentoring, and Student Leadership Programming; 2.9.6 Strategically audit and enhance website content to optimize content for search engines and user comprehension; 2.9.7 Ensure timely and personalized advice to Glendon students participating in International Exchange Programs




Completed

Student Success

4. A Student-Centred Approach

Enhancing Teaching and Learning

Strategy/Action	Measure/Milestone		Completed
Enhance early contact (6 months before beginning of the starting term) and community building - foster engagement of students with each other, faculty, their studies, and their community during the crucial transition period and during first year	2.7.1 Continue to enhance online student communities (cohorted Facebook groups).; 2.7.2 Continue to enhance the student leadership program and support student clubs and organizations as vehicles for student engagement.; 2.7.3 Develop learning communities within the Glendon community including in residence.; 2.7.4 Engage faculty and staff as full partners in student support, possibly through the Centre d'aide à l'apprentissage..; 2.7.5 Celebrate student excellence; 2.7.6 Create a graduate studies website		Completed
Leverage top-quality financial services to help students focus less on fees and more on their studies	2.10.1 Maintain capacity for and quality of personalized financial advising; 2.10.2 Ensure continued local OSAP support; 2.10.3 Enhance financial literacy and outreach programming to students and parents across the student continuum from student recruitment to graduation.		Completed
Coordinate and enhance transition support to improve preparedness of the incoming class.	2.6.1 Expand the Project Welcome Wagon communications transition program - targeted cohorts, extend to full first year; 2.6.2 Design and implement a pre-orientation program tailored to high-risk cohorts.; 2.6.3 Develop a full suite of undergraduate and graduate orientation programming cascaded to specific cohorts.; 2.6.4 Set up for-credit learning skills course; 2.6.5 Set up peer mentorship programming; 2.6.6 Set up supplemental instruction (SI) program for high risk year 1 courses (such as MATH, ECON, HIST, and PSYC)		Progressing
Leverage communications to get key services and information to students to keep them enrolled	2.11.1 Fully develop student communications plan. 2.11.1 Focus on digital media. 2.11.3 Expand Project Welcome Wagon.		Completed
Centralizing learning extra-curricular learning skills in a single location and within an integrated framework (i.e. Student Success Centre)	Space planning study with student-centric approach		Progressing

Create new opportunities for a bilingual experience	2.13.1 Create francophone spaces on campus; 2.13.2 Create a francophone extra-curricular support structure; 2.13.3 Encourage student-led initiatives for social activities in French; 2.13.4 Create a working committee on French as a Second Language; 2.13.5 Create a Faculty Council Committee on Francophone Affairs; 2.13.6 Increase the number of Francophone students to 1/3 of total student population; 2.13.7 Create new Experiential Education opportunities in French; 2.13.8 Create a university-wide Francophone committee (Partial Designation)		Completed
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Enhance Work-study program to enrich the student experience	Create pan-faculty working group. Review program from job descriptions to training plan. Create sense of community.		Completed
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Develop and implementation of YUBIE	Full implementation of AI for student services		On Track
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[Engagement and Outreach](#)  
[5. Enhanced Campus Experience](#)



**Internationalization and extending our global reach**

**Strategy/Action**

**Measure/Milestone**

Meet our international enrolments targets	3.5.1 Participate in international student recruitment fairs in key francophone markets (France, Belgium, Switzerland, Central and North Africa); 3.5.2 Develop a marketing strategy to promote Glendon's programs across the globe; 3.5.3 Develop stronger relationship with government representatives from key strategic markets to attract international students; 3.5.4 Develop an international student retention plan		Progressing
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Expand current student exchange programming	3.6.1 Strengthen existing exchange agreements to increase opportunities for students to study abroad; 3.6.2 Develop additional targeted exchange agreements (preferably leading to dual degree opportunities for Glendon students); 3.6.3 Seek out student mobility opportunities that include experiential education		On Track
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Expand faculty and student mobility and international research and strengthen international community engagement	3.7.1 Strengthen Glendon’s position as a member of the AUF; 3.7.2 Seek out opportunities to support faculty mobility and international research projects within La Francophonie; 3.7.3 Seek out opportunities for faculty and students to engage in international development projects	 Progressing
Classroom renewal at Glendon	Increase number of flexible classrooms; improve technology within classroom	 On Track

Engagement and Outreach  
6. Enhanced Community Engagement

**Community engagement strategy**

**Strategy/Action**

**Measure/Milestone**

Promoting community engagement	3.1.1 Strengthen relationships with the francophone community organizations; 3.1.2 Increase Glendon’s involvement in the implementation of joint community initiatives such as Francophone Day; 3.1.3 Implement initiatives to raise Glendon’s profile within the community; 3.1.4 Improve Glendon’s role in the Ontario’s Immigration strategy; 3.1.5 Expand strategic institutional partnerships in Toronto, Ontario, Canada and around the world	 Completed
Secure funding for community-based research projects	3.2.1 Secure funding for community-based research projects; 3.2.2 Strengthen engagement in applied research to support public policy; 3.2.3 Strengthen Glendon’s responsiveness to the research needs of bilingual and francophone organizations	 On Track
Increase Glendon’s visibility, profile and reputation	3.3.1 Secure partial designation of Glendon under the French Language Services Act; 3.3.2 Strengthen Glendon’s reputation within La Francophonie at the provincial, national and international levels; 3.3.3 Implement strategic initiatives to raise Glendon’s profile in the GTA	 Progressing

Developing Extended Learning opportunities to serve a broader range of students

3.4.1 Expand the range of non-credit courses and programs offered on the Glendon campus in collaboration with community partners; 3.4.2 Develop additional second language acquisition programs to attract international students and new immigrants; 3.4.3 Seek out opportunities to provide corporate training in French; 3.4.4 Explore the capacity to offer French and English testing or non-academic evaluation; 3.4.2 Develop additional second language acquisition programs to attract international students and new immigrants; 3.4.3 Seek out opportunities to provide corporate training in French; 3.4.4 Explore the capacity to offer French and English testing or non-academic evaluation



Progressing

Enabling the Plan  
7. Enabling the Plan

**Valuing People and Strengthening the Workplace**

**Strategy/Action**

**Measure/Milestone**

Develop and foster culture of high performance, excellence, and engagement

4.1.1 Develop a consistent employee training and development schedule; 4.1.2 Establish a series of strategic community-building events and initiatives; 4.1.3 Explore the possibility of establishing a staff-led workshop series; 4.1.4 Reinstate a yearly staff award; 4.1.5 Create an e-learning innovation award; 4.1.6 Recognize long-standing staff/faculty; 4.1.7 Create a "Celebration of Excellence" event in which all (or most of the) Glendon awards are presented



Completed

Increased enrolment: Increase the number of quality students

5.1.1 Establish a minimum target of 50 more FTEs each year; 5.1.2 Improve conversion through new HR structure; 5.1.3 Improve conversion activities; 5.1.4 Increase international enrolment (See Objective 3.5); 5.1.5 Increase number of graduate students; 5.1.6 Build faculty engagement in Enrolment and Retention



Not On Track



Improved operations: Develop and implement initiatives to ensure business continuity and the provision of high quality services to internal and external stakeholders

5.2.1 Map and analyze current state standard operating procedures, perform gap analyses, plan and implement a future state of service delivery; 5.2.2 Explore the possibility of department mergers and related administrative support structure; 5.2.3 Reengineering of administrative processes using technological solutions; 5.2.4 Create an integrated, strategic course planning platform with automated solutions; 5.2.5 Increase back-end access to central data; 5.2.6 Undertake a green building audit and develop an implementation plan to reduce waste and improve efficiencies



Completed

Undertake a green building audit and develop an implementation plan to reduce waste and improve efficiencies

Green plan, financial savings (to University and Glendon)



Completed