

DIVISION: Division of the President

UNIT: Division of the President

PLAN ID: 1259

1. 21st Century Learning

Build and enhance reciprocal and mutually beneficial relationships with community that are sustainable.


Action/Strategy:

Facilitating connections between the community and university
Acting as a gateway to the university for community members
Identifying opportunities for partnerships
Coordinating resources within York to respond to external opportunities and requests
Communicating York's areas of excellence in innovation and thought leadership to community partners

Measures/Metrics/Milestones:

York University will be viewed as an accessible resource for communities, a trusted, valuable partner and a contributor to the economic, social, environmental, cultural and other well-being of society.

Evaluation Status:

 Progressing

Undertake a capital expansion to build a multi-site art gallery that consists of a new stand-alone purpose-built facility and the AGYU's current exhibition spaces

Action/Strategy:

- Establish and implement a vision for the transition of the AGYU into the Goldfarb
- Apply for and gain funding for the new building
- Work with Advancement to develop new funding streams and Develop relationships with key donors
- Work with facilities to award a architectural team the project to build a new stand-alone gallery
- Build strong ties with AMPD and other York faculty, departments and staff
- Gain community support for AGYU's transition to the Goldfarb

Measures/Metrics/Milestones:

This new gallery will amplify York University's reputation by enhancing AGYU's rigorous professional standards. It will also increase the gallery's audience by boosting AGYU's profile on campus, regionally, and internationally
Re-center the Arts on the Keele Campus
Create a hub off The Commons
Create a space and program that will be a draw for internal audiences as well as pull external audiences and communities to the campus
Define a legacy building and artistic program that has international reach

Evaluation Status:

 On Track

Provide high quality and timely governance support of University priorities.


Action/Strategy:

Facilitate ASCP and Senate's review and approval of new academic programs to be delivered at MCC

Measures/Metrics/Milestones:

Approval of Markham Academic Programming

Evaluation Status:

 On Track

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Support ASCP engagement to enhance decision- making consistent with UAP, and engagement in discussions about micro- credential strategy

Curriculum decisions are linked to UAP priorities
Defined Micro-Credential Strategy informed by ASCP

On Track

Support the development of MCC’s academic and governance structures

Campus governance structure established
MCC representation on Senate membership

On Track

Provide Governance support to diversify how we teach in an era of perpetual, universal learning

Action/Strategy:

Facilitate ASCP’s input into enhancement of teaching supports

Measures/Metrics/Milestones:

Curriculum decisions are linked to UAP priorities
Facilitate ASCP’s engagement in discussion of annual report on teaching and learning initiatives

Evaluation Status:

On Track

Solidify Counsel Office to effectively reflect all institutional priorities

Action/Strategy:

Completion of the reorganization of office complement to reflect institutional priorities

Measures/Metrics/Milestones:

New legal counsel hired

Evaluation Status:

On Track

Provide support services for flexible delivery options for credentials; increase in virtual learning and in-person learning

Action/Strategy:

Copyright support for virtual learning

Measures/Metrics/Milestones:

Copyright support provided to all faculty members/courses as required

Evaluation Status:

On Track

IT legal support for virtual learning; also supports Priority 6

IT legal support provided as required; internal clients satisfied

On Track

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Support for all construction, renovation and development including Markham Campus, SCS, Economics, Art Gallery, enhanced HA Commons, shovel ready projects and many others; also applies to Priority 6

Leadership and legal support provided for all projects on a timely basis; client groups satisfied with service

On Track

Uphold student, faculty and public (including international) confidence in our credentials and our ability to deliver them, by taking enforcement steps against external companies that infringe our mark and make damaging claims of affiliation with York, and by fostering faculty members' understanding of their rights in copyright course material made accessible

Regular review of external companies that have been brought to our attention, and dispatch of cease and desist letters

On Track

through virtual learning

Regular engagement with Associate Dean(s) responsible for handling complex academic honesty proceedings against students arising from virtual learning and remote-proctoring

of exams

Procurement and implementation of Student Systems Renewal Project

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Intense involvement for all manner of legal counsel, support and advice, for example, drafting a myriad of legal documents, leading reviews and others

Regular engagement with SSRP oversight committee to track milestones

On Track

On-demand advice and direction on numerous procurement issues and processes including novel/unique procurement process for SSRP

Advice and direction provided

On Track

Provide support for increased experiential learning (Experiential learning for every student)

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Develop enhanced processing of substantial volume of Placement Agreements within Office, emphasizing efficiency and effectiveness

Revised standard documents completed, new process for efficiency implemented

On Track

Foster a community of support with faculties and Provost's Office to address anticipated substantially increased volume of experiential learning

Community of support fostered; increased volume addressed

On Track

Support the development and implementation of a human resources and labour relations strategy to attract and retain key talent

Action/Strategy:

Measures/Metrics/Milestones:

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Advise on labour and employment legal, policy and collective agreement interpretation

Support provided to VPEPC for human resources and labour relations strategy

 On Track

Provide support services for academic and non-academic staff related to the University's obligations under privacy legislation

Action/Strategy:

Support for all related enquiries related to privacy, access to information and records management

Measures/Metrics/Milestones:

Support provided on a timely basis; client units satisfied

Evaluation Status:

 On Track

2. Knowledge for the Future

Make University's Art Collection Accessible


Action/Strategy:

- develop an online data for the university's collection
- write biographies and short texts for artists and artworks in the collection
- photograph the collection

Measures/Metrics/Milestones:

Becomes a tool for internal and external faculty
Used for student research
The collection becomes a subject for research

Evaluation Status:

 On Track

Provide support for implementation of Strategic Research Plan 2018-23

Action/Strategy:

Support the growth of Innovation York by continuing and increasing the capacity to provide service to deliver on enhanced/increased commercialization and entrepreneurship e.g. patents, IP transfers, grant and funding agreements

Measures/Metrics/Milestones:

Growth of Innovation York and increased service capacity delivered; Innovation York satisfied

Evaluation Status:

 On Track

Advance Access Copyright Litigation

Action/Strategy:

Measures/Metrics/Milestones:

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Develop team of excellence to address all aspects of copyright litigation at the Supreme Court of Canada; lead this initiative for educational institutions within Canada; liaise with and lead promotional work through UC and individual universities across Canada; develop advisory group of GC's across Canada to enhance engagement and support by them and their Presidents of York's work on behalf of the sector; leverage position as President of Canadian Association of University Solicitors to further enhance support by other institutions

Secure and lead "A" team for written and oral advocacy before the SCC. Present before various university GC's, in groups and individually, to enhance awareness of importance of litigation to all and assist all GC's to brief their Presidents; liaise with and prepare President to address UC. Funding assistance secured.

On Track

Provide legal and copyright advice with respect to the current and future effects on copyright practices and awareness in the various constituencies within York

Education and awareness provided to various York constituencies

On Track

Support the implementation of the Open Access Policy

Action/Strategy:

Advising on faculty agreements with publishers and support to increase reliance on Open Access resources in online teaching and learning

Measures/Metrics/Milestones:

Education and awareness provided to various York constituencies
Advice and support provided on a timely basis

Evaluation Status:

On Track

3. From Access to Success

Effective and accessible Office of the Ombudsperson

Action/Strategy:

Complete reform of the Office of the Ombudsperson under the leadership of Interim Ombudsperson

Measures/Metrics/Milestones:

By the end of the 2020-21 year, the ombudsperson will:
Have, or be in the process of acquiring, a new case management system
Have a model for sustainable administrative support
Have a new physical location separate from the President's Office
Be in a position to launch a search for a permanent Ombudsperson.

Evaluation Status:

On Track

Employ Students

Action/Strategy:

- Hire work study students annually and repeatedly
- Include at least one student on AGYU Advisory Committee
- Apply for Young Canada Student Work Grants to employ students and recent graduates

Measures/Metrics/Milestones:

Give students employment experience
Offer valuable references for students

Evaluation Status:







On Track

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Enhanced access for non- traditional students and support student success by aligning policies with Canadian best practices

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Evaluation Status:</u>
Support review of Policy on Academic Honesty	Revised Policy approved by Senate	 On Track
Facilitate Senate decision on conversion of Forgiveness Policies pilot to standing policies	Senate approval of recommendation on Academic Forgiveness Policies (Withdrawn from Course, Course Relief, Repeating Passed or Failed Courses)	 On Track
Support ASCP’s review of Course Outlines Guidelines and Template, including consideration of optional, standardized EDI language	Course Outlines Guidelines and Template updated	 On Track
Facilitate ASCP’s monitoring of the implementation of the new grading schemes	Support provided to Faculties and OUR in implementation Senate policies and Faculty regulations aligned with new grading schemes New Policy on York University Grading Schemes implemented starting FW 2023-2024	 On Track
Review Petitions procedures and facilitate approval of recommended changes	Updated Petitions procedures that reflect best practices	 On Track
Facilitate ASCP’s review other Senate academic policies / regulations as needed to reflect best practices	Academic standards policies and regulations are aligned with Canadian best practices	 On Track

Support to all client units to provide services etc. to students of all backgrounds and circumstances

<u>Action/Strategy:</u>	<u>Measures/Metrics/Milestones:</u>	<u>Evaluation Status:</u>
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Legal and Accessibility Office support all areas of University including CHREI to serve Black, Anti-Black racism initiatives e.g. Special Project under Human Rights Code for students identifying as Black, Indigenous, racialized, new Canadians and those of diverse sexualities and abilities, among others; also supports Priority 6 (re Accessibility, Cromwell/IWG report implementation

Consolidated York Human Rights Policy

On Track

Completion of all advice and counsel to VPS re Student Census

Completion of work on Registrarial guidelines for use of preferred names on degree parchment and possibly transcript

Review of the Special Programs that were adopted in Advancement in or about 2016

Positive resolutions obtained in HRTO applications from students

Support Student Success

Action/Strategy:

Provide leadership and guidance on complex student accommodation files

Measures/Metrics/Milestones:

Advice and counsel provided and leadership on these aspects positively viewed by internal clients

Evaluation Status:

On Track

Provide proactive outreach and education to people in the field e.g. chairs and directors

Four proactive sessions held

On Track

Provide advice on copyright issues related to theses and dissertations

Provide necessary advise on a timely basis

On Track

Provide advice on copyright and online teaching and learning

Advice provided on a timely basis

On Track

4. Advancing Global Engagement

Promote and enhance York’s profile internationally

Action/Strategy:

Develop and implement Presidential international communications plans that align with the priorities identified in Internationalization & Global Engagement Strategic Plan.

Measures/Metrics/Milestones:

Internationalization priorities embedded in communications plan for President, and supported via traditional and social media.

Evaluation Status:

Completed

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Develop and Implement an International travel plan that aligns with priorities identified in International and Global Engagement Strategic Plan

Action/Strategy:

Work with York International and Advancement to plan and execute a multi-pronged international plan to include: partner institutions, alumni, donors/prospects, dignitaries and students.

Measures/Metrics/Milestones:

International travel plan developed with clear timelines, with a minimum eight-month planning horizon.

Evaluation Status:

 On Track

Exhibit the work of International Artists

Action/Strategy:

- Work with Norwegian Sami Artist Joar Nango
- Produce a solo exhibition of video work by Hannah Black
- Produce a group exhibition with GUDSKUL an Indonesian art collective of art collectives

Measures/Metrics/Milestones:

Build community relationships by working with artists
 Develop a knowledge of indigenous architecture globally while engaging knowledge of local indigenous community
 Increased audiences
 International recognition
 Produce exceptional exhibitions and publications

Evaluation Status:

 On Track

Develop international relations in the arts community

Action/Strategy:

- publish the writing of internationally renowned writers
- include international curators and artists on the AGYU Advisory Committee
- collaborate with international arts organizations
- advertise in international art magazines

Measures/Metrics/Milestones:

Increased audiences
 International recognition
 Enhance collaboration
 Produce exceptional exhibitions and publications

Evaluation Status:

 On Track

Provide support, advice and leadership to VPRI and other units to Implement Internationalization and Global Engagement Strategy

Action/Strategy:

Legal, IP and related input to international research projects

Measures/Metrics/Milestones:

Successful implementation of strategy and internal clients satisfied with leadership and support provided

Evaluation Status:

 On Track

Provide robust support to international activities including Costa Rica, India campuses and international partnerships, recruitment efforts as well as to Alumni Office re international pursuits

Robust support provided and client satisfied

 On Track

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Leadership and Support on Global Recruitment efforts re immigration matters/CA provisions

Action/Strategy:

Provide leadership and advice and counsel on immigration policy and collective agreement provisions relating to international recruitment

Measures/Metrics/Milestones:

Support provided and global efforts successful

Evaluation Status:

On Track

5. Working in Partnership

5a. Support Vaughan/Mackenzie Health initiative to help strengthen York’s position in health and healthcare

Action/Strategy:

5a. -Develop an MOU for Mackenzie Health
-Actively participate in the Healthcare Precinct Steering Committee and associated activities
-Continue to build relationships with the City of Vaughan

Measures/Metrics/Milestones:

5a. -Increased level of engagement with Mackenzie Health
-York University is positioned in the report in a way that will allow us to proceed with our plans to create a greater Health presence in Vaughan
-Stronger relationship with the political officials at the City of Vaughan

Evaluation Status:

Progressing

5b. Continuing to support the Markham Centre Campus especially pertaining to community relations

Action/Strategy:

5b.
-Conduct a gap assessment for key community relationships in Markham and York Region
-Develop and Implement a Community Relations engagement strategy for the Markham Campus
-Steward key relationships with politicians connected to the Markham Campus at all levels of government.
- Steward key relationships with community stakeholders/leaders

Measures/Metrics/Milestones:

5b.
-Key relationships with identified community groups in Markham and York Region have begun to be established
-An Engagement strategy has been implemented
-Relationships at all political levels continue to be nurtured

Evaluation Status:

On Track

On Track

5c. Continue to build York’s network of external partners locally through cross-sector collaboration to enhance core activities of the University

Action/Strategy:

Measures/Metrics/Milestones:

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5c. Complete Stakeholder Engagement Plan*including a model for new and deeper forms of collaboration across sectors including private, and non-profit

5c. Developed a stakeholder engagement plan to help support deeper forms of collaboration.

On Track

5d. Enhance and facilitate the President’s Ambassador Program

Action/Strategy:

5d. - Recruit and train a new cohort for 2020-2021
 -Create a network with the ambassadors and the university
 -Incorporate the UN’s sustainable development goals in the activities of the program

 -Identify different event opportunities for students due to COVID-19 disruption

Measures/Metrics/Milestones:

5d. -Students engage with administration offices beyond their own faculty
 -Students engage with various facets of the York community
 -Satisfaction rating of 90% or higher from partners
 -Satisfaction rating of 90% or higher from the student ambassadors
 -90% or higher completion rate for student ambassadors

Evaluation Status:

On Track

5e. Celebration of milestones and successes and Advocacy Events & Roundtables

Action/Strategy:

5e.-Events adapted for public health guidelines
 -All planned 2020-2021 events facilitated following SOPs
 -Facilitate planning for a President’s lecture series
 -Explore opportunities for a new student print art contest. Prints would be used for future events as gifts.

Measures/Metrics/Milestones:

5e.-Events receive a 90% satisfaction rate with responses from at least 10% of the attendees
 -Most events fall under the approved budget amounts

Evaluation Status:

Completed

5f. Include York as a participant in the Canadian Pilot Cohort of the Carnegie Community Engagement Classification.

Action/Strategy:

Complete the pilot in 2020 and work with the cohort to determine whether there is a desire to develop a Canadian Carnegie Community.

Measures/Metrics/Milestones:

Completion and submission of Carnegie’s Classification Documentation Framework.

 A clearer understanding of how community engagement in Post-Secondary Institutions is unique.

 A framework to document and measure community engagement activities for Canadian PSI’s is developed (potentially a Canadian version of the Carnegie Framework).

Evaluation Status:

Progressing

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Create opportunities for government representatives to better understand the University’s points of differentiation in contrast with other PSE institutions.

Action/Strategy:

Share the Economic and Social Impact Report with targeted members of government and the external community, to heighten the awareness of the University’s impact and distinctiveness

Measures/Metrics/Milestones:

Share the Economic and Social Impact Report with targeted members of government and the external community, to heighten the awareness of the University’s impact and distinctiveness

Evaluation Status:

Completed

Implement a Stakeholder Tracking Tool

Action/Strategy:

Work with internal university stakeholders to create or procure a stakeholder tracking tool to coordinate government relations efforts more effectively.

Measures/Metrics/Milestones:

A stakeholder tracking tool is implemented. The GR team will be able to effectively track engagements with key stakeholders.

Evaluation Status:

Completed

Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.

Action/Strategy:

Maintain a program of external speaking engagements in support of York’s priorities. Maintain presence in media.

Measures/Metrics/Milestones:

I Target 2-4 external speeches per year
 I Target 2-4 symposia/panels per year
 I Target 20 external speaking engagements per year.
 I Target 1-2 major media engagements per year
 I Target 1-2 Op-Eds/Opinion Writing Per Year.

Evaluation Status:

Completed

Have the AGYU be part of the City of Toronto’s Year of Public Art

Action/Strategy:

- Become partner with Year of Public Art
- Apply for funding to ArtworxTO
- Develop yearlong project with Joar Nango

Measures/Metrics/Milestones:

Develop a knowledge of indigenous architecture globally while engaging knowledge of local indigenous community
 Increased funding
 Increased audiences
 International recognition

Evaluation Status:

On Track

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Collaborate with Toronto and national based arts organizations


Action/Strategy:

- Develop partnership with Toronto Art Biennial
- Co-publish a book with Phillip Publishers and Plug In ICA
- Develop partnership Contact: Toronto Photography Festival
- Engage Artistic Director of Imagine Native
- co-produce an exhibition with the Agnes Etherington Centre in Kingston
- Work with Toronto-based artist collectives toward an exhibition

Measures/Metrics/Milestones:

Produce exceptional exhibitions and publications
Develop a knowledge of indigenous histories by working with Metis and indigenous artist from around the world
Work with renowned artists and curators
Increased audiences
International recognition
Enhance collaboration

Evaluation Status:

 On Track

Facilitate Board approval of initiatives related to Vaughan health precinct


Action/Strategy:

Support Board's decisions regarding the Vaughan Health Precinct

Measures/Metrics/Milestones:

Board has clarity as per the Vaughan Health Precinct and has made a decision as to whether to proceed

Evaluation Status:

 On Track

Support governance processes to establish a UN-sponsored CIFAL1 centre


Action/Strategy:

Support Senate and Board approval processes for the creation of a CIFAL center

Measures/Metrics/Milestones:

CIFAL Center creation is approved

Evaluation Status:

 On Track

Support Senate initiatives that strengthen the Indigenous presence on campus


Action/Strategy:

Profile the Indigenous Framework in Academic Planning Forum on UAP implementation

Measures/Metrics/Milestones:

Forum held and recommendations made to embed key elements of the Indigenous Framework in UAP implementation

Evaluation Status:

 Discontinued

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Support to Lands for Learning initiative

Action/Strategy:

Legal advice where necessary on structures, partnership and other agreements and vehicles to achieve objectives

Measures/Metrics/Milestones:

Timely and effective legal advice, counsel and leadership on legal aspects provided

Evaluation Status:

On Track

Support to implement social procurement policy

Support Social Procurement and other acquisition methods aimed at diversifying our supplier base and increasing access to opportunities in vulnerable and underrepresented communities

(including Jane-Fi

Action/Strategy:

Legal advice and counsel on procurement activities

Measures/Metrics/Milestones:

Legal advice provided on a timely basis; client satisfied

Evaluation Status:

On Track

Provides sole-sourcing opportunities for minority- owned businesses

Legal advise provided on a timely basis; client satisfied

On Track

Support to the university in developing partners in Vaughan re interdisciplinary health precinct

Action/Strategy:

Legal support for MOU's, other documents and advice as needed

Measures/Metrics/Milestones:

Legal counsel and advice provided

Evaluation Status:

On Track

Support the opening and operationalizing the Markham Centre Campus.

Action/Strategy:

i. Increase broad public awareness and understanding and support for York's Markham Centre Campus.

Measures/Metrics/Milestones:

i. and ii. (Metrics will depend on the plan to be developed)

Evaluation Status:

On Track

ii. Work with internal and external partners to execute an integrated communication and marketing plan, in support of MCC's community/ government relations, research and advancement strategies.


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iii. Participate in and support the work of the MCC Working group committees.
 iv. Participate in defining how MCC Communications will be supported and managed after opening.

iii. Membership and active participation on the following committees:
 Academic Planning Engagement and Communication
 Capital Project and Operational Planning
 iv. Develop Communications Service Model and corresponding budget

 On Track

Support GCRE initiatives to strengthen York’s partnership network

Action/Strategy:

i. Continue to strengthen York’s partnership network by:
 . Developing a Partnership Website, and
 . Develop a CEO kit
 . Develop a webpage & communication product to convey the key findings from the Economic and Social Impact Report

Measures/Metrics/Milestones:

Website and CEO kit developed

Evaluation Status:

 Completed

6. Living Well Together

6.1 GR strategy to support the CUPE 3903 negotiations

Action/Strategy:


6.1 Ensure that key stakeholders are updated on key issues and milestones

Measures/Metrics/Milestones:

6.1Key stakeholders feel that York kept them in the loop and minimized any surprises.

 Contact has been made with representatives from the government and opposition parties to outline the university’s position, priorities, and desire for a successful negotiation

Evaluation Status:

 On Track

Continue to advocate all levels of government for funding that supports the University’s priorities and enhance student outcomes.

Action/Strategy:

That all applicable research and infrastructure projects are submitted for consideration of funding, specifically the AGYU funding submission.

Measures/Metrics/Milestones:

Additional funding is applied for investment in infrastructure in priority areas.

Evaluation Status:

 On Track

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Strengthen and enhance Institutional Reputation by incorporating and amplifying York’s distinct, persuasive, and differentiated brand that clearly sets York apart from the competition.

Action/Strategy:

i. Drive and support the institutional brand differentiation strategy by incorporating York’s brand in marketing and communications activities and divisional planning and operations including: Embedding the institutional brand promise/positioning and messaging and design in C&PA divisional planning;

Integrating the York Brand Filter as a divisional decision-making tool;

Actively lead, support and leverage institutional internal and external Communication strategies including Web, Social Media and Media Relations.

Actively lead participate in pan-university campaigns and initiatives

Measures/Metrics/Milestones:

Broad Reputation Measured by:

Rankings: Maclean’s National Reputation Ranking
Target: Maclean’s: Maintain or improve ranking at 21/49

THE Impact rankings
Target: maintain 33/767 universities

THE world university rankings
Target: maintain 401-500 ranking

QS ranking

Target: maintain 531-540 current

ICMC Theme measures:
% participation rate generating original content
% participation rate amplifying C&PA content
Potential Reach
of posts
Total engagements

Evaluation Status:

 On Track

Drive the institutional brand differentiation strategy across the university by incorporating York’s brand in divisional planning and operations.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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i. Support operationalizing the Brand across the communications eco-system and university Partner with EP&C to develop and implement brand training modules (i.e., brand filter, templates, messaging) for York faculty and staff about the importance of the brand to York and their role in helping to bring it to life
 Soft launch to introduce brand marketing & communications tools
 Launch impactful multi-layered paid advertising campaign (institutional, faculty, program marketing)
 Brand embedded in IRP Framework and divisional IR Plans (to inform business planning, decision-making and reflect in operational processes and procedures)
 Develop plan to monitor, assess, and address pan-university brand communications adoption.
 Embed brand language and visuals in all C&PA communications including Digital, MR, YFile and York University Magazine content; create central News hub and editorial team
 Advance high profile initiatives with impactful marketing and communications support to ensure brand launch is successful and breaks through (i.e. UAP, Pres Report, ESIR)
 Support branded assets for C&PA division


Campaign launch; TAD organizational learning program, brand guidelines, messaging adherence, tools and templates usage (website activity), creative/messaging reflected in program marketing and Faculty advertising.

 . Reputation; campaign effectiveness and message break through.
 Embed Brand in IRP Framework.
 Audit of marketing efforts against brand messaging and visual guidelines performed by C&PA and ICMC members resulting in report to PVP (tbc 6 months and one year).
 Impressions from paid media (Brand, Digital and traditional (except for Influencer), local and international advertorials etc.). Target: Maintain impressions of 138M for paid media.

 On Track

ii. Support Strategic Enrolment Management Program to help diversify our student base and strengthen domestic recruitment and conversion through lead generation (advertising campaign).

ii. maintain or increase lead generation vs. year prior.

 Completed

Broaden Pan-University Digital Strategy.

Action/Strategy:

Measures/Metrics/Milestones:

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i. Execute pan-university Web Optimization strategy to align York’s multitude of web properties. Phase 1: 35 websites optimized Sept 2020. Increase the marketing and brand focus on website development through C&PA consultation and guidance with Faculties and Divisions regards web optimization.

Educate York’s digital community on best practices for web optimization including effective web architecture, writing for SEO, AODA compliance, and usage of Wordpress expertise and google tracking and reporting.

Standardize guidelines to help ensure consistent user experience (i.e. Consistent navigation by type of page/site, linking to single-source content, facts, figures, testimonials, etc.).

Create consistency and efficiency for university web designers by introducing “modular design” approach and evolving modules to meet user needs.

Launch the new/improved main yorku.ca web page and navigation (sub pages) that reflects new brand and UAP priorities using SEO and rich media.

Phase 2: 2021

Continue to expand broad adoption of web optimization strategy across the institution including sub-brands, ORU’s others not on 2014 theme.

Formalize and implement Search Engine Optimization Strategy

Complete single source content strategy

Faculty profiles

Course descriptions

Financials

Grad studies

Campus maps

Introduce performance marketing practices to measure digital and social media advertising/campaigns.

Improve digital reporting.

Leverage new pan-university web governance structure (Digital Experience Council), ensuring consistency and maximize user experience across York’s websites.

Measures:

adoption and completion of phase 1 (aug. 31, 2020) and 2 of web optimization strategy (Sept-April 2021).

Audit of C&PA sites and improved web metrics YOY (Pageviews, Unique pageviews, Avg. time on page vs. industry standard, bounce rate vs. industry benchmark avg, feedback from button on site).

Tools for ICMC members to report on same metrics and also reduction of pages on sites (before and after).

Formalized SEO strategy and tagging strategy – April 2021.

On Track

Increase awareness, audience reach and understanding through high quality, visually engaging content.

Action/Strategy:

Measures/Metrics/Milestones:

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Enhance digital content creation across all institutional platforms.
 Adopt and evolve content creation strategy to work within the new COVID19 environment
 Improve speed of institutional content sharing on digital platforms (i.e. SOPs)
 Continue to improve standardized templates and protocols
 Improve "local" freedom to act in responding to unexpected situations and trends in community management
 Capitalize/leverage new digital platforms or technology to enhance/expand priority content (ie. Launching new TikTok channel)
 Improve digital team's agility while continuing to create engaging and innovative content incl. animation & interactive content
 Evolve brand voice and personality to become more approachable on specific social channels (Instagram to start)
 Prioritize engaging content – focusing on strong visual media that fits with the audience it is being shared with

i. Target: Maintain top 3 ranking vs competitors in cross channel engagement rate per follower
 Achieve 20% growth in cross channel audiences (social) YOY

ii. Performance of C&PA institutional platforms (Twitter, Facebook, Instagram and YouTube) vs. the global higher education sector benchmark for engagement rate per post and cross channel audience growth

(Note: in order to be consistent with Rival IQ's terminology, engagement rate per post is now engagement rate per follower.)

On Track

iii. TikTok metrics to be assessed and baseline established and 8 new marketing ideas

On Track

iv. Audit of content and reflection of brand on a quarterly basis with 80%+ goal

On Track

v. Awards

Completed

Model new and deeper forms of collaboration and continue to build partnerships that serve as vital catalysts for positive change.

Action/Strategy:

Expand Influencer Strategy:

i. Identify and implement non-traditional organic and paid initiatives to capitalize on new innovations. (e.g. Macleans sponsorship, paid social media micro-influencers, York U student influencers)

ii. Identify and support key profile/reputation enhancing opportunities of the President's GRACE committee

Measures/Metrics/Milestones:

i. Measures by initiative

ii. Speaker engagements as thought leaders

Evaluation Status:

Not On Track

Completed

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iii. Collaborate and support Alumni Engagement’s implementation of a phased, reduction of the printed edition of the alumni magazine and move to full e-mail distribution only.

iii. Magazine plan on track, measures and awards
 10% YOY increase in returning users
 YOY increase in total subscriptions. (from 285 to 1,500)
 Increase average session duration from 1.30
 Reduce/maintain current bounce rate at 21%
 10% YOY increase in total and unique page views.

On Track

iv. Undertake an editorial and visual refresh of yFile to become AODA compliant, reflect brand visual identity and new content features.

iv. Increase in yFile measures YOY:
 Bounce rate of home page vs. industry benchmark
 Average time on page vs. industry benchmark
 Total Pageviews
 Total # of Users, % increase

On Track

v. Continue partnership with The Conversation Canada

v. Metrics from The Conversation with YOY % increases:
 # published articles (target: maintain)
 # published articles on new MR site (establish baseline)
 # reads (total and from articles published on new MR site) (target: 10% YOY increase)
 Global readership reach (target: 10% increase)

On Track

vi. Leverage new membership with the National News Media Council (NNMC) through engagement, member training, meditation, advocacy, and learning opportunities.

vi. NNMC activities (establish baseline)

Progressing

vii. In collaboration with ICMC, actively identify and cultivate ‘influencers’ who could amplify institutional and act as brand ambassadors

vii influencer metrics to be established and baseline set in 2020/2021

Progressing

Broaden/deepen positive/balanced media coverage of York in support of institutional and academic priorities.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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i. Refreshed media relations strategy (2020/21 is year five of a five-year plan). Key actions include:
 New MR website
 Improved Experts Guide
 Photography Plan
 Short form information on Web i.e. Q&As (multi-audience)
 Increased focus on supporting international MR opportunities through targeted proactive pitching in key markets (aligned with YI)
 Develop new protocol with VPRI to guide support for academics/research

i. Media relations KPIs:
 % growth in unique media stories (target: 10% incr. YOY)
 % of which were positive/neutral in tone (target: maintain)
 % of total unique media stories as academic and research (target: maintain)
 Total impressions (reach) of media stories (target: 10% incr. YOY)
 Baseline # of international media stories
 % growth/# of new experts added (target: 10% increase)
 MR website measures: (baseline)
 Total Pageviews
 unique Pageviews
 Time on page

Progressing

Foster effective university governance in support of communications strategy.

Action/Strategy:

Review and recommend revisions to relevant Brand stewardship and Brand management policies and guidelines

Measures/Metrics/Milestones:

New Brand stewardship policy in place and approved by BOG.

Consultation and roll out plan to be developed to engage and inform community members as new Brand Stewardship Policy Procedures/Guidelines are developed.

Evaluation Status:

Completed

Support the delivery of the UAP priorities through enhanced communications service delivery

Action/Strategy:

With the support of the president, strengthen the C&PA team to bolster capacity, broaden expertise and enable C&PA leadership to increase strategic positive impact of the division.

Measures/Metrics/Milestones:

i.Continue to analyze effectiveness of service delivery and apply brand filter to enhance our ability to respond to changing needs.

Evaluation Status:

On Track

ii.Continue to onboard new staff and create opportunities for cross-functional teams to interact and work together on projects/assignments.

On Track

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iii. Provide team building opportunities to build stronger group collaboration, enhanced team agility, that fosters a "change" management culture in C&PA.

Completed

Valuing People and Strengthening the Workplace: Drive positive change by contributing to developing a high-performance pan-university communications team leading to better alignment, understanding and integration of communication efforts.

Action/Strategy:

i. Demonstrate/enhance York "as an employer of choice" by identifying and supporting staff development and pride initiatives.

Measures/Metrics/Milestones:

i. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery.

Evaluation Status:

Completed

ii. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets, resources, processes).

ii. Planned RFPs completed, Short-term and long-term sustainable priority-based budget plans approved in accordance with institutional financial framework; processes reviewed/enhanced to create efficiencies.

Completed

iii. Supporting and enabling internal auditing practices by managing management action plans for the Social Media audit. (i.e. Pan university repository for communicators established)

iii. Completion of Social Media Audit management action plans (i.e. repository).

Progressing

iv. Support the Equity, Diversity and Inclusion strategy by enabling a culture that instills human rights, equity and action in all divisional operations.

iv. Ensure all staff have awareness and understanding of, and availability to participate in REDI workshops, and events provided through The Centre of Human Rights, Equity and Inclusion.

Completed

Maximize efficiencies and effectiveness in the delivery of Communications to all audiences (internal and external).

Action/Strategy:

i. Support research to improve evidence-based decision making and improve the effectiveness of communication efforts.

Measures/Metrics/Milestones:

i. Continue to conduct and evolve brand advertising research to ensure evidence-based decisions to track success of our brand work and inform the evolution of the brand campaign.

Evaluation Status:

On Track

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ii. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.

ii. Enhance ability to measure and report on communication success measures and pan- university communication outcomes.

On Track

Foster a great sense of community engagement and pride in York University.

Action/Strategy:

i. Continue to embed internal communication strategies and tactics into all institutional communication plans.

Measures/Metrics/Milestones:

i. Internal communication plans developed and initiated.

Evaluation Status:

On Track

ii. Strengthen labour relations and employee engagement by collaborating with Labour relations to develop and implement the university’s labour bargaining strategy.

ii. Labour website data total visits and subscribers. Labour relations outcomes.

On Track

Safeguard York’s reputation from detrimental impacts of adverse incidents, issues and events.

Action/Strategy:

Enable a coordinated, planned and proactive approach to issues management by:
i. Continuing to lead efforts in reviewing, recommending, and implementing improvements to processes, procedures, and distribution of institutional communications.

Measures/Metrics/Milestones:

i. Provide strategic communications advice and counsel to York’s Emergency Operations Centre

Evaluation Status:

On Track

ii. Continue to lead COVID-19 Pandemic institutional internal communications (faculty and staff) in support of the University’s emergency response protocol. i.e. EOC protocol, Institutional Comms protocol

ii. and iii.
. Chair Communications sub-committees
. Develop/manage institutional internal communications plan/protocol/process
Effectively manage:
. Community Mass e-mail distribution
. Website updates www.yubettertogether
. Social media
. Video(s)
. Media Relations

On Track

iii. Continuing to assess and use Issue management Framework to track and respond to potential issues

Strengthen relationships with students, staff, faculty, and labour groups.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Create and support opportunities for President to engage with internal community online and at virtual events.

Establish benchmark for internal speaking opportunities, specifying audience type (student, staff/faculty).



Completed

Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.

Action/Strategy:

Launch a new website to support the brand strategy, increase transparency and accessibility of information, and showcase President's thought leadership.

Measures/Metrics/Milestones:

New website launched by year end 2020, and updated regularly throughout 2021



Completed

Strengthen relationships with students, staff, faculty, and labour groups.

Action/Strategy:

Produce and distribute high-quality content for internal channels featuring President and/or President-driven initiatives.

Measures/Metrics/Milestones:

I Number of videos produced over year, target 5-8 per year.
 I Number of YFile stories over year originating in the President's Office, target 25 per year across all categories.
 I Number of Kudos Reports published, targeted 10 per year.
 I Social media targets:
 -5% increase in Twitter followers
 -1 million impressions
 -350 cross-channel posts/year
 -37,000 raw engagements
 -100 engagements per post



Completed

Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.

Action/Strategy:

Develop and implement Strategic Communications Plan, including a robust social media plan, that will increase President's reputation as thought leader / influencer.

Measures/Metrics/Milestones:

Strategic Communications and Social Media Plan created in advance of the 2021-22 academic year.



On Track

6.1 GR strategy to support the CUPE 3903 negotiations

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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6.1 Ensure that key stakeholders are updated on key issues and milestones

6.1 Key stakeholders feel that York kept them in the loop and minimized any surprises.

On Track

Contact has been made with representatives from the government and opposition parties to outline the university's position, priorities, and desire for a successful negotiation

Continue to advocate all levels of government for funding that supports the University's priorities and enhance student outcomes.

Action/Strategy:

That all applicable research and infrastructure projects are submitted for consideration of funding, specifically the AGYU funding submission.

Measures/Metrics/Milestones:

Additional funding is applied for investment in infrastructure in priority areas.

Evaluation Status:

On Track

Foster effective university governance in support of the UAP priorities

Action/Strategy:

Enable APPRC support of and engagement in the implementation of the 2020 – 2025 University Academic Plan

Measures/Metrics/Milestones:

Identification of a set of broad indicators for the UAP priorities to inform planning at the local levels' and measure progress on the priorities

Evaluation Status:

On Track

Planning Forum to engage collegium in defining the measures of progress and success on UAP priorities

Measures of progress defined and connected to UAP priorities

Discontinued

Senate Sub-committee on Equity lead a process to embed EDI principles in academic governance processes and practices

EDI principles embedded in all academic governance processes

On Track

Foster effective university governance in support of the UAP priorities

Action/Strategy:

Enable APPRC support of and engagement in the implementation of the 2020 – 2025 University Academic Plan

Measures/Metrics/Milestones:

Identification of a set of broad indicators for the UAP priorities to inform planning at the local levels' and measure progress on the priorities

Evaluation Status:

On Track

Planning Forum to engage collegium in defining the measures of progress and success on UAP priorities

Measures of progress defined and connected to UAP priorities

On Track

Senate Sub-committee on Equity lead a process to embed EDI principles in academic governance processes and practices

EDI principles embedded in all academic governance processes

On Track

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Enable APPRC and Senate consultation on SMA-4 preparation

Action/Strategy:

Discussion and feedback on SMA-4 principles by APPRC

Measures/Metrics/Milestones:

SMA-4 produced by the University for submission to Province by deadline

Evaluation Status:

 On Track

Facilitated discussion of draft Agreement at Senate

Senate has a fulsome discussion of the Agreement and provides input

 On Track

Enhance Governance Processes to support the UAP priorities

Action/Strategy:

Facilitate the establishment of FEUC's Faculty Council and Faculty Rules ensuring alignment with best governance practices

Measures/Metrics/Milestones:


FEUC Faculty Council established and employing Rules that reflect good governance practices

Evaluation Status:

 On Track

Develop and implement a comprehensive Governance Training Program

Implemented program for training/governance support of Faculty governance

 On Track


Support the establishment of graduate curriculum committees within Faculty Council Rules in alignment with best governance practices

All Faculty Councils have a graduate curriculum committee established and operational for FW 2021-2022

 On Track


Update and upgrade the Senate Chamber and implement electronic voting at Senate meetings

Renovated Senate Chamber that supports University's governance needs

 Progressing


Update and upgrade technology in 1048 Kaneff Tower

Technological requirements in 1048 Kaneff Tower are assessed
 Project proposal is created and approved
 New IT is sourced and installed in 1048 KT

 Progressing

Strengthen Secretariat - Faculties liaison to ensure strong governance support and best practices are effected

Well-functioning Faculty Councils across the University

 On Track

Continue fostering greater dialogue between Senate and Board

Joint meetings held of Executive committees, and discussions fostered of shared governance matters

 On Track

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Strengthen York's Policies

Action/Strategy:

Develop a Policy Framework

Measures/Metrics/Milestones:

Clearer, accessible and innovative policies aligned with Canadian best practices


Five-year cyclical review of all policies planned and launched

Evaluation Status:

 On Track

Provide support to units in the development of University Legislation

Policy template used for all new policies

 On Track


Revise Procedures governing the Appointment of the Chair of the Board

Revised procedures governing the Appointment of the Chair of the Board approved

 Completed

Support the development of a Policy on class cancellation during labor disruptions

New Class Cancellation Policy approved

 Progressing

Fully functional Senate and Board processes following best governance practices

Promote workplace well-being


Action/Strategy:

Implement Remote Work Policy

Measures/Metrics/Milestones:

Work from Home Agreements signed and implemented where needed

Evaluation Status:

 On Track


Adequately resource staff members to work on-site and at home

All staff equipped with laptops and cellular devices

 Completed

Provide greater opportunities for training and professional development

Increased participation in governance conferences and training opportunities

 Progressing



Secretariat renovations

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Finalize floor plan and Cost Estimate and submit approval	Floor plans are reviewed and project is approved and submitted to proceed	 Completed
Develop project timeline	Project timeline is established and approved	 On Track

Enhance Human Rights Policies

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


Facilitate the deliberations of the President's Working Group on Free Speech	Final report of the President's Working Group on Free speech is published	 On Track
Facilitate embedding of EDI principles in academic policies and governance practices through support of the Senate Executive Equity Subcommittee and APPRC initiatives	Enhanced governance practices that embed EDI and anti-racist principles	 On Track
Enable APPRC and Equity Sub-committee engagement in development of the University Equity Plan	Completed Equity Plan	 On Track
Provide advice and guidance on review of Racism Policy, with a view to convert it into a Human Rights Policy	Advice and guidance on development of Human Rights Policy provided	 On Track
Set EDI goals to instruction the composition of the Board	Complement aligned with EDI goals	 On Track

Participate as member of Implementation Group to implement Cromwell/IWG recommendations; legal advise and counsel on all aspects

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Review, draft, revise and advise on numerous policies, procedures and guidelines e.g. Pres. Reg. 4; Guidelines for student organizations; Student Referenda regulation and procedures re levies; student conduct	<p>New or revised:</p> <p>Code of Student Rights and Responsibilities</p> <p>Presidential Regulation 4 for student governments and other student organizations</p> <p>Guidelines on student club recognition</p> <p>Guidelines on student levy referenda</p> <p>Other policies, regulations, guidelines, etc. as determined</p>	 On Track
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DIVISION: Division of the President
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Implementation of Free Speech recommendation; and reporting on Free Speech

Action/Strategy:

Prepare document re parameters of Free Speech on campus; engage in consultations and related activities

Measures/Metrics/Milestones:

Document prepared, consultations and activities actioned

Evaluation Status:

Completed

Research, inquiries and drafting of Free Speech annual report and other documents

Research, inquiries, report and ancillary documents complete and filed within deadline

Completed

Negotiations for renewal collective agreements with CUPE 3903 Units 1, 2 and 3

Action/Strategy:

Participate in leadership of development of negotiation strategy and proposal documentation; serve as co- chief spokesperson

Measures/Metrics/Milestones:

Collective Agreement negotiated

Evaluation Status:

On Track

Provide effective, timely and comprehensive legal advice and counsel, both by in-house counsel and by managing external legal counsel

Legal advice and counsel effectively provided

On Track

Lead advice and strategy moving forward regarding Federal Court of Appeal decision in Student Code appeal matter

Advice and strategy provided

On Track

Support Mental Health and Well- being strategies

Action/Strategy:

Crisis response, advising on internal administrative tribunals and Student Code of Rights & Responsibilities

Measures/Metrics/Milestones:

Crisis response and advice provided

Evaluation Status:

On Track

Support York's responsibility to protect privacy and our commitment to the fair information practices of openness and accountability

Action/Strategy:

Advising on privacy, access to information and records management

Measures/Metrics/Milestones:

Advice provided; client satisfied

Evaluation Status:

On Track

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Lead the technology requirements of the Office of the Counsel

Action/Strategy:

Equip all staff with laptops and/or cellular devices

Measures/Metrics/Milestones:

Each employee of the Office of the Counsel has been issued with a laptop and/or cellular device and necessary support provided

Evaluation Status:

On Track

Make accommodations for the anticipated growth of the Office complement by completing the 10th Floor Kaneff Tower renovations

Action/Strategy:

Finalize floor plan and Cost Estimate and submit approval

Measures/Metrics/Milestones:

Floor plans are reviewed and project is approved and submitted to proceed

Evaluation Status:

Completed

Develop project timeline

Project timeline is finalized and approved

On Track

Oversee the completion of renovations

Renovation project is finished resulting in an additional office and counsel satisfied

On Track

7. Answering the Call

The establishment of the UNITAR CIFAL and its related support for a DEM Research Institute

Action/Strategy:

- Developing a Job description and a budget for CIFAL
- Hiring of the Director
- Identifying a temporary home on the Keele campus
- Building a group of faculty champions
- identify ways in which the CIFAL Centre can enhance our external reputation
- Meet with Canada's Ambassador to the United Nations

Measures/Metrics/Milestones:

-Centre is up and running by Winter 2021 supported by a large group of academic champions.

Evaluation Status:

Progressing

- Canada's Ambassador to the United Nations is aware of CIFAL York and the need for a DEM Research Institute

Progressing

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Take a supportive and active role in anti-racism

Action/Strategy:

- Use hiring opportunities to hire BIPOC employees
- Participant in Anti-racist and Equity committee for UCAGAC (University Art Gallery Association)
- Have staff member participate on the University’s EDI committee
- Work with finance to pay community members and artists at risk more expediently

Measures/Metrics/Milestones:

Staff at the AGYU will include people of colour in positions of power
This shift will work to redefine institutional practices and effect curatorial approaches that is ready to upend its own biases of criticality and productivity

Evaluation Status:

Progressing

Breaking down deeply systematic anti-racist barriers through AGYU’s new program initiatives

Action/Strategy:

- Develop a mentorship program for emerging BIPOC artists.
- Develop a Community Resource Program
- Develop and implement new initiatives focused on supporting BIPOC artists that is community-based and lead.

Measures/Metrics/Milestones:

Enhance community relations
Support artist in the community and abroad
Create a relevant program that engages many audiences

Evaluation Status:

Progressing

Present the work of BIPOC artist

Action/Strategy:

- present publications, lectures and exhibitions by artist of colour
- support and present the work of Indigenous artists

Measures/Metrics/Milestones:

Create a diverse program
Make anti-racism a part of AGYU’s program

Evaluation Status:

Progressing

Reduce the Secretariat’s ecological foot print

Action/Strategy:

Implement Legal Files document management system with a view to reduce the Secretariat’s use of paper

Measures/Metrics/Milestones:

Secretariat’s use of paper is much reduced

Evaluation Status:

On Track

Improvement to our secure sites

All sites are secure

Completed

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Reduce the office of the Counsel's ecological footprint


Action/Strategy:

Continue and enhance journey to the "paperless office" further reducing the Office's use of paper

Measures/Metrics/Milestones:

Legal Files successfully implemented and all users fully on board

Evaluation Status:

 On Track

8. COVID- Response & Recovery

8c. Virtual Community Events


Action/Strategy:

-Pivot traditional events that celebrate the milestones and successes of the community into accessible formats

Measures/Metrics/Milestones:

-Institutional events continue to occur in a safe manner
-Community feels celebrated and recognized for their efforts and service.

Evaluation Status:

 Progressing

Convey the University's response to the ongoing COVID-19 pandemic to the federal and provincial governments and advocate for sector supports.


Action/Strategy:

Using GR opportunities in Fall 2020 to communicate areas of possible research alignment with priorities at all levels of government, specifically including COVID-19 research.

Measures/Metrics/Milestones:

That each government understands the areas in which the University can offer support in the pandemic recovery and also understands the needs of the university sector given the impact of the pandemic.

Evaluation Status:

 Completed

Maintain the Exhibition of contemporary art, produce exhibitions, host lectures


Action/Strategy:

- Produce online programs
- Develop forms of artist collaboration and communication outside of exhibition space

Measures/Metrics/Milestones:

Develop new audiences by increasing social media presence and followers
Reach global communities with online programs

Evaluation Status:

 Progressing