

Division of the Provost and Vice-President Academic

Top Accomplishments - April 2022, Year-End Evaluation

21st Century Learning

York university's UAP commits to continually reinventing our programs to address emerging issues and labour market needs that call for new pedagogical approaches and cross-disciplinary thinking.

- 4 new programs approved across 3 Faculties*
- 17 major modifications approved across 8 Faculties*
- Markham campus curriculum developed and approved
- HyFlex Pilot project completed and training offered
- Globally Networked Learning Opportunities coordinated through York International, to provide 600+ students with opportunities to participate in courses networked around the world
- Vaughan Healthcare Precinct and School of Medicine visions developed to emphasize interprofessional education and developing the health workforces of the future

*as of 30 March 2022. Additional approvals may follow at April Senate committee meetings and the April 2022 meeting of Senate.

From Access to Success

- **New scholarship strategy** based on academic merit, non-academic merit and financial need which further support Strategic Enrolment Management goals.
- **Expanded recruitment strategy** including 13 new partnerships with Chinese Universities and extensive digital marketing (20 countries, 68 programs, Facebook, Advertorial, etc.).
- **Black Excellence program (BE YU)** includes partnerships with school boards (Toronto District School Board) for outreach to Black-identified students enabling targeted recruitment and preadmission programing; transition-to-university programing; peer support program; and connectivity to Faculty support programs.
- **Strategic Enrolment Management (SEM)** - RFP issued seeking to inform the SEM strategy for 2023 – 2028; Community of Practice created to foster a collaborative approach to SEM institution-wide.
- **SSRP** Benchmarks on track.

Academic Continuity – COVID Response and Recovery

The Provost's Office has led the Academic Division through rapid and thoughtful academic planning in constantly changing circumstances. These efforts ensured:

- Timely recommendations to Senate Executive to guide decisions during the disruption.
- A full suite of academic offerings in the 2021-22 Summer, Fall and Winter terms with an increased % of in-person offerings in each successive term.
- Student and faculty support provided through technology, training and professional development to maximize learning and engagement.
- Enhanced academic and wrap around supports for domestic, international, undergraduate and graduate student success and well-being.
- Regular flow of communications to our students, faculty and staff.

- Swift integration of public health requirements for on-campus and off-campus activity.
- Surveys completed to evaluate outcomes of remote learning and promote continuous improvement.
- Faculty relations issues addressed and extra supports provided to early career faculty as appropriate.
- Forward planning for Summer and Fall 2022.

Answering the Call - The SDG Challenge

- Provostial Fellowship program – Provost Fellows program designed to build momentum by engaging diverse academic colleagues in UAP implementation; Second round launched for 2022-23 with SDG focus.
- In partnership with CPA and VPFA, developed and launched SDG Website - <https://www.yorku.ca/unsdgs/>
- Enhancement of university rankings strategy and SDG reporting in particular.
- Academic initiatives Fund (AIF) with SDG focus launched.
- UNSDGs featured in theme for Congress 2023 approved and welcomed by the Federation of Humanities and Social Sciences.

Living Well Together

- Contributed to successful negotiation of CUPE 3903 Collective Agreement.
- Contributed to successful negotiation of YUFA Collective Agreement.
- University Academic Leadership Forum hosted on modes of productive engagement within the academy.
- Contributed to numerous Town Halls and consultation events on key university initiatives.

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PLAN ID: 1349

1. 21st Century Learning

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

Action/Strategy:

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

Measures/Metrics/Milestones:


MCC programs on track for Senate approval.

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

Supported Faculties in the development of Professional Master degree options

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

Evaluation Status:

 On Track

Continue to grow continuing studies and lifelong learning activities

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

 Progressing

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


Development of micro-credential strategy for York.

 On Track

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

Strengthen experiential education/WIL and other forms of pedagogical innovation

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

 On Track

Full tracking in place for SMA3

SMA3 growth targets met

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Global outlook and fluency informing curricula and global learning

Develop Globally Networked Learning courses and supports for remote learning environment

Progressing

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

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

On Track

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

COVID Response and Recovery

On Track

Enhance flexible learning through TEL/online courses

On Track

2. Knowledge for the Future

Continue to strengthen research excellence

Action/Strategy:

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

Measures/Metrics/Milestones:

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

2020-21: Ensure hiring processes are considering the world's leading scholars/ applicants in all areas

MCC complement planning aligned to build program and research strengths

Build areas of interdisciplinary strength and potential collaboration across traditional disciplinary boundaries and with external partners through cluster hiring or other methods.

Respond to institutional priorities through hiring plans where appropriate (e.g., Indigenous scholars and scholarship, Black scholars and scholarship, allocation of CRCs)

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

Evaluation Status:

On Track

Host Congress 2023

On Track

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3. From Access to Success

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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International Recruitment Strategy

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

On Track

Student census on track to implement August 2021

Increased 101 market share

Continuous improvement in supports for international students

Refreshed Career Services plan

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

Strategy for enhanced diversification of our student population by country

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

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

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

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

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

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

COVID Response and Recovery for students

On Track

4. Advancing Global Engagement

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Continue to advance York's global engagement and internationalization plan

Action/Strategy:

Finalize and launch Internationalization & Global Engagement Plan

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

Draft 5 year plan for Las Nubes eco-Campus


Advance plan for increasing outbound student mobility post-Covid 19

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

Measures/Metrics/Milestones:

More strategic international partnerships
Stronger international profile and reputation
Increase York's share of public investments like Outbound Student Mobility Program
Maintain international student target of 17% for undergraduate students and 20% for graduate students in 2020-2021

Evaluation Status:

 On Track

Support recruitment of high quality faculty from around the world

Enhanced international representation in faculty

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

 On Track

5. Working in Partnership

Strengthen York's sense of community engagement

Action/Strategy:

Continuing to promote open, transparent collegial governance

Measures/Metrics/Milestones:

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

Evaluation Status:

 On Track

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Create an Academic Leaders Forum (Provost)

Forum Created and Launched

On Track

Future Looking agenda Items developed for 2021-22

Continued attendance and engagement from academic leaders across campus

Tangible initiatives in line with UAP and COVID recovery resulting from Forum related to learnings from COVID and future planning

Continue to build stronger relationships with unions/enhance Labour Relations

Active engagement with academic employees groups to strengthen relationships and support Labour Relations strategy.

On Track

Strengthen University Governance through enhanced decision-making processes, a comprehensive policy framework, policy review and support for Faculty Councils

Contribute to policy and governance improvement where appropriate (led by Secretariat).

Progressing

Governance structures for Markham Centre Campus clarified.

Community Engagement Initiatives

Connect with external communities on key projects such as Vaughan and Markham

On Track

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

Action/Strategy:

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

Measures/Metrics/Milestones:

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

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

Evaluation Status:

On Track

6. Living Well Together

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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continue actions to support TRC through Indigenous Framework

Contribute to implementation of ABR Framework over the next 5 years

On Track

complete and advance actions of an ABR Framework

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

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

New Glendon Principal onboarded and outreach and recovery plan in formation

continue to support Glendon in delivering bilingual programming and services

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

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

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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

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

On Track

completion of Vaughan Healthcare precinct feasibility study

2020-21: study complete and next steps defined

Completed

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

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

Progressing

Vision for new Sci/Eng building clarified

Faculties' capital planning supported

Establish Culture of Service Excellence

Action/Strategy:

Measures/Metrics/Milestones:

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

FGS service level agreements

Complete SSRP over next 5 years

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

On Track

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

Action/Strategy:

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

Measures/Metrics/Milestones:

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

Evaluation Status:

On Track

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

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

Not Evaluated

Clearly articulated differentiated propositions for faculties and SCS

See microcredentials strategy

On Track

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

Action/Strategy:

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

Measures/Metrics/Milestones:

SHARP2 implemented for 2022-2023 budget

Evaluation Status:

On Track

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

All Deans/Principal have clear advancement and alumni engagement goals

Progressing

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

Lands for Learning aligned with university priorities

On Track

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

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

 On Track

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

7. Answering the Call

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


Action/Strategy:

Potential for a Centre of Excellence in DEM


Measures/Metrics/Milestones:

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

Evaluation Status:


 Progressing

Potential for a Living Lab on Climate Change

 Progressing

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

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

 Progressing

Enhancing our impact on addressing inequality

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Advance Diversification initiatives in relation to faculty hiring

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

 On Track


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

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

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

Facilitate SDG Engagement Across York Campuses for all community members

Create student engagement activities

 On Track

Participate in creating staff resources and initiatives

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

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