

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

## 1. 21st Century Learning

### Create a comprehensive platform to capture and track (international) student experiences and the related competencies/transferable skills gained

#### Support and assist with full implementation of the Becoming YU (BYU) program with LA&PS

##### Action/Strategy:

Organize international students' experiences from pre-entry, entry to graduation using an online platform

Map the experiences out on the platform, matched with competencies; build internal processes and validation processes

Incorporate the experiences on to a "student road-map"

Ensure the LA&PS international Work-Study team is participating in the BYU program

Establish system and procedure to engage incoming LA&PS international students to participate in the BYU program to move away from the deficit model and towards an asset model


##### Measures/Metrics/Milestones:

Track participation in the BYU program – Ongoing (Progressing)

Collaboratively (with York International) plan and create a systematic way for all international students in LA&PS to be eligible to participate in the Becoming YU (experiential record) program to be piloted for September 2021 (On Track)

Create a comprehensive assessment plan to assess the Becoming YU international student modules/process and revise for September 2022 implementation of the experiential record within LA&PS (On Track)

##### Evaluation Status:

 On Track

### Enhance staff support for teaching and learning in LA&PS

##### Action/Strategy:

Hire permanent Instructional Designer to assist instructors with more effective pedagogical course design, and to liaise with the Teaching Commons, and existing communities of teaching practice across the University

Hire Associate Director, Program Evaluation & Pedagogical Design to help LA&PS evaluate existing programs, courses (such as University 101), and student success initiatives to ensure that they are pedagogically sound and/or in line with current frameworks for enhancing student success and retention; in consultation with the Office of the AVP Teaching & Learning, this hire will also support faculty members applying for internal and external grants related to teaching and learning

New Manager, Student Success & Access Programs role created to be assigned workflow to support team to expand existing and develop and implement new academic and learning support programs and initiatives

##### Measures/Metrics/Milestones:


Instructional Designer position is expected to be filled by March 2021 (Completed)

Associate Director, Program Evaluation & Pedagogical Design position is expected to be filled by January 2021 (On Track)

New Manager, Student Success & Access Programs to be in place by December 2020, milestones and work plans developed by February 2021 (Completed)

We will track internal and external grants received related to teaching and learning and provide a yearly report with the aim of seeing our success rate improve by 10% a year in terms of dollars (Progressing)

##### Evaluation Status:

 On Track

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## Enhance and update teaching and professional development supports for all instructors in LA&PS

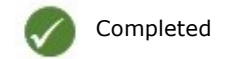
### Action/Strategy:

Offer teaching-related webinars and workshops for LA&PS faculty members in response to and in anticipation of specific teaching issues (e.g., academic integrity, Moodle/eClass instruction, technologically enhanced teaching and learning, etc.)

### Measures/Metrics/Milestones:

At least 12 teaching and learning related webinars, workshops or training opportunities will be offered on an ongoing basis to faculty members per academic year (Completed)

### Evaluation Status:



## Development, offering and assessment of the University 101 course in LA&PS

### Action/Strategy:

In response to COVID-19, University 101 is offered to incoming, direct-entry high school students during their first year to help them build the necessary skills and connections for a successful university experience as well as prepare them up for lifelong learning.

### Measures/Metrics/Milestones:

A University 101 course was created as a pilot and offered to students in Fall 2020 (Completed)

The pilot will be assessed in Winter 2021, so that the effectiveness of the gamified course design and its delivery can be maximized in future iterations (Progressing)

A new course proposal for University 101 will be reviewed and approved by CCPS and Faculty Council by January 2021 (Progressing)

Because University 101 will help students access university and understand academic expectations, it can be integrated into access initiatives at York, such as those that help support students from the Jane-Finch community; Consultations have begun with the TD Community Engagement Centre (Progressing)

### Evaluation Status:



## Review of General Education in LA&PS

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

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General Education courses help prepare students for 21st century learning by providing them with the foundational skills required for lifelong learning (writing, research, oral presentations, numeracy)

Because of their importance in the first-year experience, General Education courses will be reviewed through two parallel processes, both of which have been suggested by the General Education Working Group Report (Fall 2020):  
Existing General Education courses will be reviewed by an external assessor (as part of a cyclical program review) to determine whether they meet a consistent set of learning outcomes  
New General Education courses will be reviewed and approved by the General Education sub-committee on CCPS

An external assessment of General Education in LA&PS will be discussed with the Vice-Provost Academic. Once the assessment has been approved by the Vice-Provost Academic, the timeline for the assessment is to have it completed by the end of 2021 (On Track)

The revival and reconvening of the General Education sub-committee on CCPS so that new General Education proposals can be submitted, reviewed and approved; The subcommittee will also put together a set of learning outcomes for LA&PS General Education courses by September 2021 (On Track)

Ongoing review of General Education courses by the Dean's Office and data creation of General Education patterns taken by students with the aim of seeing more (and ultimately all) students taking General Education requirements in the first two years of their studies (Progressing)

On Track

## Fully implement Quali curriculum management system

**Action/Strategy:**

Continue collaboration with Office of the University Registrar to map unit curriculum processes  
Develop and lead info-sessions on the use of the new CMS

**Measures/Metrics/Milestones:**

Complete mapping of all unit curriculum processes (including grad programs) by December 2021 (On Track)  
Complete 5 Faculty info-sessions on CMS by end of 2021 (On Track)

**Evaluation Status:**

On Track

## Launch new programs at Markham Centre Campus (MCC)

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Develop new undergraduate programs in Entrepreneurship, Social Media & Public Relations, Sports Management, Financial Technologies

Develop new "Career-Focus" streams for liberal arts programs with pilots in English, History, and Philosophy

Prepare new stream in MPPAL program in municipal governance.

Prepare for launch of graduate diploma in management and Master of Science in Management Practice

Develop full proposals for all MCC programs by June 2021 (On Track; moved to Fall)

Submit all proposals for Faculty Council and Senate approvals through winter and spring 2021 (On Track; moved to Fall)

Develop administrative structure, both academic and non-academic, for MCC programs by April 2021

Co-develop common curriculum for MCC by end of 2022 (O Track)

Hire new faculty for MCC programs starting Winter 2021 through to September 2023 (On Track)

Hire new staff, as applicable, for MCC by January 2023 (On Track)

On Track

## Create and launch Black Studies degree program

### Action/Strategy:

Conduct environmental scan of comparable programs

Consult with relevant units and programs within and beyond the Faculty for opportunities for collaboration and discussion

Submit Notice of Intent

Complete full program proposals for Honours, Major, and Minor

### Measures/Metrics/Milestones:

Conduct environmental scan by end of 2020 (Completed)

Consult with relevant units and programs by December 2020 (Completed)

Approval of Notice of Intent by May 2021 (Progressing)

Approval of full proposal by March 2022 (On Track)

Identify faculty members who will work in the program by September 2021 (On Track)

Develop communications and recruitment plans by September 2021 (Progressing)

Admit first students into program in Fall 2022 (Progressing)

### Evaluation Status:

On Track

## Transition to virtual recruitment strategy to respond to COVID-19

### Action/Strategy:

April 2021

### Measures/Metrics/Milestones:

### Evaluation Status:

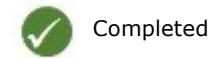
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Develop and implement virtual and digital recruitment communications strategy

Launch Discover LA&PS website (Completed)



Revise and launch LA&PS central and program websites with new university brand strategy

Hold ~26 program webinars in Fall 2020 and ~26 for conversion in Winter 2021 (Completed)

Prepare strategy for virtual fairs in place of OUF and campus days

Send Winter conversion emails to accepted applicants, congratulatory message from Dean, invitations and reminders for Webinars – approximately 5. (Ongoing/On Track)

Develop live events and video assets on Zoom webinar for each program in Faculty for Fall recruitment and Winter conversion

Generate video assets and publish page for all recorded program webinars by December 2020 (Completed)

Create repository of sample online lectures for 1000-level courses and integrate into central recruitment website

Launch digital advertising campaign by December 2020 (Completed)

Implement Winter conversion webinars and email outreach strategy

Launch collection of sample 1000-level online lectures on website linked to Discover LA&PS beginning in December 2020 (Progressing)

**Launch Program Vital Signs Reports**

**Action/Strategy:**

Generate annual individual program reports with key datapoints relevant to recruitment and retention

**Measures/Metrics/Milestones:**

Annually produce reports for all direct-entry major programs in LA&PS and distribute to units starting in Winter/Spring 2021 (Progressing/Delayed)

**Evaluation Status:**



Hold meetings with programs to review reports

Annually schedule and conduct recruitment and retention meetings with units in LA&PS (Progressing/Delayed)

Create template for unit-level recruitment and retention plans

Complete and collect unit-level recruitment and retention plans and follow-up on these plans in annual meetings (Progressing/Delayed)

**Develop and implement 3-year LA&PS Recruitment Strategy**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Create 3-year recruitment plan for Faculty aligned with International student recruitment strategy

Set high-level goals and strategies for Faculty

Develop strategies to address programs with declining enrolments

Develop strategies to reinforce applications and improve average GPA of applicants

Develop virtual recruitment activities to reach domestic applicants beyond GTA

Develop new approaches to recruiting transfer students

Generate 2021-2024 recruitment strategy by Spring 2021 (On Track)

Increase enrolments in low-performing programs by 5% (Progressing: some smaller liberal arts programs are showing promising year-over-year- application increases for Fall 21 - e.g. Anthropology +7%, English & Professional Writing +33%, Sexuality Studies +44%)

Increase Domestic 105 enrolments (including applicants from other Canadian provinces) by 10% (Progressing)

Increase Domestic 101 enrolments by 10% (Progressing: Fall 21 year-over-year applications up overall by 3.6% to date; year-over-year offer up by 28% to date).


Increase 1st-choice applications by 10% (Progressing: Fall 21 domestic 101 1st choice year-over-year applications are up by 7% to date)

Increase offer to acceptance ratio by 5% through strategic add-ons, improved communication, expanded gateway programs, introduction of LA&PS Ready-Set-YU gateway through Bridging Hub (On Track)

Increase GPA average of acceptances by 1% over a three-year period (Completed and ongoing- high school admit average increased by 1% to 80.68% for Fall 20)

Improve average accept-enroll ratio by 5% integrating recruitment planning with new student transition (Completed and Ongoing: accept to enroll ratio increase by 6% for Fall 20 and 5% for Winter 2021)

Pursue program curricular changes to address low enrolments in key programs (On Track)

 Progressing

**Implement early-entry internship program**

**Action/Strategy:**


**Measures/Metrics/Milestones:**

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Develop programming for 1st- and 2nd-year students interested in pursuing internships  
Admit students with 85% or higher GPAs upon application  
Send offer of early entry to internship program with letters of offer as conversion strategy  
Review progress of students annually to determine impact of early entry option

Admit ~200 students per year in early entry internship stream (Completed - 196 new applicants expressed interest to date)  
Develop and host an Information Session for first year cohort in Fall 2021 (On Track)  
Engage early entry internship stream students in Becoming YU, and 'Cohort Connect' employer and career education touch points throughout first and second year (Fall 2021/Fall 2022) (On Track)  
Increase course capacity for recommended Professional Skills & Communication (PPAS 2195) requirements by Fall 2022. (On Track)

 On Track

## Expand internship opportunities for all students and enhance quality of supports

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

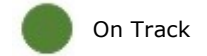
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- Streamline internship program requirements to make internships accessible to more students
- Improve career coaching for students competing for internship opportunities
- Streamline administrative processes to allow internship program to scale
- Launch new website for internship programs and employer partners
- Implement equity strategy to guarantee minimum number of internship opportunities for Black and Indigenous students in Internship Awards Program
- Provide funding for minimum number of Internship Awards funded by LA&PS
- Increase value of Internship Awards to a living wage
- Seek new donors to fund more Internship Awards Program

Increase student participation in the internship program by 30% by Summer 2021 (221 to 287 applications approved) (Completed - increased by 220% from 221 to 486)



Increase the number of students who successfully secure an internship work term by 10% by Summer 2021 (67 students to 73 students) (On Track - 67 students secured to date with more in the process of securing for Summer 2021)

Increase career education supports to internship job seekers by hiring a full time Career Education Coordinator by Fall 2020 to support suite of workshops & 1:1 support (resume/cover letter, interviews, LinkedIn, etc.) (Completed)

Hire new LA&PS Student Success System Administrator by Summer 2021 to function as systems administrator on behalf of LA&PS for Experience York (Orbis); work collaboratively with YU Experience Hub to enhance and maximize the Experience York system (On Track)

New Internship program web pages launched Fall 2020 (Completed)

Maintain employer engagement with the Internship program and our students by facilitating a full calendar of networking events each term (507 participants across 14 events in Fall 2020) (Completed)

Reduce GPA requirements and course requirements for internship programs by Fall 2020 (Completed)

Open internship program applications for all BCom streams by Fall 2020 (Completed)

Introduce internship program stream in Liberal Arts in Business & Technology for students in all social science and humanities programs by Fall 2020 (Completed)

Implement and collect self-identification data from students in internship program by Winter 2021 (Completed)

Outreach to Black-owned businesses & organizations committed to prioritizing the hiring of Black students to meet hiring targets of a minimum of 5 Black students in the Internship Awards Program Summer 2021 (On Track)

Acquire at least one new donor for Internship Awards Program by Fall 2021 (Completed)

Dedicate LA&PS funds to support minimum number of Internship Awards [6 awards @ \$9240](Completed)



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Implement new 'living wage' value of Internship Awards by Summer 2021 (35 hours/week x 12 weeks x \$22/hour = \$9240) (Completed)

## Expand and improve classroom-based experiential learning

### Action/Strategy:

Implement Experiential Education Development Fund (Stream 1) to support classroom-based experiential learning

Implement Experiential Education Development Fund (Stream 2) to support field trips

Support central experiential education course coding initiative to improve clarity for students


### Measures/Metrics/Milestones:

Call for and collect applications for Experiential Education Development Fund (totalling \$100,000 in available funding across 3 funding streams in 2020/2021 fiscal) (Progressing - \$51,312.13 distributed to date. COVID impacted the types of proposals submitted)

Disperse maximum of \$1000/course director for classroom-based experiential learning activities & maximum of \$3000/course director for field trip activities based on an established application process reviewed by Associate Dean, Programs (Completed)

Support university-wide initiative for EE course coding – Ongoing (Progressing)

### Evaluation Status:

 Progressing

## Create work-integrated learning opportunities in all LA&PS programs

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

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Implement Experiential Education Development Fund (Stream 3) to support the development of work-placement courses

Disperse maximum of \$3000/course director and T7 support for the development of course proposals for new work-placement courses in at least three new programs by Fall 2022 (On Track - 2/3 proposals for new course placements created and passed through CCPS)

On Track

Create Community of Practice for work-placement course instructors

Hold Community of Practice meetings for work-placement course instructors once/term each year and recruit new faculty members to participate on an ongoing basis (Completed)

Create courses to integrate with C4 capstone program

Transition course-placement administration to Experience York (Orbis)

Create and populate Microsoft Teams group for Community of Practice by Fall 2020 (Completed)

Support central experiential education course coding initiative to improve clarity for students

Create courses in Humanities, Social Science, and Administrative Studies that are linked to C4 program by Fall 2021 (Completed and passed through CCPS)

LA&PS' 20 course placement courses migrated to Experience York (Orbis) by Fall 2020 (Completed)

Support university-wide initiative for EE course coding – Ongoing

**Improve non-course related work-integrated learning in LA&PS**

**Action/Strategy:**

Develop new LA&PS course code for work-integrated learning opportunities not currently linked to a course (i.e. entrepreneurship, work study, external community-based projects/challenges)

**Measures/Metrics/Milestones:**

Obtain Faculty Council approval of GCIN 3001 as work-integrated learning course code by Fall 2020 (Completed)

**Evaluation Status:**

On Track

Pilot WIL course code with LA&PS Becoming YU Work-Study students

Partner with Career Centre & Registrar's Office to administrate WIL course code pilot for LA&PS work study students in Summer 2021 (On Track)

**Make York a more inclusive destination for potential and current students, including Indigenous students and equity seeking groups**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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Incorporate dedicated Indigenous spaces in support of Indigenous pedagogy  
 Create learning spaces for innovative pedagogy including technologically enhanced learning spaces  
 Ongoing supports for students as part of our anti-Black racism strategy  
 Secure funding for scholarships for students from equity seeking groups

Vari Hall 3rd and 4th floor expansion project design to include dedicated space(s) for Indigenous pedagogy – April 2021 (Completed)  
 Secure approval from the Board for the Vari Hall expansion project to proceed – April/May 2021 (On Track)  
 Undertake robust user engagement sessions to ensure the space(s) will meet the needs of the users once the capital project receives approval to proceed – April 2021 (Progressing; moved to Summer & Fall 2021)  
 Undertake Vari Hall 3rd and 4th floor construction – TBD 2021 (Progressing; pending approvals)  
 Identify potential sites and/or renovation projects for future spaces that foster greater inclusion, including spaces that support Indigeneity – April 2021 (Progressing; moved to Fall 2021)  
 Funding in Fall 2020 for 10 Black identified student scholarships (Completed - launched first call and made 3 awards, will launch supplementary call in Spring 2021 to solicit additional interest)  
 In 2020, the IEP Foundations Program a Canadian Workplace Foundations Program for newcomers, received Federal Government funding for first time from Immigration, Refugees and Citizenship Canada totalling \$1,095,706.00 for the next three years.  
 The PASS program also received a \$66,500 Ontario Post-Secondary Access & Inclusion Program Grant (OPAIP), to support the program’s efforts to improve access to, and retention in post-secondary education by fostering problem solving, learning skills and numeracy strategies for LA&PS students.

On Track

**Create more physical and virtual capacity for active and collaborative teaching and learning**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

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Incorporate active and collaborative learning concepts when designing classrooms and meeting rooms for the following renovation projects: Student Academic Advising, Politics, MCC, French, Ross 1st Floor and Vari Hall 3rd and 4th floor

New collaborative learning concepts to be included when designing spaces - Ongoing (Progressing)

Progressing

Ensure robust user consultations in designing teaching spaces - Ongoing (Progressing)

Review other renovation projects across campus, within and beyond LA&PS, to leverage best practices and lessons learned regarding technology enhanced spaces – Ongoing (Progressing; e.g. Vari Hall renovation will include flexible/immersive technology classrooms)

**Increase support for a diversity of students**

**Action/Strategy:**

Leverage capital investments to create new student awards  
 Indigenous Chair project fundraising  
 Black History Month funding initiatives  
 International student awards (new)  
 Fundraising for internship awards, DARE and other EE

**Measures/Metrics/Milestones:**

Inventory rooms for naming; create awards and prospect lists – 2020/21 - 2024/25 (On Track)  
 Create chair proposal, prospect list and approach prospects – 2020/21 (Progressing)  
 New awards, new events, new fundraising appeal – 2020/21 (Completed)  
 Leverage LA&PS international student awards program for fundraising in different communities – 2021/22 (On Track)  
 Ongoing fundraising 2021 and ongoing (On Track)

**Evaluation Status:**

On Track

**Undertake anti-Black racism initiatives**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Work towards decolonizing the Faculty with a year-long series of programs and initiatives

Special Advisor appointed September 1st, 2020 (Completed)

On Track

Anti-Black racism committee struck, targeted Black hires (4 approved for 2021 hire) (On Track)

\$100,000 fund for community education and consciousness raising events launched November 2021 (On Track/Ongoing)

Targeted Deans Awards for Research Excellence 2021 (On Track)

Targeted research funds for Black Scholars: First round of Black Scholars Research Fund, second round upcoming (Completed)

Dedicated experiential education programming for Black Students

Anti-racist and anti-Black racism training for Dean’s Office staff and academic leads (Progressing)

Targeted Black post-doctoral positions, review of staff positions, promotion, hiring processes and equity data for LA&PS (Completed - LA&PS Postdoctoral Fellowships awarded two fellowships to Black Scholars as a special initiative - announcement expected late March/early April)

Hosted anti-Black Racism community forums among staff and students (Completed)

**2. Knowledge for the Future**

**Strengthen and grow academic research that engages diverse constituencies through advancement**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Jewish Studies revisioning and potential hires

Present new vision to KCJS Advisory board; engage donors and present proposals – 2020/21 and 2021/22 (On Track)

On Track

Cultural communities' engagement for research Italian, Greek, Chinese, Indian...

Engage donor constituencies and present proposals for archives projects, study abroad – 2020/21 - 2024/25 (On Track)

Research collaborations with organized labour

Present new proposals to new partner labour unions – 2020/21 and 2021/22 (Progressing)

Support development of research in Disaster & Emergency Management (DEM) through idea-sharing, fundraising and facilitating research collaborations

Donor proposal/case for DEM developed by FYE 2021; research partnership model adopted; approaches to partners by research and development staff – 2020/21 and 2021/22 (Progressing)

Provide a wider range of research programs and administrative supports

Launch of new research programs (Postdoctoral Fellowships, Black Scholars Research Fund); expansion of DARE and Dissertation Fieldwork Fellowship programs for Black students; re-organization of research office and increased hires to provide new supports for community-based research, NSERC/CIHR programs and knowledge mobilization – 2020/21 and 2021/22 (On Track – research restructuring hiring in final phase and should be concluded by April 2021; DARE adjudication in late May, expanded option for multiple DARE awards was circulated to Faculty Members and 59 award submissions are now being adjudicated, above the target 55. A total of 5 DARE awards reserved for Black students)

**Establish LA&PS Research Centres of Excellence**

**Action/Strategy:**

Launch a competition for the first Centre in 2021-22; Centres would receive: Support for the establishment of an ORU Cluster of hires over one or two years to build capacity Potential appointments of a YRC for these centres

**Measures/Metrics/Milestones:**

First competition launched in 2021/22 (Progressing)  
 First Centre established in 2022/23 (Progressing)  
 Appointment of YRC in 2023/24 (Progressing)

**Evaluation Status:**

Progressing

**Strengthen Research Supports for LA&PS**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Reorganize the research supports in LA&PS in order to support tri-council funding across the faculty

Reorganizing of research supports in November 2020 (On Track)

On Track

Hiring new supports over November 2020 until February 2021 (On Track – offers on final positions going out this week (May 26 – 31)

Starting unit by unit consultation in November 2020 (On Track)

Improve tri-council funding by 10% in 2021/2022 (On Track – still awaiting result for fall SSHRC and NSERC programs; SSHRC Partnership Engage Grant participation up well over 10% vs previous year.

**Improve DARE program**

**Action/Strategy:**

Expand the number of DARE awards and dedicate awards for Black identified students

**Measures/Metrics/Milestones:**

Increase DARE awards from 50 to 60 (On Track)

**Evaluation Status:**

On Track

Dedicate 10 of the total DARE awards to Black identified students (On Track – at least 5 awards specifically allocated; more than 10 award submissions in 2021 round were from Black – identifying students. Awards currently being adjudicated)

**Strengthen research expectations for all faculty and graduate students**

**Action/Strategy:**

Communicate the importance of research to all new hires

Meet with all graduate programs to discuss advertising these programs as well as improving in-degree research outputs

**Measures/Metrics/Milestones:**

Include in all letters of offer more robust language around research (On Track)

Advertising campaign for graduate programs in 2021/22 cycle (On Track)

Review research supports for graduate students with an eye to improving research metrics for graduate students (Progressing)

Increase quality of graduate students by gradually increasing international graduate admits for the next three recruitment cycles (On Track)

**Evaluation Status:**

On Track

**Expand offerings at LA&PS IBM Learning Site in Markham**

**Action/Strategy:**

April 2021

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Launch the new School of Administrative Studies (SAS) graduate programs at the IBM Learning Site (in-person or virtually as necessary re: COVID-19)

Launch the SAS Graduate Diploma in Management virtually in September 2020 (Completed)

On Track

Increase School of Information Technology (ITEC) course offerings at the IBM learning site should COVID-19 allow

Launch the SAS Master of Science in Management Practice (MScMP) in September 2021 (On Track)

September 2021 launch of two ITEC courses at the site (On Track)

## Develop LA&PS Research and Graduate Studies Strategic Plans

### Action/Strategy:

Develop, through collegial discussion, strategic plans for Graduate Studies and Research in LA&PS

### Measures/Metrics/Milestones:

Over 2021, regular meetings will be held with Departments/Schools and programs to consult and develop these two plans (On Track)

### Evaluation Status:

On Track

## 3. From Access to Success

### Continue to develop and implement international student success and engagement programming

### Action/Strategy:

Develop and implement a comprehensive LA&PS international student success strategy

### Measures/Metrics/Milestones:

Elements of the Strategy:  
New international student transition and retention by September 2021 (On Track)  
International focused residence curriculum by September 2021 (On Track)  
International Peer Program by September 2021 (On Track)  
International Academic supports by December 2021 (On Track)  
International Social Media Strategy by September 2021 (On Track)  
Assess and revise by December 2021 (On Track)

### Evaluation Status:

On Track

### Implement Explore YU – summer camp for domestic and international grade 10 and 11 students to encourage them to pursue higher education

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:



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Plan and organize Explore YU (remount 2020 program and adapt the curriculum and programming for 2021)

Up to 50 spaces will be fully subsidized for students who identify as Black

Develop communications plan and promote summer camp by April 2021 ( On Hold)

Host summer camp for 50+ students during Summer 2021 (On Hold)

Create cohorted post-program surveys and online WhatsApp or FB groups to build continued sense of community and to track: (On Hold) number of participants who apply to university, and York especially, after the program concludes program choice for those who apply to university These groups to be built at the time of the program implementation



Discontinued

**Establish Bridging Hub within the Faculty to connect and support access programs**

**Action/Strategy:**

Create and develop hub model for access programming with support and shared services

Integrate existing access programs and develop two new access programs: LA&PS version of Ready-Set-YU in collaboration with Division of Students and non-degree university preparation program

**Measures/Metrics/Milestones:**

Have new Manager, Student Success & Access Programs in place by December 2020 to serve as manager of access programs hub (Completed)

Hire staff to support access programs and non-degree studies by December 2021 (On Track)

Re-launch Transition Year Program in September 2022 (Not On Track)

Integrate Women’s Bridging Program, Sanctuary Scholars, Bridging Programs for Internationally Educated Professionals in the Bridging Hub with shared services support by September 2022 (On Track)

Collaborate with Division of Students on LA&PS expansion of Ready-Set-YU for September 2022 (On Track)

Collaborate with School of Continuing Studies on development of university preparation non-degree program by September 2022 (Progressing; launching university prep summer modules in 2021; Manager, Student Success & Access Programs developing processes for implementing non-degree programs)

Integrate University 101 course into access and bridging program initiatives by September 2022 (On Track; Ready-Set-YU & TD Community Engagement Centre partnership)

**Evaluation Status:**



On Track

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

## The creation of a general Liberal Arts Degree

### Action/Strategy:

Form a steering committee of faculty members from humanities, social science, and professional studies programs to develop full proposal for a general liberal arts degree program

Conduct consultations within the Faculty

Create new courses to support the new degree program and integrate University 101 course into Liberal Arts degree

Establish new academic unit to administer degree and appoint (and cross-appoint) faculty members to the unit and program

### Measures/Metrics/Milestones:

Hold consultations with relevant stakeholders within the Faculty by July 2021 (Progressing)

Complete full proposal for submission to CCPS and APPC by September 2021 (Progressing)

Complete and submit new course proposals to support degree program by end of 2021 (Progressing)

Recruit core faculty members to administer new academic unit September 2023 (Progressing)

Recruit faculty members for cross-appointment to new program by September 2023 (Progressing)

### Evaluation Status:

 Progressing

## Continue to improve student satisfaction, success and retention through the development and implementation of a revised Student Success Advising Model for the Faculty

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

Complete training and transition of Student Success & Academic Advisors (Advisors)  
 Develop and implement improved means to evaluate impact of Advisors  
 Develop and implement a sustainable training and feedback plan  
 Reinforce concepts of Developmental/Appreciative Advising in Advising practice  
 Improve staff engagement and team culture  
 Develop and implement plans for advising specializations and/or clusters  
 Develop and implement plans for group advising  
 Roll out Civitas-Inspire to advisors across Faculty

Complete Phase 1 Temporary Assignments for Advisors by Dec 1, 2020 (Completed)  
 Begin Phase 2 Temporary Assignments for Advisors by July 2020 (Completed)  
 Advising assessment framework drafted by April 2021 (Progressing)  
 Observations and coaching with Advisors by Managers to strengthen service delivery – Ongoing (Completed)  
 Advising on-boarding and training curriculum developed by April 2021 and on-going (Completed)  
 Fall/Winter professional development sessions as per training plan implemented by April 2021 (Completed)  
 Refresher sessions on various advising topics identified by advising community implemented by April 2021 (Completed)  
 Team building exercises for advising- ongoing (Completed)  
 Establish Advising clusters: collate programs by April 2021 (Progressing)  
 Establish Advising Specializations: UNMA, Student-Athletes, Second Chance, Sub-Committee Admissions, Students with Academic Decisions, international advising, education and outreach by 2021 (Completed)  
 Create, deliver group advising sessions: First Year Late Withdrawal, Late Withdrawal, How to improve your GPA in Sept 2020 and May 2021 (Completed and On Track)  
 Introduction and training sessions for Civitas-Inspire platform (student records) - Ongoing (Completed)

Progressing

**Create escalated advising process to respond to student concerns and to create a better student experience**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

Create coherent process to respond to and track student concerns (Escalated Cases); improvement of time taken to respond to student concerns

Create process for Advisors to contact Managers for resolutions by Oct 2020 (Completed)

On Track

Extract data regarding escalated cases

Create process for Dean’s Office to contact Managers/Advisors for resolutions by Oct 2020 (Completed)

Create process for Managers/Advisors/Dean’s Office to contact Associate Dean, Students and Escalated Advising team for resolutions by Nov 2020 (Completed)

Create data sets: types of concerns, rate of resolution by April 2021 (Completed)

Strategic planning 2021/22 to improve the student experience by April 2021 (On Track)

**Promote academic success for all LA&PS students**

**Action/Strategy:**

Identify and implement opportunities to promote academic success through retention initiatives, and collaboration and partnership between Colleges and Departments and Schools

**Measures/Metrics/Milestones:**

Develop, implement and benchmark the following academic support initiatives and programs by April 2021:  
 Implement nudge pilots for BUEC, BUSO, UNMA and POLS programs ~ April 2021 (Completed)  
 Implement and benchmark participation in Supplemental Instruction/PASS - on-going (Completed)  
 Plan a strategy to follow-up with and support students participating in Fundamentals of Learning ~ April 2021 (On Track)  
 Implement and promote the Faculty Toolkit for Student Success and benchmark uptake - April 2021(Completed)  
 Develop a series of videos and curate resources to support online learning modules - Dec 2021 (Completed)  
 Plan an Academic Integrity education and outreach strategy; implement a learning event around academic integrity - April 2021 (Completed)

**Evaluation Status:**

On Track

**Review of Sub-Committee admissions to improve student experience and success**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost  
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Review of Sub-Committee admissions to improve student experience and success

Establish a method to track Sub-committee admits (i.e., their programs, academic progress) in order to provide additional support – April 2021 (On Track)

 On Track

Develop a strategy to provide advising, FND 1000 and other supports for Sub-committee admits – April 2021 (On Track)

Implement a pilot of the support strategy - Fall and Winter 2021/22 (On Track)

## Review of Second Chance Program for improvement of student experience

### Action/Strategy:

Streamline process for evaluation of applications for Second Chance Program

Evaluate Second Chance Program and contract

Evaluate Second Chance Program for additional support

### Measures/Metrics/Milestones:

Create process from point of application to admission for Second Chance Program by August 2021 (Completed)


Extract data for admissions, programs entered, success to highlight patterns and concerns by August 2021 (On Track)

Develop report to identify pros/cons of general/individual contracts and to make recommendations by August 2021 (On Track)

Develop a strategy to provide advising, University 101 enrolment and other supports for Second Change admits by April 2021 (Completed)

Implement a pilot of the support strategy - Fall and Winter 2021/22 (Completed)

### Evaluation Status:

 On Track

## Encourage students in UNMA to move into programs

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

Work with Advising Community to create strategies to assist UNMA to declare majors

Develop and implement a strategic plan for UNMA, including communications elements and key messages – Fall 2020 (Completed)

On Track

Implement group advising sessions for UNMA - by April 2021 and ongoing (Completed)

Collect data for UNMA and make recommendations: why UNMA, length of stay in UNMA, program declared, success by April 2021 (On Track)

Implement recommendations by April 2022 (On Track)

**Create means for greater support of student-athletes**

**Action/Strategy:**

Identify and implement opportunities for offering more support for student-athletes

**Measures/Metrics/Milestones:**

Outreach to student-athletes linked to specific Advisors; provide information regarding available supports by Fall 2020 (Completed)

**Evaluation Status:**

On Track

Work with York Varsity regarding support for student-athletes’ “Study Hall” by April 2021 (On Track)

Integrate student-athletes into PASS/other academic and personal supports by April 2021 (Completed)

Outreach to Black student-athletes facing anti-Black racism by Fall 2020 (Completed)

Establish a closer relationship between Athletics and Rec and LA&PS in order to better support our student athletes (Completed)

**Promote Scholarships/Awards/Bursaries to assist as many eligible students as possible**

**Action/Strategy:**

Work with Advisors and Departments/Schools to promote the available awards/scholarships

Promote awards/scholarships on LA&PS website

**Measures/Metrics/Milestones:**

Increase the number of scholarships, awards, bursaries disbursed year over year by 5% (Progressing)

**Evaluation Status:**

On Track

Develop and launch an awareness campaign to current students by September 15, 2021; for future students, make this part of the conversion campaign in 2021 (On Track)

Work to ensure that Scholarships/Awards/ Bursaries are functioning in alignment with appropriate governance approaches and University finance policies, including adjudication – Ongoing (Progressing)

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

## Improve Academic Honesty (AH) process to enhance student experience

### Action/Strategy:

Identify and implement means of improving and standardizing student experience

Offer more support for students during the AH process

Promote the use of educative penalties wherever appropriate

Promote best AH practices at in departments and schools; promote culture of Academic Honesty/Integrity

### Measures/Metrics/Milestones:

Conduct training sessions re AH: faculty and student panelists by Fall 2020 (Completed)


Connect with students before and after the AH hearings; promote available supports – Ongoing (Progressing)

In collaboration with CTLSS and Learning Commons, offer AH sessions for student with negative outcomes of hearings by Aug 2021 (Completed)

Conduct survey of departments and schools: production of best practices guidelines by Aug 2021 (On Track)

Conduct seminars/conferences to discuss and promote best practices by November 2020 (Completed)

### Evaluation Status:

 On Track

## Improve Petitions process to enhance student experience

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

Identify and implement means of improving and standardizing student experience

Enhance confidence in the Petitions process

Offer assistance and support for students during the Petitions process

Conduct training sessions re Petitions: faculty and student panelists by September 2021 (Not on Track)

Develop and require confidentiality agreement for panelists between January 2021 – April 2021 (Progressing)

Develop process for and introduce process for redacting petitions to reduce conflict/bias between January 2021 – April 2021 (Not on Track)

Improve process for submission of petitions online for students by September 2021 (Not on Track)

Simplify document submission process for students submitting petitions by January – September 2021 (Progressing)

Include more student-friendly language on the petitions forms and decision letters between January – April 2021 (Progressing)

Re-design and re-launch petitions website in phases: phase 1 by March 2021; phase 2 to take into account changes to process by October 2021 (On Track)

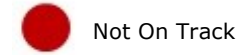
Improve communication with students through the petitions process through continual review of routine practices – ongoing (Not on Track)

Provide information to students on available supports through information sessions, redesigned web page and by fostering connections with other university stakeholders who can relay this information to students (e.g. advising, departments) between January – September 2021 (Not on Track)

Conduct training sessions for Advising community about the issues eligible for petitions by September 2021 (Not on Track)

Petitions-Advising collaboration to reduce the number of petitions through above training to ensure advising directs students appropriately (I.e. less ineligible issues directed to petitions) by September 2021 (Not on Track)

Petitions-Advising collaboration to assist students in submitting better crafted petitions with support from Dean's Office staff by September 2021 (Not on Track)





**DIVISION:** Division of the VP Academic and Provost  
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**Improve support for SCOLAPS**
**Action/Strategy:**

Work with SCOLAPS for improved representation and participation across a wider cross-section of students

Support for SCOLAPS events/programs

Increase training and supports for our student leaders and access to the Dean's Office

**Measures/Metrics/Milestones:**

Support improvement and frequency of communication with student body – Ongoing (On Track)

Support the promotion of incentives for involvement in student government by September 2021 (Progressing)

Assist with the recognition of service to the faculty (committee work) by September 2021(Progressing)

Increase training opportunities and meetings with the Dean for SCOLAPS to at least twice a semester (On Track)

**Evaluation Status:**

 Progressing

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**Create Bridging Program for Black Youth in Care (Children's Aid Society of Toronto - CAST)**
**Action/Strategy:**

Work with CAST to create special bridging program

**Measures/Metrics/Milestones:**

Evaluate needs and challenges of creating a bridging program by summer 2021 (On Track)

Develop parameters for program by December 2021 (On Track)

Implement new Bridging Program by summer 2022 (On Track)

**Evaluation Status:**

 On Track

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**Improve LA&PS/Registrar's Office Collaboration**
**Action/Strategy:**
**Measures/Metrics/Milestones:**
**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost  
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Collaborate with the Registrar’s Office for improved processes to enhance student experience

- Improve means to process transfer credits, possibly with dedicated LA&PS assessors by April 2021 (Completed)
- Create and implement means to process reimbursements to students due to transfer credit delays by April 2021 (Completed)
- Create and implement means to process registrations/drops/refunds due to delayed notifications of academic standing by April 2021 (Completed)
- Investigate possibility of LA&PS access to removal of academic blocks by April 2021 (Completed)
- Investigate possibility of including Dean’s Circle of Scholars on students’ transcripts for spring 2022 (On Track)
- Improve DPR for LA&PS major-minors, double-majors, NCRs by April 2022 (Progressing)

On Track

**Implement 2.0 version of LA&PS Course Enrolments Visualization Dashboard**

**Action/Strategy:**

- Add new slicers for more refined visualizations for the LA&PS community
- Integrate data to analyze course drop rates and fill rates

**Measures/Metrics/Milestones:**

- Roll out beta of new visualizations to internal Dean’s Office group for review by Winter 2021 (Completed)
- Hold info-session and training for Chairs, Directors and Heads by Spring 2021 ( On Track)
- Continue to develop visualizations over 2021 and acculturate the community to the opportunities the Visualization Dashboard provides (On Track)

**Evaluation Status:**

On Track

**Support students through the expansion of bursaries and scholarships**

**Action/Strategy:**

April 2021

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost  
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Partner with new LA&PS Access Hub through fundraising for bursaries and scholarships for various programs

Minimum of one third of donor proposals will be for student bursaries or awards; Prospect engagement and fundraising goals stated under Priority 6 (On Track)

On Track

**Support and contribute to the Student Success Renewal Program**

**Action/Strategy:**

Ensure strong LA&PS participation and contribution to the SSRP planning, implementation, and success

Leverage evaluating and observing RfPs to both contribute to the SSRP success and best prepare and position the Faculty of LA&PS to take advantage of new capabilities of features of student facing systems

**Measures/Metrics/Milestones:**

Participate in evaluation committees of critical SSRP components, such as new SIS, CRM, IAM – April 2021 (Completed)

Train, develop and recruit staff with digital skills necessary to take advantage of SSRP new functionality and innovative features – Ongoing (Progressing)

**Evaluation Status:**

Progressing

**Effectively support students and foster a culture of student-focused service delivery through improvements in service excellence across the Faculty**

**Action/Strategy:**

Contribute to enhancing student success, retention and experience through improvements in service excellence

Strengthen our Operations Model to ensure greater client focused service delivery, foster a culture of high-performance and accountability to our students

**Measures/Metrics/Milestones:**

Develop and run service excellence training sessions to provide employees with skills and abilities to effectively serve students – April 2021 (Progressing)

Train, develop and continue to re-evaluate to ensure a shift to a culture of service excellence through role playing, decrease in number of student's complaint, staff recognition - Ongoing (Progressing)

Leverage staff IDPs to include student-focused and service excellence objectives – April 2021 (Completed)

Strengthen our hiring criteria to foster greater equity, diversity, and inclusion in our hiring processes – April 2021 (Progressing)

**Evaluation Status:**

On Track

**Enhanced opportunities for learning about Indigenous worldviews**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost  
**UNIT:** Faculty of Liberal Arts & Professional Studies  
**PLAN ID:** 1280

Support new institutional and Faculty academic programs and expansion of the Indigenous Studies Program

Support new Centre for Indigenous Knowledge and Language as Lead Faculty by July 1, 2021 (On Track)

Progressing

Fundraising for Indigenous Chair in Off-Reserve Indigenous Life

Matching fundraising for Indigenous Chair (using the existing funds from Lands for Learning) (Progressing)

## Develop an integrated, comprehensive and seamless new student transition strategy that supports a student from prospect to new student with the goal of improving retention of students from accept to enrolment

### Action/Strategy:

Create steering and working stakeholder groups consisting of Associate Dean team, Recruitment, Colleges, Advising, International Student Success, Student Community & Leadership Development (SCLD) and Strategic Communications & Marketing

Develop and implement plan for Fall 2020 and Winter 2021 admits

### Measures/Metrics/Milestones:

Stakeholder groups established with key accountabilities identified by May 2020 (Completed)

Framework and implementation plan created and actioned by Fall 2020 (Completed)

Retention increased for 2020/21 over 2019/20 by 5% (Completed)

### Evaluation Status:

Completed

## Continuing College Revisioning

### Action/Strategy:

Discuss APPC, College Heads and Dean's Report in Faculty Council

Develop a five-year college renewal plan which would include the improvement of college spaces

Engage the student body, both graduate and undergraduate, in an ongoing dialogue on the future of the colleges

Increase faculty participation in the colleges

### Measures/Metrics/Milestones:

Winter LA&PS council discussion of colleges (Not on Track for this Winter; this will be carried over to next IRP)

By September 2021 bring a five-year college renewal plan to community for discussion including a plan for space improvements and increased faculty participation (On Track)

Regular discussions (including AD Students attending weekly college meetings and monthly meetings with Heads) on the colleges (one each semester) over the course of 2021 (Completed)

### Evaluation Status:

Progressing

## Create a Strategic Complement Plan for LA&PS

### Action/Strategy:

April 2021

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
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Develop templates for unit-level complement plans and complement requests  
 Consult units on strategic complement goals  
 Consult Faculty Council on complement needs to meet Academic Plan

Create unit level templates for Spring 2021 complement call (Completed)  
 Consult each unit on their complement needs and Faculty strategic direction by December 2021 (On Track)  
 Confirm complement needs for Academic Plan with APPC within three months of Council adoption (On Track; Awaiting Academic Plan completion)

On Track

**40 new tenure stream hires per year**

**Action/Strategy:**

Recommend Professorial Stream appointments to build research culture  
 Recommend appropriate proportion of Teaching Stream appointments to enhance the student experience  
 Provide recruitment supports for most faculty searches

**Measures/Metrics/Milestones:**

30 Tenure stream appointments by July 1, 2021 (On Track)  
 70 total new Tenure Stream appointments by July 1, 2022 (On Track)  
 Establish a framework for recruitment supports for faculty searches by April 2021 (Progressing)  
 All searches that need recruitment support have it in the 2021/22 hiring cycle (On Track)

**Evaluation Status:**

On Track

**Increase the diversity of the Faculty Complement**

**Action/Strategy:**

Work with units to revise unit level hiring document to help to ensure diverse pools  
 Offer recruitment support for diverse candidates  
 Continued use of targeted BIPOC searches

**Measures/Metrics/Milestones:**

Review 1/3 of hiring documents in each of the next three years by 2023 (Progressing)  
 By July 1, 2021, Institute a regular (three year) rotation for hiring document review with Units (Progressing)  
 In 2021-22 hiring cycle, all searches offered recruitment support (On Track)  
 Increased the proportion of BIPOC scholars on short lists (Progressing)  
 Increased proportion of BIPOC faculty members (Progressing)  
 Identify target thresholds to measure success (Progressing)

**Evaluation Status:**

Progressing

**4. Advancing Global Engagement**

**Implement LA&PS International Student Recruitment Strategy, 2020-21, specifically: increase student enrolment from India, Nigeria, Vietnam, and the Philippines by 10%**

**diversify Chinese student recruitment by focusing on students from Hong Kong and**

**Action/Strategy:**


- Implement 4+1 pathway in for direct entry into Management program for non-business majors
- Hire International Recruitment Officer
- Deploy W21 recruitment strategy to convert admits but not yet accepted
- Re-launch Explore YU summer program for Grade 10 and 11 students
- Launch Hakka Scholars Network program
- Launch new LA&PS Dean’s scholarships and bursaries for international students

**Measures/Metrics/Milestones:**

~45 additional students from India, Nigeria, Vietnam and Hong Kong by April 2022 (Progressing)

10% increase in international student enrolment in Humanities and Social Science programs by April 2022 (Progressing – we have successfully implemented four out of six parts of the strategy; the two that we have not implemented, Explore YU and Hakka Scholars program, could not be implemented in SU21 because of travel restrictions as well as health and safety restrictions)

**Evaluation Status:**

 Progressing

**Implement Year 1 of the LAPS Outbound Mobility Strategy (2020-2025)**

**Action/Strategy:**

- Re-commit to organize and provide in-person study-abroad programs in Summer 2021 and to provide virtual study abroad experiences if travel is not possible due to Covid-19 restrictions

**Measures/Metrics/Milestones:**

Re-mount five Study Abroad courses from 2020 and adapt to virtual study abroad if travel restrictions remain in place by April 2021 (Completed - travel restrictions remain in place and virtual options have been explored and offered)

**Evaluation Status:**

 Completed

**Implement internationalization at home programming**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Liberal Arts & Professional Studies

**PLAN ID:** 1280

Plan and implement "Travel the World" series virtually for Winter 2021

Launch series virtually by winter 2021 (Completed)



Assess and revision implementation for 2021/22 in-person (within local area) "Travel the World" series

Track student participation through registration numbers (Progressing)

Survey student satisfaction through evaluation modules (Progressing)

## Implement Effective Intercultural Communication Module

### Action/Strategy:

Pilot the Effective Intercultural Communications course with students and staff, including LA&PS student ambassadors and peer mentors, with the goal being the eventual enrolment of all students, faculty and staff involved in international programming in LA&PS

York International is planning to launch the Effective Intercultural Communications course in January 2021

### Measures/Metrics/Milestones:

Launch module in winter 2021 (Progressing - EIC is under review right now. The module has been sent to faculty for review)

Track student participation through registration numbers (Progressing once module proceeds)

Survey student satisfaction through evaluation modules (Progressing once module proceeds)

### Evaluation Status:



## Communicate more actively and cultivate new partnerships about our research

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

Increase and diversify research office expertise and supports

Hire additional staff to support community-based research, and knowledge mobilization - November 2020-January 2021 (Completed - additional staff have support increased Digest Newsletter publication frequency from one per month to once every 2 weeks)

On Track

Develop and begin implementing outreach plans for staff to connect more proactively with faculty researchers – April 2021 (On Track)

Update faculty research website –October 2020 (Completed)

Launch webinar research series in collaboration with Strategic Communications & Marketing – April/May 2021(Delayed)

Develop a “research editorial” calendar to identify researchers to profile proactively at the start of the year, in accordance with Strategic Communications & Marketing rollout calendar and timed to major research announcements – (Progressing; calendar update tied in with Research Digest Newsletter: mockup of new site presented to ADR March 24, implementation expected April/May)

Work with Media Relations in C&PA to build media literacy amongst researchers & promote LA&PS researchers to media as experts more proactively – Ongoing (Progressing)

Develop online annual report for LA&PS research – December 2021 (On Track)

**Create international learning outcomes**

**Action/Strategy:**

Build internationalization into learning outcomes in all LA&PS programs through a suggested internationalization learning outcome framework

**Measures/Metrics/Milestones:**

By September 2021 bring an international learning outcome framework to Faculty Council for approval after consultation CCPS (Progressing)

**Evaluation Status:**

Progressing

**5. Working in Partnership**

**Complete LA&PS Social Procurement Policy and explore programs that improve York’s standing as an anchor institution conferring community benefits**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**



**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

New strategy for engaging student facilitators to support connections between local businesses and York's finance and procurement systems

Demonstration of new community vendors gaining clear access to opportunities with procurement; Funding from partners to support student facilitators – Ongoing (On Track)

On Track

## Strengthen the Indigenous presence on campus

### Action/Strategy:

Support new institutional and Faculty programs to Indigenize the curriculum  
 Create, using lands for learning funds from previous LFL funding, an endowed Chair in Off-Reserve Indigenous Life

### Measures/Metrics/Milestones:

Support new Centre for Indigenous Knowledge and Language as Lead Faculty - Launch date Winter 2022 (On Track)  
 Create endowed Chair and fundraising for it over 2021/22 (Progressing)

### Evaluation Status:

On Track

## Working with President and VPRI, create a Centre of Excellence or ORU on Disaster and Emergency Management

### Action/Strategy:

Building on the strength of the Disaster and Emergency Management Program, work collaboratively with other Faculties to create an ORU

### Measures/Metrics/Milestones:

By September 2021 have both an action plan for creating the ORU and an advancement plan (On Track)

### Evaluation Status:

On Track

## Review and report on Indigenous curriculum consultation process

### Action/Strategy:

Survey and review all course and program proposals following the first 12 months from the implementation of new Indigenous consultation process  
 Generate report on outcomes of consultation process with input from chair and members of CCPS and Indigenous Council

### Measures/Metrics/Milestones:

Curriculum staff to collect data on proposals that underwent Indigenous consultation process – Ongoing (On Track)  
 Draft report and lead discussion with CCPS and Indigenous Council by April 2021 (On Track)

### Evaluation Status:

On Track

## 6. Living Well Together

### Co-create programming to foster awareness to maintain optimum mental health amongst international students

#### Action/Strategy:

#### Measures/Metrics/Milestones:

#### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

Collaborate with central departments to build services and programming for international students specifically  
 Promote awareness of mental health and well-being through global lens  
 Create “just in time” supports and strategically impactful “over time” supports  
 Develop programming for social inclusion and social connectedness

Co-facilitate 4 mental health awareness sessions, virtually in 2020/21(Completed)

Progressing

Disseminate digital resources every semester (pre-exam time) through college peer mentors' program for the first-year students – Ongoing (Completed for Fall and Winter semesters)

**Renewal of our physical environment with inspiring and humane natural and built spaces**

**Action/Strategy:**

To move forward with projects currently in progress and to identify new areas in need of upgrading  
 a  
 Develop a multi-year capital strategy and capital and renovation project plan

**Measures/Metrics/Milestones:**

Approval of estimates, design, and execution of projects – Ongoing (On Track)  
 Create the LA&PS capital strategy document draft – August 2020 (Completed)  
 Finalize the LA&PS capital strategy document – December 2020 (Completed)  
 Develop a multi-year capital and renovation project plan, which outlines projects confirmed and planned for each year – April 2021 (Progressing)  
 Ensure all front desk and reception areas are fully accessible and ensure plans are approved for any spaces that require further upgrading to ensure accessibility – April 2021 (Progressing; work will continue in the Summer and Fall of 2021)

**Evaluation Status:**

On Track

**Grow our connections with donors and alumni quantitatively and qualitatively**

**Action/Strategy:**

Enhanced LA&PS Advancement events calendar to drive prospect engagement  
 Donor outreach in support of Dean’s priorities set by LA&PS Strategic Advancement Plan, developed under the rubric of the UAP

**Measures/Metrics/Milestones:**

Ten new webinars, three speed-mentoring events (up from one) and one new major annual LA&PS lecture (pivoting to all virtual in 2021) (Completed)  
 Increased connections with new prospects, new donor proposals and fundraising goal in discussion with Dean and Advancement – Ongoing (Progressing)

**Evaluation Status:**

On Track

**DIVISION:** Division of the VP Academic and Provost  
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**PLAN ID:** 1280

## Improve physical infrastructure

### Action/Strategy:

Leverage capital investments to initiate fundraising efforts to secure major donations that support the capital budget

### Measures/Metrics/Milestones:

Construct 'cases for support' for major LA&PS capital projects for each project, prior to the commencement of construction – Ongoing (Progressing)

Compile qualified donor lists of 25 principal-gift prospects for each project – Ongoing (Progressing)

Actively approach donor prospects in collaboration with senior administrators – Ongoing (Progressing)

### Evaluation Status:

 On Track

## Continue to implement mental health and well-being strategies


### Action/Strategy:

Offer and coordinate enhanced training for staff on mental health awareness and support

### Measures/Metrics/Milestones:

Offer Mental Health First Aid training to all staff across the Faculty – Target completion date May 2021 (Completed - training was offered to all staff, interested staff have completed training)  
Offer safeTALK and ASIST training to staff in certain front line, student facing positions (i.e. advising, petitions, academic honesty, and certain roles within departments/school/ colleges) – Training to commence spring 2021 with a target date of completion end of summer 2021 (Progressing – compiling plans for additional training to occur by end of summer)

### Evaluation Status:

 On Track

## Build a culture of diversity and inclusion across the Faculty

### Action/Strategy:

### Measures/Metrics/Milestones:

### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Liberal Arts & Professional Studies

**PLAN ID:** 1280

Continue to foster a culture of greater equity, diversity and inclusion, including leading change by championing ways to effectively eradicate anti-racism and anti-oppression within the Faculty

Continue to offer training and development opportunities for staff: Positive space, Diversity, and Inclusion, Anti-Black racism, Sexual Violence and Harassment, AODA training - Ongoing (Completed)

On Track

Work towards full REDI certification for staff across LA&PS – April 2021 (Completed)

Continue to hold community engagement sessions for students, faculty and staff – Ongoing (Completed but Ongoing)

Working with Deans Office to address issues around violence and harassment – Ongoing (Progressing)

Mandatory Respectful Workplaces (anti-harassment etc.) training to qualify for positions as Academic Administrators – Ongoing (Progressing)

**Continue to implement a Faculty wide training and development strategy for staff**

**Action/Strategy:**

Develop and action a Faculty wide training and development strategy for staff to continue improving and building high performance workforce in LA&PS that is committed to service excellence

**Measures/Metrics/Milestones:**

Offer training and development workshops Faculty wide, including Lean Six Sigma, High Performance Teams, Verbal De-escalation, Service Excellence Training, Indigenous Cultural Competency training, June 2020 - April 2021 (Completed: Lean Six Sigma, High Performance Team, Verbal De-escalation; Ongoing Service Excellence Training and progressing with Indigenous Cultural Competency)

Continue rolling out the Individual Development Plan (IDP) for staff across the Faculty – April 2021 (Completed and Ongoing)

Continue to develop SOPs and facilitate training and development for all positions and processes in the academic units - Ongoing (Completed)

Ensure orientation, training and development for all new employees - Ongoing (On Track - continuous improvement to orientation)

**Evaluation Status:**

Completed

**Embrace a culture of service excellence**

**Action/Strategy:**

April 2021

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Strengthen our Human Resources model to ensure greater client focused service delivery and service excellence, foster a culture of high-performance, and strengthen relationships as a strategic partner with academic leaders and managers to support and achieve the priorities of the Faculty

Strengthen our Operations Model to ensure greater client focused service delivery, foster a culture of high-performance and accountability, and strengthen relationships with academic leads and managers to support and achieve the priorities of the Faculty

Develop and implement a positive client/customer experience with each and every service transaction provided by the LA&PS Finance team

Continue to drive the adoption of the full spectrum of Office365 elements and applications by further developing and enhancing internal O365 training for staff and faculty; Leverage WFH to build virtual capacity and comfort level of staff and develop digital mindset to further enhance processes and interactions with faculty and students

Develop a comprehensive range of research supports in the research team

Enhance recruitment process to better incorporate equity, diversity and inclusion best practices – April 2021 (Completed)

Extend the Individual Development Plan (IDP) pilot to more teams within LA&PS – April 2021 (On track for April 2021 roll out to several new teams and ongoing work to continue to expand the IDP)

Partner with Talent Acquisition and Development team to pilot Manager Accountability checklist within LA&PS – April 2021 (On Track for April 2021 roll out of Pilot)

Introduce a series of training opportunities for managers and staff geared towards building a culture of service excellence and high-performance – Training to commence February 2021 (On Track – DiSC for Managers completed February, more training opportunities to be offered to commence in May 2021)

Enhance the employee and manager experience with onboarding and offboarding, including partnering with eServices to document onboarding and offboarding processes and identify opportunities and action plans for enhancement and streamlining – Requirements gathering to be completed by May 2021; Action plans for enhancements created for fiscal 2021-22 (Progressing – requirements gathering is slightly behind schedule, about to commence)

Continue to work to identify opportunities to decrease the Faculty's average time to fill days for recruitment of CPM and YUSA positions in 2020-21 and compare with time to hire metrics; Explore additional metrics for LA&PS, such as employee retention – Ongoing (Progressing: Current time to fill for CPM for F20/21 60 days, increased from last year, and YUSA 40 Days, decreased from last year. New HR reports have also been made available to the HR team which will allow to measure employee retention)

Develop, in collaboration with HR, Operations Management and Faculty Affairs, a responsible matrix document that maps key roles of Managers and Academic Coordinators to Academic Leads – April 2021 (Progressing - Ops completed matrix of Operations Manager and AC roles, next to be completed the Academic Leads section)

Review the current structure and processes within the LA&PS Finance Department in order to align it with a client centric approach and develop recommendations – April 2021; Implement recommendations – Dec 2021 (Progressing)

Actively participate in the University Service Excellence Finance project – Incorporate quick wins and be the pilot for at least one significant recommendation – April 2021 (Completed)



On Track

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Building on the timely success of internal O365 training before WFH, continue to develop training modules, working closely with the Process Improvement team, to include more elements of the O365 platform (Planner, Stream, SharePoint) as well as drive the adoption of the University-wide BPMS – April 2021 (Ongoing - Progressing)

Actively participate in the design and implementation of the new central IT/HR ticket system, leveraging O365 and BPMS integrations to substantially improve the user experience – April 2021 for launch, 2021/22 for integrations (Completed)

Hiring of new research staff (late 2020-early 2021); development and implementation of a new service approach captured in a “research support plan” for each grant (full launch Q1 2021) (Hiring Progressing; Completed Support Plan – Support Plan Document has been implemented since Jan. 2021; plans may cover multiple grants when developed via discussion of near and long term application strategy, identifying support and resources as needed)

**Continue to build on Financial transparency**

**Action/Strategy:**

Develop and implement financial reports at the program level

**Measures/Metrics/Milestones:**

Actively participate in the implementation of SHARP 2.0 – 2021/22 (On Hold; SHARP 2.0 implementation was held back centrally)

Develop a reporting tool on Power BI that would dive-in on financial information at the program level – April 2021; Implement Faculty wide 2021/22 (On Hold: Limited resources in UIT to complete backend work. Currently creating a static dashboard)

Continue regular presentations to Faculty Council and Chairs and Directors on the Financial health and challenges of LA&PS (Completed)

Present and acculturate SHARP 2.0 with the community (On Hold)

**Evaluation Status:**

On Track

**Redevelop and revitalize LA&PS’s web presence to enhance information sharing and build spaces that foster inclusion, reputation, and pride in Faculty initiatives**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Redevelop all LA&PS websites, including Faculty-wide pages, academic units, colleges, and Faculty Council

Complete full content audit on all webpages and websites – January 2021 (Completed)

On Track

Develop new website navigation based on user design principles, accessibility guidelines and legislation, and focus groups so that sites are fully accessible and inclusive – Completed 2020

Full re-design and implementation of new sites – 2021 (Progressing)

**Redevelop and revitalize LA&PS’s intranet to enhance internal information sharing and initiatives, and foster collaboration, inclusion, and shared understanding**

**Action/Strategy:**

Redevelop LA&PS’s intranet

**Measures/Metrics/Milestones:**

Identify key stakeholders and assemble working team to do content audit to ensure delivery of relevant, current content and information, and improve staff and faculty experiences – April 2021 (Delayed until late Spring/Summer 2021)

**Evaluation Status:**

Not On Track

Implement new navigation, page layout, and templates for easy implementation, easing transitions into working for LA&PS and helping to foster positive experiences, retention of staff and faculty – April 2021 (Progression (portion of review of the HR intranet site and clean up have been completed, long term updates delayed until summer 2021)

**Develop and nurture a cohesive, collaborative, collegial Faculty “identity”, shared mission, and purpose to foster diversity, inclusion, collaboration and shared purpose across operational and academic units**

**Action/Strategy:**

Develop a brand identity for LA&PS

**Measures/Metrics/Milestones:**

Enhance positive experiences and workplace satisfaction by uncovering and nurturing a “shared purpose” across academic units, staff, and faculty – Ongoing (Progressing)

**Evaluation Status:**

On Track

Enhance service delivery and decision-making models by clearly articulating the principles, goals, vision, and mission of the Faculty to help set priorities – April 2021 (Progressing, but delayed until late Spring 2021)

**Develop and nurture a cohesive, collaborative, collegial Faculty “identity”, shared mission, and purpose to foster diversity, inclusion, collaboration and shared purpose across operational and academic units**

**Action/Strategy:**

April 2021

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Develop a brand identity for LA&PS

Enhance positive experiences and workplace satisfaction by uncovering and nurturing a “shared purpose” across academic units, staff, and faculty – Ongoing (Progressing)

On Track

Enhance service delivery and decision-making models by clearly articulating the principles, goals, vision, and mission of the Faculty to help set priorities – April 2021 (Progressing, but delayed until late Spring 2021)

**Teaching Stream as a desirable career path**

**Action/Strategy:**

Reduce compensation differential between Professorial and Teaching Streams  
 Design specific professional development for the Teaching Stream  
 Consult graduate programs about how to include professional development for Teaching Stream in their programs

**Measures/Metrics/Milestones:**

By May 2021, produce a cost projection for equivalent starting salaries for Teaching Stream (TS) and Professorial Steam (PS) (On Track)  
 By December 2021, map the compensation differential between TS and PS (On Track)  
 By April 2022, a report on consultations with PhD programs with a plan of action for Teaching Stream education (Progressing)

**Evaluation Status:**

On Track

**An integrated suite of ‘hiring to retiring’ professional supports**

**Action/Strategy:**

Review existing workshops and other professional development  
 Perform a gap analysis, including ‘focus groups’ of faculty and academic leads  
 Map an academic lifecycle professional development curriculum  
 Determine specific needs of Teaching and Professorial Stream  
 Determine specific needs for Academic Leaders

**Measures/Metrics/Milestones:**

Review completed by April 2021 (Progressing)  
 Plan for gaps analysis and focus groups created by July 2021 (On Track)  
 Gaps Analysis complete by December 2021 (On Track)  
 Full academic lifecycle curriculum in a full proposal by April 2022 (On Track)

**Evaluation Status:**

On Track

**Comparable and approved Workload plans**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**



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Draft and consult units on an 'equitable workload' framework	Framework document published by May 1, 2021 (Progressing)	Progressing
Map existing workload documents against the framework	Map and feedback shared with units on July 1, 2021 (Progressing)	
Provide feedback to units for submission of documents fitting the framework	Approved workload documents for all LA&PS units in place on January 1, 2022 (Progressing) Note: All a bit delayed, and final timing may depend on the YUFA negotiations	
Approval of all workload documents		

**Rationalize, systematize, and simplify the processes overseen by Associate Dean, Faculty Affairs**

**Action/Strategy:**

- Review all processes to map and identify responsibilities and "bottleneck" points
- Create simple systems for all outward facing processes (requests, submissions etc.) for faculty, staff, and academic leads
- Create a single portal for accessing the Associate Dean, Faculty Affairs (one stop shopping)
- Rationalize internal processes to make them paperless, simple, and properly tracked
- Replace the 'H Drive' with a well-organized SharePoint site

**Measures/Metrics/Milestones:**

- Processes mapped by February 2021 (Progressing)
- Initial Portal in testing phase by April 2021 (Not on Track)
- First version of Portal available to colleagues by July 1, 2021 (Not on Track)
- Internal system needs identified by April 2021 (On Track)
- Internal system in place by April 2022 (On Track)
- H Drive replaced by December 2021 (Progressing)

**Evaluation Status:**

Progressing

**Implement Grievance, Discipline and Accommodation Tracking Software within LA&PS**

**Action/Strategy:**

- Create an online portal for tracking grievances, disciplinary processes and accommodations to replace existing system of keeping all labour relations separate/disperate
- Provide the Faculty with the ability to view patterns/trends/statistics in labour relations at a glance
- Provide a historical database of LA&PS labour relations interactions
- Ensure Faculty is timely in responding to grievances and other labour relations matters

**Measures/Metrics/Milestones:**

- Grievance, Discipline and Accommodation tracking software training December – February 2021 (On Track)
- Initial implementation – March/April 2021 (On Track)
- Potential to give access to central portfolios (I.e., Employee Relations/Faculty Relations) to enhance collaboration and information sharing and expedite shared processes (On Track)
- Potential to expand uses of software to track other matters (On Track)

**Evaluation Status:**

On Track

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## Review the Governance Processes in the Faculty

### Action/Strategy:

Improve collegial governance and community awareness of our governance structures  
This has not been done since the founding of the Faculty 10 years ago  
Encourage and celebrate greater engagement by students in governance

### Measures/Metrics/Milestones:

Starting in September 2020 and going over a two-year period initiate and complete a review of all Council, Dean's Office, and Department Governance documents (Progressing, but delayed by Faculty Relations)  
Develop a plan to encourage and celebrate greater student engagement in governance by December 2021 (Progressing)

### Evaluation Status:

 Progressing

## 7. Answering the Call

### Create physical spaces that contributed to sustainability, equity, access and health and well-being


### Action/Strategy:

Incorporate elements that support sustainability, equity, access, health and well-being in each of LA&PS' renovation and capital projects

### Measures/Metrics/Milestones:

Use materials for our capital and renovation projects, where possible, with a focus on environmental sustainability, health and well-being, including energy efficiency – Ongoing (Completed, but ongoing)  
Ensure equity and accessibility are key elements considered when designing spaces (e.g., universal design) – Ongoing (Completed but Ongoing)

### Evaluation Status:

 On Track

### Galvanize the community through a robust process of creating a Faculty Academic Plan


### Action/Strategy:

Starting September 2021 initiate a year-long process to develop a Faculty Academic Plan  
Central to this process will be a discussion on making actual the Sustainable Development Goals in the Faculty

### Measures/Metrics/Milestones:

Completion of the plan by Spring/Summer 2021 (Progressing)

### Evaluation Status:

 Progressing

### Encourage a culture of environmental sustainability and stewardship within the Faculty and across academic units

### Action/Strategy:

April 2021

### Measures/Metrics/Milestones:

### Evaluation Status:

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Establish tangible, everyday policies around sustainability practices and waste management to encourage participation in and responsibility for “greening” the Faculty across positions and bargaining units

Eliminate the use of disposable coffee pods in the Office of the Dean by May 2020 and work to eliminate them Faculty wide by December 2021 (On Track)

 On Track

Continue the transition to working online and automating processes to reduce reliance on paper – Ongoing (Completed but Ongoing)

Work to upgrade water fountains across the Faculty and in adjacent common areas to hydration stations to reduce waste – April 2021 (Completed)

Continue engagement with Procurement and e-waste recycling vendor to responsibly recycle all electronic waste in the Faculty – Ongoing (Completed, but Ongoing)

Encourage decreased reliance on “paper” marketing across the Faculty by establishing digital tools and templates for digital marketing and providing training and advice for building sustainable online communities – Ongoing (Completed, but Ongoing)

Create a campaign to invite staff and faculty to make recommendations for environmental sustainability where we would adopt at least one initiative every 6 months – Ongoing (Not Started/Delayed; moved to Fall/Winter 2021/22)