

DIVISION: Division of the President

UNIT: Office of the President

PLAN ID: 1260

1. 21st Century Learning

Exemplify the University as leading the sector with respect to facilitating experiential education and work-integrated learning opportunities for our students and advocate for additional placement opportunities.

Action/Strategy:

Continue to communicate the value of experiential education and work integrated learning opportunities in meetings with key government officials by referencing the University's success in this area (Ex: Dev Degree)

Measures/Metrics/Milestones:

All levels of government understand and support the Universities position on the expansion of experiential education and work integrated learning opportunities.

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

Action/Strategy:

Continue to support the University's efforts to expand our academic programming in Science, Engineering and Health which will also require additional infrastructure investments and to advocate to changes to the collaborative nursing delivery model.

Measures/Metrics/Milestones:

Both the provincial and federal governments understand the University's preferences for program expansion, including the preference for the delivery of a stand-alone nursing degree

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.

2. Knowledge for the Future

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

Action/Strategy:

Organize government and community relations opportunities that align thematically and showcase our diverse research and social impact in our communities

Measures/Metrics/Milestones:

Key members of government understand the way in which the University is differentiated from others in the province and country

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Work with the City of Toronto on their Research Sole Source policy and increase awareness of related opportunities at York

3. From Access to Success

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

Action/Strategy:

Continue and complete the 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.

Measures/Metrics/Milestones:

Review is completed for complaint pathway, processes and technology that support correspondence and student-related complaints and cases;
Technical requirement gathering is completed
Participate in UIT's request-for-proposal process for 3rd party solutions – campus wide ticketing system to ensure OP requirements are addressed)
Updated standard operating procedure / standard for student-related to reflect the new system and new process;
Work with local units/faculties to update contact list for system set up

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.

Improve the efficiency of the Office's Operational Records Management System (ORMS) by digitalizing the system

Action/Strategy:

Align electronic filing system with paper-based version Working towards electronic ORMS filing system

Measures/Metrics/Milestones:

Update and align electronic ORMS with paper-based filing system to make it more user friendly for staff to file documents
Further simplify filing folders which are not in use .
We have reduced the folders from 1,450 to 900 in 2020;
Aim is to further reduce to 550 after reviewing files which are not primary responsibility of Office of the President for 2021

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Enhance the efficiency of Contact Database update and maintenance

Action/Strategy:

Make Events Database system available to members who update the Greeting Card list
Developing SOP for updating contacts and providing required training to staff to utilize the Event Management Database effectively

Measures/Metrics/Milestones:

Distributing Greeting Card contacts update based on current Event Management Database, minimizing duplication of work

Continue to enhance the efficiency of financial processes and management in Office

Action/Strategy:

Working with all Managers to improve the turnaround time on expense submission and approval.

Measures/Metrics/Milestones:

Streamline of Financial Approval and Review process for Cost Centre Managers by completing approval cycle within 5 business days (1 week) of reconciliation.

Simplify accounting procedure with ONE contact point which will minimize multiple staff involvement and reduce chances of errors, less Journals Entries to transfer expenses from one account to another account.

Provide support to units within the President's Division in budget preparation, monitoring and forecasting.

Enhance the complaint and enquiry processing pathway and improve the statistics reporting

Action/Strategy:

Respond to/Acknowledge complaints and enquiries within one week of receipt. Automate the calculations for existing report. Continue to work with UIT to ensure Office Statistical Report requirements are met in the new application

Measures/Metrics/Milestones:

Student complaints and enquires are processed in a timely manner

Stat reports are updated quarterly and outstanding tickets are followed up to ensure timely resolution

4. Advancing Global Engagement

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

Action/Strategy:

Measures/Metrics/Milestones:

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Support the University's goal of increasing international enrolments to 20 percent by 2020 by continuing to advocate to the federal and provincial governments for international students' supports, including advocating for international student access given the ongoing COVID-19 pandemic.

Both the provincial and federal governments understand the University's position on international education opportunities and the importance of international students at the University.

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.

Promote and enhance York's profile internationally through correspondence, greeting cards, greetings and enhance cultivation.and

Action/Strategy:

Increase international contacts in database and proactive correspondence to international contacts. Develop annual greeting cards calendar to include Chinese new years and Diwali.

Measures/Metrics/Milestones:

Develop/implement SOP (with YI) to outline follow-up process to Presidential travel and international meetings including but not limited to correspondence pre and post-travel/meetings, and, adding key contacts in database.

Finalize/implement correspondence matrix to include international process.

Develop and Implement and 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.

5. Working in Partnership

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

Action/Strategy:

Measures/Metrics/Milestones:

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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

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

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:

Measures/Metrics/Milestones:

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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.

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

5d. Support implementation of the four target areas for current and future development opportunities set out in the Anchor YorkU Framework.

Action/Strategy:

5d. Actively participate in the Social Procurement Working Group and the Employment Working Group. Participate in monthly Anchor Learning Network meetings.

Measures/Metrics/Milestones:

Implementation of Social Procurement policy and procedures to increase engagement with local vendors by 5% above baseline by 2024.

Support the development and implementation of an action plan to address the issues and challenges uncovered by data collected from York's existing employees that live in the Black Creek community with a goal of increasing the percentage of local community members employed at York by 5% above baseline by 2024.

Lead and deliver at least one event annually at which York employees can volunteer in the local community i.e. UW Days of Caring.

Co-lead the development of best practices with Community Engagement to facilitate the ongoing implementation of the Anchor YorkU Framework.

5e. Support internal coordination among York's faculty and staff that interact with external communities as part of their core responsibilities.

Action/Strategy:

5f. Work with the Community Engagement Community of Practice steering committee to: Plan and execute at least one CoP meeting during each academic term. Support the ongoing use of Teams to share news and updates with the CE CoP between meetings Develop a communications plan to begin sharing CE success stories form across campus

Measures/Metrics/Milestones:

The CE CoP will be a space to develop best practices in relation to community engagement, act as an advocacy body to overcome internal challenges associated with community engagement and provide opportunities for peer learning and sharing.

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).

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By 2022, all levels of government understand and appreciate the University's strengths and achievements through various GR opportunities with key government representatives interested in the University's success.

Action/Strategy:

Host at least one roundtable a year for representatives of the federal and provincial governments, inviting members to discuss University priorities and share information on constituent issues.

Measures/Metrics/Milestones:

One roundtable is held to discuss University priorities and attendees indicate that they better understand our strengths, positions and are responsive to issues.

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:

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

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:

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

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

Action/Strategy:

Create an impactful and strategic annual report that enhances York's reputation, is aligned with broader institutional planning processes, and marketed to target audiences.

Measures/Metrics/Milestones:

Annual Report created and published online.

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Extend and enhance the effectiveness of the President's outreach to community members and key stakeholders through correspondence.

Action/Strategy:

Create and Implement correspondence matrix and work with internal units to target 20 pieces of correspondence (monthly) from the President to internal and external community members.

Measures/Metrics/Milestones:

Implementation of framework complete, allowing for effective triage of incoming message and reduced turnaround for incoming correspondence.

1 week for internal/low-sensitivity correspondence (by 2021)

2 weeks for internal/high-sensitivity (by 2022)

2 weeks for external (by 2022)

Identify and execute weekly 3-5 pieces of proactive correspondence to the community.

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

6.2 GCRE Efforts to become a more effective team in the areas of communications and meaning

Action/Strategy:

6.2 Quarterly checkins, pulse surveys every 6 months, every team member has discrete actions in their performance plans, virtual retreats, regular weekly meetings.

Measures/Metrics/Milestones:

6.2 -Stronger more effective GCRE team and improvement in the satisfaction scores for communications and meaning

All actions are completed in individual performance plans

6.3 GR/CR efforts to build internal relationships across the university

Action/Strategy:

Measures/Metrics/Milestones:

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6.3 Continue to support Government Relations Advisory Committee (GRAC) meetings. Continue to support the Community Engagement Community of Practice. Ensure GR representation at Emergency Operations Committee (EOC). Continue to explore opportunities to increase exposure and awareness of the GR/CR across the University.

Increased awareness of the Government and Community Relations team and improved understanding of the roles and responsibilities associated with GR/CR.

Increase the accessibility and visibility of the GR team university-wide.

Action/Strategy:

Develop internal relationships within divisions and faculty offices and provide support on issue management and policy briefings.

Measures/Metrics/Milestones:

Increased collaboration between the GCRO and divisions, faculty offices.

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.

Promote continuous learning and professional development within the Office of the President

Action/Strategy:

Develop a professional development plan with at least one learning activity identified for each staff member, with appropriate budget allocated

Measures/Metrics/Milestones:

Each staff member participates in one meaningful PD experience aligned to their PDPs.

Recognizing excellence

Action/Strategy:

Continue to provide high-level support to recognition of staff and faculty excellence through Staff Awards, Sustainability Awards, Community Safety Awards, Research Celebration, etc.

Measures/Metrics/Milestones:

President visibly recognizes and supports excellence across the university.

Enabling leadership

Action/Strategy:

Measures/Metrics/Milestones:

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Continuous improvement in direct support to President in terms of scheduling, workload management, etc.

Streamlined workflow for President allows focus on priority items and strategic objectives.

Develop SOP for including critical path to delivery of Presidential daily package/night file.

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).

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

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

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

Action/Strategy:

January 2021

Measures/Metrics/Milestones:

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

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

Enabling Leadership

Action/Strategy:

Ensure Office of the President is appropriately staffed and resourced to meet current and future needs

Measures/Metrics/Milestones:

Audit of current staffing model initiated

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

Go completely paperless in the PO

Action/Strategy:

Implement software solutions to ensure no paper waste generated by PO

Measures/Metrics/Milestones:

PO paper waste declines by 25% in year one, with goal of reaching zero by end of 2025.

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

Action/Strategy:

Measures/Metrics/Milestones:

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-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

8. COVID- Response & Recovery

8a. Support for the Digital Mainstreet (ShopHERE) initiative

Action/Strategy:

-Provide support to the Schulich lead during the negotiation and signing of contracts -Promoted the initiative with key stakeholders -Hold a Roundtable with Minister Romano and Sarkaria with students

Measures/Metrics/Milestones:

-York is viewed as an institution who is responsive to community needs and supporting academic excellence

8b. Support for the Fed Dev Applications

Action/Strategy:

-Provide support to the Schulich lead during the negotiations

Measures/Metrics/Milestones:

-York is viewed as an institution who is responsive to community needs and supporting academic excellence

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.

8d. Support for local municipalities

Action/Strategy:

Participate in the City of Toronto's Academic Task Force and liaise with the City's Office of Recovery and Rebuild to offer support

Measures/Metrics/Milestones:

York is viewed as a responsive, community engaged institution

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8e. Support for local Chambers of Commerce and their associated business members

Action/Strategy:

Provide Support for the Newmarket Chamber of Commerce’s sector roundtables and upcoming Business Thrives Conference. Outreached to Aurora, Vaughan and Markham Chambers to provide offers of support.

Measures/Metrics/Milestones:

York is viewed as a valued community partner that is responsive to the needs of the business community.

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.

Support institutional COVID-19 Response and Recovery efforts

Action/Strategy:

Liaise with the EOC and other groups/contacts to support timely and informative COVID-19 communications. President has resources and support to lead institutional recovery.

Measures/Metrics/Milestones:

President’s COVID-19 messaging supports and aligns with broader institutional messaging.

Office support integration and leadership activities undertaken by President as part of COVID-19 Recovery.