

2019-2020 Integrated Resource Plan - President & Vice President Committee

Priority	Objective	Action	Completed	On Track	Progressing	Not On Track
Academic Quality 1. Innovative, Quality Programs for Academic Excellence	1.1 Strengthen program innovation (Encourage development of new programs in emerging high need areas and increase interdisciplinarity where there is solid evidence of student need and demand as well as research strength including both degree and non-degr	1.1.1 Continue to support program innovation including new curriculum/degrees and other credentials reflecting emerging needs for future skills e.g., AI, entrepreneurship, impact of automation on existing pro..		●		
		1.1.2 Improvement in program performance		●		
		1.1.3 Implement new Curriculum Management System (Kuali)		●		
		1.1.4 Remove perceived/actual structural barriers to interdisciplinarity including the necessary policy, governance and budget changes for cross-Faculty programs (W19)****		●		
		1.1.5 Increase international mobility including full range of short-term and long-term mobility experiences, pilot global learning-at-home program (2020)		●		
		1.1.6 Continue to advance optimum organizational structures for supporting innovation ..		●		
		1.1.7 Continue to expand continuing studies programs including YUELI numbers (2019-2020)		●		
Academic Quality 2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative ..	2.1 Intensify purposeful research and impactful outcomes (Facilitate and monitor progress of SRP Intensification including innovation, entrepreneurship, knowledge mobilization, research intensification, amplification, individual participation, alignment	2.1.1 Advance Plan for the Intensification of Research (PIER) recommendations, including increasing participation in external research programs, with a focus on Tri-Council, and rebuilding SSHRC participation		●		
		2.1.2 Create York Research Commons to support on-boarding of new faculty complement and increased participation of faculty members in scholarship, research and related creative activities including grant ..		●		
		2.1.3 Advance electronic CVs		●		
		2.1.4 Continue to grow innovation and entrepreneurship		●		
Student Success 3. Enhanced Quality in Teaching and Student Learning	3.1 21st century Learning - strengthen teaching excellence including WIL/EE and flexible learning modalities such as Online Learning	3.1.1 Increase EE/WIL activities by ensuring that pedagogical innovation (eg., EE) is incorporated in all Faculty Academic Plans, IRPs, and the YUQAP CPRs to enhance accountability and track progress		●		
		3.1.2 Increase work study opportunities on campuses		●		
		3.1.3 Fully implement institutional EE tracking system and establish baseline for number of programs/courses/students**		●		
		3.1.4 Enhance institutional supports e.g., on-going AIF, enhanced EE Hub/Coordinators, TEL supports, new leadership and enhanced Teaching Commons, CoP		●		
		3.1.5 Develop an enhanced and coordinated system of recognition and awards for T&L				●
		3.1.6 Complete and implement review of Tenure & Promotion criteria for Teaching and Learning including professoriate and teaching stream FTF		●		
		3.1.7 Implement response to review of teaching spaces, classrooms and laboratories, modernizing and aligning space and technology with pedagogical practices		●		
Student Success 4. A Student-Centred Approach	4.1 From Access to Success - deliver on high quality student advising (Enhancing Student Success through Continual Improvement of Student Services and Innovation in student development, engagement and success as global leaders across a diverse student p	4.1.1 2018 RFP for guided referral and repository system with implementation 2019-2020				●
		4.1.2 Integrated advising and implementation of YU Start Year 2/3/4 (2019-2020)				●
		4.1.3 Watson Pilot Launched..		●		
		4.1.4 Develop revised Financial Petitions policy (2020)				●
Engagement and Outreach 5. Enhanced Campus Experience	5.1 Ensure York has facilities and infrastructure to support core academic priorities including process and plan for approving new capital projects	5.1.1 Complete capital projects in progress on budget.		●		
		5.1.2 Secure PVP approval for a process for the identification, approval and execution of unit-generated capital projects.		●		
		5.1.3 Develop and secure Board approval for prioritized list of major capital projects. Plans include identification of potential sources of funding and involved divisions incorporating the projects in their annual ..		●		
		5.1.4 Develop a sustainability/climate action strategy with goals/targets				●
		5.1.5 Develop a multi-year Deferred Maintenance plan for approval by PVP and for information of the BOG L&P and F&A Committees, resourced for 2019-20/begin implementation		●		
		5.1.6 Continue to advance the Markham Centre Campus as a core strategic capital project including completing community consultations, assessing and implementing strategy for MCC and/or programs		●		
		5.1.7 Drive forward and support MacKenzie Vaughan Nursing Initiative		●		
Engagement and Outreach 6. Enhanced Community Engagement	6.1 Enhance Differentiation Reputation (Strengthening the reputation of York University by defining and communicating a distinct, persuasive and differentiated brand that sets York apart from the competition.)	6.1.1 Develop brand differentiation strategy (including value proposition, messaging architecture and plan on how to operationalize)		●		
		6.1.2 Update Communications Strategic Plan (including new digital plan, paid reputational advertising campaign etc.)		●		
		6.1.3. Develop plan to improve rankings [e.g. QS, THE, Maclean's]		●		
		6.1.4. Increase our reputation as thought leader / influencer		●		
	6.2 Increase positive culture on campus	6.2.1 Continue to evolve campus well-being strategy		●		

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Engagement and Outreach 6. Enhanced Community Engagement	6.2 Increase positive culture on campus	6.2.2 Develop Community Safety strategy		●			
		6.2.3. Begin implementation of smoke free campus plan by 2021		●			
		6.2.4 Leadership Development - Effective succession strategy for replacing key senior administrative roles		●			
		6.2.5 Develop comprehensive leadership / professional development strategy, including competency framework, for senior administration, chairs and directors, and managers building on existing programs					●
		6.2.6 Build capacity and resilience to adapt to a shared service model for administrative services		●			
		6.2.7 Implement approach to employee engagement/post-strike community building/strengthen LR/HR		●			
		6.2.8 Ensure collegial self-governance policies and practices serve York		●			
		6.2.9 Develop and implement complement renewal strategy including onboarding, space implications for new hires in 2019-2020		●			
		6.2.10 Launch culture renewal initiative		●			
		6.2.11 Engage our communities and partners..		●			
		6.2.12 Complete and implement a Community Relations Strategic Plan for the University for 2018-2021 – specific initiatives in place by Winter 2019 and progress reports by Spring 2020				●	
		6.2.13 Review and refresh of GR Strategic Plan 2018-2021 taking into consideration the priorities of the new Provincial Government, the Federal Government and municipal government by Spring 2019 and pro..		●			
		6.2.14 Develop strategy for Glendon / enhancing engagement with Franco-Ontario community /other bilingual institutions				●	
		6.3 Internationalization Strategic Plan (Have a comprehensive Internationalization Strategy including specified activities to support international recruitment, international experiences for students, faculty exchanges, international curricular content,	6.3.1 Develop a comprehensive Internationalization Strategic Plan including collegial taskforce in place, issue paper circulated, community consultations completed (W19)/ academic leadership in place and im..				●
6.3.2 All Faculty Plans/IRPs incorporate CE/internationalization				●			
6.3.3 Increased alumni engagement including participation in activities and programs focussed on recruitment, retention, mentoring, experiential education, entrepreneurship and other strategic priorities.			●				
6.3.4 Targeted growth of geographic and interest-based alumni networks, ensuring alignment with strategic priorities			●				
Enabling the Plan 7. Enabling the Plan	7.1 Complete Strategic Plan – comprehensive operational plan to ensure realization of mission, vision and priorities, and financial sustainability through diversification of resources, optimal asset management, and enhanced efficiencies	7.1.1 Develop Strategic Plan		●			
		7.1.2 Continue to streamline services, enhance efficiencies, and reduce costs where appropriate to support the core academic priorities of the University		●			
		7.1.3 Develop short-term strategy to address reduction in tuition fees implemented by government effective 2019-2020	✓				
		7.1.4 Review SHARP Budget Model to ensure proper incentives, fairness of model, addressing identified shortcomings			●		
		7.1.5 Continue to seek new sources of revenue to support realization of vision and priorities, and to mitigate impact of government/enrolment changes	✓				
		7.1.6 Enhance student mobility/financial support		●			
		7.1.7 Monitor and contribute to development of Senate-led new UAP 2020-2025		●			
7.2 Monitor ERM and respond as needed (Including SEM, Enterprise Architecture)	7.2.1 Monitor ERM and take any necessary steps to address emerging issues that could impede progress on priorities and objectives		●				
	7.2.2 Continue to advance SEM through collaboration with faculties to develop post-strike enrolment plan, achieve long-term enrolment goals, diversify international student markets, support recruitment, co..		●				
7.3 Lead effective University response to the COVID-19 pand..	7.3.1 Implement comprehensive Emergency Management Plan including response, mitigation and recovery		●				