

**DIVISION:** Division of the VP Finance and Administration

**UNIT:** Division of VP Finance & Administration

**PLAN ID:** 1292

## 6. Living Well Together

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

**Action/Strategy:**

6.1.4 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 (PVP)

**Measures/Metrics/Milestones:**


1. Cromwell Report recommendations that fall under the DFA are implemented. Recommendations include revisions, approval and implementation of Poster policy and procedures; Temporary Use of University Space policy and procedure; and funding for additional resources for Community Safety (security costs for protests, additional poster locations and refurbishment of existing sites)

**Evaluation Status:**

 Progressing

6.1.9 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 (PVP)

1. AODA requirements are incorporated in capital projects and renovations.

 Progressing

### 6.2 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:**

6.2.1 Create a physical resource plan that is consistent with Faculty Renewal Plan. (PVP)

**Measures/Metrics/Milestones:**


1. Classroom improvements and technology updated learning spaces will align with new learning paradigms and enhance quality of teaching and learning, optimizing academic experience for students and faculty.  
2. Plan developed as faculty are hired to ensure spaces are available.

**Evaluation Status:**

 Progressing

6.2.2 Develop/advance HR/LR strategy aligned with service culture transformation (PVP)

1. HR and labour strategy developed, communicated and executed in support of SEP.

 Progressing

6.2.3 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 (PVP)

1. Progress in significant capital projects in planning phase -, Central Square Revitalization (includes Scott, LAPS, VPS, Food Services), 2nd Engineering & Science building.  
2. Keep significant capital projects underway on schedule and on budget( Markham, H.W. Arthurs Common, Goldfarb Art Gallery, Sherman, School of Continuing Studies, Stadium, Classroom and Washroom Revitalization, Dahdaleh).

 On Track

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6.2.4 Update capital priorities list and process for prioritization. (PVP)	1. Confirmed capital priorities list identifying other medium and long-term priorities (2020-21).	On Track
6.2.5 Implement priority initiatives under the Community Safety Strategy.	1. Implement initiatives to address anti-Black racism, inclusion and diversity. 2. Achieve Board approval of updated emergency policy and plan. 3. Implement an automated access control portal system to increase administrative and customer service efficiencies as part of building access under the COVID-19 response.	Progressing
6.2.6 Seek opportunities for new spaces emerging from TRC recommendations.	New spaces identified.	Progressing
6.2.7 Completion of Vaughan Healthcare precinct feasibility study.	Vaughan Healthcare precinct study completed.	Completed
6.2.8 Enhance our virtual presence to offer compelling and intuitive ways to connect with the University and build a broader, networked community of learning and mentorship.(PVP)	1. Complete cyber security upgrade. Cyber security upgrades completed (2020-21). Systems are more secure with improved functionality.  2. Approve an Enterprise Architecture Plan addressing specific year over year priorities. EA governance structure implemented (2020-21).  3. Continuing progress on long-term plan for Technical Debt. Plan developed and incorporated into long-term asset strategy(20-21).	On Track
6.2.9 Develop, and take 2020-21 steps to implement, the University strategy for asset management. (PVP 6.5.2)	1 Continuing progress on long-term plan for DM and Technology Deficit. (PVP)  2. Near-term expiring leases managed and included in asset management strategy.(VPFA)  3. Long-term plan for working capital and long-term debt developed and used to support University priorities. (VPFA)	On Track

**6.3 Establish Culture of Service Excellence.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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6.3.1 Launch first four work streams and advance clear strategy for improvement including timelines, implementation, benchmarks. (PVP)

1. York community is fully aware of Service Excellence initiative, its benefits, and timelines for benefits to be realized.
2. Improved user satisfaction with services(measurement using Uniform service satisfaction survey one year following work stream review)
3. More efficient and streamlined service delivery (measurement using Uniform service satisfaction survey one year following work stream review)
4. Design and Implement a University Services Centre.

 Progressing

6.3.3 Complete SSRP over next 5 years (PVP)

1. Outcomes as detailed in SSRP Project Charter.

 Progressing

## 6.5 Continue to consolidate Strategic Plan.


### Action/Strategy:

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

### Measures/Metrics/Milestones:


1. SHARP2 implemented.
2. Support new Budget and Asset Management organization for delivery of budget and asset management, including technology improvements.

### Evaluation Status:

 Progressing


6.5.2 Continue to diversify and maximize resources to support financial sustainability of University including refreshing and expanding Impact - The Campaign for York University (PVP) see 6.2.9

See 6.2.9 for metrics and status.

 Progressing

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

1. Develop Lands for Learning Real Estate Strategy, aligned with University priorities.

 Progressing

6.5.5 Renew and monitor ERM including oversight on COVID-19/planning for new normal.

1. New ERM in place functioning as an effective tool for managing risks for realizing of objectives.
2. COVID-19 being managed including leveraging investments in defining new normal.

 On Track

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6.5.6. Complete development of long-term housing strategy and food strategy, and deliver 2020-21 outcomes as set out in those strategies.

1. Long-term housing strategy developed.
2. Food strategy outcomes for 2020-21 implemented.

 Progressing

## 6.6 Leadership Development -Build and develop leadership team, including professional development for academic leadership, chairs and directors, and managers.


### Action/Strategy:

6.6.1 Ensure the senior team of the Division is complete and appropriately supported to deliver their objectives.

### Measures/Metrics/Milestones:

1. Leadership team in place and leaders are clear on responsibilities and accountabilities, and feel supported.

### Evaluation Status:

 On Track

## 7. Answering the Call

### 7.1 Support University-Wide challenge to contribute to UN SDGs (SDG 13)


#### Action/Strategy:

7.1.1 Develop long-term Energy Plan including consideration of strategy to meet targets for GHG emissions and/or ecological footprint.

#### Measures/Metrics/Milestones:

1. Energy plan developed including consideration of strategy to meet targets for GHG emissions.
2. Development of Ecological Footprint baseline for University.
3. Climate Awareness Campaign developed and community engaged

#### Evaluation Status:

 Progressing