

DIVISION: Division of the President

UNIT: Division of the President

PLAN ID: 1344

1. 21st Century Learning

1.1 Build and enhance reciprocal and mutually beneficial relationships with governments and community that are sustainable and support the University's priorities.


Action/Strategy:

Facilitating connections between governments and 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.
Advancing our efforts on the following priority files including:
Support efforts to gather support for our Medical School proposal that will help lay the foundation for a York University healthcare network including establishing MOU with local hospitals
Support efforts to build a presence in the Vaughan Healthcare Precinct including active participation in the Steering Committee and associated activities, continuing to build relationships with the City of Vaughan
Continue to identify funding opportunities through the Federal, Government and partner sources that are in support of learning and research and share them broadly with interested campus partners
Provide necessary support in engaging GR and CR stakeholders in supporting Congress 2023

Evaluation Status:

 On Track

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

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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:

 Not Evaluated


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 MC’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

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

Copyright support for virtual learning

Copyright support provided to all faculty members/courses as required

On Track

IT legal support for virtual learning; also supports Priority 6

IT legal support provided as required; internal clients satisfied

On Track

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 through virtual learning

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

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

On Track

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:

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

Revised standard documents completed, new process for efficiency implemented

 Completed

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:

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

Measures/Metrics/Milestones:

Support provided to VPEPC for human resources and labour relations strategy

Evaluation Status:

 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

Exemplify the University as leading the sector with respect to facilitating experiential education and work-integrated learning opportunities for our students and advocate for additional placement opportunities.

Action/Strategy:

Continue to communicate the value of experiential education and work integrated learning opportunities in meetings with key government officials by referencing the University’s success in this area (Ex: Dev Degree)

Measures/Metrics/Milestones:

All levels of government understand and support the University's position on the expansion of experiential education and work integrated learning opportunities.

Evaluation Status:

 On Track

Continue to incorporate EE and WIL opportunities into partnership presentations with external stakeholders and government officials

External partners will understand the variety of EE and WIL opportunities available to them and who to connect with to advance these opportunities.

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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:

Continue to support York hosting the inaugural Civic Lab TO summit with fulsome participation by York Faculty as panelists and York community members as attendees.

Continue to participate in the City of Toronto City Manager’s Academic Partnership Council.

Continue to support opportunities to showcase York’s role as an anchor institution through participation in community panels, partnerships with TCBN and deputations to relevant standing committees.

Measures/Metrics/Milestones:

Both the provincial and federal governments understand the University’s preferences for program expansion, including the preference for the delivery of a stand-alone nursing degree.

York is well represented on the APC Working Groups. A successful APC Summit is hosted by York in November.

Identify opportunities to showcase York's work to advance the anchor framework through the Markham campus.

Evaluation Status:

 On Track

Build and enhance reciprocal and mutually beneficial relationships with governments and community that are sustainable and support the University's priorities.

Action/Strategy:


Facilitating connections between governments and 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
Identifying and creating new GR opportunities, including hosting meetings and roundtables with key decision makers
Supporting the implementation and communication of the Social Procurement Policy and associated Anchor YorkU framework

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.

Advancing our efforts on the following priority files including:
Support efforts to gather support for our Medical School proposal that will help lay the foundation for a York University healthcare network including establishing MOU with local hospitals
Support efforts to build a presence in the Vaughan Healthcare Precinct including active participation in the Steering Committee and associated activities, continuing to build relationships with the City of Vaughan
Continue to identify funding opportunities through the Federal, Government and partner sources that are in support of learning and research and share them broadly with interested campus partners
Provide necessary support in engaging GR and CR stakeholders in supporting Congress 2023
Support the development of a Canadian Network for Disaster and Health Risk Governance and Emergency Management
Advocating for international student access and international research collaboration
Organizing roundtables to engage Members in local ridings to the University

Evaluation Status:

 On Track

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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:

Progressing

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:

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

Measures/Metrics/Milestones:

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.

Evaluation Status:

Completed

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:

Measures/Metrics/Milestones:

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

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

On Track

2.1 Support VPRI in their proposal to the Federal Government to establish a Centre of Excellence in Disaster and Emergency Management

Action/Strategy:

Build a case for support and advocacy strategy for the Centre with both the Federal and Provincial governments

Measures/Metrics/Milestones:

Federal and Provincial governments actively consider funding the proposal.

Evaluation Status:

Progressing

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

Action/Strategy:

Continue to identify opportunities to employ the Economic and Social Impact Report in our advocacy and provide support to other divisions and offices in the University to enable their use of the report and its findings

Continue to support York hosting the inaugural Civic Lab TO summit with fulsome participation by York Faculty as panelists and York community members as attendees.

Continue to participate in the City of Toronto City Manager's Academic Partnership Council.

Continue to support opportunities to showcase York's role as an anchor institution through participation in community panels, partnerships with TCBN and deputations to relevant standing committees.

Measures/Metrics/Milestones:

That the ESIR and its findings are continually included in GR opportunities with government stakeholders.

York is well represented on the APC Working Groups. A successful APC Summit is hosted by York in November.

Identify opportunities to showcase York's work to advance the anchor framework through the Markham campus.

Evaluation Status:

Progressing

Support VPRI in their proposal to the Federal Government to establish a Canadian Network for Disaster and Health Risk Governance

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Build a case for support and advocacy strategy for the Network with both the Federal and Provincial governments

Federal and Provincial governments actively consider funding the proposal.

Progressing

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:

Progressing

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

Action/Strategy:

Support review of Policy on Academic Honesty

Measures/Metrics/Milestones:

Revised Policy approved by Senate

Evaluation Status:

On Track

Facilitate Senate decision on conversion of Forgiveness Policies pilot to standing policies

Senate approval of recommendation

On Track

on Academic Forgiveness Policies (Withdrawn from Course, Course Relief, Repeating Passed or Failed Courses)

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

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Facilitate ASCP's monitoring of the implementation of the new grading schemes

Support provided to Faculties and OUR in implementation

On Track

Senate policies and Faculty regulations aligned with new grading schemes

New Policy on York University Grading Schemes implemented starting FW 2023-2024

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

Action/Strategy:

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

Measures/Metrics/Milestones:

Consolidated York Human Rights Policy

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

Evaluation Status:

On Track

Support Student Success

Action/Strategy:

Provide leadership and guidance on complex student accommodation files

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

Measures/Metrics/Milestones:

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

Four proactive sessions held

Evaluation Status:

On Track

On Track


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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

3.6 Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population. [PVP IRP 3.1.1 Effective SEM to support enrolment]


Action/Strategy:

Support Strategic Enrolment Management Program through advertising efforts that contribute to lead generation.

Measures/Metrics/Milestones:

Maintain or increase lead generation vs. year prior
(baseline: 18,775 total leads).

Evaluation Status:

 On Track

Advance service excellence/student success in the student complaint / case management process.

Action/Strategy:

Continue and complete the review of complaint pathway, processes and technology that supports correspondence and student-related complaints and cases, including the development and implementation of an updated standard operating procedure / service standard for student-related complaints and cases.
This action will be reviewed and fine tuned for office Digital Transformation and migration to Dynamic CRM 365, as soon as pilot project for PO is approved and project starts.

Measures/Metrics/Milestones:


As a result of one year delay to implement a new ticketing system by UIT, PO has decided to pilot a solution based on CRM 365.

After 365 pilot project approval, following needs to be done:

- 1) Coordinating with CRM development team to layout the project time line, assigning resources and so on
- 2) gathering and reviewing the requirements
- 3) Architecture planning to implement case management module
- 4) Designing and creating the security structure, Roles, Users, Groups
- 5) Designing and improving the workflow
- 4) Customizing case management module
- 5) Creating necessary reports
- 6) Migrating data
- 7) Testing
- 8) Refining the app
- 9) Approval and implementing

Review is completed for complaint pathway, processes and technology that support correspondence and student- related complaints and cases; Technical requirement gathering is completed
Updated standard operating procedure / standard for student-related to reflect the new system and new process;
Work with local units/faculties to update contact list for system set up

Evaluation Status:

 Not On Track

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Improve the efficiency of the Office’s Operational Records Management System (ORMS) by digitalizing the system

Action/Strategy:

Align electronic filing system with paper-based version


Working towards electronic ORMS filing system

Measures/Metrics/Milestones:

Update and align electronic ORMS with paper-based filing system to make it more user friendly for staff to file documents
Further simplify filing folders which are not in use .

Aim is to completely move to electronic ORMS with the support of Information and Privacy Office.

Evaluation Status:

 Progressing

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:

 On Track

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:


 Progressing

Exhibit the work of International Artists

Action/Strategy:

Measures/Metrics/Milestones:

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- 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

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

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

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

Promote and enhance York’s profile internationally through correspondence, greeting cards, greetings and enhance cultivation.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Increase international contacts in database and proactive correspondence to international contacts.

Develop/implement SOP (with YI) to outline follow-up process to Presidential travel and international meetings including but not limited to correspondence pre and post-travel/meetings, and, adding key contacts in database.

 Completed

Revise annual greeting card/holiday acknowledgements as recommended by the Institutional Working Group for Days of Recognition

Develop priority list for Days of Recognition for the President.

 Completed

5. Working in Partnership

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

Action/Strategy:

- Develop an MOUs for Mackenzie Health, Oak Valley Health and SouthLake
- 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 York Region hospitals
 -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:

 On Track

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

Action/Strategy:

Measures/Metrics/Milestones:

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-Continue to advance efforts to engage the Markham and York Region communities in building momentum towards September 2023 through Community Town Halls, engagement initiatives (events, Roundtables), stewardship of key GR relationships and partnering on events with the City of Markham.
 -Steward key relationships with politicians connected to the Markham Campus at all levels of government.
 - Steward key relationships with community stakeholders/leaders
 -Identify/advance strategic partnerships to support UAP Priorities (i.e. MOUs with Markham, York Region, local hospitals; opportunities with local chambers of commerce)
 - Continue to support the deliverables in the City of Markham Sponsorship agreement
 - Continue to explore additional strategic community events, including cultural community events of significance for opportunities to build a presence in Markham and York Region.

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

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:

5c. Complete Stakeholder Engagement Plan*including a model for new and deeper forms of collaboration across sectors including private, and non-profit
 Advance relationships with organizations identified as priorities for an institutional relationship

Measures/Metrics/Milestones:

5c.
 Developed a stakeholder engagement plan to help support deeper forms of collaboration.
 Meetings have taken place with organizations identified as priorities for an institutional relationship

Evaluation Status:

On Track

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Recruit and train a new cohort for 2021-2022, encouraging representation from BIPOC students.
 Engage students in the delivery of training for the program
 Create a network within the ambassadors and the university
 Engage ambassadors in events and activities that highlight and support Black and Indigenous cultural expression on campuses
 Incorporate the UN's sustainable development goals in the activities of the program
 Establish event opportunities with off-campus partners
 Identify different event opportunities for students due to COVID-19 disruption (if necessary)
 Engage ambassadors in legacy project enacting change on campus.

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

On Track

5e. Develop and implement an Institutional Events strategy that ensures key milestones, achievements and successes are celebrated to enhance a sense of community and pride in the institution

Action/Strategy:

5e.
 Facilitate all 2021-2022 events by following these steps (see appendix for list of events)
 Review previous years debrief
 Review the Public Health and Events SOP
 Incorporate previous year's suggestions and adapt to current public health guidelines
 Create an event brief based on Art of Gathering templates including budget details and lines of responsibility
 Create timeline of planning with timelines
 Execute event
 Distribute post-event survey
 Create a debrief report
 Review and update event SOPs
 Events receive a 90% satisfaction rate with responses from at least 10% of the attendees
 All events fall under the approved budget amounts
 Partner with the rest of the Government and Community relations team to complete Markham events, government announcements, community engagement events, advocacy events, meetings, and other event opportunities (see appendix for included GCR events)
 Facilitate planning for a President's Lecture Series for Fall of 2022
 Engage AMPD for a student print art contest. The prints would be used as gifts for future events like Hail & Farewell
 Implement HonDoc engagement template when in person Convocation resumes
 Create SOP for virtual and in person event interpretation
 Review event templates and plans to ensure that representation of diverse Black voices and experiences are highlighted and support Black cultural expression on campus.

Measures/Metrics/Milestones:

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

 - Have prints ready for the 2022 Hail & Farewell event

Evaluation Status:

Completed

5f. Support implementation of the four target areas for current and future development opportunities set out in the Anchor YorkU Framework.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


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5f. Actively participate in the Social Procurement Working Group and the Employment Working Group.

York University will continue to be viewed as a leader in this area by local governments and community organizations with interest in this area of work.

 Not On Track

Liaise with C&PA to ensure appropriate communications of milestones associated with social procurement pilot projects

Lead and deliver at least one event annually at which York employees can volunteer in the local community i.e. UW Days of Caring.

Re-Convene the Volunteerism Working Group to explore potential structures and policies to encourage volunteerism across the university

5g. Support internal coordination among York’s faculty and staff that interact with external communities as part of their core responsibilities.


Action/Strategy:

5g. Work with the Community Engagement Community of Practice steering committee to: Plan and execute at least one CoP meeting during each academic term. Support the ongoing use of Teams to share news and updates with the CE CoP between meetings

Measures/Metrics/Milestones:

The CE CoP will be a space to develop best practices in relation to community engagement, act as an advocacy body to overcome internal challenges associated with community engagement and provide opportunities for peer learning and sharing.

Evaluation Status:

 Progressing

Develop a communications plan to begin sharing CE success stories form across campus

5h. Participate in the Canadian Cohort discussions to create a Canadian version of the Carnegie CE classification

Action/Strategy:

Continue to participate in working groups developed by the CPC to advance the work of creating a Canadian version of the Carnegie Community Engagement Classification in Canada.

Measures/Metrics/Milestones:

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

Evaluation Status:

 Progressing

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

5i. That the federal and provincial governments understand and appreciate the University’s strengths and achievements through various GR opportunities with key government representatives interested in the University’s success.

Action/Strategy:

Measures/Metrics/Milestones:

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Host at least one roundtable a year for representatives of both the federal and provincial governments, inviting members to discuss University priorities and share information on constituent issues.

Roundtables are held to discuss University priorities and attendees indicate that they better understand our strengths and positions and are responsive to issues.

 Progressing

5j. Create opportunities for government representatives to better understand the University’s points of differentiation in contrast with other PSE institutions.


Action/Strategy:

Continue to identify opportunities to employ the Economic and Social Impact Report in our advocacy and provide support to other divisions and offices in the University to enable their use of the report and its findings

Measures/Metrics/Milestones:

That the ESIR and its findings are continually included in GR opportunities with government stakeholders.

Evaluation Status:

 Progressing

5k. Implement a Stakeholder Tracking Tool

Action/Strategy:

Work with internal university stakeholders to procure software to coordinate stakeholder relations efforts more effectively.

Measures/Metrics/Milestones:

A stakeholder tracking tool, Zoho, is implemented. The GR team will be able to effectively track engagements with key stakeholders. The GCRE team will ensure that other units across the university have been trained on using the CRM.

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:

Measures/Metrics/Milestones:

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

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

 On Track

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:

 Completed

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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:

 On Track

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-Finch)


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

5.1 Strengthen York's sense of community engagement.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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5.1.1 Foster a greater sense of community engagement and pride in York University:

Net promoter score (overall measure)

On Track

i. Demonstrate/enhance York "as an employer of choice" by identifying and supporting pride initiatives (e.g. create social media content strategy, communications planning for internal initiatives and issues).

i. Pride initiatives identified/ supported.

ii. In collaboration with HR, articulate York’s employee experience narrative, creative/ad campaign and messaging to attract and retain top talent.

ii. Roll out narrative and creative/ad campaign and messaging.

Completed

iii. Launch refreshed YFile (editorial and visual to become AODA compliant, improve email distribution platform and align with York’s tagging and web optimization strategies).

iii. Increase readership and engagement with YFile content.

Completed

iv. Develop business case for an improved intranet based on current best practice.

iv. Business case developed.

Progressing

5.1.2 Contribute to strengthening labour relations by collaborating and supporting the University’s labour bargaining communication strategy (YUSA/ YUFA).
[PVP IRP 5.1.4]

Strategy completed and tactics implemented

On Track

5.2 Continue to enhance/support GCRE Strategy. [PVP IRP 5.2.2]

Action/Strategy:

5.2.1. Support GCRE initiatives to strengthen York’s partnership network by developing external communications and media plans to profile key initiatives and build and strengthen partnerships.

Measures/Metrics/Milestones:

i. Municipal partners quotes in relevant news releases.

Evaluation Status:

On Track

ii. Provide strategic advertorial content to regional publications.

5.3 Successful doors open of the Markham Campus in Fall 2023, with strong community support, student enrolment, and community pride and excitement. [PVP IRP 5.1]

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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i. Increase broad public awareness, understanding and support for York’s Markham Campus.	i. Increase in awareness of the York University Markham Campus Parents (from 29% to 35%) +20% Influencers (from 29% to 315%) + 10% First choice (from 22% to 24%) + 10% Second choice: (from 16% to 18%) +10% Non applicants: (from 13% to 14%) + 10%	On Track
ii. Work with internal and external partners to execute Phase I communication and marketing plan including: Establish Markham Campus narrative Evolve website/ digital platform Develop brand advertising creative and execute media plan aimed at raising awareness and interest support Advancement and Government and Community Relations priorities	ii. Advertising campaign metrics, website launch and metrics, consistent usage of narrative in audit. Highlight Markham campus government and community partners through content creation on Markham website, social and advertorials.	On Track
iii. Co-chair Engagement and Communications Committee; Support York MC Committees.	iii. Strengthen Markham Campus regional partners communications committee . Active participation on Academic Planning, Engagement and Communications, Operations and Planning, Capital Project Committees.	On Track
iv. Help refine proposed Communications model to ensure integration with Central, Divisional and Faculty communication strategies.	iv. Continue to define Communications Service Model and corresponding 10 year budget. Develop position description for Director Communications, Markham Campus and support successful recruitment process.	Completed

6. Living Well Together

6.1 GR strategy to support the CUPE 3903, YUSA and YUFA 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:

Progressing

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6.1 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, Glendon Gatehouse funding submission.

Measures/Metrics/Milestones:

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

Evaluation Status:

On Track

6.3 GR/CR efforts to build internal relationships across the university

Action/Strategy:

6.3 Continue to support Government Relations Advisory Committee meetings.
 Continue to support the Community Engagement Community of Practice
 Ensure GR representation at Emergency Operations Committee (EOC) as necessary.
 Continue to explore opportunities to increase exposure and awareness of the GR/CR across the University.
 Continue GR participation in ICMC meetings
 Identify new opportunities on committees, panels, or working groups that would benefit this position or York University

Measures/Metrics/Milestones:

Increased awareness of the Government and Community Relations team and improved understanding of the roles and responsibilities associated with GR/CR.

Evaluation Status:

On Track

Build internal GCRC team relations by maintaining a calendar of events and timelines for planning to help maintain trust and transparency

Continue to participate in workshops offered by CHREI quarterly to ensure a focus of EDI is integrated to the work of the GCRC team

6.1 Enhance Mino Bimaaddiziwin /The Good Life to strengthen our sense of inclusion and well-being. [PVP IRP 6.1.1 EDI, 6.1.2 Indigenous Framework, 6.1.3 ABR, 6.1.9 AODA compliance].

Action/Strategy:

6.1.1 Drive positive change by supporting the Equity, Diversity and Inclusion strategy and enabling a culture that instills human rights, equity and inclusion:

In collaboration with VPEPC update the University Style Guide to align with the University’s ongoing commitment to strengthen and improve EDI through the consistent use of respectful and current gender and racial words and phrases. Note: Review and recommend tools to assist (if appropriate).

Measures/Metrics/Milestones:

i. Launch inclusive writing style guide including training session for communicators housed on brand website.

Evaluation Status:

Progressing

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ii. Continue to update and implement the Framework for Black Inclusion and Plan for Action, and communication plan.	ii. Build engagement, awareness and understanding of the Framework for Black Inclusion and Plan for Action as it is developed and launched.	Completed
iii. Support the successful development and implementation of the Indigenous Framework.	iii. Build engagement, awareness and understanding of the Indigenous Framework as it is developed and launched.	Completed
iv. Support the successful development and implementation of the Equity, Diversity and Inclusion strategy.	iv. Build engagement, awareness and understanding of Equity, Diversity and Inclusion strategy as it is developed and launched.	On Track
v. In collaboration with key partners, define and support a Days of Significance calendar, communications cascade with defined levels of social/comms support.	v. Days of significance calendar and defined process to communicate as defined by working group that is led by VPEPC.	On Track
vi. Support AODA goals by offering training for proper design and social media comms to York communicators.	vi. Launch design training sessions on AODA Design and communications measured by attendees and audit.	On Track

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

[PVP IRP 6.1.7 Strengthen pan-univ. Comms Function cohesiveness; Update Comms Plan Framework to strengthen collaboration]

Action/Strategy:

- i. Consult with members of ICMC to review and update York’s foundational communication documents and receive feedback about the current level of C&PA support in priority areas.
- ii. 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.

Continue to analyze effectiveness of service delivery and how best to respond to changing needs of target audiences and the internal community.

Initiate a new approach to client work that encompasses the six principles of service delivery at York.
- iii. Provide team building opportunities to build stronger group collaboration including cross-functional teams to interact and work together on projects/assignments.

Measures/Metrics/Milestones:

- i. Consultation completed and C&PA Strategic Plan updated in response to evolving landscape and in support of Divisional and Faculty needs; bring forward recommendations to president on how to maintain/increase impact (and following University Budget Council); Update Communications Plan Framework and Institutional Communications Plan.
- ii. Support enhanced service delivery options (Public Relations, External Communications, Internal Communications, Web, Digital Content) through University Faculty Council support and strategic funding.

Updated communications planning service delivery model.
Internal communication plans developed and initiated.
- iii. Joint projects demonstrating cross-functional team approach; Team building opportunities and outcomes.

Evaluation Status:

- On Track
- On Track
- On Track

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iv. Continuing to lead efforts in reviewing, recommending, and implementing improvements to processes, procedures, and distribution of institutional communications.

iv. Manage institutional internal communications plan/protocol/ process.

Completed

v. Continuing to support COVID-19 Pandemic institutional internal communications (faculty and staff) in support of the University’s emergency response protocol.

v. Participate in COVID-19 communications committee
. Effectively manage internal information sharing, website updates i.e., <https://www.yorku.ca/bettertogether/>, social media content.

On Track

6.3. 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 (Note: exact PVP language). [PVP IRP: 6.4.1]

Action/Strategy:

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

Measures/Metrics/Milestones:

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

Evaluation Status:

On Track

THE Impact Ranking. Target maintain (top 6% standing as university participation expands)

Brand tracking study measures: reputation; campaign effectiveness and message break through; ownership of brand attributes, campaign metrics, net promoter score; Markham campus awareness scores:
Parents (from 29% to 35%) +20%
Influencers (from 29% to 315%) + 10%
First choice (from 22% to 24%) + 10%
Second choice: (from 16% to 18%) +10%
Non applicants: (from 13% to 14%) + 10%

i. Further refine brand campaign and materials to strengthen focus on Right the Future: multi-layered brand advertising campaign (institutional, faculty, program marketing, donor, Markham Campus, International paid media).

i. Launch evolved suite of RTF campaigns including, donor, Markham, international, program marketing and faculty.

Completed

ii. Support Working Group for the Times Higher Ed. Impact Ranking submission and develop communication plan to leverage results.

ii. THE Impact rankings submission and communication plan with results executed.

On Track

iii. Create proactive strategies to increase Maclean’s survey participation internally and influence external potential rankers to think of York more favourably.

iii. Paid advertising campaigns to reach potential Maclean’s rankers (metrics).

On Track

iv. Expand Influencer Strategy through non-traditional organic and paid initiatives and capitalize on new innovations (i.e., Maclean’s sponsorship, paid social media micro-influencers, York U student influencers).

iv. Internal communication plan to increase participation in Maclean’s survey.

Completed

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

v. Leverage/amplify President’s participation in speaking engagements/ events.

On Track

vi. Create PR style plans to drive media and external interest in strategic priorities (i.e., School of Medicine).

vi. Measures by initiative.

Progressing

vii. Introduce a York Leaders LinkedIn strategy to leverage networks and position senior York representatives as thought leaders.

vii. Strategy developed and implemented.

Progressing

viii. Collaborate with Alumni to better align editorial content, improve alumni engagement and increase magazine readership specifically via digital while also actively managing a sustainable magazine budget (i.e. reduction of the printed edition, increased ad revenue).

viii. Magazine measures:
 - Total Page views
 - Unique page views
 - Total, New and Returning Users, 10% growth
 - Average session duration
 - Bounce rate based on single page sessions
 - # of New subscribers and total to date
 - # of pages per session
 - # of users spending more than 5 mins and conversion rate
 - # of users viewing more than 5 pages and conversion rate

Progressing

ix. Continue partnership with The Conversation Canada.

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

Progressing

6.4 Broaden Pan-University Digital Strategy. [PVP IRP: 6.4.2]

Action/Strategy:

6.4.1 i) Execute pan-university Web Optimization strategy to update and align remainder of priority websites and pages to the new theme.

Measures/Metrics/Milestones:

Measures:
 i. Adoption and completion of established list of high priority sites.

Evaluation Status:

Progressing

ii. Continue to educate community on best practices for web optimization incl. web architecture, writing for SEO, AODA compliance, usage of Wordpress expertise and, google tracking and reporting.

ii. Evolved Digital Experience Hub site with new tools and completed training sessions (5).

Completed

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iii. Enhance web design options to meet user needs in evolving web ecosystem through the creation of new branded web modules.	iii. Introduce 10 new design updates.	Completed
iv. Introduce Tagging Taxonomy structure to new York 2020 themes websites to improve internal and external search results and content discovery.	iv. Launch tagging taxonomy and train ICMC members on process. Measured by: adoption rate by ICMC.	On Track
v. Optimize C&PA led sites and high profile institutional web initiatives.	v. 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).	Progressing
vi. Implement single source model for web content.	vi. Launch single source central events calendar and program listings. Support eCV project (faculty profiles).	Completed
vii. Implement approved brand stewardship policy and procedures on existing and new digital properties.	vii. Proactive audit of digital properties and number of consultations.	On Track

6.5 Increase awareness, audience reach and understanding through high quality, visually engaging content. [PVP IRP: 6.4.2]

Action/Strategy:

i. Enhance digital content creation across all institutional platforms
Adopt and evolve content creation strategy to work within the evolving COVID19 environment.

Measures/Metrics/Milestones:

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

Evaluation Status:

On Track

ii. Capitalize/leverage new digital platforms or technology to enhance/expand priority content and improve digital team’s agility while continuing to create engaging and innovative content incl. animation & interactive content.

ii. Establish eight new marketing ideas

Target: Maintain top three ranking vs competitors in cross channel engagement rate per post and achieve 20% growth in cross channel audiences (social) YOY.

Completed

iii. Evolve brand voice and personality to become more approachable on specific social channels (Instagram to start).

iii. Audit of content and reflection of brand on a bi-annual basis.

Progressing

iv. Pilot proactive engagement strategy to insert York into relevant conversations (social comments).

iv. Establish baseline for number of conversations we have inserted ourselves in via commenting.

Progressing

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v. Formulate and execute ICMC campaign themes that harness the brand and bring examples to life.

v. Execute five ICMC themed campaigns that reflect the brand and garner strong participation and metrics (YOY).

- Measured by: :
- % participation rate generating original content
 - % participation rate amplifying C&PA content
 - Potential Reach
 - # of posts
 - Total engagements

On Track

vi. Improve quality of submissions to YFile through story submission and User Manual.

vi. Quality measured by:
At least 72 completed online story forms, submitted independently or through redirection, resulting in story publications, a key demonstration of successful online story adoption.
A reduction in the average number of emails required for each published story (measured through one-week audit six months apart).
Reduced time to publication per story (measured through one-week audit six months apart).

On Track

vii. Increase industry recognition of York Magazine.

vii. Receive two Canadian Online Publishing Awards (COPA). Receive two Council for Advancement and Support of Education (CASE) awards.

Completed

6.6 Operationalize the Brand and refine community tools. [PVP IRP 6. 4.2].

Action/Strategy:

Support operationalizing the Brand across the communications eco-system and university through:

Ongoing refinement of brand marketing & communications tools for all University communicators including messaging and design

Measures/Metrics/Milestones:

i. Updates to brand guidelines, messaging to incorporate brand platform (RTF).

Evaluation Status:

Completed

ii. Advancing high profile initiatives with impactful marketing and communications support to ensure brand break through (e.g., : President’s Report, recruitment materials, faculty ads, UN SDG engagement plan).

ii. Introduction of new tools and templates usage (website activity), imagery, guidelines for how to incorporate into advertising.

On Track

iii. Expand training to broader community who work with the brand regularly (i.e., work study students) to ensure guidelines are understood and embraced measured by # of participants at training sessions and video views of recorded training sessions.

On Track

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iv. Strategic brand input and review by UB&M Unit of all high-profile marketing drafts and final approvals to ensure brand alignment. Measured by audit.

On Track

v. Community usage of Brand Building Blocks(# visits).

On Track

6.7 Broaden/deepen positive/balanced media coverage of York in support of institutional and academic priorities. [PVP IRP: 6.4.1]

Action/Strategy:

Create new media relations and external communications five-year plan (May 2021 is the end of year five for MR plan, new plan ETA Fall 2021 to incorporate PR and external communications focus). Key actions include:
Develop and launch new MR website with improved Experts Guide

Measures/Metrics/Milestones:

Overall:
 – % growth in unique media stories (target: 10% incr. YOY from 24,598 to 27,057)
 – % of which were positive/neutral in tone (target: maintain at 88%)
 – % of total unique media stories as academic and research (target: maintain at 29%)
 – Total impressions (reach) of media stories (target: 10% incr. YOY from 6.8B to 7.5B)

i. Launch New Hub website, establish baseline metrics:
 Unique page visits to News Hub homepage
 Visit/dwell time on content
 % growth/# of new experts added to Experts Guide (target: 10% increase from 407 to 447)

Evaluation Status:

Progressing

ii. Photography plan.

ii. Develop photography plan aligned with UB&M and S&IC.

Progressing

iii. Short form information on Web i.e., Q&As (multi-audience).

iii. Updated web copy.

Progressing

iv. Increased focus on supporting international MR opportunities through targeted proactive pitching in key markets (aligned with YI).

iv. % of total media stories that represent international media coverage (target: 25% of total).

Progressing

v. Focus on creating narrative-driven stories that can be shared across multiple platforms.

v. Develop an external communications content strategy and establish baseline metrics:
of stories that were leveraged across multiple owned platforms

Progressing

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vi. Establish a PR strategy and signature tactics.

vi. PR Strategy complete, leverage new PR role to execute and establish baseline metrics:
 # of communications collaborations with external communications partners
 # of reputation enhancing opportunities for brand-centered content
 # of pan-university reputation driven collaborations

Progressing

vii. Develop new protocol with VPRI to guide support for academics/research.

vii. Establish working group, complete protocol.

Progressing

6.8 Support and advance the Internationalization and Global Engagement Plan. [PVP IRP: 4.1]

Action/Strategy:

- i. Collaborate with York International to build awareness and enhance reputation.
- ii. Develop a recommendation for international paid and earned media strategy to build awareness and enhance reputation in key markets working in collaboration with Admissions and Global Engagement.

Measures/Metrics/Milestones:

- i. Develop communications and marketing proposal.
- ii. Recommendation developed.

Evaluation Status:

Progressing

iii. Collaborate with agents from key markets to ensure materials are on brand and develop a structure to share relevant content.

iii. Conduct training with international agents/staff on the brand; monitor for compliance.

Completed

6.9 Integrate the Brand. [PVP IRP: 6.4.2]

Action/Strategy:

Fully integrate new brand into the fabric of the University
 Work with EP&C to improve brand training modules for York faculty and staff
 York Brand Filter integrated into divisional decision-making (tool)

Develop plan to monitor, assess, and address pan-university brand communications adoption.

Measures/Metrics/Milestones:

- i. - iii.
- . Establish KPI's for brand learning program with EP&C
- . Develop audit plan and define assessment process
- . Audit of marketing efforts against brand messaging and visual guidelines performed by C&PA and ICMC members resulting in report to PVP (tbc six months and one year) Note: possibly AI enabled

Evaluation Status:

On Track

6.10 Support SEM. [Linked with PVP IRP 3.1.1 Effective SEM to support enrolment]

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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

i. maintain or increase lead generation vs. year prior (baseline: 18,775 total leads).

On Track

ii. Work with VPS to ensure student recruitment strategy reflects our brand and values through compelling visuals, messages and stories that showcase the teaching, learning and research environment enriched through the University’s commitment to “Right the Future”

ii. Audit/review of materials per defined process and brand audit in six month time frame.

Progressing

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

[PVP IRP: 5.1.4]

Action/Strategy:

Enable a coordinated, planned and proactive approach to issues management by:
Continuing to use Issue management Framework to track, manage and respond to potential issues.

Measures/Metrics/Milestones:

i. Ongoing execution of the Protocol - # of issues in media prior to being identified through process (establish baseline)
 . Provide strategic communications/ issues management advice and counsel
 . Chair IIMT and IMRT committees
 . Effectively manage rapid response:
 - Internal information sharing
 - Social media content, response, engagement
 - Media messages and response
 - issues monitoring and analysis (social and mainstream media)

Evaluation Status:

On Track

6.12 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 enhance service delivery.

Evaluation Status:

Completed

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

iii. 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.

On Track

6.13 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

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

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

Action/Strategy:

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

Measures/Metrics/Milestones:

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

Evaluation Status:

On Track

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

Evaluation Status:

Completed

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

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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

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 2022-23 academic year.

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

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

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:

Discontinued

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

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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

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:

Completed

Develop and implement a comprehensive Governance Training Program

Implemented program for training/governance support of Faculty governance

Progressing

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

Completed

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

Progressing

Project proposal is created and approved

New IT is sourced and installed in 1048 KT

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

DIVISION: Division of the President

UNIT: Division of the President

PLAN ID: 1344

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

Completed

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:

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

Measures/Metrics/Milestones:

All staff equipped with laptops and cellular devices

Evaluation Status:

Completed

Provide greater opportunities for training and professional development

Increased participation in governance conferences and training opportunities

On Track

Secretariat 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

DIVISION: Division of the President

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Develop project timeline

Project timeline is established and approved

Completed

Enhance Human Rights Policies

Action/Strategy:

Facilitate the deliberations of the President’s Working Group on Free Speech

Measures/Metrics/Milestones:

Final report of the President’s Working Group on Free speech is published

Evaluation Status:

Completed

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

Completed

Set EDI goals to instruction the composition of the Board

Complement aligned with EDI goals

Completed

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

Action/Strategy:

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

Measures/Metrics/Milestones:

New or revised:
Code of Student Rights and Responsibilities
Presidential Regulation 4 for student governments and other student organizations
Guidelines on student club recognition
Guidelines on student levy referenda
Other policies, regulations, guidelines, etc. as determined

Evaluation Status:

On Track

Implementation of Free Speech recommendation; and reporting on Free Speech

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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PLAN ID: 1344

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

Document prepared, consultations and activities actioned

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

Completed

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

Lead the technology requirements of the Office of the Counsel

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


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PLAN ID: 1344

Equip all staff with laptops and/or cellular devices

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

 Completed

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

 Completed

Oversee the completion of renovations

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

 Completed

Continue to share our successes with Government stakeholders

Action/Strategy:

Share monthly edition of a YU Brief to keep stakeholders at all three levels of government engaged and up to date with news at York.

Measures/Metrics/Milestones:

-10% Increase in readership and open rates

Evaluation Status:

 On Track

Strive to engage with relevant government stakeholders via social media to promote each YU Brief edition

Strengthen understanding of our work with internal staff and faculty.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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- Enhance engagement for GRAC
- Share and analyze results from annual committee survey to better understand weaknesses and opportunities
 - Brainstorm possible enhancements based on the survey responses with the GRO, CGRO and SECPA
 - Collaborate with CGRO, GRO to identify possible topics for GRAC to add-value to discussions
 - Make recommendations to the CGCR on possible changes to GRAC to enhance effectiveness
 - Strive to coordinate GRAC dates one quarter in advance to allow for GRAC members to coordinate schedules

-90% satisfaction rate with GRAC meetings from participants

On Track

7. Answering the Call

Support CIFAL York

Action/Strategy:

- President's Office has supports the hiring, space selection/fit out, budgeting and administration for the CIFAL

-The GCR Team will continue to provide support and advice to York's inaugural CIFAL Centre Director to elevate the Center's work with key external stakeholders.

Measures/Metrics/Milestones:

President's Office supports the hiring, space selection/fit out, budgeting and administration for the CIFAL

Evaluation Status:

On Track

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:

Measures/Metrics/Milestones:

Evaluation Status:

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PLAN ID: 1344

- 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.

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

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

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:

Measures/Metrics/Milestones:

Evaluation Status:

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-Pivot traditional events that celebrate the milestones and successes of the community into accessible formats depending on Provincial restrictions

-Institutional events continue to occur in a safe manner

 On Track

-Community feels celebrated and recognized for their efforts and service.

8d. Support for local municipalities

Action/Strategy:

Participate in the City of Toronto’s Academic Task Force and liaise with the City’s Office of Recovery and Rebuild to offer support

Measures/Metrics/Milestones:

York is viewed as a responsive, community engaged institution

Evaluation Status:

 Completed

8e. Support for local Chambers of Commerce and their associated business members

Action/Strategy:

Continue to look for opportunities to participate in Chamber events such as Vaughan’s CEO Series, Newmarket’s Innovation Summit etc.

Measures/Metrics/Milestones:

York is viewed as a valued community partner that is responsive to the needs of the business community.

Evaluation Status:

 Completed

Focus on deepening relationships with the N6 Chambers via individual presentations regarding partnership opportunities as well as participation in chamber events where possible.

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


Action/Strategy:

Demonstrate the University’s continued response to the COVID-19 pandemic through government advocacy and communicating the University’s research impact and institutional response

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:

Measures/Metrics/Milestones:

Evaluation Status:


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

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

 On Track