

DIVISION: Division of the VP Academic and Provost
UNIT: Faculty of Liberal Arts & Professional Studies
PLAN ID: 1365

1. 21st Century Learning

Create a comprehensive platform to capture and track (international) student experiences and the related competencies/transferable skills gained

Support and assist with full implementation of the Becoming YU (BYU) program with LA&PS

Action/Strategy:

Organize international students' experiences from pre-entry, entry to graduation using an online platform
Map the experiences out on the platform, matched with competencies; build internal processes and validation processes
Incorporate the experiences on to a "student road-map"
Ensure the LA&PS international Work-Study team is participating in the BYU program
Establish system and procedure to engage incoming LA&PS international students to participate in the BYU program to move away from the deficit model and towards an asset model

Measures/Metrics/Milestones:

Track participation in the BYU program – Ongoing
Collaboratively (with York International) plan and create a systematic way for all international students in LA&PS to be eligible to participate in the Becoming YU (experiential record) program to be piloted for September 2021
Create a comprehensive assessment plan to assess the Becoming YU international student modules/process and revise for September 2022 implementation of the experiential record within LA&PS

Evaluation Status:

Completed

Enhance staff support for teaching and learning in LA&PS

Action/Strategy:

Assist instructors with more effective pedagogical course design, and to liaise with the Teaching Commons, and existing communities of teaching practice across the University
Help LA&PS evaluate existing programs, courses (such as University 101), and student success initiatives to ensure that they are pedagogically sound and/or in line with current frameworks for enhancing student success and retention; in consultation with the Office of the AVP Teaching & Learning, this hire will also support faculty members applying for internal and external grants related to teaching and learning
Support team to expand existing and develop and implement new academic and learning support programs and initiatives

Measures/Metrics/Milestones:

We will track internal and external grants received related to teaching and learning and provide a yearly report with the aim of seeing our success rate improve by 10% a year in terms of dollars

Evaluation Status:

Completed

Enhance and update teaching and professional development supports for all instructors in LA&PS

Action/Strategy:

June 2022

Measures/Metrics/Milestones:

Evaluation Status:

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Offer teaching-related webinars and workshops for LA&PS faculty members in response to and in anticipation of specific teaching issues (e.g., academic integrity, Moodle/eClass instruction, technologically enhanced teaching and learning, etc.)

At least 12 teaching and learning related webinars, workshops or training opportunities will be offered on an ongoing basis to faculty members per academic year

 Completed

Development, offering and assessment of the University 101 course in LA&PS

Action/Strategy:

In response to COVID-19, University 101 is offered to incoming, direct-entry high school students during their first year to help them build the necessary skills and connections for a successful university experience as well as prepare them up for lifelong learning.

Measures/Metrics/Milestones:


A University 101 course was created as a pilot and offered to students in Fall 2020

The pilot will be assessed in Winter 2021, so that the effectiveness of the gamified course design and its delivery can be maximized in future iterations

A new course proposal for University 101 will be reviewed and approved by CCPS and Faculty Council by May 2021

Because University 101 will help students access university and understand academic expectations, it can be integrated into access initiatives at York, such as those that help support students from the Jane-Finch community; Consultations have begun with the TD Community Engagement Centre

Evaluation Status:

 Discontinued

Review of General Education in LA&PS

Action/Strategy:

Measures/Metrics/Milestones:

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General Education courses help prepare students for 21st century learning by providing them with the foundational skills required for lifelong learning (writing, research, oral presentations, numeracy)

Because of their importance in the first-year experience, General Education courses will be reviewed through two parallel processes, both of which have been suggested by the General Education Working Group Report (Fall 2020):
Existing General Education courses will be reviewed by an external assessor (as part of a cyclical program review) to determine whether they meet a consistent set of learning outcomes
New General Education courses will be reviewed and approved by the General Education sub-committee on CCPS

An external assessment of General Education in LA&PS will be discussed with the Vice-Provost Academic; Once the assessment has been approved by the Vice-Provost Academic, the timeline for the assessment is to have it completed by the end of 2021

The revival and reconvening of the General Education sub-committee on CCPS so that new General Education proposals can be submitted, reviewed and approved; The subcommittee will also put together a set of learning outcomes for LA&PS General Education courses by September 2021

Ongoing review of General Education courses by the Dean's Office and data creation of General Education patterns taken by students with the aim of seeing more (and ultimately all) students taking General Education requirements in the first two years of their studies

 Progressing

Fully implement Quali curriculum management system


Action/Strategy:

Continue collaboration with Office of the University Registrar to map unit curriculum processes
Develop and lead info-sessions on the use of the new CMS

Measures/Metrics/Milestones:

Complete mapping of all unit curriculum processes (including grad programs) by December 2021
Complete 5 Faculty info-sessions on CMS by end of 2021

Evaluation Status:

 Progressing

Launch new programs at Markham Centre Campus (MCC)


Action/Strategy:

Develop new undergraduate programs in Entrepreneurship, Social Media & Public Relations, Sports Management, Financial Technologies
Develop new "Career-Focus" streams for liberal arts programs with pilots in English, History, and Philosophy
Prepare new stream in MPPAL program in municipal governance.
Prepare for launch of graduate diploma in management and Master of Science in Management Practice

Measures/Metrics/Milestones:

Develop full proposals for all MCC programs by June 2021
Submit all proposals for Faculty Council and Senate approvals
Develop administrative structure, both academic and non-academic, for MCC programs by April 2022
Hire new faculty for MCC programs starting 2021 through to September 2023

Evaluation Status:

 Progressing

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Create and launch Black Studies degree program

Action/Strategy:

Conduct environmental scan of comparable programs

Consult with relevant units and programs within and beyond the Faculty for opportunities for collaboration and discussion

Submit Notice of Intent

Complete full program proposals for Honours, Major, and Minor

Measures/Metrics/Milestones:

Approval of full proposal by March 2022

Identify faculty members who will work in the program by September 2021

Develop communications plans by September 2021

Admit first students into program in Fall 2022

Develop MA and Ph.D. for Black Studies

Evaluation Status:

 Progressing

Transition to virtual recruitment strategy to respond to COVID-19

Action/Strategy:

Develop and implement virtual and digital recruitment communications strategy

Revise and launch LA&PS central and program websites with new university brand strategy

Prepare strategy for virtual fairs in place of OUF and campus days

Develop live events and video assets on Zoom webinar for each program in Faculty for Fall recruitment and Winter conversion

Create repository of sample online lectures for 1000-level courses and integrate into central recruitment website

Implement Winter conversion webinars and email outreach strategy

Measures/Metrics/Milestones:

Launch Discover LA&PS website

Send Winter conversion emails to accepted applicants, congratulatory message from Dean, invitations and reminders for Webinars

Evaluation Status:

 Completed

Launch Program Vital Signs Reports

Action/Strategy:

Measures/Metrics/Milestones:


Evaluation Status:

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Generate annual individual program reports with key datapoints relevant to recruitment and retention
 Hold meetings with programs to review reports
 Create template for unit-level recruitment and retention plans

Annually produce reports for all direct-entry major programs in LA&PS and distribute to units
 Annually schedule and conduct recruitment and retention meetings with units in LA&PS
 Complete and collect unit-level recruitment and retention plans and follow-up on these plans in annual meetings

 Progressing

Develop and implement 3-year LA&PS Recruitment Strategy

Action/Strategy:

Create 3-year recruitment plan for Faculty aligned with International student recruitment strategy
 Set high-level goals and strategies for Faculty
 Develop strategies to address programs with declining enrolments
 Develop strategies to reinforce applications and improve average GPA of applicants
 Develop virtual recruitment activities to reach domestic applicants beyond GTA
 Develop new approaches to recruiting transfer students

Measures/Metrics/Milestones:

Generate 2021-2024 recruitment strategy
 Increase enrolments in low-performing programs by 5%
 Increase Domestic 105 enrolments (including applicants from other Canadian provinces) by 10%
 Increase Domestic 101 enrolments by 10%
 Increase 1st-choice applications by 10% Increase offer to acceptance ratio by 5% through strategic add-ons, improved communication, expanded gateway programs, introduction of LA&PS Ready-Set-YU gateway through Bridging Hub Increase GPA average of acceptances by 1% over a three-year period
 Improve average accept-enroll ratio by 5% integrating recruitment planning with new student transition
 Pursue program curricular changes to address low enrolments in key programs
 Develop a focused international student recruitment strategy post-COVID in 2022/23

Evaluation Status:

 Progressing

Implement early-entry internship program

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Develop programming for 1st- and 2nd-year students interested in pursuing internships
Admit students with 85% or higher GPAs upon application
Send offer of early entry to internship program with letters of offer as conversion strategy
Review progress of students annually to determine impact of early entry option

Admit ~200 students per year in early entry internship stream Develop and host an Information Session for first year cohort in Fall 2021
Engage early entry internship stream students in Becoming YU, and 'Cohort Connect' employer and career education touch points throughout first and second year (Fall 2021/Fall 2022)
Increase course capacity for recommended Professional Skills & Communication (PPAS 2195) requirements by Fall 2022

 Completed

Expand internship opportunities for all students and enhance quality of supports

Action/Strategy:

Measures/Metrics/Milestones:

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Streamline internship program requirements to make internships accessible to more students
Improve career coaching for students competing for internship opportunities
Streamline administrative processes to allow internship program to scale
Launch new website for internship programs and employer partners
Implement equity strategy to guarantee minimum number of internship opportunities for Black and Indigenous students in Internship Awards Program
Provide funding for minimum number of Internship Awards funded by LA&PS
Increase value of Internship Awards to a living wage
Seek new donors to fund more Internship Awards Program

Increase student participation in the internship program by 30% by Summer 2021 Increase the number of students who successfully secure an internship work term by 10% by Summer 2021 Increase career education supports to internship job seekers by hiring a full time Career Education Coordinator by Fall 2020 to support suite of workshops & 1:1 support (resume/cover letter, interviews, LinkedIn, etc.)

Hire new LA&PS Student Success System Administrator by Summer 2021 to function as systems administrator on behalf of LA&PS for Experience York (Orbis); work collaboratively with YU Experience Hub to enhance and maximize the Experience York system
New Internship program web pages launched Fall 2020.

Maintain employer engagement with the Internship program and our students by facilitating a full calendar of networking events each term (507 participants across 14 events in Fall 2020)

Reduce GPA requirements and course requirements for internship programs by Fall 2020.

Open internship program applications for all BCom streams by Fall 2020

Introduce internship program stream in Liberal Arts in Business & Technology for students in all social science and humanities programs by Fall 2020

Implement and collect self-identification data from students in internship program by Winter 2021.

Outreach to Black-owned businesses & organizations committed to prioritizing the hiring of Black students to meet hiring targets of a minimum of 5 Black students in the Internship Awards Program Summer 2021

Acquire at least one new donor for Internship Awards Program by Fall 2021

Dedicate LA&PS funds to support minimum number of Internship Awards [6 awards @ \$9240]

Implement new 'living wage' value of Internship Awards by Summer 2021 (35 hours/week x 12 weeks x \$22/hour = \$9240)



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Expand and improve classroom-based experiential learning

Action/Strategy:

Implement Experiential Education Development Fund (Stream 1) to support classroom-based experiential learning

Implement Experiential Education Development Fund (Stream 2) to support field trips

Support central experiential education course coding initiative to improve clarity for students


Measures/Metrics/Milestones:

Call for and collect applications for Experiential Education Development Fund (totaling \$100,000 in available funding across 3 funding streams in 2020/2021 fiscal)

Disperse maximum of \$1000/course director for classroom-based experiential learning activities & maximum of \$3000/course director for field trip activities based on an established application process reviewed by Associate Dean, Programs

Support university-wide initiative for EE course coding – Ongoing

Evaluation Status:

 Completed

Create work-integrated learning opportunities in all LA&PS programs

Action/Strategy:

Implement Experiential Education Development Fund (Stream 3) to support the development of work-placement courses

Create Community of Practice for work-placement course instructors

Create courses to integrate with C4 capstone program

Transition course-placement administration to Experience York (Orbis)

Support central experiential education course coding initiative to improve clarity for students

Measures/Metrics/Milestones:

Disperse maximum of \$3000/course director and T7 support for the development of course proposals for new work-placement courses in at least three new programs by Fall 2022

Hold Community of Practice meetings for work-placement course instructors once/term each year and recruit new faculty members to participate on an ongoing basis

Create and populate Microsoft Teams group for Community of Practice

Create courses in Humanities, Social Science, and Administrative Studies that are linked to C4 program by Fall 2021

LA&PS' 20 course placement courses migrated to Experience York (Orbis)

Support university-wide initiative for EE course coding – Ongoing

Evaluation Status:

 Completed

Improve non-course related work-integrated learning in LA&PS

Action/Strategy:

June 2022

Measures/Metrics/Milestones:

Evaluation Status:

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Develop new LA&PS course code for work-integrated learning opportunities not currently linked to a course (i.e. entrepreneurship, work study, external community-based projects/challenges)

Obtain Faculty Council approval of GCIN 3001 as work-integrated learning course code

 Completed

Pilot WIL course code with LA&PS Becoming YU Work-Study students

Partner with Career Centre & Registrar's Office to administrate WIL course code pilot for LA&PS work study students in Summer 2021

Make York a more inclusive destination for potential and current students, including Indigenous students and equity seeking groups

Action/Strategy:

Incorporate dedicated Indigenous spaces in support of Indigenous pedagogy

Create learning spaces for innovative pedagogy including technologically enhanced learning spaces

Ongoing supports for students as part of our anti-Black racism strategy

Secure funding for scholarships for students from equity seeking groups

Measures/Metrics/Milestones:

Vari Hall 3rd and 4th floor expansion project preliminary design concept to include dedicated spaces for Indigenous pedagogy – Spring/Summer 2021

Secure approval from the Board for the Vari Hall expansion project to proceed – Summer 2021

Undertake robust user engagement sessions to ensure the space(s) will meet the needs of the users once the capital project receives approval to proceed – Ongoing

Undertake Vari Hall 3rd and 4th floor construction – TBD 2023

Identify potential sites and/or renovation projects for future spaces that foster greater inclusion, including spaces that support Indigeneity – Ongoing

Funding for Black identified student scholarships - Ongoing

Evaluation Status:

 Completed

Create more physical and virtual capacity for active and collaborative teaching and learning

Action/Strategy:

Measures/Metrics/Milestones:

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Incorporate active and collaborative learning concepts when designing classrooms and meeting rooms for the following renovation projects: Student Academic Advising, Politics, MCC, French, Ross 1st Floor and Vari Hall 3rd and 4th floor

New collaborative learning concepts to be included when designing spaces - Ongoing

Progressing

Ensure robust user consultations in designing teaching spaces - Ongoing

Review other renovation projects across campus, within and beyond LA&PS, to leverage best practices and lessons learned regarding technology enhanced spaces – Ongoing

Increase support for a diversity of students

Action/Strategy:

Leverage capital investments to create new student awards
 Indigenous Chair project fundraising
 Black History Month funding initiatives
 International student awards (new)
 Fundraising for internship awards, DARE and other EE

Measures/Metrics/Milestones:

Inventory rooms for naming; create awards and prospect lists – 2022/23 - 2024/25
 Create chair proposal, prospect list and approach prospects
 New awards, new events, new fundraising appeal
 Leverage community connections to build LA&PS international student awards program – 2022/23
 Ongoing fundraising 2021 and ongoing

Evaluation Status:

Progressing

Undertake anti-Black racism initiatives

Action/Strategy:


Measures/Metrics/Milestones:

Evaluation Status:

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Work towards decolonizing the Faculty with a year-long series of programs and initiatives

Special Advisor appointed September 1st, 2020

 Not Evaluated

Anti-Black racism committee struck, targeted Black hires (4 approved for 2021 hire)

\$100,000 fund for community education and consciousness raising events launched November 2021

Targeted Deans Awards for Research Excellence 2021

Targeted research funds for Black Scholars: first round of Black Scholars Research Fund, second round upcoming

Dedicated experiential education programming for Black students

Anti-racist and anti-Black racism training for Dean's Office staff and academic leads

Targeted Black post-doctoral positions, review of staff positions, promotion, hiring processes and equity data for LA&PS Hosted anti-black racism community forums among staff and students

2. Knowledge for the Future

Strengthen and grow academic research that engages diverse constituencies through advancement

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Jewish Studies revisioning and potential hires

Present new vision to KCJS Advisory board; engage donors and present proposals – 2020/21 and 2021/22

On Track

Cultural communities' engagement for research Italian, Greek, Chinese, Indian...)

Engage donor constituencies and present proposals for archives projects, study abroad – 2020/21 - 2024/25

Research collaborations with organized labour

Present new proposals to new partner labour unions – 2020/21 and 2021/22

Support development of research in Disaster & Emergency Management (DEM) through idea-sharing, fundraising and facilitating research collaborations

Donor proposal/case for DEM developed by FYE 2021; research partnership model adopted; approaches to partners by research and development staff – 2020/21 and 2021/22

Provide a wider range of research programs and administrative supports

Launch of new research programs (Postdoctoral Fellowships, Black Scholars Research Fund); expansion of DARE and Dissertation Fieldwork Fellowship programs for Black students; re-organization of research office and increased hires to provide new supports for community-based research, NSERC/CIHR programs and knowledge mobilization – 2020/21 and 2021/22

Support for new ORU proposals in the area of Science & Technology Studies

Establish LA&PS Research Centres of Excellence

Action/Strategy:

Launch a competition for the first Centre in 2021-22; Centres would receive:
 Support for the establishment of an ORU
 Cluster of hires over one or two years to build capacity
 Potential appointments of a YRC for these centres

Measures/Metrics/Milestones:

First competition launched in 2021/22
 First Centre established in 2022/23
 Appointment of YRC in 2023/24

Evaluation Status:

Discontinued

Strengthen Research Supports for LA&PS

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Reorganize the research supports in LA&PS in order to support tri-council funding across the faculty

Reorganizing of research supports
 Hiring new supports over
 Improve tri-council funding by 10% in 2021/2022.

On Track

Improve DARE program

Action/Strategy:

Expand the number of DARE awards and dedicate awards for Black identified students

Measures/Metrics/Milestones:

Increase DARE awards from 50 to 60
 Dedicate 10 of the total DARE awards to Black identified students

Evaluation Status:

Completed

Strengthen research expectations for all faculty and graduate students

Action/Strategy:

Communicate the importance of research to all new hires
 Meet with all graduate programs to discuss advertising these programs as well as improving in-degree research outputs

Measures/Metrics/Milestones:

Include in all letters of offer more robust language around research
 Advertising campaign for graduate programs in 2021/22 cycle
 Review research supports for graduate students with an eye to improving research metrics for graduate students
 Increase quality of graduate students by gradually increasing international graduate admits for the next three recruitment cycles

Evaluation Status:

On Track

Expand offerings at LA&PS IBM Learning Site in Markham

Action/Strategy:

Launch the new School of Administrative Studies (SAS) graduate programs at the IBM Learning Site (in-person or virtually as necessary re: COVID-19)
 Increase School of Information Technology (ITEC) course offerings at the IBM learning site should COVID-19 allow

Measures/Metrics/Milestones:

Launch the SAS Graduate Diploma in Management virtually
 Launch the SAS Master of Science in Management Practice (MScMP) in September 2021
 September 2021 launch of two ITEC courses at the site

Evaluation Status:

On Track

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Develop LA&PS Research and Graduate Studies Strategic Plans

Action/Strategy:

Develop, through collegial discussion, strategic plans for Graduate Studies and Research in LA&PS

Measures/Metrics/Milestones:

Over 2021, regular meetings will be held with Departments/Schools and programs to consult and develop these two plans

Evaluation Status:

 Progressing

3. From Access to Success

Continue to develop and implement international student success and engagement programming


Action/Strategy:

Develop and implement a comprehensive LA&PS international student success strategy

Measures/Metrics/Milestones:

Elements of the Strategy:
New international student transition and retention by September 2022
International focused residence curriculum by September 2022
Implement international Peer Mentor Program by September 2021
International Academic supports by December 2021
International Social Media Strategy by September 2021 Assess and revise by December 2021

Evaluation Status:

 On Track

Implement Explore YU – summer camp for domestic and international grade 10 and 11 students to encourage them to pursue higher education

Action/Strategy:

Measures/Metrics/Milestones:

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Plan and organize Explore YU

Up to 50 spaces will be fully subsidized for students who identify as Black

Develop communications plan and promote summer camp – 2021/22 (On Hold)

Host summer camp for 50+ students during Summer 2021 (On Hold)

Create cohort post-program surveys and online WhatsApp or FB groups to build continued sense of community and to track: (On Hold) number of participants who apply to university, and York especially, after the program concludes program choice for those who apply to university

These groups to be built at the time of the program implementation

Discontinued

Establish Bridging Hub within the Faculty to connect and support access programs

Action/Strategy:

Create and develop hub model for access programming with support and shared services

Integrate existing access programs and develop two new access programs: LA&PS version of Ready-Set-YU in collaboration with Division of Students and non-degree university preparation program

Measures/Metrics/Milestones:

Have new Manager, Student Success & Access Programs in place to serve as manager of access programs hub

Hire staff to support access programs and non-degree studies by December 2021

Re-launch Transition Year Program in September 2022

Integrate Women’s Bridging Program, Sanctuary Scholars, Bridging Programs for Internationally Educated Professionals in the Bridging Hub with shared services support by September 2022

Collaborate with Division of Students on LA&PS expansion of Ready-Set-YU for September 2022

Collaborate with School of Continuing Studies on development of university preparation non-degree program by September 2022; launching university prep summer modules in 2021; Manager, Student Success & Access Programs developing processes for implementing non-degree programs)

Integrate University 101 course into access and bridging program initiatives by September 2022

Evaluation Status:

On Track

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The creation of a general Liberal Arts Degree

Action/Strategy:

Form a steering committee of faculty members from humanities, social science, and professional studies programs to develop full proposal for a general liberal arts degree program

Conduct consultations within the Faculty

Create new courses to support the new degree program and integrate University 101 course into Liberal Arts degree

Establish new academic unit to administer degree and appoint (and cross-appoint) faculty members to the unit and program

Measures/Metrics/Milestones:

Hold consultations with relevant stakeholders within the Faculty by July 2021


Complete full proposal for submission to CCPS and APPC by September 2021

Complete and submit new course proposals to support degree program by end of 2021

Recruit core faculty members to administer new academic unit
September 2023

Recruit faculty members for cross-appointment to new program by
September 2023

Evaluation Status:

 Not On Track

Continue to improve student satisfaction, success and retention through the development and implementation of a revised Student Success Advising Model for the Faculty

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Complete training and transition of Student Success & Academic Advisors (Advisors)
 Develop and implement improved means to evaluate impact of Advisors
 Develop and implement a sustainable training and feedback plan
 Reinforce concepts of Developmental/Appreciative Advising in Advising practice
 Improve staff engagement and team culture
 Develop and implement plans for advising specializations and/or clusters
 Develop and implement plans for group advising
 Roll out Civitas-Inspire to advisors across Faculty

Develop an advising assessment framework by April 2022
 Strengthen service delivery of advising
 Create on-boarding and training curriculum for new advisors
 Develop and implement a fall/winter professional development and training plan for advisors
 Refresher sessions on various advising topics identified by advising community implemented
 Deliver team building exercises for advising
 Continue to establish advising clusters: collate programs by April 2022
 Continue to review and refine Advising Specializations: UNMA, Student-Athletes, Second Chance, Sub-Committee Admissions, Students with Academic Decisions, international advising, education and outreach by April 2022
 Continue to deliver group advising sessions - Ongoing
 Introduce and provide additional training sessions for Civitas-Inspire platform



Strengthen escalated advising process to respond to student concerns and improve student experience

Action/Strategy:

Create coherent process to respond to and track student concerns (Escalated Cases); improvement of time taken to respond to student concerns
 Improve availability of data related to escalated advising cases for stakeholders
 Continue to facilitate pro-active communication/training by escalated advising team to the advisors, identifying opportunities to reduce escalations

Measures/Metrics/Milestones:

Implement a systematic way of tracking escalated cases with useful data points like concerns and departments.
 Track and analyze data related to escalated cases to inform pro-active measures for reducing escalations.
 Create a second permanent role of Sr. Student Relations Coordinator and hire a suitable candidate to ensure smooth operations and robust escalated advising support.
 Continue regular interactions with different stakeholders including advisors and departments to share information, provide training and identify ways to decrease escalations.

Evaluation Status:



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Promote academic success for all LA&PS students

Action/Strategy:

Promote the establishment of Academic Integrity culture in the Faculty

Provide proactive education and outreach opportunities to students, staff and faculty to increase awareness of AH policies and Processes

Institute a work study position to increase awareness of portfolio

Measures/Metrics/Milestones:


Academic Integrity training for student staff like PASS leaders

Work with Libraries & Learning Commons to enhance and promote academic integrity workshop used as an educative sanction

Plan and implement an Academic Integrity Day/Week preferably to coincide with International Day of Action Against Contract Cheating

Increase awareness and consistency of processes by engaging in regular conversations with stakeholders

Evaluation Status:

 On Track

Review of Sub-Committee admissions to improve student experience and success

Action/Strategy:

Review of Sub-Committee admissions to improve student experience and success


Measures/Metrics/Milestones:

Establish and implement a method to track Sub-committee admits (i.e., their programs, academic progress) in order to provide additional support – Ongoing

Develop and implement a strategy to provide advising, FND 1000 and other supports for Sub-committee admits – Ongoing

Implement a pilot of the support strategy - Fall and Winter 2021/22

Evaluation Status:

 Progressing

Review of Second Chance Program for improvement of student experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Streamline process for evaluation of applications for Second Chance Program

Evaluate Second Chance Program and contract

Evaluate Second Chance Program for additional support

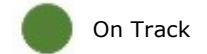
Create process from point of application to admission for Second Chance Program by August 2021

Extract data for admissions, programs entered, success to highlight patterns and concerns by August 2021

Develop and implement report to identify pros/cons of general/individual contracts and to make recommendations by August 2021

Develop and implement a strategy to provide advising, FND 1000 enrolment and other supports for Second Change admits - Ongoing

Implement a pilot of the support strategy - Fall and Winter 2021/22



On Track

Encourage students in UNMA to move into programs

Action/Strategy:

Work with Advising Community to create strategies to assist UNMA to declare majors

Measures/Metrics/Milestones:

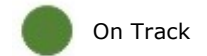
Develop and implement a strategic plan for UNMA, including communications elements and key messages

Implement group advising sessions for UNMA - Ongoing

Implemented the second year of the YU Explore Program which provides UNMA students with a suite of workshops, community building events and resources to assist with their major selection. Collect data for UNMA and make recommendations: why UNMA, length of stay in UNMA, program declared, success - Ongoing

Implement recommendations by April 2022

Evaluation Status:



On Track

Create means for greater support of student-athletes

Action/Strategy:

Measures/Metrics/Milestones:

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Identify and implement opportunities for offering more support for student-athletes

Outreach to student-athletes linked to specific Advisors; provide information regarding available supports

On Track

Work with York Varsity regarding support for student-athletes' "Study Hall" - Ongoing

Integrate student-athletes into PASS/other academic and personal supports - Ongoing

Outreach to Black student-athletes facing anti-Black racism - Ongoing

Establish a closer relationship between Athletics and Rec and LA&PS in order to better support our student athletes

Promote Scholarships/Awards/Bursaries to assist as many eligible students as possible

Action/Strategy:

Improve awareness of awards and bursaries among different stakeholders
 Streamline administration of awards and bursaries for faster turnaround times
 Solidify and streamline the connection with Advancement team

Measures/Metrics/Milestones:

Work to ensure that Scholarships/Awards/Bursaries are functioning in alignment with appropriate governance approaches and University finance policies, including adjudication

Evaluation Status:

On Track

Hire an awards coordinator to build sustainable infrastructure to support administration and coordination of awards

Promote awards/scholarships on LA&PS website

Reinvigorate RLC bursary and create a process to make it into a true crisis bursary

Incorporate the 'Change Challenge' within the Manager's group in LA&PS into a review of the bursary process within LA&PS

Increase the number of scholarships, awards, bursaries disbursed year over year by 5%

Improve Academic Honesty (AH) process to enhance student experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost
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Identify and implement means of improving and standardizing student experience

Offer more support for students during the AH process

Promote the use of educative penalties wherever appropriate

Promote best AH practices at in departments and schools; promote culture of Academic Honesty/Integrity


Conduct training sessions for Academic Honesty faculty and student panelists

Connect with students going through Academic Honesty panel hearings to provide support before and after the hearings along with promoting available supports

Increase capacity for being able to hold more Academic Integrity hearings by investigating the opportunity of increasing CTLSS membership.

Complete the need for hiring and training to ensure the AI coordinators team is at full capacity to support resolution of high volume of AI cases with an improved turnaround time.

Plan to create an improved Master list that could provide better data for analysis

 On Track

Improve Petitions process to enhance student experience

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost
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Identify and implement means of improving and standardizing student experience
 Enhance confidence in the Petitions process
 Offer assistance and support for students during the Petitions process

Conduct training sessions re Petitions: faculty and student panelists - Ongoing
 Develop and require confidentiality agreement for panelists - Ongoing
 Develop process for and introduce process for redacting petitions to reduce conflict/bias - Ongoing
 Improve process for submission of petitions online for students by April 2022
 Simplify document submission process for students submitting petitions by April 2022
 Include more student-friendly language on the petitions forms and decision letters by April 2022
 Improve communication with students through the petitions process through continual review of routine practices
 Provide information to students on available supports through information sessions, redesigned web page and by fostering connections with other university stakeholders who can relay this information to students (e.g. advising, departments) by April 2022
 Conduct training sessions for Advising community about the issues eligible for petitions by September 2021
 Petitions-Advising collaboration to reduce the number of petitions through above training to ensure advising directs students appropriately (I.e. less ineligible issues directed to petitions) by September 2021
 Petitions-Advising collaboration to assist students in submitting better crafted petitions with support from Dean's Office staff by September 2021

 Progressing

Improve support for SCOLAPS

Action/Strategy:

Measures/Metrics/Milestones:


Evaluation Status:

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Work with SCOLAPS for improved representation and participation across a wider cross-section of students
Support for SCOLAPS events/programs
Increase training and supports for our student leaders and access to the Dean's Office

Support improvement and frequency of communication with student body
Support the promotion of incentives for involvement in student government by September 2021
Assist with the recognition of service to the faculty (committee work) by September 2021
Increase training opportunities and meetings with the Dean for SCOLAPS to at least twice a semester

 Progressing

Create Bridging Program for Black Youth in Care (Children's Aid Society of Toronto - CAST)

Action/Strategy:

Work with CAST to create special bridging program

Measures/Metrics/Milestones:

Evaluate needs and challenges of creating a bridging program by summer 2021
Develop parameters for program by December 2021
Implement new Bridging Program by summer 2022

Evaluation Status:

 Progressing

Improve LA&PS/Registrar's Office Collaboration

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Collaborate with the Registrar’s Office for improved processes to enhance student experience

- Improve means to process transfer credits, possibly with dedicated LA&PS assessors by April 2022
- Create and implement means to process reimbursements to students due to transfer credit delays by April 2022
- Create and implement means to process registrations/drops/refunds due to delayed notifications of academic standing by April 2022
- Investigate possibility of LA&PS access to removal of academic blocks by April 2022
- Investigate possibility of including Dean’s Circle of Scholars on students’ transcripts for spring 2022
- Improve DPR for LA&PS major-minors, double-majors, NCRs by April 2022

Completed

Implement 2.0 version of LA&PS Course Enrolments Visualization Dashboard

Action/Strategy:

Add new slicers for more refined visualizations for the LA&PS community
 Integrate data to analyze course drop rates and fill rates

Measures/Metrics/Milestones:

Roll out beta of new visualizations to internal Dean’s Office group for review by Winter 2021
 Hold info-session and training for Chairs, Directors and Heads
 Continue to develop visualizations over 2021 and acculturate the community to the opportunities the Visualization Dashboard provides

Evaluation Status:

Progressing

Support students through the expansion of bursaries and scholarships

Action/Strategy:

Partner with new LA&PS Access Hub through fundraising for bursaries and scholarships for various programs

Measures/Metrics/Milestones:

Minimum of one third of donor proposals will be for student bursaries or awards; Prospect engagement and fundraising goals stated under Priority 6

Evaluation Status:

On Track

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Support and contribute to the Student Success Renewal Program

Action/Strategy:

Ensure strong LA&PS participation and contribution to the SSRP planning, implementation, and success


Leverage evaluating and observing RfPs to both contribute to the SSRP success and best prepare and position the Faculty of LA&PS to take advantage of new capabilities of features of student facing systems

Measures/Metrics/Milestones:

Participate in evaluation committees of critical SSRP components, such as new SIS, CRM, IAM – Ongoing

Train, develop and recruit staff with digital skills necessary to take advantage of SSRP new functionality and innovative features – Ongoing

Evaluation Status:

 On Track

Effectively support students and foster a culture of student-focused service delivery through improvements in service excellence across the Faculty

Action/Strategy:

Contribute to enhancing student success, retention and experience through improvements in service excellence

Strengthen our Operations Model to ensure greater client focused service delivery, foster a culture of high-performance and accountability to our students

Measures/Metrics/Milestones:

Develop and run service excellence training sessions to provide employees with skills and abilities to effectively serve students – Ongoing

Train, develop and continue to re-evaluate to ensure a shift to a culture of service excellence through role playing, decrease in number of student's complaint, staff recognition – Ongoing

Leverage staff IDPs to include student-focused and service excellence objectives – Ongoing

Strengthen our hiring criteria to foster greater equity, diversity, and inclusion in our hiring processes – Ongoing

Evaluation Status:

 Completed

Enhanced opportunities for learning about Indigenous worldviews

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Support new institutional and Faculty academic programs and expansion of the Indigenous Studies Program

Support new Centre for Indigenous Knowledge and Language as Lead Faculty by July 1, 2021

 Progressing

Fundraising for Indigenous Chair in Off-Reserve Indigenous Life

Matching fundraising for Indigenous Chair (using the existing funds from Lands for Learning)

Develop an integrated, comprehensive and seamless new student transition strategy that supports a student from prospect to new student with the goal of improving retention of students from accept to enrolment

Action/Strategy:

Create steering and working stakeholder groups consisting of Associate Dean team, Recruitment, Colleges, Advising, International Student Success, Student Community & Leadership Development (SCLD) and Strategic Communications & Marketing


Develop and implement plan for Fall 2020 and Winter 2021 admits

Measures/Metrics/Milestones:

Stakeholder groups established with key accountabilities identified

Framework and implementation plan created and actioned

Evaluation Status:

 Completed

Continuing College Revisioning

Action/Strategy:

Discuss APPC, College Heads and Dean's Report in Faculty Council

Develop a five-year college renewal plan which would include the improvement of college spaces

Engage the student body, both graduate and undergraduate, in an ongoing dialogue on the future of the colleges

Increase faculty participation in the colleges

Measures/Metrics/Milestones:

Winter LA&PS council discussion of colleges

By September 2021 bring a five-year college renewal plan to community for discussion including a plan for space improvements and increased faculty participation

Regular discussions (including AD Students attending weekly college meetings and monthly meetings with Heads) on the colleges (one each semester) over the course of 2021

Evaluation Status:

 On Track

Create a Strategic Complement Plan for LA&PS

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Develop templates for unit-level complement plans and complement requests
 Consult units on strategic complement goals
 Consult Faculty Council on complement needs to meet Academic Plan

Create unit level templates for complement calls
 Consult each unit on their complement needs and Faculty strategic direction by December 2021
 Confirm complement needs for Academic Plan with APPC within three months of Council adoption

On Track

40 new tenure stream hires per year

Action/Strategy:

Recommend Professorial Stream appointments to build research culture
 Recommend appropriate proportion of Teaching Stream appointments to enhance the student experience
 Provide recruitment supports for most faculty searches

Measures/Metrics/Milestones:

30 Tenure stream appointments by July 1, 2021
 70 total new Tenure Stream appointments by July 1, 2022 Establish a framework for recruitment supports for faculty member searches by Summer 2021
 All faculty member searches that need recruitment support have it in the 2021/22 hiring cycle

Evaluation Status:

Completed

Increase the diversity of the Faculty Complement

Action/Strategy:

Work with units to revise unit level hiring document to help to ensure diverse pools
 Offer recruitment support for diverse candidates
 Continued use of targeted BIPOC searches

Measures/Metrics/Milestones:

Review 1/3 of hiring documents in each of the next three years by 2023
 By July 1, 2021, Institute a regular (three year) rotation for hiring document review with Units
 In 2021/22 hiring cycle, all searches offered recruitment support
 Increased the proportion of BIPOC scholars on short lists
 Increased proportion of BIPOC faculty members
 Identify target thresholds to measure success

Evaluation Status:

Progressing

4. Advancing Global Engagement

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Implement LA&PS International Student Recruitment Strategy, 2020-21, specifically: increase student enrolment from India, Nigeria, Vietnam, and the Philippines by 10%

diversify Chinese student recruitment by focusing on students from Hong Kong and


Action/Strategy:

Implement 4+1 pathway in for direct entry into Management program for non-business majors
 Hire International Recruitment Officer
 Deploy W21 recruitment strategy to convert admits but not yet accepted
 Re-launch Explore YU summer program for Grade 10 and 11 students
 Launch Hakka Scholars Network program
 Launch new LA&PS Dean’s scholarships and bursaries for international students

Measures/Metrics/Milestones:

~45 additional students from India, Nigeria, Vietnam and Hong Kong by April 2022
 10% increase in international student enrolment in Humanities and Social Science programs by April 2022

Evaluation Status:

 On Track

Implement Year 1 of the LAPS Outbound Mobility Strategy (2020-2025)

Action/Strategy:

Re-commit to organize and provide in-person study-abroad programs in Summer 2021 and to provide virtual study abroad experiences if travel is not possible due to Covid-19 restrictions

Measures/Metrics/Milestones:

Re-mount five Study Abroad courses from 2020 and adapt to virtual study abroad if travel restrictions remain in place.

Evaluation Status:

 Completed

Implement internationalization at home programming

Action/Strategy:

Plan and implement “Travel the World” series virtually
 Assess and revision implementation for 2021/22 in-person (within local area) “Travel the World” series

Measures/Metrics/Milestones:

Launch series virtually by winter 2021
 Track student participation through registration numbers
 Survey student satisfaction through evaluation modules

Evaluation Status:

 Completed

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Implement Effective Intercultural Communication Module

Action/Strategy:

Pilot the Effective Intercultural Communications course with students and staff, including LA&PS student ambassadors and peer mentors, with the goal being the eventual enrolment of all students, faculty and staff involved in international programming in LA&PS

 York International is planning to launch the Effective Intercultural Communications course in January 2021

Measures/Metrics/Milestones:

Launch module in winter 2021

 Track student participation through registration numbers

 Survey student satisfaction through evaluation modules

Evaluation Status:

 Progressing

Communicate more actively and cultivate new partnerships about our research

Action/Strategy:

Increase and diversify research office expertise and supports

Measures/Metrics/Milestones:

Hire additional staff to support community-based research, and knowledge mobilization

 Develop and begin implementing outreach plans for staff to connect more proactively with faculty researchers – Ongoing

 Update faculty research website – Launch webinar research series in collaboration with Strategic Communications & Marketing – Ongoing

 Develop a “research editorial” calendar to identify researchers to profile proactively at the start of the year, in accordance with Strategic Communications & Marketing rollout calendar and timed to major research announcements

 Work with Media Relations in C&PA to build media literacy amongst researchers & promote LA&PS researchers to media as experts more proactively – Ongoing

 Develop online annual report for LA&PS research – December 2021

Evaluation Status:

 Completed

Create international learning outcomes

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Build internationalization into learning outcomes in all LA&PS programs through a suggested internationalization learning outcome framework

By September 2021 bring an international learning outcome framework to Faculty Council for approval after consultation CCPS

Discontinued

5. Working in Partnership

Complete LA&PS Social Procurement Policy and explore programs that improve York’s standing as an anchor institution conferring community benefits

Action/Strategy:

New strategy for engaging student facilitators to support connections between local businesses and York’s finance and procurement systems

Measures/Metrics/Milestones:

Demonstration of new community vendors gaining clear access to opportunities with procurement; Funding from partners to support student facilitators.

Building network with local partners and formulating concept to present to potential donors –

Evaluation Status:

Progressing

Strengthen the Indigenous presence on campus

Action/Strategy:

Support new institutional and Faculty programs to Indigenize the curriculum

Create, using lands for learning funds from previous LFL funding, an endowed Chair in Off-Reserve Indigenous Life

Measures/Metrics/Milestones:

Support new Centre for Indigenous Knowledge and Language as Lead Faculty - Launch date July 2021 Create endowed Chair and fundraising for it over 2021/22

Evaluation Status:

Progressing

Working with President and VPRI, create a Centre of Excellence or ORU on Disaster and Emergency Management

Action/Strategy:

Building on the strength of the Disaster and Emergency Management Program, work collaboratively with other Faculties to create an ORU

Measures/Metrics/Milestones:

By September 2021 have both an action plan for creating the ORU and an advancement plan

Evaluation Status:

Progressing

Review and report on Indigenous curriculum consultation process

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Survey and review all course and program proposals following the first 12 months from the implementation of new Indigenous consultation process

Curriculum staff to collect data on proposals that underwent Indigenous consultation process – Ongoing

Progressing

Generate report on outcomes of consultation process with input from chair and members of CCPS and Indigenous Council

Draft report and lead discussion with CCPS and Indigenous Council – Spring/Summer 2021

6. Living Well Together

Co-create programming to foster awareness to maintain optimum mental health amongst international students

Action/Strategy:

Collaborate with central departments to build services and programming for international students specifically

Promote awareness of mental health and well-being through global lens

Create “just in time” supports and strategically impactful “over time” supports

Develop programming for social inclusion and social connectedness

Measures/Metrics/Milestones:

Co-facilitate 4 mental health awareness sessions, virtually in 2020/21

Disseminate digital resources every semester (pre-exam time) through college peer mentors' program for the first-year students – Ongoing

Evaluation Status:

On Track

Renewal of our physical environment with inspiring and humane natural and built spaces

Action/Strategy:

To move forward with projects currently in progress and to identify new areas in need of upgrading

a Develop a multi-year capital strategy and capital and renovation project plan

Measures/Metrics/Milestones:

Approval of estimates, design, and execution of projects – Ongoing

Develop a multi-year capital and renovation project plan, which outlines projects confirmed and planned for each year – December 2022

Ensure all front desk and reception areas are fully accessible and ensure plans are approved for any spaces that require further upgrading to ensure accessibility – December 2022

Evaluation Status:

On Track

Grow our connections with donors and alumni quantitatively and qualitatively

Action/Strategy:

June 2022

Measures/Metrics/Milestones:

Evaluation Status:

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Enhanced LA&PS Advancement events calendar to drive prospect engagement
 Donor outreach in support of Dean’s priorities set by LA&PS Strategic Advancement Plan, developed under the rubric of the UAP

Ten new webinars, three speed-mentoring events (up from one) and one new major annual LA&PS lecture (pivoting to all virtual in 2021)
 Increased connections with new prospects, new donor proposals and fundraising goal in discussion with Dean and Advancement – Ongoing
 Deepen connection with alumni through VCP’s Alumni Ambassador program and 50th Anniversary Activities.

On Track

Improve physical infrastructure

Action/Strategy:

Leverage capital investments to initiate fundraising efforts to secure major donations that support the capital budget

Measures/Metrics/Milestones:

Construct ‘cases for support’ for major LA&PS capital projects for each project, prior to the commencement of construction – Ongoing
 Compile qualified donor lists of 25 principal-gift prospects for each project – Ongoing
 Actively approach donor prospects in collaboration with senior administrators – Ongoing
 Move Vari Hall project forward for 2024 and present to council

Evaluation Status:

Progressing

Continue to implement mental health and well-being strategies

Action/Strategy:

Offer and coordinate enhanced training for staff on mental health awareness and support

Measures/Metrics/Milestones:

Offer Mental Health First Aid training to all staff across the Faculty
 Offer safeTALK and ASIST training to staff in certain front line, student facing positions (i.e. advising, petitions, academic honesty, and certain roles within departments/school/ colleges) – Training completion end of Summer 2021

Evaluation Status:

Completed

Build a culture of diversity and inclusion across the Faculty

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Continue to foster a culture of greater equity, diversity and inclusion, including leading change by championing ways to effectively eradicate anti-racism and anti-oppression within the Faculty

Continue to offer training and development opportunities for staff: Positive space, Diversity, and Inclusion, Anti-Black racism, Sexual Violence and Harassment, AODA training – Ongoing

Completed

Work towards full REDI certification for staff across LA&PS – Ongoing

Continue to hold community engagement sessions for students, faculty and staff – Ongoing Working with Deans Office to address issues around violence and harassment – Ongoing

Mandatory Respectful Workplaces (anti-harassment etc.) training to qualify for positions as Academic Administrators – Ongoing

Continue to implement a Faculty wide training and development strategy for staff

Action/Strategy:

Develop and action a Faculty wide training and development strategy for staff to continue improving and building high performance workforce in LA&PS that is committed to service excellence

Measures/Metrics/Milestones:

Offer training and development workshops Faculty wide, including Lean Six Sigma, High Performance Teams, Verbal De-escalation, Service Excellence Training, Indigenous Cultural Competency training - Ongoing

Evaluation Status:

Completed

Continue rolling out the Individual Development Plan (IDP) for staff across the Faculty – Ongoing

Continue to develop SOPs and facilitate training and development for all positions and processes in the academic units - Ongoing

Ensure orientation, training and development for all new employees – Ongoing

Embrace a culture of service excellence

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Strengthen our Human Resources model to ensure greater client focused service delivery and service excellence, foster a culture of high-performance, and strengthen relationships as a strategic partner with academic leaders and managers to support and achieve the priorities of the Faculty

Strengthen our Operations Model to ensure greater client focused service delivery, foster a culture of high-performance and accountability, and strengthen relationships with academic leads and managers to support and achieve the priorities of the Faculty

Develop and implement a positive client/customer experience with each and every service transaction provided by the LA&PS Finance team

Continue to drive the adoption of the full spectrum of Office365 elements and applications by further developing and enhancing internal O365 training for staff and faculty; Leverage WFH to build virtual capacity and comfort level of staff and develop digital mindset to further enhance processes and interactions with faculty and students

Develop a comprehensive range of research supports in the research team

Enhance recruitment process to better incorporate equity, diversity and inclusion best practices – Ongoing

Leverage online recruitment practices to ensure recruitments for staff and managers can proceed in a timely and safe manner in the continued pandemic context - Ongoing

Extend the Individual Development Plan (IDP) pilot to more teams within LA&PS – Ongoing

Partner with Talent Acquisition and Development team to pilot Manager Accountability checklist within LA&PS – Ongoing

Introduce a series of training opportunities for managers and staff geared towards building a culture of service excellence and high-performance – Ongoing

Enhance the employee and manager experience with onboarding and offboarding, including partnering with eServices to document onboarding and offboarding processes and identify opportunities and action plans for enhancement and streamlining – Ongoing

Continue to work to identify opportunities to decrease the Faculty's average time to fill days for recruitment of CPM and YUSA positions in 2021/22 and compare with time to hire metrics; Explore additional metrics for LA&PS, such as employee retention – Ongoing

Develop, in collaboration with HR, Operations Management and Faculty Affairs, a responsible matrix document that maps key roles of Managers and Academic Coordinators to Academic Leads – Ongoing

Review the current structure and processes within the LA&PS Finance Department in order to align it with a client centric approach and develop recommendations – Ongoing

Actively participate in the University Service Excellence Finance project – Incorporate quick wins and be the pilot for at least one significant recommendation – Ongoing

Building on the timely success of internal O365 training before WFH, continue to develop training modules, working closely with the Process Improvement team, to include more elements of the O365 platform (Planner, Stream, SharePoint) as well as drive the adoption of the University-wide BPMS Ongoing

Actively participate in the design and implementation of the new central IT/HR ticket system, leveraging O365 and BPMS integrations to substantially improve the user experience – launch, 2021/22 for



Completed

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integrations

Hiring of new research staff (late 2020-early 2021); development and implementation of a new service approach captured in a “research support plan” for each grant (full launch Q1 2021/22)

Continue to build on Financial transparency

Action/Strategy:

Develop and implement financial reports at the program level

Measures/Metrics/Milestones:

Actively participate in the implementation of SHARP 2.0 – 2021/22

Develop a reporting tool on Power BI that would dive-in on financial information at the program level – Implement Faculty wide 2021/22

Continue regular presentations to Faculty Council and Chairs and Directors on the Financial health and challenges of LA&PS

Present and acculturate SHARP 2.0 with the community

Evaluation Status:

 Progressing

Redevelop and revitalize LA&PS’s intranet to enhance internal information sharing and initiatives, and foster collaboration, inclusion, and shared understanding

Action/Strategy:


Redevelop LA&PS’s intranet

Measures/Metrics/Milestones:

Identify key stakeholders and assemble working team to do content audit to ensure delivery of relevant, current content and information, and improve staff and faculty experiences – 2021 (Delayed until late spring/summer 2021)

Implement new navigation, page layout, and templates for easy implementation, easing transitions into working for LA&PS and helping to foster positive experiences, retention of staff and faculty – 2021 (Progression (portion of review of the HR intranet site and clean up have been completed, long term updates delayed until summer 2021)

Evaluation Status:

 Not On Track

Develop and nurture a cohesive, collaborative, collegial Faculty “identity”, shared mission, and purpose to foster diversity, inclusion, collaboration and shared purpose across operational and academic units

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Develop a brand identity for LA&PS

Enhance positive experiences and workplace satisfaction by uncovering and nurturing a “shared purpose” across academic units, staff, and faculty – Ongoing

 Progressing

Enhance service delivery and decision-making models by clearly articulating the principles, goals, vision, and mission of the Faculty to help set priorities – Ongoing

Teaching Stream as a desirable career path


Action/Strategy:

Reduce compensation differential between Professorial and Teaching Streams
 Design specific professional development for the Teaching Stream
 Consult graduate programs about how to include professional development for Teaching Stream in their programs

Measures/Metrics/Milestones:

By May 2021, produce a cost projection for equivalent starting salaries for Teaching Stream (TS) and Professorial Steam (PS)
 By December 2021, map the compensation differential between TS and PS
 By April 2022, a report on consultations with PhD programs with a plan of action for Teaching Stream education

Evaluation Status:

 Progressing

An integrated suite of ‘hiring to retiring’ professional supports


Action/Strategy:

Review existing workshops and other professional development
 Perform a gap analysis, including ‘focus groups’ of faculty and academic leads
 Map an academic lifecycle professional development curriculum
 Determine specific needs of Teaching and Professorial Stream
 Determine specific needs for Academic Leaders

Measures/Metrics/Milestones:

Review completed, Plan for gaps analysis and focus groups created and Gaps Analysis complete 2021/22
 Full academic lifecycle curriculum in a full proposal by April 2022

Evaluation Status:

 Progressing


Comparable and approved Workload plans

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Draft and consult units on an 'equitable workload' framework	Framework document published by May 1, 2021	 Completed
Map existing workload documents against the framework	Map and feedback shared with units on July 1, 2021	
Provide feedback to units for submission of documents fitting the framework	Approved workload documents for all LA&PS units in place on January 1, 2022	
Approval of all workload documents		

Rationalize, systematize, and simplify the processes overseen by Associate Dean, Faculty Affairs


Action/Strategy:

- Review all processes to map and identify responsibilities and "bottleneck" points
- Create simple systems for all outward facing processes (requests, submissions etc.) for faculty, staff, and academic leads
- Create a single portal for accessing the Associate Dean, Faculty Affairs (one stop shopping)
- Rationalize internal processes to make them paperless, simple, and properly tracked
- Replace the 'H Drive' with a well-organized SharePoint site

Measures/Metrics/Milestones:

- Processes mapped and Initial Portal in testing phase; First version of Portal available to colleagues; Internal system needs identified in 2021
- Internal system in place by April 2022
- H Drive replaced by December 2022

Evaluation Status:

 Progressing

Implement Grievance, Discipline and Accommodation Tracking Software within LA&PS

Action/Strategy:

- Create an online portal for tracking grievances, disciplinary processes and accommodations to replace existing system of keeping all labour relations separate/disperate
- Provide the Faculty with the ability to view patterns/trends/statistics in labour relations at a glance
- Provide a historical database of LA&PS labour relations interactions
- Ensure Faculty is timely in responding to grievances and other labour relations matters

Measures/Metrics/Milestones:

- Grievance, Discipline and Accommodation tracking software training and Initial implementation – 2021/22
- Potential to give access to central portfolios (I.e., Employee Relations/Faculty Relations) to enhance collaboration and information sharing and expedite shared processes
- Potential to expand uses of software to track other matters.

Evaluation Status:

 Completed

Review the Governance Processes in the Faculty

Action/Strategy:

June 2022

Measures/Metrics/Milestones:

Evaluation Status:

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Improve collegial governance and community awareness of our governance structures

Starting in September 2020 and going over a two-year period initiate and complete a review of all Council, Dean’s Office, and Department Governance documents

On Track

This has not been done since the founding of the Faculty 10 years ago

Encourage and celebrate greater engagement by students in governance

Develop a plan to encourage and celebrate greater student engagement in governance by December 2021

7. Answering the Call

Create physical spaces that contributed to sustainability, equity, access and health and well-being

Action/Strategy:

Incorporate elements that support sustainability, equity, access, health and well-being in each of LA&PS’ renovation and capital projects

Measures/Metrics/Milestones:

Use materials for our capital and renovation projects, where possible, with a focus on environmental sustainability, health and well-being, including energy efficiency – Ongoing

Evaluation Status:

On Track

Ensure equity and accessibility are key elements considered when designing spaces (e.g., universal design) – Ongoing

Galvanize the community through a robust process of creating a Faculty Academic Plan

Action/Strategy:

Starting September 2021 initiate a year-long process to develop a Faculty Academic Plan

Measures/Metrics/Milestones:

Completion of the plan in September 2021

Evaluation Status:

Completed

Central to this process will be a discussion on making actual the Sustainable Development Goals in the Faculty

Encourage a culture of environmental sustainability and stewardship within the Faculty and across academic units

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


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Establish tangible, everyday policies around sustainability practices and waste management to encourage participation in and responsibility for “greening” the Faculty across positions and bargaining units

Eliminate the use of disposable coffee pods in the Office of the Dean by May 2020 and work to eliminate them Faculty wide by December 2022)

 On Track

Continue the transition to working online and automating processes to reduce reliance on paper – Ongoing

Work to upgrade water fountains across the Faculty and in adjacent common areas to hydration stations to reduce waste – April 2022

Continue engagement with Procurement and e-waste recycling vendor to responsibly recycle all electronic waste in the Faculty – Ongoing

Encourage decreased reliance on “paper” marketing across the Faculty by establishing digital tools and templates for digital marketing and providing training and advice for building sustainable online communities

Create a campaign to invite staff and faculty to make recommendations for environmental sustainability where we would adopt at least one initiative every 6 months – Ongoing