Integrated Resource Plan 2020-2021

DIVISION: Division of the VP Academic and Provost

UNIT: Office of AVP Teaching and Learning

PLAN ID: 1268

YORK U

1. 21st Century Learning

To support technology enhanced learning focusing on online and blended courses and programs through technology so that students have tools, mobility and flexibility with learning.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Continued implementation of a pan-University eLearning strategic plan.	Collaborated with Faculties to increase quality and quantity of blended and fully online courses and programs.	🟢 On Track
	eLearning has been identified as a priority within the Faculty IR Plans.	
	eLearning approaches integrated into selected degree programs	
	Culture of teaching and learning elevated through increased participation in professional development activities related to eLearning.	
Provide programming and support to faculty for integrating technology enhanced learning in courses and programs.	Design and have implemented BOLD (Blended and Online Learning Development), a resource model to support Faculties in creation of high-quality blended and fully-online courses and programs.	🟢 On Track
Provide leadership and guidance for innovative technology enhanced learning projects	Perpetual Course Model (PCM) developed and implemented within small number of individual courses.	🟢 On Track
	Online Professional Masters Program prototype and scalable system for program development designed and implemented.	

To enhance and increase experiential education for students to provide them with opportunities to apply theory to practice in the classroom, the community and the workplace - providing every student with an experiential learning opportunity.

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

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Continued implementation of a pan-University Experiential Education (EE) strategic plan.	Student opportunities for EE are increased through Faculty collaborations.	🟢 On Track
	EE approaches deliberately embedded into courses and degree programs by Faculties	
	EE has been identified as a priority within the Faculty IR Plans.	
Lead the development of EE vision and strategic plan at Markham Campus	Engaged stakeholders across campus in the development of a strategy to develop EE program at Markham Campus Established Working Group Completed strategy paper with recommendations	🟢 On Track
Provide strategic leadership and guidance to YU Experience Hub, as a centralized unit that will provide support for stakeholder groups in the delivery of EE.	Implemented process for EE course coding based on the EE Common Language Document.	🟢 On Track
	Developed and Implemented strategic plan for Orbis Outcomes platform, Experience York.	
	Created and implemented competency framework for experiential learning catalogue and standardized reporting process within Orbis.	
	Implementation plan is developed and implemented for Riipen.	
	Culture of teaching and learning elevated through increased participation in professional development activities related to EE.	

Provide strategic leadership and guidance to Teaching Commons.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Provide guidance and leadership in the development and implementation of approach(es) for embedding teaching and learning support systems into Faculties.	Model(s) of meaningful Faculty engagement in the provision of teaching and learning support developed and tested. (refer to Teaching Commons IR Plan)	🟢 On Track

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Provide strategic leadership and guidance for pan University governance framework for T&L initiatives.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Pilot and implement Micro-credentials framework for non-credit and credit programs.	Engaged stakeholders across campus in the development of a framework for Micro-credentials. Established Working group Completed first draft of the framework with recommendations for non-credit and credit bearing programs Pan-University Micro-credentials infrastructure established and fully operational.	🟢 On Track
Develop institutional framework for development of pan-university courses and programs	Engaged stakeholders across campus in the development of a framework for pan-university courses and programs. Established Working group Completed first draft of the framework with recommendations Pan-University courses and programs governance infrastructure established and fully operational.	🟢 On Track

Elevate the Culture of Teaching and Learning

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Raise the profile of teaching and learning through the Academic Innovation Fund (AIF).	Continued Funding program for innovative projects that support institutional priorities addressing teaching, learning and the student experience via a permanent Academic Innovation Fund.	🟢 On Track
Implement a promotion and communication strategy for teaching and learning innovation.	Multi-media communication strategy designed and implemented highlighting teaching and learning initiatives at York. Pan-University and pan-Faculty teaching and learning celebration events held virtually. Continued monthly publication of Innovatus in yFile.	🟢 On Track

2. Knowledge for the Future

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Provide strategic leadership and guidance in advancing Research/Scholarship in Teaching and Learning.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Development and implementation of a pan-University Research/Scholarship in Teaching and Learning strategy.	Engaged stakeholders across campus in the development of a strategy to develop program for research in teaching and learning. Established Committee of ADTLC Completed framework for Engaged Teaching at York Established York Teaching Chairs program Continued mentorship of research activities of Post Doctoral Fellows in Teaching Commons	🟢 On Track

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Provide guidance and leadership for Innovation and entrepreneurialism at York.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Development and implementation of a pan-University Innovation and entrepreneurial strategy.	Engaged stakeholders across campus in the development of a strategy for Innovation and entrepreneurialism.	🟢 On Track

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3. From Access to Success

Lead teaching and learning initiatives to support students of all backgrounds and circumstances to complete their studies successfully and to realize their full potentials.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Increase technology enhanced learning opportunities in courses and programs.	Collaborated with Faculties to increase quality and quantity of blended and full online courses and programs (see priority #1) Micro-credentials framework for credit programs established and at least one program piloted (see priority #1).	🟢 On Track
Enhance and increase experiential education for students in the online environment.	Provide resources to assist students in their EE journey in the online environment (see priority #1).	🟢 On Track

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Increase Open Educational Resources and Creative Commons licensing.	AIF project grants required to take OER course provided by Libraries and required to deposit materials in Yorkspace. Co-Chair OER Working Group. Develop a discussion paper for OERs at York.	● On Track
Collaborate in the expansion of virtual student advisor.	Expanded capabilities of Virtual student advisor in accordance with earlier planning documents. Application commercialized.	● On Track

4. Advancing Global Engagement

Expand our partnerships with York affiliates and external network of teaching and learning innovators.

Action/Strategy:	Measures/Metrics/Milestones:	Evaluation Status:
Active role in Future Talent Council - global strategy group focused on understanding and influencing the future of talent and work.	Active member and participated in organizations' initiatives in gathering global talent leaders eager to collaborate on a positive agenda for change.	● On Track
Advancement to support teaching and learning	Large-scale donor proposal developed to support teaching and learning across the university.	● On Track
Guide the development new online learning opportunities to help York adapt to current and future disruption and make teaching and learning at York more accessible globally.	AIF projects funded for technology enhanced learning and internationalization of the curriculum.	● On Track
Engage and contribute to local and international conversations in emerging teaching and learning trends.	Office of AVP T&L, Teaching Commons, YU Experience and York Change Leadership Office, present at local and international conferences.	● On Track

5. Working in Partnership

Broaden and deepen our external partnerships and engagements.

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

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Lead the development of collaborative partnership for EE programing between municipal, regional and community/employer partners.	Implemented Sector Cluster Network (SCN) in Markham and York Region.	🟢 On Track
Design and develop elements of Markham campus programming and related community relationships.	Encourage and support community partnerships within the Faculties to support the development of EE opportunities. Employer networking events held between academic partners and employers in Markham.	
Leverage grants and funding programs related to teaching and learning.	Participated and secured provincial grants and funding programs. (e.g. eCampusOntario, TOP, Magnet, SEO).	🟢 On Track

Elevate the profile of teaching and learning.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Implement a promotion and communication strategy for teaching and learning innovation.	Multi-media communication strategy designed and implemented highlighting teaching and learning initiatives at York. Pan-University and pan-Faculty teaching and learning celebration events held virtually. Continued monthly publication of Innovatus in yFile. Continued increase of social media presence via twitter.	🟢 On Track

Valuing People and Strengthening the Workplace:
To develop a system to provide infrastructure on which to build academic leadership.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Establish a pan-University infrastructure to support Academic Leadership Development.	Develop and offer programming to senior academic and administrative leaders. Provide strategic leadership and guidance to York Change Leadership Office.	🟢 On Track
Continued implementation of a pan-University Leadership Development program for Deans to inform the framework for Academic Leadership Development	Leadership Development Program for Deans developed and implemented.	🟡 Progressing

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Continue the delivery of Academic Leadership Program for Associate Deans, Chairs and Directors	Academic Leadership Program for Associate Deans, Chairs and Directors, multi-touchpoint virtual format designed to strengthen pan university proactive strategic leadership capabilities with 12 virtual sessions covering University Knowledge and Key Strategic Leadership Skills Governance Leadership in a Collegial Environment Budget Leadership Navigating Challenging Conversations Accommodations Strategic Enrolment Strategic Change Leadership (5 sessions)	🟢 On Track
Continue the delivery of Senior Leadership Professional Development - Strategic Change Leadership	Senior CPM leadership development program. Modules 6-8 focused on: Strengthen skills and tools to increase strategic agility under conditions of ultra-dynamic change through team generated strategic change initiative	🟢 On Track

6. Living Well Together

Create a sense of belonging, common purpose and shared responsibility in leading teaching and learning initiatives with both internal and external community (faculty, staff and students)

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Improve organizational engagement and work/job engagement. AVP T&L to take leadership role in Associate Deans Teaching and Learning Council (ADTLC) which will articulate the pan-university framework to coordinate common supports and share best practices design models of engagement between Office of AVP T&L, reporting units (Teaching Commons, YU Experience Hub, York Change Leadership Office) and the Faculties	Office of AVP T&L and reporting unit staff teams are engaged in the integration and advancement of teaching and learning strategic initiatives. Increased collaborations between teaching and learning units, Teaching Commons, YU Experience Hub and LTS. Models of engagement with Faculties are developed for teaching and learning priorities (e.g. service level agreements). Provided human rights, equity, diversity and inclusion training to the AVP T&L and unit staff team which they then have applied to programming and services offered by the units.	🟢 On Track

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Expand technology in student supports.

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Continued enhancement the student virtual advisor (SVA) using artificial intelligence (AI).	Pilot project for SVA using artificial intelligence (AI), Watson, designed and implemented for York students. Implemented SVA enhancements to service excellence for our students and staff as a complementary aspect of our virtual environment. SVA role expanded to support student mental health.	● On Track

7. Answering the Call

Lead the implementation of SDG challenge in the Academic Innovation Fund Call

Action/Strategy:	**Measures/Metrics/Milestones:**	**Evaluation Status:**
Implement SDG challenge in AIF.	Funded innovative projects that support institutional priorities addressing teaching, learning and the student experience embedding SDG initiatives.	● On Track