Integrated Resource Plan 2020-2021

DIVISION: Division of the VP Academic and Provost

UNIT: Glendon

PLAN ID: 1277

YORK U

1. 21st Century Learning

Provide the frameworks for engaged undergraduate students to pursue their own "passion projects."

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Finalize the structure of g21, modify the RAP, promote Génial and C4.	Reaching identified targets for the number of students involved in these programs; feedback from students and involved faculty and administrators.	🟢 On Track

Create modern, effective and efficient academic administrative infrastructure

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Modernize interdisciplinary academic departments	Reduce academic departments to 6	🔴 Not On Track

Reinvent and revitalize Continuing Education program at Glendon

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Improve quality and diversity of the course offering. Increase non-credit certificates, micro credentials and bridge training programs. Create an open learning opportunity and environment for student and non-students. Provide opportunities for life-long learning and skills development.	Renew CFNS program and FSL teaching hub. Design 3 non-language focused courses. Partner with LLIR to improve life long learning courses. Offer bridge training programs. Increase revenues to be sustainable program by 2025.	🟡 Progressing

Engage donors to support Glendon priorities including Teaching & Innovation Chair and others to advance Glendon's vision for the future.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Develop cases for support, interact with donors to find support aligned with faculty priorities.	Raise on average 1 M per year for Glendon priorities.	🟡 Progressing

Enhance indigenous language and culture curriculum

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:

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Offer a robust course offering on Anishinaabemowin	Increase course offering, Creating of a certificate in indigenous languages and culture, number of indigenous students enrolled, create partnership with Keele campus programs	🟢 On Track

Develop and update curriculum to foster interdisciplinary learning

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Review every program and consider modifications	Major modifications adopted for 5 programs	🟢 On Track

Renew general education curriculum

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Creation of a common core curriculum	Program approval, course creation & enrollment	🟡 Progressing

Expand the scope and program offering of transitional programs to Francophone and Francophile high school students

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Expand partnerships both within and outside Glendon to develop new programming (i.e.; pre-university 101 pathway programs). Completion and promotion of academic pathways for each Glendon programs	Develop paythway program; Number. of workshops developed / offered / attended and participant surveys. Number of schools that participated. Increased Revenues.	🟡 Progressing

Increase service-learning and WIL opportunities for students

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Develop new placements and internships in French and in English across disciplines. Work with community partner to create service-learning	Number of new EE opportunities & second EE position permanently filled. Create a co-op in TRANS & COMS, number of students impacted, develop a database of partners with Orbis	🟡 Progressing

Improve digital learning-skills for students

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**

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| Create learning opportunities in program and in parallel to degree program | Creation of stackable microcredits in partnership with other faculties; number of students enrolled and receiving micro-credits; impact of careers | 🟡 Progressing |

Work with other Faculties, especially EUC to diversify programming on the Glendon Campus and provide new opportunities for York students.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Development of joint programming starting with EUC, and exploration of joint programming with other Faculties.	New joint courses and programming leading to a joint Summer School or Certificate; Joint Glendon-EUC programming to launch Summer 2021.	🟡 Progressing

2. Knowledge for the Future

Increase research participation of faculty members and trainees.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Establish a formal mentorship program for new faculty; Establish a "College of Reviewers" to provide internal support for colleagues' grant applications; Provide Glendon-based workshops and individual support for senior undergraduate and graduate students applying for external funding and higher-level university programs; develop grant writing toolbox and calendar; develop an incentive plan for research applications.	Collegial participation in the "College of Reviewers"; success rates for peer-reviewed grant applications and graduate scholarships.	🟢 On Track

Foster a culture of research and innovation.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Hire a full-time staff member to implement a clear and consistent research communications plans; revamp website to better promote and disseminate research at Glendon.	Regular series of articles on Glendon research successes amplified on social media; Monitoring of metrics to judge reach of this information.	🟢 On Track

Grow the number and diversity of scholarly and artistic outputs and research funding base

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Support collaborative work undertaken through the CRLCC; expand Glendon Research Retreat and collaborate with other faculties and ORUs based on the Keele campus	Successful re-chartering of the CRLCC; number of Glendon colleagues active in the CRLCC and other ORUs.	🟡 Progressing

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Increasing the research participation of faculty and trainees at all levels across the institution

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Optimize the use of online collaboration tools amongst faculty and staff. 1. Provide high quality training to stakeholders on the use of MS Teams to collaborate, share and quickly exchange ideas. 2. Work with UIT to establish best governing practices for the implementation of SharePoint for departments and teams. 3. Teach and collaborate with Glendon departments to ensure that they are managing their data in the most effective way that balances accessibility with security. 4. Migrate all remaining data off Shared Drives. 5. Decommission Shared Drives 6. Enhance security by deploying Two Factor Authentication (2FA).	1. 11/20 - Provide Teams Training 2. Test 2FA with Glendon ITS 3. 12/20 - Work with UIT on best practices for SharePoint access. 4. Early 2021 - Deploy 2FA to all users in Glendon community. 5. Early 2021 Begin deployment of SharePoint to high-engagement departments. 6. Mid 2021 - Rollout SharePoint to remaining Glendon departments. 7. 06/21 Migrate all remaining documents from Share Drives to SharePoint. 8. 07/21 Decommission Share Drives	🟡 Progressing

3. From Access to Success

Enhance capabilities to deliver hybrid learning models

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Provide technology solutions that allow instructors to teach to in-classroom students and remote learners simultaneously.	Increase use of hybrid Kit by faculty. Produce assessments on sizing of rooms which would be most likely to benefit from a hybrid installation.	🟢 On Track

Develop digital student-alumni engagement strategy to further enhance sense of belonging on campus and preparedness for further education and/or career.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Source digital solution to maximize engagement online, increase interactions by interest, industry, career and other themes for both alumni and students.	Identify and implement solution for digital engagement.	🟢 On Track

Establish remote service delivery standards to support students through COVID-19, onboarding and beyond. Establish ACAD-SFS communications strategy in collaboration with campus partners. Advance professional development/cross-training/succession planning.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Introduce and deliver virtual financial and academic advising and virtual enrolment appointments. Support / Enable new corporate systems (i.e.; Student Virtual Assistant (SAVY); Civitas; YUStart 2021; SIS review; Kuali Curriculum management; Student Planner Website; etc.). YUAdvise & Centre for Human Rights trainings. Ready, Set YU Program	Reduced wait times, SAVY usage, UG enrolments and retention rates. Usage data (Services, Systems). Evaluation of Student Satisfaction (Surveys, NSSE).	🟢 On Track

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4. Advancing Global Engagement

Promote the growth and diversification of our international student body

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Target new international markets (USA, MENA region; Hispanic students in the USA; etc). Use agents in key priority markets. Leverage brand awareness in Key Priority Markets (i.e.; Nomad). Leverage partnerships and Keele resources (i.e.; Avantage Ontario; Colleges; High Schools; Community organizations; OIPA; SEN Community of practice; etc.). Expand existing government programs (Explore; Destination Réussite)	Enrolment & Google, social media, website analytics data. Conversion rate and enrolment levels. # of programs & workshops developed. # of participants / Participant surveys. # of events attended. # of free advertising and promotion. Revenue increase. Participation to recruitment events. New programming for Strategic Partnerships team will begin in 2021 once framework is established and piloted	🟡 Progressing

Develop new academic partnerships with other universities

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Use the Globally network learning in the context of programs and courses	Number of students and faculty members involved, develop 5 new partnerships	🟡 Progressing

5. Working in Partnership

Communicate more actively, cultivating new partnerships, and fostering alumni connectivity

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Fully develop new Glendon website; Renewal of social media strategy to generate further engagement with campus.	Glendon website requires complete overhaul. Project will include user training to be delivered in June 2021. Web strategy development, content development, site redesign and content population; Update and fill new position of Digital Media Strategist; Create website management position; Complete social media audit and implement social media strategy. Delivery of a suite of recruitment marketing products. Completion of a series of activities and events to help raise Glendon's profile in the higher ed market (including the francophone community);Improved Google Analytics; social media activities; etc.	🟡 Progressing

Create opportunities for alumni to host, and engage donors to increase student funding for, exchanges, experiential education abroad.

Action/Strategy: **Measures/Metrics/Milestones:**   **Evaluation Status:**

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Increase the visibility of existing funds, encourage more supporters year over year.	Create new named awards and pooled funds to support EE strategy until we reach our goal of $100,000 in student funding annually. Leverage alumni networks, digital, geographic to identify new opportunities for EE, exchange and more.	🟡 Progressing

Develop partnership with Colleges (Boréal) for better coordination and collaboration.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Development of transfer agreements, pathways and 2+2.	Update existing transfer agreements; develop at least 5 new agreements; develop at least one 2.2 program with Boréal.	🟢 On Track

Developing new partnerships in the greater community beyond Francophone partners

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Reach out to various community partners such as the Mosaic Institute foster coordination and collaborations	Five new formal agreements and events jointly organized and hosted	🟢 On Track

6. Living Well Together

Make Glendon a more attractive destination for all potential students, including equity seeking groups

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Broaden visibility and notoriety of Glendon Campus to a wider audience. Develop and deploy digital communications strategy. Develop and deploy communication and marketing initiatives in support of Office of Principal's strategic priorities.	Increased diversity for staff and students; Increased visibility of Glendon in different communities: Engagement of diverse communities with Glendon campus	🟢 On Track

Create more physical and virtual capacity for active and collaborative learning.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Expand access to wireless networks to outdoor spaces on campus to increase areas where students can work, and provide alternate teaching spaces for professors.	1. Complete site survey with UIT NetOps 2. Secure budgeting for installations. 3. Complete internal wiring for Access Points (APs). 4. Mount 13-15 Outdoor Access Points on key fixtures throughout campus. 5. Enable access through AirYork. 6. Track Usage 7. Enable Location Services to allow for aggregated traffic reporting	🟡 Progressing

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Create new partnership with indigenous communities

Action/Strategy:

Create micro-credentials on culture-based trauma-informed training leading to a certificate. Identify financial and practical support for Indigenous-identified undergraduate students in research; establish formal agreements with Indigenous communities. Complete commissioned Indigenous Art Project

Measures/Metrics/Milestones:

Number of indigenous students enrolled, impact on communities, creation of pathways between certificate and degree granting programs. Numbers of Indigenous students involved in research activities; formal agreements with Indigenous communities with on-going monitoring of those links.

Evaluation Status:

🟡 Progressing

Review space at the Glendon campus to maximize efficiency and productivity. Increase student centered space at the Glendon Campus.

Action/Strategy:

Use under-utilised space and decommissioned classrooms to become study rooms for students. Add additional alternate exam capacity. Make existing space across campus more efficient and productive by regrouping academic and non-academic departments. Increase the number of laboratories on campus.

Measures/Metrics/Milestones:

Complete space study at Glendon. Establish data-based office allocation system. Create campus Welcome Centre in the COE. Create two new student study rooms. Add 8 more alt-exam desks, Improve Historic Cottage for student use. Create additional lab capacity.

Evaluation Status:

🟡 Progressing

Promote support mechanisms, through a combination of in-person service and digital systems. Create a virtual space for students to connect, be engaged and feel part of the Glendon Community. Increase community partnerships, revenues, engagement and applic

Action/Strategy:

Implement new counseling service model. Expand the Writing Help Center. Implement the Glendon Tournament. Create the Glendon Top Scholars group.

Measures/Metrics/Milestones:

Reduced wait times and elimination of the waiting list during peek periods. Ongoing access to health promotion and wellness education services. Timely access to assignment help. Student satisfaction survey via Orbis. Students' participation and feedback.

Evaluation Status:

🟢 On Track

Create a culture of service excellence as part of a healthy workplace

Action/Strategy:

Create a culture of empowerment and improve staff morale and general mental health

Measures/Metrics/Milestones:

Review and modify job descriptions to be more responsibility based. Empower staff in decision making by accepting reasonable risk taking

Evaluation Status:

🟡 Progressing

7. Answering the Call

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Glendon as an urban forest and a sustainable campus and community

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Foster more environmental initiatives on campus. Engage students, staff and faculty in environmental projects.	Promotion of community-based initiatives. Improved energy efficiency on campus. Promotion lower campus forest as ecological learning centre.	🟡 Progressing