

DIVISION: Division of the President

UNIT: President & Vice President Committee

PLAN ID: 1414

1. 21st Century Learning

1.1 Continuing to enhance the student learning experience, what and who we teach

Action/Strategy:

1.1.1 New in-demand programs including curricular innovation, future skills e.g., professional masters, entrepreneurship, critical skills, inquiry-based learning, MC programs

Measures/Metrics/Milestones:

Metrics:
1.1.1 Graduate Employment rates – Undergraduate – 2 years
1.1.1 Graduate Employment rates - Undergraduate - 6 months

Qualitative Update:
1.1.1 Continue to develop and approve strategic programs including those required for the Markham Campus
1.1.1 Professional Master's

Evaluation Status:

On Track

1.1.2 Continue to grow continuing studies and lifelong learning activities

Metrics:
Growth and innovation in non-degree/non-credit programs, measured by:
1.1.2 Number of OSAP-eligible micro-credential programs as listed by MCU
1.1.2 Number of OSAP-receiving students enrolled in non-credit micro-credential programs

Qualitative Update:
1.1.2 Growth and innovation in non-degree/non-credit programs

On Track

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

Metrics:
1.1.3 % of undergraduate students taking advantage of flexible credential combinations





Qualitative Update:
1.1.3 Continue to consolidate York as a provincial leader for micro-credentials with highest number of credentials recognized by MCU

Progressing

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1.1.4 Strengthen experiential education/WIL and other forms of pedagogical innovation	<p>Metrics: 1.1.4# of Experiential Education (EE) Courses 1.1.4# of Experiential Education (EE) Enrolments 1.1.4 MITACS - Graduate Student EE 1.1.4NSSE: Academic Challenge: Higher-Order Learning-First Year 1.1.4NSSE: Academic Challenge: Higher-Order Learning-Senior Year</p>	 On Track
1.1.5 Global outlook and fluency informing curricula and global learning	<p>Metrics: 1.1.5 Global Learning Experience/metrics – Focus on maintaining/increasing GNL courses for now / Defer further expansion for now</p>	 On Track
1.1.6 Enhanced EDI / Indigenous curriculum/programs	<p>Qualitative Update: 1.1.6 Enhanced EDI Curriculum</p>	 On Track
1.1.7 Enhance flexible learning leaning through TEL/online courses	<p>Metrics: 1.1.7 Blended and Online courses 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning, Diverse Perspectives-First Year every 4 years 1.1.7 NSSE: Academic Challenge: Reflective and Integrative Learning, Diverse Perspectives-Senior Year every 4 years 1.1.7 Maintain/increase number of full-time tenure/tenure track faculty who attend professional development activities related to teaching and learning</p> <p>Qualitative Update: 1.1.7 Capture lessons learned since March 2020 to develop longer-term online / TEL strategy</p>	 On Track

2. Knowledge for the Future

2.1 Continue to Strengthen Research Excellence

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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2.1.1 Foster an environment that promotes excellence in research through increased faculty participation and mentorship, attracting top talent through strategic cluster hiring, and offering improved research services (i.e., enhance research culture)

Metrics:
2.1.1 Increase in faculty participation - # of funding applications

On Track

Qualitative Update:
2.1.1 Faculty Complement Renewal Strategy finalized to guide 5 -10 year planning

2.1.2 Strengthen research productivity / outcomes

Metrics:
2.1.2 Increase Total Sponsored Research Income
2.1.2 Strengthen / increase number of York Publications
2.1.2 Strengthen / increase number Field-Weighted Citations
2.1.2 Tri-Council income – SSHRC, NSERC, CIHR (all external grant and contract income)
2.1.2 Increase Tri-Council income – SSHRC, NSERC, CIHR (Expressed in terms of SMA3)

On Track

Qualitative Update:
2.1.2 Continue to build on largest success in CFI Innovation Fund

2.1.3 Develop multi-collaborative, interdisciplinary leadership in strategic areas including research clusters and ORUs with the aim of enhancing York’s competitive advantage for larger-scale grant competitions

Metrics:
2.1.3 Increase # of large-scale applications and dollars awarded

On Track

Qualitative Update:
2.1.3 Advance strategy for identifying opportunities, mobilizing faculty and applying for /securing large scale research applications

2.1.4 Advance / strengthen existing and emerging areas of research excellence identified in the Strategic Research Plan, including establishing a Center of Excellence in Disaster and Emergency Management, Markham Centre Campus initiatives and Vaughan Healthcare Precinct (aligned with School of Medicine proposal)

Qualitative Update:
2.1.4 Advance the research plan for the Vaughan Healthcare Precinct Strategy
Implement MOU with Mackenzie Healthcare, SouthLake and Oak Valley (and potentially others)
2.1.4 Identify and advance areas of opportunities for leadership as identified in SRP including DEM ORU, CIFAL York activities in 2021-2022
2.1.4 Markham Research Plan - The Future of Research Excellence

On Track

2.2 Expand impact of research through knowledge mobilization, innovation, entrepreneurship

Action/Strategy:

Measures/Metrics/Milestones:

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2.2.1 Establish York as a leading university hub for research commercialization, innovation and entrepreneurship by expanding and synergizing activities of Innovation York, Yspace hubs, York Entrepreneurship Development Institute, Bergeron Entrepreneurs in Science & Technology, Glendon Innovation, etc.

Metrics:

- 2.2.1 Increase number of entrepreneurs applied
- 2.2.1 Number of Entrepreneurship Workshops, Presentations, and Speaking Engagements
- 2.2.1 Increase # of industry agreements
- 2.2.1 Increase revenue generated by start-ups
- 2.2.1 Increase number of invention disclosures, commercialization value of grants awarded

On Track

Qualitative Update:

- 2.2.1 Expand YSpace Innovation Ecosystem with the launch of YSpace Digital and YSpace Georgina, and planning for YSpace Vaughan
- 2.2.1 Roll-out of Entrepreneurship Strategy

3. From Access to Success

3.1 Continue to enhance coordinated and seamless SEM

Action/Strategy:

3.1.1 Effective SEM to mitigate and support enrolment recovery of COVID-19 impact & enhance student supports and persistence

Measures/Metrics/Milestones:

Metrics:

- 3.1.1 Full-Year FFTE Actuals and Enrolment Contract Targets U and G Domestic and International Headcounts
- 3.1.1 Graduation Rate 4YR, 5YR, 6YR
- 3.1.1 Year 1 to Year 2 Retention Rate
- 3.1.1 101 Application Market Share
- 3.1.1 Increase/improve 101 Confirmation Market Share

Evaluation Status:

On Track

3.1.2 Targeted recruitment strategies to diversify students by country (part of Internationalization and Global Engagement Plan 4.1.1)

Metrics:

- 3.1.2 Improve international student retention
- 3.1.2 Undergraduate Scholarships and Bursaries

On Track

Qualitative Update:

- 3.1.2 Completion of recruitment strategy to diversify students by country (part of Internationalization and Global Engagement Plan)

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3.1.3 Establish baseline for diversity of student population including representation of FITF, students who identify as Black and Indigenous

Qualitative Update:
3.1.3 Increase in recruitment efforts and student supports to strengthen representation of Indigenous and Black students e.g., scholarships, PDFs

 Progressing

3.1.4 Ensure a unified and holistic experience for students that provides access to information, and supports a sense of belonging, academic and personal development

Metrics:
3.1.4 NSSE: Campus Environment: Quality of Interactions. Academic Advisors-First Year
3.1.4 NSSE: Campus Environment: Quality of Interactions. Academic Advisors-Senior Year

 On Track

Qualitative Update:
3.1.4 Advance Mental Health Strategy
3.1.4 Anti-oppressive training / unconscious bias training for staff / EDI training for students / implementation of recommendations from Open and Inclusive Dialogue Report / Athletics Review and Implementation of Recommendations
3.1.4 Enhanced remote and one-stop services supported by new technologies

4. Advancing Global Engagement

4.1 Continue to advance York’s global engagement and internationalization plan


Action/Strategy:

4.1.1 Finalize and launch Internationalization & Global Engagement Plan

Measures/Metrics/Milestones:

Qualitative Update:
4.1.1 New GE/Internationalization Strategy developed

Evaluation Status:

 On Track

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

Metrics:
 4.1.2 Diversification of International Student Body (see outcomes/metrics for 3.1.2)
 4.1.2 UG and G (domestic & international) Headcount
 4.1.2 % of International Student Population

On Track

Qualitative Update:
 4.1.2 Increase in internationalization in curriculum including Globally Networked Learning (GNL) courses, enrolment numbers (see metric 1.1.5)

4.1.3 Draft and implement 5 year plan for Las Nubes Eco-Campus

Qualitative Update:
 4.1.3 5-year Las Nubes Plan

On Track

4.1.4 Advance plan for increasing outbound student mobility post-Covid-19

Qualitative Update:
 4.1.4 Plan for outward mobility advanced successful application for Federal Outbound Mobility Program increases starting post-pandemic

On Track

4.1.5 Support recruitment of high-quality faculty from around the world

Metrics:
 4.1.5 Increase in international faculty / faculty completing their degrees from abroad
 4.1.5 Percentage (%) of York’s collaborative publications that include an international co-author

Progressing

4.1.6 Continue to drive further development of HUC, ACU and NAYRUN networks (link with international student recruitment strategy)

Qualitative Update:
 4.1.6 Continue to advance strategic international collaboration with north-south consortia

On Track

5. Working in Partnership

5.1 Strengthen York’s sense of community engagement

Action/Strategy:

5.1.1 Continuing to promote open, transparent collegial governance

Measures/Metrics/Milestones:

Qualitative Update:
 5.1.1 Collegial development of new Campus Vision and Strategy Initiative
 5.1.1 Enhance consultations including Town Halls, Budget Consultations, develop post-pandemic cadence

Evaluation Status:

On Track

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5.1.2 Create an Academic Leaders Forum (Provost)

Qualitative Update:
5.1.2 Launch University Academic Forum for Academic Leaders meetings being regularly held on key initiatives aiming towards improved Employee Engagement (EE) over the UAP

On Track

5.1.3 Enhance team building and professional development for managers at all levels

Qualitative Update:
5.1.3 Continue to advance PVP Retreat/team building, Birkman, complete strategic hires – CIO, VP Advancement, AVP OIPA
5.1.3 Continue to consolidate Division EPC to set and advance priorities

On Track

5.1.4 Continue to build stronger relationships with unions/enhance labour relations

Qualitative Update:
5.1.4 Advance evolution of EPC Division
5.1.4 Improve Labour Relations

On Track

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

Qualitative Update:
5.1.5 Complete Freedom of Speech Committee process – implement recommendations over the Plan
5.1.5 Design and implement new comprehensive policy framework and review Senate Policies
5.1.5 Design MC governance structure – tracking to opening in Fall 2023
5.1.5 Develop Governance Training for Senate, Board and Management

On Track

5.2 Enhancing stakeholder engagement – continue to build network of external partners

Action/Strategy:

5.2.1 Complete Stakeholder Engagement Plan including a model for new and deeper forms of collaboration across sectors including private, non-profit, government, etc.

Measures/Metrics/Milestones:

Qualitative Update:
5.2.1 Develop a stakeholder relations strategy for York Region is support for the Markham campus as a pilot for Stakeholder Relations.

Evaluation Status:

On Track

5.2.2 Continue to enhance GR and CR relationships/strategy at all levels

Qualitative Update:
5.2.2 Carnegie Pilot – Actively contribute to the co-creation with the Canadian cohort to a made in Canada Carnegie Classification for Community Engagement by Spring 2022
5.2.2 Continue to enhance GR and CR relationships/strategy at all levels

On Track

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5.2.3 Advance plans to establish the Vaughan healthcare precinct, including a proposal for a distinct new School of Medicine (SoM)

Qualitative Update:
5.2.3 Advance Vaughan Healthcare Precinct
5.2.3 Develop and submit to government a distinct SoM proposal in 2021-2022

Progressing

5.2.4 Refresh and expand Impact – The Campaign for York University and deepen engagement with our global alumni network (link to 6.5.2)

Metrics:
5.2.4 Increase Alumni Engagement
5.2.4 IMPACT Campaign – Funds raised, total donors, strategy for Campaign – targets for 2021-2022
5.2.4 Established GGYU Advancement Strategy and Raise Funds
5.2.4 Established MC Advancement Cabinet and Raise Funds

On Track

Qualitative Update:
5.2.4 Strengthen supports for Campaign – i.e., processes, systems, people, culture in Division of Advancement

6. Living Well Together

6.1 Enhance Mino Bimaaddiziwin / The Good Life

Action/Strategy:

6.1.1 Complete and implement York University Equity Plan including intensifying efforts to embed human rights, EDI training across the University

Measures/Metrics/Milestones:

Metrics:
6.1.1 EDI Training
6.1.1 Improve Employment Equity representation

Evaluation Status:

On Track

Qualitative Update:
6.1.1 Develop the Equity Strategy by 2021-2022 with a 5-year implementation plan

6.1.2 Continue actions to support TRC through Indigenous Framework

Qualitative Update:
6.1.2 Continue to advance reconciliation in the curriculum and our research guided by the Decolonizing Research Report

On Track

6.1.3 Complete and advance actions of an ABR Framework and Action Plan

Qualitative Update:
6.1.3 Develop an ABR Framework and Action Plan in consultation with Black students, staff, faculty and alumni, and other stakeholders

On Track

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

Qualitative Update:
6.1.4 Implement Open and Respectful Dialogue recommendations (from Cromwell Review)

On Track

6.1.5 Support the work of the President’s Working Group on Free Speech

Qualitative Update:
6.1.5 Convene and complete President’s Working Group on Free Speech process

On Track

6.1.6 Continue to support Glendon in delivering bilingual programming and services

Qualitative Update:
6.1.6 Advance Glendon Strategy

On Track

6.1.7 Align Divisional / Faculty Plans and Performance with UAP 2020-2025 to encourage cohesiveness and connectedness across University

Qualitative Update:
6.1.7 Implementation of CPM Compensation and Performance

On Track

6.1.8 Continue to implement mental health and wellbeing strategies, policies, and collective actions that create supportive and empowering environments for all members of the community

Qualitative Update:
6.1.8 Develop and roll out of the Transitional Remote Work Policy including evaluation to be undertaken for consideration of longer term implications for work
6.1.8 Enhanced Mental Health Strategy

On Track

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

Qualitative Update:
6.1.9 Advance on-time AODA requirements

Completed

6.2 Renew human resources, virtual and physical environment with inspiring and humane natural and built spaces that facilitate our teaching and research activities

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

6.2.1 Progress on addressing immediate needs for better/additional research and teaching spaces

Metrics:
6.2.1 Bathroom upgrades on track
6.2.1 Classroom upgrades on track
6.2.1 Deferred Maintenance

On Track

Qualitative Update:
6.2.1 Housing and Food Strategies

6.2.2 Develop / advance HR renewal strategy aligned with service culture transformation







Qualitative Update:
6.2.2 HR renewal strategy aligned with service culture transformation

On Track

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6.2.3 Continue to advance approved capital projects including MCC, revitalized Harry Arthurs Common, Goldfarb Gallery, optimization of libraries as both physical and virtual spaces for scholarship, collaboration and community building	<p>Metrics: 6.2.3 Major capital projects on track based on benchmarks including Sherman, GGYU, MC, SCS (a) Renewal of Research, Teaching and Learning Spaces (b) Markham Campus (c) Service Excellence</p>	 On Track
6.2.4 Update capital priorities list and process for prioritization – from idea through to Board approval and build	<p>Qualitative Update: 6.2.4 Updated Capital Priorities Process including PVP, UEC, Board</p>	 On Track
6.2.5 Continue to advance Metrac recommendations to enhance safety including review of security	<p>Qualitative Update: 6.2.5 Continue to enhance safety including METRAC recommendations</p>	 On Track
6.2.6 New spaces emerging from TRC recommendations	<p>Qualitative Update: 6.2.6 Develop clear procedures for consultation with Indigenous communities regarding capital development</p>	 Completed
6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands	<p>Qualitative Update: 6.2.7 Advance discussions with City of Vaughan regarding Healthcare Precinct lands (see 5.2.3)</p>	 Progressing
6.2.8 Enhance our virtual presence to offer compelling and intuitive ways to connect with the University and build a broader, networked community of learning and mentorship	<p>Qualitative Update: 6.2.8 Continue to enhance Enterprise Architecture / strengthen UIT supports – with clear benchmarks for 2021-2022</p>	 On Track

6.3 Establish Culture of Service Excellence

Action/Strategy:

6.3.1 Launch first three work streams of SEP and advance clear strategy for improvement including timelines, implementation, benchmarks

Measures/Metrics/Milestones:

Qualitative Update:
 6.3.1 Service Excellence Program – design target organization for end-to-end restructuring of all functions in Phase 1 (Finance, HR and IT)

Evaluation Status:

 On Track

6.3.2 FGS service level agreements

Qualitative Update:
 6.3.2 FGS service level agreements

 Completed

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6.3.3 Complete SSRP over next 5 years

Qualitative Update:
6.3.3 See SSRP Release Strategy (October 2021)

On Track

6.4 Establish York’s differentiated identity

Action/Strategy:

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

Measures/Metrics/Milestones:

Metrics:
6.4.1 THE Impact Rank
6.4.1 THE Subject Rank
6.4.1 QS Subject Rank
6.4.1 MacLean's University Reputation Ranking (national)
6.4.1 Hold steady/ improve Perception of York’s reputation as excellent/ good (Brand Tracking Study)
6.4.1 Improve Brand Health – Net promoter score

Evaluation Status:

On Track

Qualitative Update:
6.4.1 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications

6.4.2 Fully integrate new brand in fabric of University to strengthen sense of cohesiveness and connection and contribute to reputation building (i.e., opportunities for faculties such as AMPD creative and performing arts to promote)

Metrics:
6.4.2 Strengthen ownership of York’s brand attributes (Brand Tracking Study)

On Track

Qualitative Update:
6.4.2 Refine the reputation brand campaign to strengthen focus on Right the Future, extend to Markham Campus and embed in institutional materials and publications
6.4.2 Integrate brand in Employment Engagement Survey process
6.4.2 Signature e-events e.g., YU Alumni Awards – Honoring 20 Years of Bryden Awards
6.4.2 Update Communication Plan Framework

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6.5 Continue to consolidate Strategic Plan, including sustainability plan

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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

Qualitative Update:
6.5.1 Implement SHARP 2 budget model transition away from Hold Harmless and SHARP tax

 On Track

6.5.2 Continue to advance Campus Vision and incorporate findings into York’s long-term plans

Qualitative Update:
6.5.2 Complete Campus Vision and Strategy (for edge lands, Commons, governance) for Board approval and begin execution

 On Track


6.5.3 Review and monitor ERM

Qualitative Update:
6.5.3 Implement new ERM

 On Track

6.5.4 Oversight on COVID-19/planning for early recovery and new normal

Qualitative Update:
6.5.4 Monitor and successfully manage COVID-19 including: gradual re-opening of campuses and in-person activities throughout 2021-2022

 On Track

6.5.5 Continue to evolve Asset Management Strategy to support financial sustainability

Qualitative Update:
6.5.5 Evolve Asset Management Strategy

 On Track

7. Answering the Call

7.1 UN SDG Challenge

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


7.1.1 Potential for a Centre of Excellence in Disaster and Emergency Management

Qualitative Update:
7.1.1 Advance plans for an ORU or Centre of Excellence in DEM

 On Track

7.1.2 Explore / advance York as Living Lab in order to strengthen York’s impact on the SDGs including academic programming, research projects, University practices

Qualitative Update:
7.1.2 Develop an organizational structure to support York University as Living Lab to strengthen our impact on SDGs
7.1.2 Enhance visibility of our SDG activities

 On Track

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

Qualitative Update:
7.1.3 Establish and launch CIFAL York

 On Track