

2020-2021 Integrated Resource Plan - President & Vice President Committee

Priority	Objective	Action/Strategy	Responsibility
1. 21st Century Learning	1.1 Leader in 21st Century Learning – continuing to enhance the student learning experience /what and who we teach (Note: diversifying who we teach has been combined with Priority 3: From Access to Success)	1.1.1 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)	Provost and VP Academic. With support of Deans and all of PVP
		1.1.2 Continue to grow continuing studies and lifelong learning activities	Provost and VP Academic. With support of Deans and all of PVP
		1.1.3 Increase flexible credential combinations (e.g., micro-credentials for reskilling, dual credentials)	Provost and VP Academic. With support of Deans and all of PVP
		1.1.4 Strengthen experiential education/WIL and other forms of pedagogical innovation	Provost and VP Academic. With support of Deans and all of PVP
		1.1.5 Global outlook and fluency informing curricula and global learning	Provost and VP Academic. With support of Deans and all of PVP
		1.1.6 Enhanced EDI in programs including opportunities to learn about Indigenous worldviews and histories vis a vis Canada	Provost and VP Academic. With support of Deans and all of PVP
		1.1.7 Enhance flexibility and universal leaning through TEL/online and remote course and program	Provost and VP Academic. With support of Deans and all of PVP
2. Knowledge for the Future	2.1 Continue to strengthen research excellence	2.1.1 Foster an environment that promotes excellence in research through increased faculty participation and mentorship, attracting top talent through strategic cluster hiring, and offering improved research services	VPRI. With Deans/Associate Deans Research, supported by Provost and President’s Office
		2.1.2 Strengthen research participation and outcomes	VPRI. With Deans/Associate Deans Research, supported by Provost and President’s Office

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2. Knowledge for the Future	2.1 Continue to strengthen research excellence	2.1.3 Facilitate team building and collaboration in research clusters and ORUs, with the aim of intensifying research productivity, and winning larger-scale grant competitions	VPRI. With Deans/Associate Deans Research, supported by Provost and President's Office
		2.1.4 Strengthen research excellence in existing and emerging areas of opportunities identified in the Strategic Research Plan, including establishing a Centre of Excellence in Disaster and Emergency Management, and Markham Centre Campus and Vaughan Health	VPRI. With Deans/Associate Deans Research, supported by Provost and President's Office
	2.2 Expand impact of our research through knowledge mobilization, innovation and entrepreneurship	2.2.1 Establish York as a leading university hub for research commercialization, innovation and entrepreneurship by expanding and synergizing activities of Innovation York, York Entrepreneurship Development Institute, and Bergeron Entrepreneurs in Science & Technology	VPRI.
		2.2.2 Connect York's innovation and entrepreneurship activities to the broader innovation ecosystem of Ontario	VPRI. With Deans/Associate Deans Research, supported by Provost and President's Office
3. From Access to Success	3.1 Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population	3.1.1 Effective SEM to support enrolment recovery of the Covid-19 decline in new students experienced in 2020-2021	Vice-Provost Students. With support of PVP and Deans
		3.1.2 Targeted recruitment strategies and student supports to diversify students by country (part of Internationalization and Global Engagement Plan)	Vice-Provost Students. With support of PVP and Deans
		3.1.3 Increase representation of FITF, students who identify as Black and Indigenous	Vice-Provost Students. With support of PVP and Deans
		3.1.4 Ensure a unified and holistic experience for students that provides access to information, and supports a sense of belonging, academic and personal development	Vice-Provost Students. With support of PVP and Deans
		3.1.5 Development of data analytics to enable early intervention, address retention and support SEM, Engagement, Success	Vice-Provost Students. With support of PVP and Deans

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3. From Access to Success	3.1 Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population	3.1.6 Fully implement new advising model	Vice-Provost Students. With support of PVP and Deans
		3.1.7 New Student Information System (link with 6.3 Progress on SSRP project)	Vice-Provost Students. With support of PVP and Deans
4. Advancing Global Engagement	4.1 Continue to advance York's global engagement and internationalization plan	4.1.1 Finalize and launch Internationalization & Global Engagement Plan	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
		4.1.2 Increase internationalization/global engagement domestically e.g., in the curriculum including virtual global courses	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
		4.1.3 Draft 5 year plan for Las Nubes eco-Campus	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
		4.1.4 Advance plan for increasing outbound student mobility post-Covid-19	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
		4.1.5 Support recruitment of high quality faculty from around the world	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
		4.1.6 Continue to drive further development of HUC, ACU and NAYRUN networks (Link with international student recruitment strategy)	President. In collaboration with Provost and VPRI, remaining members of PVP and Deans
5. Working in Partnership	5.1 Strengthen York's sense of community engagement	5.1.1 Continuing to promote open, transparent collegial governance	Division of the President (including University Secretariat, Office of the Counsel and GCR), VPEPC and Provost/VPA. Other members of PVP, and Deans

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5. Working in Partnership	5.1 Strengthen York's sense of community engagement	5.1.2 Create an Academic Leaders Forum (Provost)	Division of the President -(including University Secretariat, Office of the Counsel and GCR), VPEPC and Provost/VPA. Other members of PVP, and Deans
		5.1.3 Enhance team building and professional development for managers at all levels	Division of the President (including University Secretariat, Office of the Counsel and GCR), VPEPC and Provost/VPA. Other members of PVP, and Deans
		5.1.4 Continue to build stronger relationships with unions/enhance Labour Relations	Division of the President (including University Secretariat, Office of the Counsel and GCR), VPEPC and Provost/VPA. Other members of PVP, and Deans
		5.1.5 Strengthen University Governance through enhanced decision-making processes, a comprehensive policy framework, policy review and support for Faculty Councils	Division of the President (including University Secretariat, Office of the Counsel and GCR), VPEPC and Provost/VPA. Other members of PVP, and Deans
		5.2 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	5.2.1 Complete Stakeholder Engagement Plan including a model for new and deeper forms of collaboration across sectors including private, non-profit, government, etc.
		5.2.2 Continue to enhance GR and CR relationships/strategy at all levels	VPRI and Provost/VPA. In collaboration with VP Advancement and Chief of GCR. In collaboration with Office of President
		5.2.3 Identify/advance strategic partnerships to support UAP Priorities (i.e., plans to establish Vaughan healthcare precinct, MOU with Mackenzie Health, UN CIFAL Training Centre)	VPRI and Provost/VPA. In collaboration with VP Advancement and Chief of GCR. In collaboration with Office of President
		5.2.4 Refresh and expand Impact – The Campaign for York University, and deepen engagement with our global alumni network	VPRI and Provost/VPA. In collaboration with VP Advancement and Chief of GCR. In collaboration with Office of President
		5.2.5 (Link with 4.1 Objective to drive further development of HUC, ACU and NAYRUN networks)	VPRI and Provost/VPA. In collaboration with VP Advancement and Chief of GCR. In collaboration with Office of President

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6. Living Well Together	6.1 Enhance Mino Bimaaddiziwin /The Good Life to strengthen our sense of inclusion and well-being	6.1.1 Complete and implement York University Equity Plan including intensifying efforts to embed human rights, EDI training across the University	VPEPC Other members of PVP, and Deans
		6.1.2 Continue actions to support TRC through Indigenous Framework	VPEPC Other members of PVP, and Deans
		6.1.3 Complete and advance actions of an ABR Framework	VPEPC Other members of PVP, and Deans
		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	VPEPC Other members of PVP, and Deans
		6.1.5 Support the work of the President's Working Group on Free Speech to facilitate completion of Free Speech Toolkit	VPEPC Other members of PVP, and Deans
		6.1.6 Continue to support Glendon in delivering bilingual programming and services	VPEPC. Other members of PVP, and Deans
		6.1.7 Integrate divisional and faculty strengths to strengthen sense of cohesiveness and connection across the University (e.g., new brand of righting the future, AMPD creative and performing arts)	VPEPC Other members of PVP, and Deans
		6.1.8 Continue to implement mental health and wellbeing strategies, policies, and collective actions that create supportive and empowering environments for all members of the community	VPEPC Other members of PVP, and Deans
		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	VPEPC Other members of PVP, and Deans

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6. Living Well Together	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	6.2.1 Progress on addressing immediate needs for better/additional research and teaching spaces	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		6.2.2 Develop/advance HR renewal strategy aligned with service culture transformation	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		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	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		6.2.4 Update capital priorities list and process for prioritization	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		6.2.5 Continue to advance Metrac recommendations to enhance safety	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		6.2.6 New spaces emerging from TRC recommendations	VPFA. PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		6.2.7 Completion of Vaughan Healthcare precinct feasibility study	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
		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	VPFA PVP, CIO, Vice-Provost Academic, Special Advisor MCC/Vice-Provost MCC, Markham, Deans
	6.3 Establish Culture of Service Excellence	6.3.1 Launch first four work streams and advance clear strategy for improvement including timelines, implementation, benchmarks	Provost & VPFA. With support of PVP

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6. Living Well Together	6.3 Establish Culture of Service Excellence	6.3.2 FGS service level agreements	Provost & VPFA. With support of PVP
		6.3.3 Complete SSRP over next 5 years	Provost & VPFA. With support of PVP
	6.4 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	6.4.1 Establish, consolidate and profile York University's distinct identity and vision as a progressive, inclusive University committed to driving positive change	PVP with Deans
		6.4.2 Fully integrate new brand in fabric of University	PVP with Deans
6.4.3 Lead/facilitate process to identify opportunities to take up the UAP 2020-2025 challenge to strengthen our impact on the UN SDGs		PVP with Deans	
6.5 Continue to consolidate Strategic Plan including sustainability plan for supporting short, medium and long-term priorities	6.5.1 Implement SHARP 2 in a transparent manner to better align resources with priorities		VPFA Coordinating with President, Provost and VP Advancement and President. PVP Deans
		6.5.2 Continue to diversify and maximize resources to support sustainability of University including refreshing and expanding Impact - The Campaign for York University	VPFA Coordinating with President, Provost and VP Advancement and President. PVP Deans
	6.5.3 Continue to advance Lands for Learning and incorporate findings into York's long-term plans	VPFA Coordinating with President, Provost and VP Advancement and President. PVP Deans	
	6.5.4 Progress on carbon emission reduction targets/develop energy plan	VPFA Coordinating with President, Provost and VP Advancement and President. PVP Deans	

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6. Living Well Together	6.5 Continue to consolidate Strategic Plan including sustainability plan for supporting short, medium and long-term priorities	6.5.5 Renew and monitor ERM including oversight on COVID-19/planning for early recovery and new normal (time needs here are significant and volatile)	VPFA Coordinating with President, Provost and VP Advancement and President. PVP Deans
7. Answering the Call	7.1 Strengthening our impact on the UN SDGs	7.1.1 Advancing York's research leadership in the area of DEM – prevention, mitigation, preparedness and response - potential to establish an ORU in DEM	VPRI Lead, supported by Provost/VPA All of PVP Broader university
		7.1.2 Potential for a Living Lab on Climate Change	VPRI Lead, supported by Provost/VPA All of PVP Broader university
		7.1.3 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.	VPRI Lead, supported by Provost/VPA All of PVP Broader university
		7.1.4 Strengthening York's leadership in addressing inequality through our work on Homelessness	Provost VP EPC VPRI All of PVP Broader university
		7.1.5 Advancing EDI	Provost VPEPC VPRI All of PVP Broader university