

1. 21st Century Learning

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:

 Progressing

Establish a new approach to York University’s predominantly male and Canadian art collection.

Action/Strategy:

- Expanding access to York University’s art collection.
- Draw a detailed plan for a visible vault.
- Define a pedagogical concept to animate the art collection by making it publically visible even while in storage.
- The impetus to make a major part of York University’s expanding art collection immediately accessible is part of a larger vision for the AGYU of transparency, and knowledge sharing with communities
- Pursue funding to purchase art for the collection
- Create new collaborative practices between art institutions for collecting artworks
- Use the AGYU’s program to build the University’s art collection

- Purchase a new work for the collection

Measures/Metrics/Milestones:

- Reframing the collection and increasing its access and scope, while also enabling the development, activation, growth, and care of the University’s collection through research, student engagement, and legacy building
- Build legacy for York University
- Grow student interest and investment
- Support local artists

- Develop philanthropic relationships

Evaluation Status:

 On Track

2. Knowledge for the Future

DIVISION: Division of the VP Academic and Provost

UNIT: Art Gallery

PLAN ID: 1357

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:

 Progressing

Building knowledge and understanding in the realm of born-digital art that opens up opportunities, providing artists an expanded context to produce and engage audiences, that compliments the material or circulation of traditional exhibition spaces

Action/Strategy:


- develop a stream of online stream of programming
- host a series of online conversations regarding the history of born digital art
- work with artists to define a new stream of digital program
- work with the community to present artwork online
- collaborate with organizations who focus on digital or online art

- engage York faculty and students to contribute to-- this line of program

Measures/Metrics/Milestones:

- Become a resource for those studying born-digital art
- Commissioning new artworks

Evaluation Status:

 On Track

3. From Access to Success

Work with student groups

Action/Strategy:

- work with TBLGAY for organize a pride event and commission a new artwork for their meeting room
- Work with SexGen in the develop of this installation

Measures/Metrics/Milestones:

- Develop long term and lasting relationships
- The implementation of student lead activities

Evaluation Status:

 On Track

Employ Students

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


DIVISION: Division of the VP Academic and Provost

UNIT: Art Gallery

PLAN ID: 1357

- 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

- Give students employment experience
- Offer valuable references for students

 On Track

Mentor students

Action/Strategy:

- Give studio visits and critiques to MFA and PHD students
- Advise Graduate students
- Review thesis

Measures/Metrics/Milestones:

- Develop long term relationships with artists
- Offering professional development

Evaluation Status:

 On Track

Pedagogical tool for faculty


Action/Strategy:

- Offer guided tours for all classes
- Inform faculty in advance of AGYU programs so exhibitions, lectures and publications can be included in course content
- Be able to provide in class presentations about current and previous exhibitions

Measures/Metrics/Milestones:

- Increased student engagement in art
- Offering professional support to faculty

Evaluation Status:

 On Track

Support student initiatives


Action/Strategy:

- host at least one exhibition of student work in the AGYU vitrines
- advertise in student publications
- participate in annual orientation days

Measures/Metrics/Milestones:

- Providing professional experience to students
- Increasing the visibility of art on campus

Evaluation Status:

 On Track

Recognize student achievements


Action/Strategy:

- Partake in undergraduate Juried art exhibitions
- Offer annual writing awards to undergraduate art history writers

Measures/Metrics/Milestones:

- Offering recognition to students
- Defining the excellence of York students

Evaluation Status:

 On Track

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4. Advancing Global Engagement

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

5. Working in Partnership

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

Collaborate with Toronto and national based arts organizations

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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- 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

- 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

On Track

Build partnerships with York Facility, other Units and staff

Action/Strategy:

- Join the Executive of Sensorium
- Bring select faculty onto the Gallery’s Advisory Committee
- Collaborate with Ontario Archives and the Observatory through art projects
- Work with Community Engagement to active Hording at Markham Campus
- Work with Communications to build profile for new art gallery building
- Engage York Indigenous Council

Measures/Metrics/Milestones:

- Enhance internal collaboration
- Gain better knowledge of York initiatives
- Knowledge sharing
- Incorporate Indigenous approaches into our operations

Evaluation Status:

On Track

6. Living Well Together

6.1 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 divisional planning;
 - Integrating the York Brand Filter as a divisional decision-making tool;
 - Actively support and leverage institutional internal and external Communication strategies including Web, Social Media and Media Relations.
 - Actively 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

Evaluation Status:

Progressing

DIVISION: Division of the VP Academic and Provost

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

Action/Strategy:

- i. Support operationalizing the Brand across the communications eco-system and university
 - Partner with E&PC 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
- ii. Support Strategic Enrolment Management Program to help diversify our student base and strengthen domestic recruitment and conversion through lead generation (advertising campaign)

Measures/Metrics/Milestones:

- i. Campaign launch; brand guidelines, messaging adherence, tools and templates usage (website activity), creative/messaging reflected in program marketing and Faculty advertising
 - Brand tracking study: reputation; campaign effectiveness and message break through
 - 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)
- ii. maintain or increase lead generation vs. year prior

Evaluation Status:

 Progressing

6.3 Broaden Pan-University Digital Strategy.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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- i. Execute pan-university Web Optimization strategy to align York’s multitude of web properties.
 - Phase 1:35 website 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.

Not On Track

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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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

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

On Track

6.5 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
- 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.
- iv. Undertake an editorial and visual refresh of yFile to become AODA compliant, reflect brand visual identity and new content features.
- v. Continue partnership with The Conversation Canada
- vi. Leverage new membership with the National News Media Council (NNMC) through engagement, member training, meditation, advocacy, and learning opportunities.
- vii. In collaboration with ICMC, actively identify and cultivate 'influencers' who could amplify institutional and act as brand ambassadors

Measures/Metrics/Milestones:

- i. Measures by initiative
- ii. Speaker engagements as thought leaders
- iii. Magazine plan on track
- 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
- 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)
- vi. NNMC activities (establish baseline)
- vii influencer metrics to be established and baseline set in 2020/2021

Evaluation Status:

Progressing

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

Action/Strategy:

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

Measures/Metrics/Milestones:

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 Page views
unique Page views

Time on page

Evaluation Status:

 Progressing

6.7 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:

 Progressing

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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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.

- i. Continue to analyze effectiveness of service delivery and apply brand filter to enhance our ability to respond to changing needs.
- ii. Continue to onboard new staff and create opportunities for cross-functional teams to interact and work together on projects/assignments.
- iii. Provide team building opportunities to build stronger group collaboration, enhanced team agility, that fosters a "change" management culture in C&PA.

Progressing

6.9 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.
- ii. Optimize divisional operations and service provision by ensuring efficient and effective use of resources. (i.e. RFPs, budgets, resources, processes).
- 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)
- iv. Support the Equity, Diversity and Inclusion strategy by enabling a culture that instills human rights, equity and action in all divisional operations.

Measures/Metrics/Milestones:

- i. Pride initiatives and staff development opportunities provided to enhance employee engagement, respond to leading trends and enhanced service delivery.
- 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.
- iii. Completion of Social Media Audit management action plans (i.e. repository).
- 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.

Evaluation Status:

Progressing

6.10 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.
- ii. Leverage and review new and existing technology solutions to enable reporting of pan-university communication outcomes and results.

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

Evaluation Status:

Progressing

6.11 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.
- ii. Strengthen labour relations and employee engagement by collaborating with Labour relations to develop and implement the university's labour bargaining strategy.

Measures/Metrics/Milestones:

- i. Internal communication plans developed and initiated.
- ii. Labour website data total visits and subscribers. Labour relations outcomes.

Evaluation Status:

 Progressing

6.12 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.
- 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.
- 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.

Measures/Metrics/Milestones:

- i and ii. (Metrics will depend on the plan to be developed)
- iii. Membership and active participation on the following committees:
Academic Planning
Engagement and Communication
Capital Project and Administrative Planning
- iv. Develop Communications Service Model and corresponding budget

Evaluation Status:

 Progressing

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost

UNIT: Art Gallery

PLAN ID: 1357

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.
- 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
- iii. Continuing to use Issue management Framework to track and

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

 Progressing

7. Answering the Call

Take a supportive and active role in anti-racism by breaking down deeply systematic barriers through AGYU’s program.


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
- Develop a Community Resource Program
- Work with finance to pay community members and artists at risk artists 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 artists

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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

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

Progressing

8. COVID- Response & Recovery

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:

On Track

Present programs that enhance the understanding of the impact of covid-19

Action/Strategy:

- Host online panel on the CERB and the economic
- Use website to host information on economic resources for artists during Covid-19

Measures/Metrics/Milestones:

- Become a resource for artists needing to learn about the CERB

Evaluation Status:

Completed

Maintain commitments to Artists

Action/Strategy:

- Work with artists to reschedule or reformat their exhibitions
- Work with artists to prepare exhibitions with staff and public safety in mind

Measures/Metrics/Milestones:

- Open the Gallery spaces when it is safe for audiences, staff and artists

Evaluation Status:

Completed