

1. 21st Century Learning

Leader in 21st Century Learning – continuing to enhance the student learning experience /what and who we teach

Action/Strategy:

Curricular innovation that will continue to address emerging needs for new programs and future skills, including professional masters, entrepreneurship, critical skills, inquiry-based learning, impact of technology (i.e., MCC programs)

Measures/Metrics/Milestones:

MCC programs on track for Senate approval.

New/Renewed curriculum brought forward by Faculties (e.g., cross-Faculty programs in Urban Studies, Environmental Science;; PhD in Global Health; 4 yr BScN; BSc in Data Science; Glendon first year curriculum)

Supported Faculties in the development of Professional Master degree options

Increase in TEL/online courses over the span of the UAP.
In 2020-21 evaluate outcomes of mass shift to remote/online formats to develop long-term strategy for expanding breadth and quality of online offerings in post-pandemic recovery period.

Evaluation Status:

On Track

Continue to grow continuing studies and lifelong learning activities

Maintain / increase continuing studies (pending assessment of COVID-19 impact)

On Track

Increase flexible credential combinations (e.g., micro-credentials for reskilling, dual credentials)

Development of micro-credential strategy for York.

On Track

2020-21: Map existing micro credential types and key questions and options to inform strategy

Strengthen experiential education/WIL and other forms of pedagogical innovation

Increase in number of students taking at least one EE/WIL activity over 5 years of UAP. To respond to potential pandemic impacts, expand the number of remote and virtual EE/WIL opportunities available across the University.

On Track

Full tracking in place for SMA3

SMA3 growth targets met

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UNIT: Division of VP Academic & Provost

PLAN ID: 1264

Global outlook and fluency informing curricula and global learning

Develop Globally Networked Learning courses and supports for remote learning environment

Progressing

Enhanced EDI in programs including opportunities to learn about Indigenous worldviews and histories vis a vis Canada

Increase in number of courses (and students enrolled) focused on diversity, different ways of knowing, diverse histories in Canada.

Progressing

All Faculties taking steps to increase EDI-related curricular and/or co-curricular learning opportunities.

COVID Response and Recovery

On Track

2. Knowledge for the Future

Continue to strengthen research excellence

Action/Strategy:

Increase the attention paid to the alignment of all professorial stream hires with research needs and the research objectives of the hiring unit, Faculty, and institution.

Measures/Metrics/Milestones:

Demonstrated response to opportunities that advance areas of research inquiry, student interest, and curricular innovation and position York for success over the long-term.

2020-21: Ensure hiring processes are considering the world's leading scholars/ applicants in all areas
MCC complement planning aligned to build program and research strengths

Evaluation Status:

On Track

Build areas of interdisciplinary strength and potential collaboration across traditional disciplinary boundaries and with external partners through cluster hiring or other methods.
Respond to institutional priorities through hiring plans where appropriate (e.g., Indigenous scholars and scholarship, Black scholars and scholarship, allocation of CRCs)

Faculty Complement Renewal Strategy finalized to guide 5-10 year planning; implementation underway

3. From Access to Success

Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population

Action/Strategy:

April 2021

Measures/Metrics/Milestones:

Evaluation Status:

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International Recruitment Strategy

International recruitment strategy developed and implemented and international student base diversified and increased (goal for 2020-21 is to maintain target of 17%UG, 20% grad).

 On Track

Student census on track to implement August 2021

Increased 101 market share

Continuous improvement in supports for international students

Refreshed Career Services plan

Recovery strategy for expected intake decline resulting from pandemic in 2020-2021 to realize new student intake targets (e.g., applications, offers, accept)

Strategy for enhanced diversification of our student population by country

Following outcome of census (F21) increases in Black and Indigenous students (21/22)

Cross functional teams that coordinate and collaborate across the Division of Students with Faculty partners to provide students with responsive service and information


Enhanced remote & one-stop services, supported by new technologies (e.g. Civitas-Inspire; SVA; OWL, MoveOn) to meet student expectations

Enhanced data analytics to support SEM: supports directed access and success programs; improves persistence

New systems for tracking student progress, and supporting an appreciative advising framework

SMA3 Metrics (potential for COVID disruption/external factors)
Increase in graduation rate
Increase in graduate employment rates

COVID Response and Recovery for students

 On Track

4. Advancing Global Engagement

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Continue to advance York’s global engagement and internationalization plan

Action/Strategy:

Finalize and launch Internationalization & Global Engagement Plan

Increase internationalization/global engagement domestically e.g., in the curriculum including virtual global courses

Draft 5 year plan for Las Nubes eco-Campus

Advance plan for increasing outbound student mobility post-Covid 19

Continue to drive further development of HUC, ACU and NAYRUN networks

Measures/Metrics/Milestones:

More strategic international partnerships

Stronger international profile and reputation

Increase York’s share of public investments like Outbound Student Mobility Program

Maintain international student target of 17% for undergraduate students and 20% for graduate students in 2020-2021

Evaluation Status:

 Progressing

Support recruitment of high quality faculty from around the world

Enhanced international representation in faculty

2020-21:
Develop supports for search committees re international recruitment
Deans to pursue international candidates where appropriate

 On Track

5. Working in Partnership

Strengthen York’s sense of community engagement


Action/Strategy:

Continuing to promote open, transparent collegial governance

Measures/Metrics/Milestones:

Regular schedule embedded for enhanced consultation and exchange of input including Town Halls, budget consultations, etc

Evaluation Status:

 On Track

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<p>Create an Academic Leaders Forum (Provost)</p>	<p>Forum Created and Launched</p> <p>Future Looking agenda Items developed for 2021-22</p> <p>Continued attendance and engagement from academic leaders across campus</p> <p>Tangible initiatives in line with UAP and COVID recovery resulting from Forum related to learnings from COVID and future planning</p>	<p> On Track</p>
<p>Continue to build stronger relationships with unions/enhance Labour Relations</p>	<p>Active engagement with academic employees groups to strengthen relationships and support Labour Relations strategy.</p>	<p> On Track</p>
<p>Strengthen University Governance through enhanced decision-making processes, a comprehensive policy framework, policy review and support for Faculty Councils</p>	<p>Contribute to policy and governance improvement where appropriate (led by Secretariat).</p> <p>Governance structures for Markham Centre Campus clarified.</p>	<p> On Track</p>
<p>Community Engagement Initiatives</p>	<p>Connect with external communities on key projects such as Vaughan and Markham</p>	<p> On Track</p>

Enhancing stakeholder engagement - continue to build York’s network of external partners locally and internationally through cross-sector collaboration to enhance core activities of the University

Action/Strategy:

Identify/advance strategic partnerships to support UAP Priorities (i.e., plans to establish Vaughan healthcare precinct, MOU with Mackenzie Health, UN CIFAL Training Centre)

Measures/Metrics/Milestones:

Enhanced EE/WIL opportunities, research collaborations, joint programming (link with 21st century learning objective)

Progress on strategic opportunities including Vaughan Healthcare Precinct, CIFAL, etc)

Evaluation Status:

On Track

6. Living Well Together

Enhance Mino Bimaaddiziwin /The Good Life to strengthen our sense of inclusion and well-being

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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continue actions to support TRC through Indigenous Framework

Contribute to implementation of ABR Framework over the next 5 years

On Track

complete and advance actions of an ABR Framework

Cromwell recommendations as outlined in the report are completed by 2024: Provost and team to lead clarification of meaning and boundaries of free speech

amplify our purposeful efforts to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view by actively implementing the recommendations of the recently released Cromwell Report

New Glendon Principal onboarded and outreach and recovery plan in formation

continue to support Glendon in delivering bilingual programming and services

Ensure activities align with AODA requirements: VPS, Libraries, UAP activities, etc.

incorporate accessibility fully into our planning, keeping in mind the requirements under the Accessibility for Ontarians with Disabilities Act for all public and private institutions to be fully accessible by 2025

Renew our Human Resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

continue to implement faculty complement renewal plan including initiatives to diversify complement

Continued strengthening of faculty complement and space planning to enable faculty success

On Track

completion of Vaughan Healthcare precinct feasibility study

2020-21: study complete and next steps defined

On Track

continue to advance approved capital projects including MCC, revitalized Harry Arthurs Common, Goldfarb Gallery, optimization of libraries as both physical and virtual spaces for scholarship, collaboration and community building

Operational readiness planning for MCC on schedule 2020-21 and 2021-22

On Track

Vision for new Sci/Eng building clarified

Faculties' capital planning supported

Establish Culture of Service Excellence

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Launch first four work streams and advance clear strategy for improvement including timelines, implementation, benchmarks

FGS service level agreements

Complete SSRP over next 5 years

York community is fully aware of Service Excellence initiative, its benefits, and timelines for benefits to be realized
 Critical milestones met for SSRP
 SSRP on track, risks assessed and managed
 Improved user satisfaction with services
 More efficient and streamlined service delivery
 Opportunities for staff to develop and advance Introduction of Staff Mobility Program and VEP (2020-21)

On Track

Establish York University's differentiated identity (brand) and enhance our reputation - Translating Bold Vision into Exciting Reality – responding to the UAP 2020-2025 UN SDGs Challenge

Action/Strategy:

Establish, consolidate and profile York University's distinct identity and vision as a progressive, inclusive University committed to driving positive change

Measures/Metrics/Milestones:

Maintaining York's position (top 50 globally) in THE Impact rankings
 Develop broader ranking improvement strategy and implement
 UAP website launched and stories developed to project positive change contributions across the university

Evaluation Status:

On Track

Lead/facilitate process to identify opportunities to take up the UAP 2020-2025 challenge to strengthen our impact on the UN SDGs

Opportunity/project(s) identified to actualize the UAP 2020-2025 UN SDG Challenge

Progressing

Clearly articulated differentiated propositions for faculties and SCS

See microcredentials strategy

Progressing

Continue to consolidate Strategic Plan including sustainability plan for supporting short, medium and long-term priorities

Action/Strategy:

Implement SHARP 2 in a transparent manner to better align resources with priorities

Measures/Metrics/Milestones:

SHARP2 implemented for 2022-2023 budget

Evaluation Status:

Progressing

Continue to diversify and maximize resources to support sustainability of University including refreshing and expanding Impact - The Campaign for York University

All Deans/Principal have clear advancement and alumni engagement goals

Completed

Continue to advance Lands for Learning and incorporate findings into York's long-term plans

Lands for Learning aligned with university priorities

Progressing

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Renew and monitor ERM including oversight on COVID-19/planning for early recovery and new normal (time needs here are significant and volatile)

New ERM in place functioning as an effective tool for managing risks for realizing objectives

On Track

COVID-19 being managed including defining new normal shaped by lessons learned from pandemic

7. Answering the Call

Advancing York’s leadership in the area of DEM – prevention, mitigation, preparedness and response

Action/Strategy:

Potential for a Centre of Excellence in DEM

Measures/Metrics/Milestones:

Centre of Excellence on DEM advanced integrating established CIFAL York with a budget, a temporary location on the Keele campus, a Director and a group of faculty champions.

Evaluation Status:

Progressing

Potential for a Living Lab on Climate Change

On Track

Establishing the UN CIFAL including training on Diversity and Inclusion; Health and Development; Disaster and Emergency Management; Entrepreneurship and Economic Development and Advancing the UN’s Sustainable Development Goals

Centre of Excellence on DEM advanced integrating established CIFAL York with a budget, a temporary location on the Keele campus, a Director and a group of faculty champions.

Progressing

Enhancing our impact on addressing inequality

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Advance Diversification initiatives in relation to faculty hiring

Collect meaningful and accurate disaggregated data to support effective affirmative action hiring and growth in all Federal Employment Equity categories, and with a view to addressing particular gaps in representation within these categories, at the University level and within each Faculty.

 On Track


Encourage a range of advertising and recruiting methods to ensure more excellent candidates from equity seeking groups are considering York.

Facilitate the sharing of experience and best practices used to help generate applications and interest from members of equity seeking groups.

Track our progress toward achieving the federal government's 10-year goals established in July 2019 for the Canada Research Chairs program (the goals can be viewed here: http://www.chairs-chaire.gc.ca/program-programme/equity-equite/2019_addendum-eng.aspx).

Facilitate SDG Engagement Across York Campuses for all community members

Create student engagement activities

 Progressing

Participate in creating staff resources and initiatives

Work cooperatively with the President's Sustainability Council to engage York community

Develop SDG tracking mechanisms for curriculum, ranking processes, and other activities