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25+ YEARS OF ACHIEVEMENT:

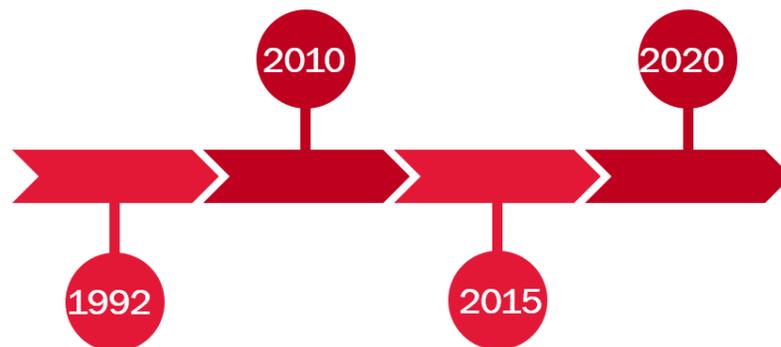
A RETROSPECTIVE

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October 31, 2019

YORK 
UNIVERSITÉ
UNIVERSITY

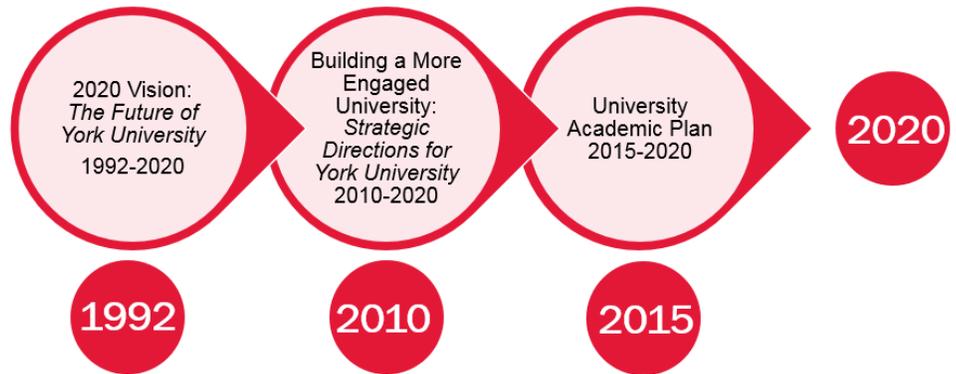
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Introduction

The year 2020 is a momentous one for academic planning at York University, marking the conclusion of three major visioning documents.



With all three of these visioning documents culminating in 2020, a retrospective is warranted. Themes of excellence, connectedness, and access resonate through all three guiding documents. York's aspirations have evolved from the 1992 focus on increased comprehensiveness to the 2010 goal of full local, national and global engagement, to the 2015 vision for an engaged, comprehensive university able to demonstrate meaningful and lasting impacts in the lives of students, the community and the world.

Comprehensiveness and Quality

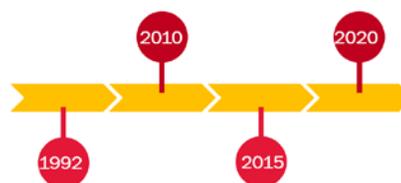
2020 Vision (1992) laid out a description of the higher education environment expected over three next decades. It anticipated enrollment growth, rapid societal and labour market change and dwindling financial resources. The most pressing goal at the time was to become a fully "comprehensive university". Top priorities were:

- academic diversification
- increasing the proportion of graduate to undergraduate students,
- building on strengths to develop new initiatives in health, design and communications and information science.

The 2010 *White Paper* restated these goals with specific aims to increase the full-time faculty complement, to increase students' opportunities for experiential education, to improve overall research profile and the quality of graduate programs, and to build new programs in:

- health and medicine
- engineering
- applied science
- business-related and professional programs.

As we approach 2020, York can be proud of achieving major progress on many of its stated objectives. Compared to 1992 and even 2010 the University is undeniably delivering a far more diverse and comprehensive sweep of educational offerings and research outputs. York is a leader in community engaged learning, research and innovation, and is recognized as a University that generates positive impact for students and communities.



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Some key accomplishments include:

- Establishment of the Faculty of Health in 2006
- Establishment of the Lassonde School of Engineering in 2013
- Expanding and diversifying York's program mix (ie. Cognitive Science, Children's Studies, Global Health, Disaster & Emergency Management, Digital Media, etc.)
- Tenure stream faculty complement has increased from approximately 1240 in 1992-93 to 1504 in 2019-2020
- Number of graduate programs has grown from 44 in 2004 (earliest available data) to 69 in 2019-20
- Undergraduate and graduate student headcounts have remained relatively steady and just below 50,000 and 6,000 respectively.
- Research amplification has been a very notable trend over the last 25+ years in terms of income, diversity of outputs, disciplinary breadth, and infrastructure, for both individual and collaborative research.
- Creation of the YUExperience Hub and building support for experiential education across the University, with a record 8,234 students participating in 2017-18.
- Creation of Innovation York in 2012 - Commercialization, Entrepreneurship, Industry Engagement, and Knowledge Mobilization.

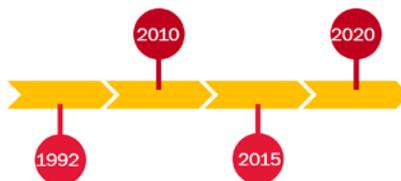
Access and Engagement

2020 Vision stated York's long-standing commitment to the principle of accessibility – an opportunity for all qualified students to pursue university studies, with special emphasis on those from nontraditional constituencies, mature, and part-time students. The authors recognized that for many local students, studying close to home is the only viable pathway to higher education.

In 2010 the White Paper reinforced this commitment to access, defining strategies for serving broader groups of students seeking a quality education at a research-intensive university within the GTA through community engagement, expanded capacity in online delivery, and increased internationalization.

York University signature achievements around access to education include:

- 124% growth in online course offerings have grown 124% since 2010-11.
- Blended offerings have increased from 18 courses in 2010-11 to 291 courses in 2018-19.
- Establishing the York University TD Community Engagement Centre.
- Transition Year Program launched in 2008.
- Ready, Set, U launched in 2018 to support the success of new students with specialized interventions.
- The **Master of Leadership and Community Engagement (MLCE)** professional master's degree prepares graduates to advance in leadership roles in public sector organizations and communities, with a focus on community engagement and innovation.
- Established the School of Continuing Studies



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Campus Growth: Reach and Infrastructure

The 1992 authors foresaw the need for increased recreational and athletic spaces, new buildings to permit growth, and suggested that a new transit hub would help alleviate a parking stress on campus. They encouraged the Glendon campus to amplify its mandate for bilingual education through strategic growth and laid out the possibility of a third York campus in York Region.

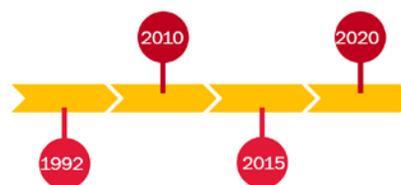
Those same authors would be pleased to see Keele campus today, with its two TTC subway stations, its covered walkways surrounding central greenspace, and the new Lions Stadium, legacy of the 2015 Pan Am Games.

York University now has satellite locations in Costa Rica (FES), in India (Schulich), in downtown Toronto (Osgoode), and in Markham (YSpace). The Glendon and Keele campuses have seen renovation and growth, and a third campus is planned for York Region.

York University campus growth milestones include:

- Accolade East and West
- The Bergeron Centre for Engineering Excellence
- Centre of Excellence, Glendon College
- Dahdaleh Building
- Life Sciences Building
- Rob and Cheryl McEwen Graduate Study & Research Building, Schulich School of Business
- Second Student Centre
- Sherman Health Sciences Research Centre
- Vari Hall
- York Lions Stadium

In 2019-20 York is entering a period of significant investment to improve facilities across the University including classroom infrastructure and technology renewal, washroom renovations, new offices, labs and refreshed common spaces, and deferred maintenance projects.



2010 White Paper Quick Facts

White Paper Benchmark #1: The paramount goal for York over the next decade is an increase in the full-time faculty complement

White Paper Benchmark #2: Over the next decade, there will be an annual systematic increase in our international peer reviewed performance in research and creative work, including efforts to secure externally funded research

White Paper Benchmark #3: Over the next decade there will be a deepening and broadening of our institutional engagement with research partners locally and globally and leading innovative networks and clusters

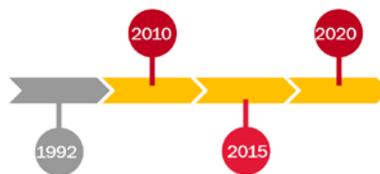
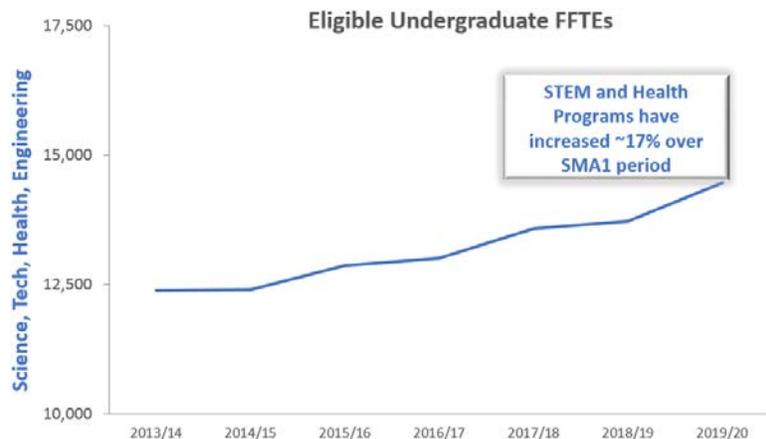
White Paper Benchmark #4: Over the next decade, York will continue our efforts to become a more comprehensive University, by continuing to expand ...in the areas of health and medicine, engineering, applied science, business-related and professional programs

Strengths

- 2010-20: net growth of 10.26% (1,364-1,504)
- 2019-20: approximately 140 hires to date (9%+ increase YOY)
- Tracking to ~13% increase over 10 years
- Should impact student:full-time faculty ratios
- 22% of last year's hires formerly taught as CUPE contract faculty

- Increased research income – over \$100M
- Total publications increased 5.2% in last 5 years; publications per faculty member increased 10%

- Consistent success in large-scale, partnered grant competitions from diverse funding sources
- Examples include projects such as VISTA, Making the Shift NCE, BHER and many SSHRC Partnership Grants
- Host of the CIHR Institute of Population and Public Health



Strengths

White Paper Benchmark #5: A minimum GPA admission requirement for applicants from secondary school of 74% will be set as the initial benchmark for September 2010; this minimum will rise to 75% by September 2011, to 76% by September 2014 and to 77% by 2017

- Admit average across all Faculties for 2019-20 is 82.82% and has been generally consistent since 2016-17.
 - Entering GPA cutoff is holding at 72% in some programs; higher in others
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White Paper Benchmark #6: By September 2012, the University will have developed and implemented an enhanced first year program for undergraduate students

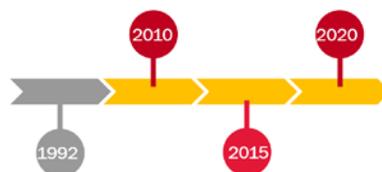
- YUStart
 - LA&PS Gateways
 - Teaching Commons' "First Year Experience In The Classroom Toolkit" for Instructors
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White Paper Benchmark #7: Over the next decade, there will be a significant increase in opportunities for students to participate in an experiential education activity, both domestically and internationally, as a component of their degree program

- In 2017-2018, 8,234 students participated in an experiential learning opportunity
 - EE Coordinators hired
 - York International's "Go Global" program has increased quantum of study abroad
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White Paper Benchmark #8: We commit to identifying benchmarks and developing policies and mechanisms to increase the number of students who successfully complete their PhDs by the end of Year VI

- New graduate funding model focused on research and scholarship
- Curricular revisioning around comprehensive exams
- Wellness services implemented
- Postdoctoral Fellowship Program launched as incentive



Strengths

White Paper Benchmark #9: We will ...increase both the number of successful applications from York students and postdoctoral fellows for externally-funded domestic and international scholarships and fellowships, as well as increasing the numbers of students and postdoctoral fellows coming to York with external awards to 25% by 2015

White Paper Benchmark #10: York University will improve accessibility for students by significantly expanding online delivery of courses and programs as part of its efforts to enhance learning through the use of technology

White Paper Benchmark #11: York will continue its efforts to enhance internationalization, including the recruitment of international students. By 2013, at least 7.5% of York students will be international students; by 2017, at least 10% of all York students will be international students

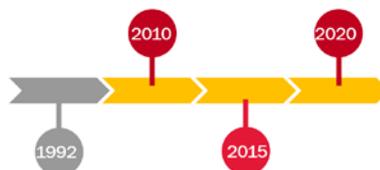
White Paper Benchmark #12: The Vice-President Academic & Provost will lead and coordinate the development of a pan-university strategy for community engagement

- Number of doctoral students with external awards increased
- Consistent success with a range of student awards (federal, provincial, other)
- Overall number of postdocs increasing (primarily grant funded)

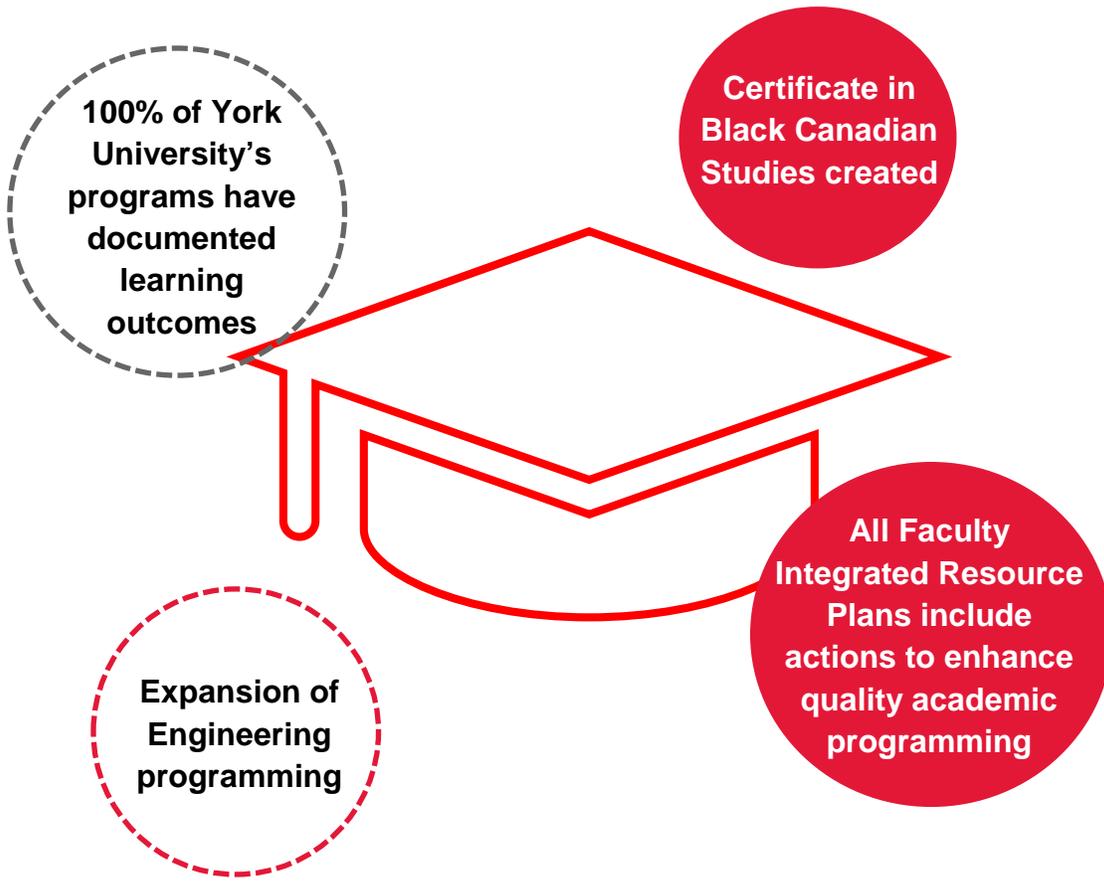
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- Online course offerings have grown 124% since 2010-11, with 399 courses being offered in 2018-19
 - Blended offerings have increased from 18 courses in 2010-11 to 291 courses in 2018-19
 - The School of Continuing Studies and Osgoode Professional Development have introduced online/blended certificate programs

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- Comparing 2009-10 to 2018-19:
 - UG visa grew from 5.8% to 15.6%
 - Grad visa grew from 8.3% to 18%

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- YorkU-TD Community Engagement Centre
 - Scholars Hub (York Region Public Libraries)
 - Anchor YorkU
 - Observatory
 - AGYU
 - KMb unit
 - GRACE – Office of Government Relations and Community Engagement (est.2018)
 - The Indigenous Framework for York University
 - And more: <http://community.info.yorku.ca>



Priority 1: Innovative, Quality Programs for Academic Excellence




Developed Framework for Cross-Faculty Degree Programs


Enhanced the suite of supports for curricular development: Teaching Commons programming, educational developers, market research capacity & facilitation


Quality Assurance framework improved to provide clarity and consistency

Faculty-Spanning Curriculum

<p>Honours BSc program in Neuroscience</p> 	<p>Graduate Program in Digital Media</p> 	<p>Master of Management in AI</p> 
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Faculty of Urban & Environmental Change

- ❖ Collaborative curricular revisioning in the Faculty of Environmental Studies and the Department of Geography
- ❖ Revisioning of the Environmental Science Program

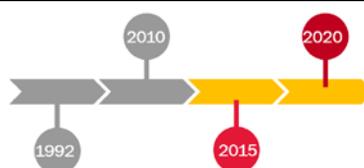


The University Academic Plan 2015-2020 – How Are We Doing?

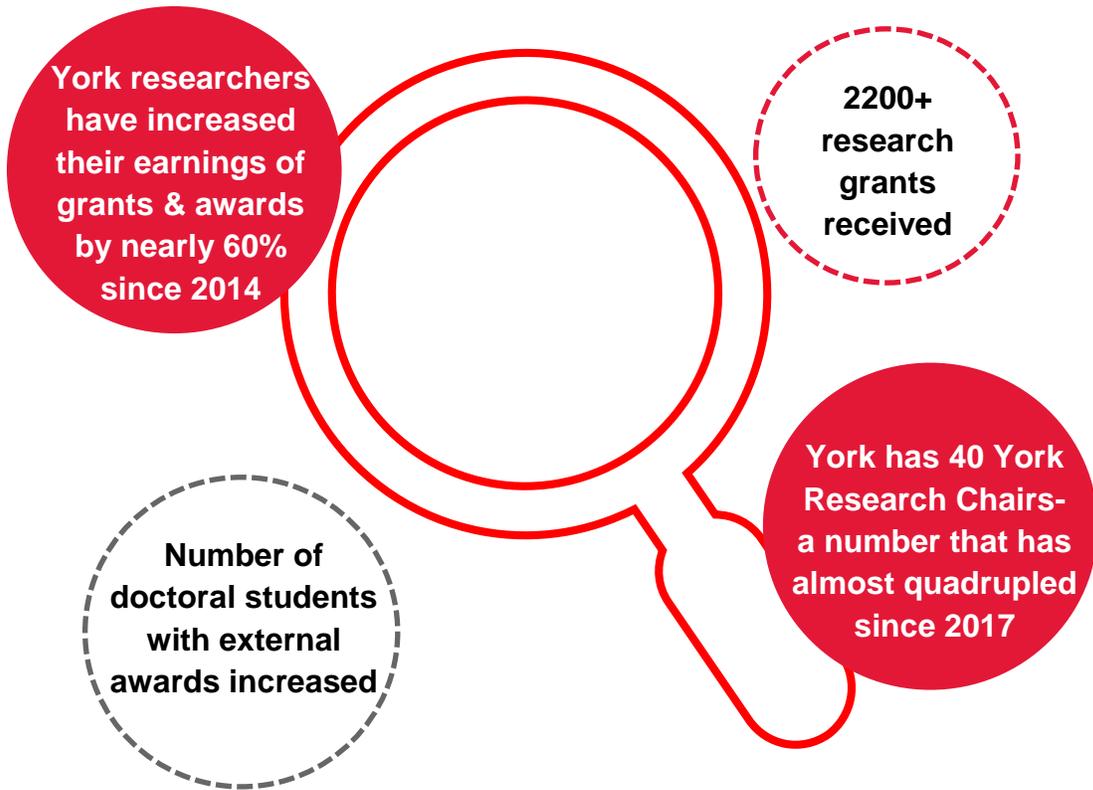
PRIORITY 1 Innovative, Quality Programs for Academic Excellence

A paramount priority for the UAP 2015 - 2020 in advancing York’s vision as a comprehensive, research-intensive and internationally recognized University is to enhance the quality of our academic programs.

Objectives	Examples and Signature Outcomes
<p>1. Develop and implement Faculty plans to enhance the quality of our academic programs</p>	<ul style="list-style-type: none"> • 100% of York University's programs have documented learning outcomes. • Collaborative curricular revisioning in the Faculty of Environmental Studies and the Department of Geography. • Framework for Cross-Faculty Degree Programs • Quality Assurance framework improved to provide clarity and consistency • Enhanced suite of supports for curricular development: Teaching Commons programming, educational developers, market research capacity, facilitation • All Faculty Integrated Resource Plans include actions to enhance quality academic programming • <i>Engineering:</i> <ul style="list-style-type: none"> ▪ MASC and PhD programs in Civil Engineering ▪ MASC and PhD programs in Mechanical Engineering ▪ Broadening of PhD program in Electrical Engineering to add computer, electrical software engineering fields • Certificate in Black Canadian Studies created • Master of Management in Artificial Intelligence • Honours BSc program in Neuroscience • Graduate Program in Digital Media • Introduction of a 4+1 program for high achieving students to be admitted simultaneously to Glendon, AMPD or Science and the Masters of Management • Revisioning of the Environmental Science program • Schulich School of Business has introduced several one-year Masters programs, in addition to a Master of Management in Artificial Intelligence • 18 degree, certificate and diploma program closures
<p>2. Strengthen comprehensiveness and interdisciplinarity by:</p> <ul style="list-style-type: none"> • Developing innovative degree programs in business, education studies, engineering, health, professional studies and science that excel in curricular design and delivery, and align with societal needs as appropriate for our campuses • Championing liberal and creative arts by seeking out opportunities to promote their value, enhancing program quality including innovative new degree combinations • Achieving the optimal size and breadth in engineering leading to increased impact and reputation of engineering education • Enhancing the flexibility and empowerment of students to pursue degree and other program combinations that allow them to pursue interests beyond their majors, collaborate, and/or enhance professional skills including an undergraduate “finishing year”, as well as professional and course-based Masters programs 	
<p>3. Ensure that the quality assurance framework is refined and respected including the submission of learning outcomes for every program and the alignment of assessment with learning outcomes</p>	
<p>4. Create more Faculty-spanning curriculum (i.e., drawing on more than one academic unit) with incentives for cooperation</p>	



Priority 2: Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative Activities



Profiling Research

Graphic animated whiteboards that tell the story of research acceleration at York

Brainstorm: Monthly special research issue of Y-File – 100 articles to date

“2 Minutes, 3 Questions” video series

Expanding Access to York Scholarship

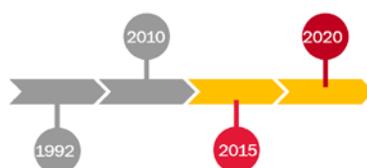
- ❖ York University Open Access Policy passed by Senate in 2019
- ❖ York Libraries host specialized infrastructure platforms (YorkSpace; York Digital Journals) that extend the global visibility of York Scholarship



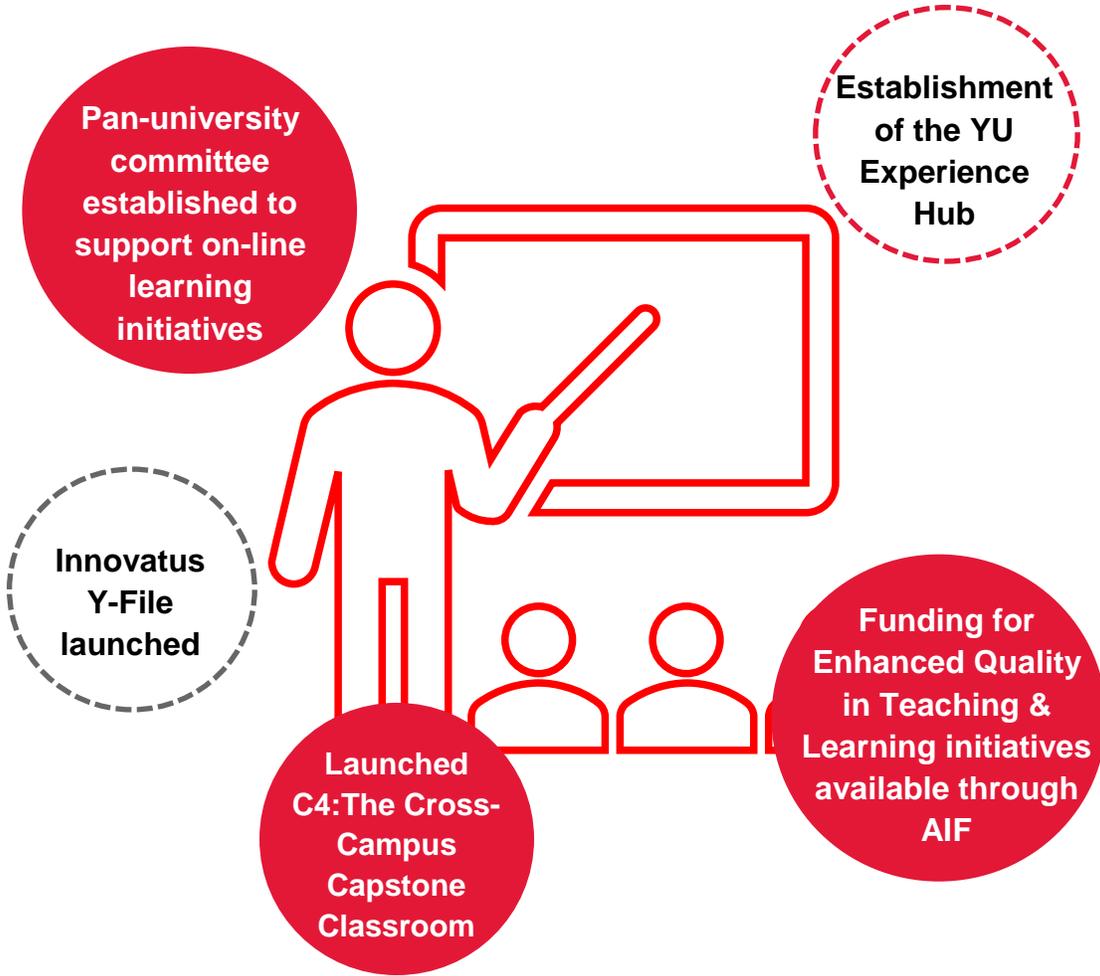
PRIORITY 2 Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative Activities

Scholarship is the lifeblood of any university. York has always favoured a broad definition of scholarship, and will continue to value the endeavours of faculty members throughout the University.

Objectives	Examples and Signature Outcomes
1. Significantly increase the number and proportion of reportable research outcomes by our scholars and enhance the means through which we can measure and articulate the full range of our scholarly outcomes from our work and their impact	<ul style="list-style-type: none"> • Electronic CV Management Software project • Artificial Intelligence task force report and AI @ York U website launched • York University Open Access Policy passed by Senate in 2019 • York Libraries host specialized infrastructure platforms that extend the global visibility of York Scholarship: <ul style="list-style-type: none"> ▪ YorkSpace research repository - 33,400 items and averages 2.4 million downloads per year ▪ York Digital Journals publishing service • Open Access Fund for York scholarship • Osgoode Digital Commons and open access to legal scholarship • Brainstorm: Monthly special research issue of Y-File – 100 articles to date • “2 Minutes, 3 Questions” video series - researchers and academics across all 11 Faculties discuss the impact of their work and York’s leadership on a global stage • Graphic animated whiteboards that tell the story of research acceleration at York • Annual infographics featuring proof points and research rankings • # of doctoral students with external awards increased • Consistent success with a range of student awards • Overall # of postdocs increasing (primarily grant funded) • 2200+ research grants received
2. Enhance the quality and quantity of research and knowledge mobilization aimed at shaping the public debate, law and policy reform, social and economic enterprise, and improving the outcomes of York research for society	
3. Increase the number of our research partnerships, and increase the networks and other points of contact between partners through the deployment of software, provision of training and other means	
4. Expand open access to York research in order to enhance visibility, open disciplinary boundaries and facilitate sharing knowledge more freely with the world	
5. Expand collaboration within the University and between faculty members at York and other individuals to make York more than the sum of its parts, and profile our faculty and their research	
6. Enhance and project the profiles of our Organized Research Units	
7. Significantly increase the number and proportion of researchers pursuing external research funding to support research projects, graduate students and postdoctoral fellows, and significantly increase research income in real and proportionate terms	
8. Establish York as an innovation hub by increasing and promoting the translational and entrepreneurial activities offered by Innovation York, and the Knowledge Mobilization group, including the Markham Convergence Centre, LaunchYU and newly emerging innovation activities in the Faculties including enlisting media to extend our reach	
9. Establish and implement an Institutional Research Equipment and Facilities Plan in collaboration with the Faculties for maintaining and enhancing the necessary infrastructure including space for student learning and tracking investments to ensure that they are commensurate with objective	
10. Emphasize enhancing and increasing our population of graduate students and postdoctoral fellows (quality and quantity) and mentoring and supporting them in their research activities	



Priority 3: Enhanced Quality in Teaching and Student Learning



University-wide international exchange: 1,793 students

Summer-short term international programs Abroad: 1,084 students

Integrated Global Health Practicum is a program bridging theory and practice in a variety of health settings

GL/SP 3000 Spanish summer course: From 2013 to 2016, ~40 students participated in an experiential course through Glendon in cooperation with the National Autonomous University of Mexico.

Student Success

YU Start: Online program to transition students from point of accepting to the first months of university

Ready, Set, YU: Supports access and specialized interventions for new students

Revisioning of Advising: Pop-up Advising Fair

Training & Support for Faculty Members

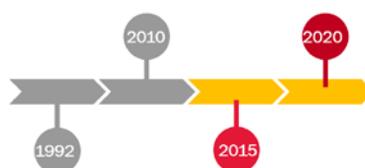
- ❖ Teaching Commons programming includes modules on EE, TEL and other pedagogical innovation
- ❖ Development of documents and tools to guide faculty to identify the EE opportunities they are already using in the classroom



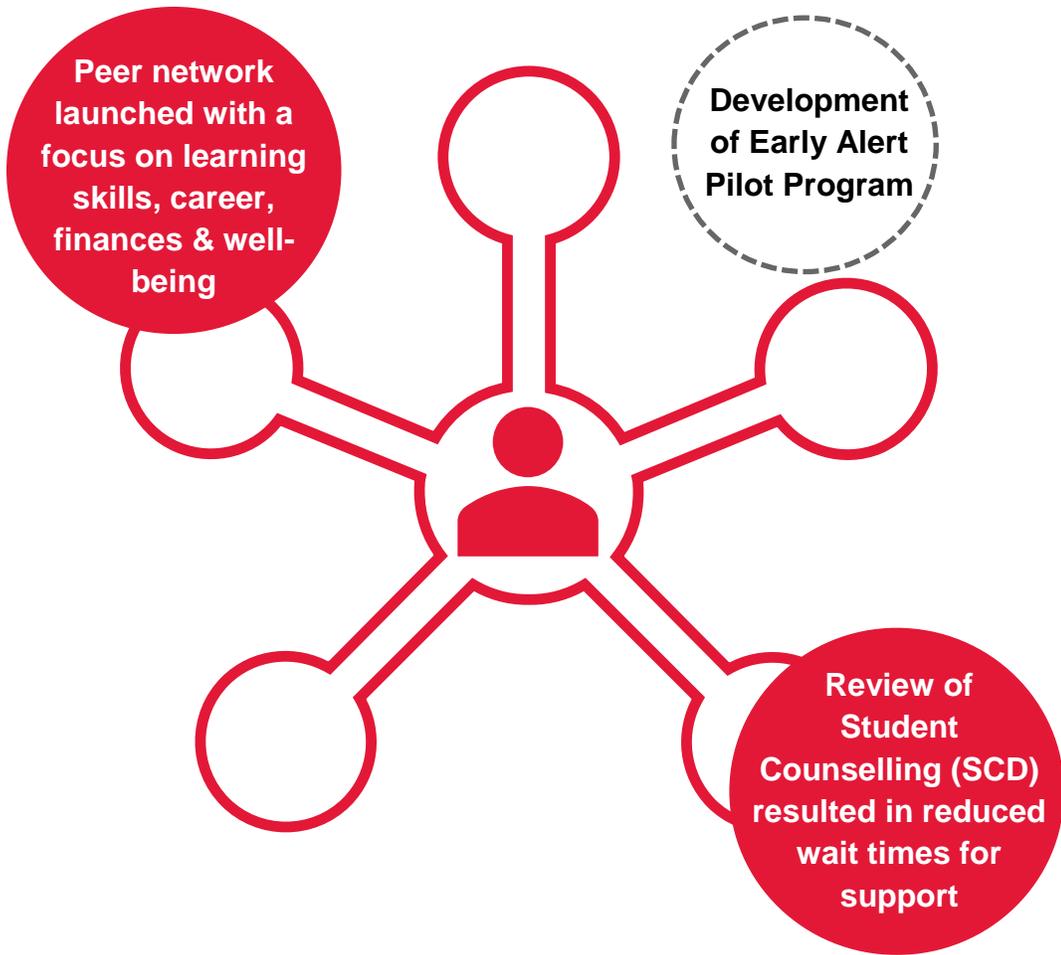
PRIORITY 3 Enhanced Quality in Teaching and Student Learning

York has an outstanding and well-deserved reputation for high quality teaching and learning as supported by student surveys and cyclical program reviews, and has an opportunity to establish itself as a leader in pedagogical innovation.

Objectives	Examples and Signature Outcomes
<p>1. Incorporate to the extent possible an experiential component in every program including activities such as classroom-based labs and studios, clinical and intensive labs, community based or community service learning, local or international internships or cooperative placements, field studies, research opportunities including capstone independent research projects, etc.</p> <ul style="list-style-type: none"> • Increase the number of EE opportunities both internally and on campus including for example student participation in Organized Research Units • Develop the means by which to organize and track experiential education opportunities, problem-based inquiry and related strategies as is the case with online and blended courses 	<ul style="list-style-type: none"> • Striving towards integration of EE within greater proportion of York's programming. • Over the last 5 years we have established a pan university unit - the YU Experience Hub - to advance EE activities within the curriculum. The Hub supports students, faculty and community partners in EE activities. • We have established a common language document, developing tools to guide faculty to identify the EE opportunities they are already using in the classroom, working with the division of students to develop a comprehensive tracking system for EE. • Pan-university committee established to support on-line learning initiatives. • Funding for Enhanced Quality in Teaching and Student Learning initiatives is available through the Academic Initiatives Fund. • Teaching Commons programming includes modules on EE, TEL and other pedagogical innovation. • YU Experience Hub supports communities of practice. • University-wide international exchange: 1,793 students • Summer-short term international programs Abroad: 1,084 students • Learning from Los Angeles Film Course is a study-abroad course that will explore the fantastic histories, myths, and contradictions of the first modern media city, and the image it fashioned for itself. • GL/SP 3000 Spanish summer course: From 2013 to 2016, ~40 students participated in an immersive/experiential course through Glendon Hispanic Studies in cooperation with the National Autonomous University of Mexico. • Integrated Global Health Practicum is a program bridging theory and practice in a variety of health settings. • Expanded Becoming YU to full campus – program grounded in experiential learning theory and allows students to recognize the value of their experiences and articulate their skills. • YU Start - online flagship program to transition students from point of accepting to the first months of university • Ready, Set, YU – implemented in 2018 to support the success of new students with specialized interventions and support who otherwise would not have had access to attend post-secondary education. • Revisioning of Advising at York and Advising: Pop-up Advising Fair • Innovatus launched - a special issue of YFile, explores how York University community members are expanding experiential learning, enhancing the student experience, inspiring innovation in technology-enhanced learning and embracing educational development. • Launched C4: The Cross-Campus Capstone Classroom
<p>2. Expand technology enhanced learning including the number of courses, modules and programs available online or through blended learning</p>	
<p>3. Expand internationalization in the curriculum as well as international experiences such as summer programs, international internships, and exchanges</p> <ul style="list-style-type: none"> • Enhancing student mobility including a commitment to flexible course scheduling and improved credit transfer • Promoting opportunities for York students interested in studying abroad and broadening the diversity of their experiences • Facilitate faculty member exchanges 	
<p>4. Provide training and support for faculty members interested in incorporating experiential education, technology enhanced learning and other pedagogical innovation</p> <ul style="list-style-type: none"> • Continue to strengthen supports offered by the Teaching Commons 	
<p>5. Provide students with timely, relevant information about courses they may choose or in which they have enrolled before classes have started</p>	



Priority 4: A Student-Centred Approach



Significant investment in full-time faculty complement

Faculty Complement Strategy developed including goals for student:faculty ratio improvements

Optimized Technology

<p>Student Virtual Assistant</p>	<p>Advising Referral Tool</p>	<p>Q-Less Line Management System</p>
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Enhanced Communication

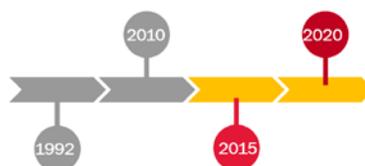
- ❖ Providing timely, targeted, and accurate information for students, including information regarding finances, important dates, development opportunities & workshops

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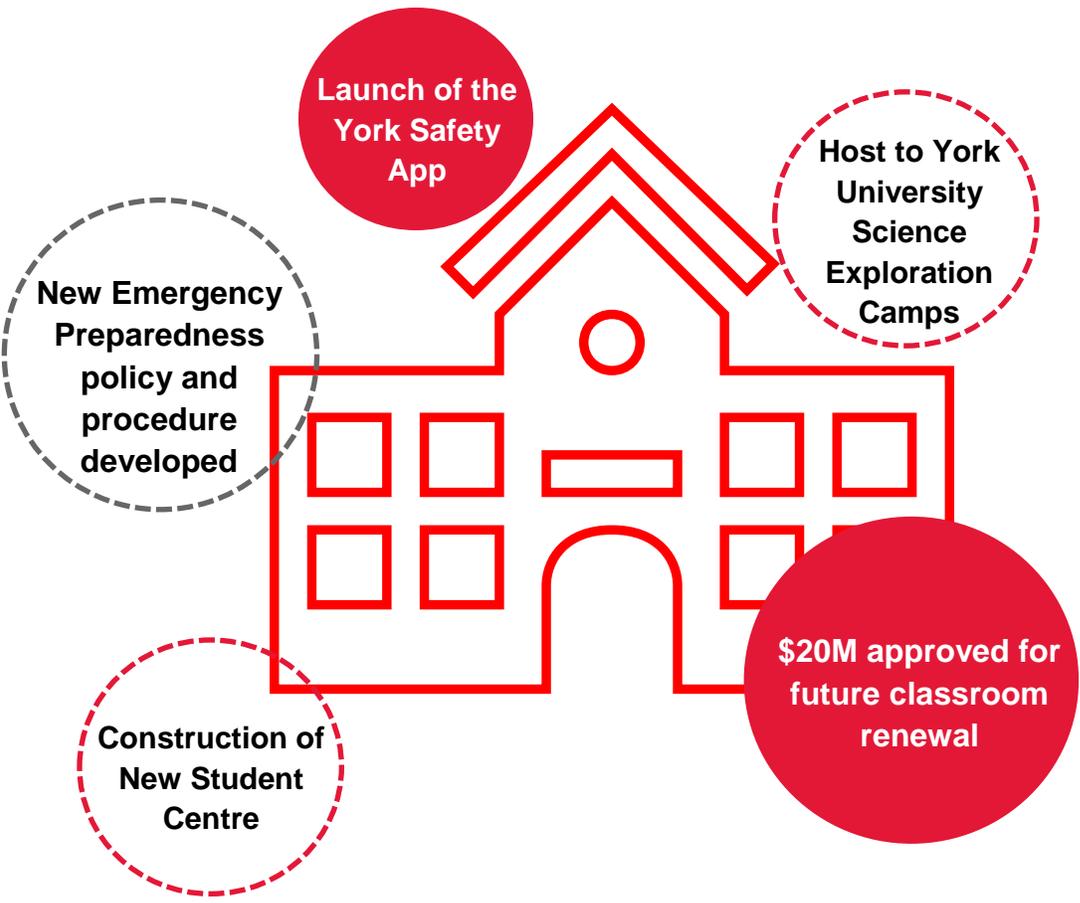
PRIORITY 4 A Student-Centred Approach

Input for this Plan has highlighted the importance of a student-centred approach in facilitating the success of our students and ensuring that our graduates have the knowledge, skills and abilities for success as global citizens in the 21st century.

Objectives	Examples and Signature Outcomes
1. Develop a new integrated advising model clarifying the roles and responsibilities of the Division of Students, the Faculties and Colleges and providing comprehensive advising processes and online resources to ensure that our students have the confidence to navigate degree requirements; have access to academic, career, library and financial support; and receive timely and accurate responses to requests	<ul style="list-style-type: none"> • Significant investment in full-time faculty complement. • Faculty Complement Strategy developed including goals for student:faculty ratio improvements • Upstream and pro-active supports launched in 2018 through peer network with a focus on Learning Skills, Career, Financial Services and Well-being. • Technology optimized to support student success (Kuali, Student Virtual Assistant, Advising Referral Tool (Civitas), Q-Less Line management System, etc.) • Enhanced Communication efforts to provide timely, targeted, and accurate information for students, including information regarding finances, important dates, development opportunities, workshops, etc. • Review of Student Counselling (SCD) resulted in reduced wait times for support - from 7-10 business days to 20-30 minutes for an initial appointment. • Early Alert Pilot – providing better support for students who are facing difficulties that put their academic success at risk.
2. Actively monitor student learning needs and develop appropriate academic supports	
3. Cross-train and allocate staff members to student support tasks when most needed	
4. Increase contact time between faculty members and students	
5. Make scholarships and bursaries, including graduate scholarships and Postdoctoral Fellowships, a centerpiece of the fundraising campaign to be launched in 2016	
6. Further advance our SEM approach including enhancing student supports tailored to different student segments improving retention and time to-completion of degrees by undergraduate and graduate students	
7. See an increase in student satisfaction	



Priority 5: Enhanced Campus Experience



Rob and Cheryl McEwen Graduate Study & Research Building, Schulich School of Business



Ross Podium renewal: Expansion of extracurricular spaces for students



Toronto Transit Commission Subway – York University and Pioneer Village stations; Expansion and diversification of other transit options for students

Community Safety

Safer Together strategic plan launched



President's Community Safety Leadership Awards program established



New Security intervention model in place



Rejuvenating Classrooms

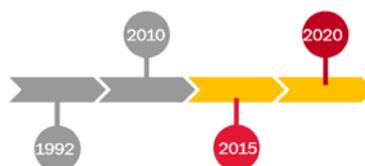
- ❖ Established Sustainable Framework established to refresh classrooms every 5 years
- ❖ 85 classroom technology upgrades complete



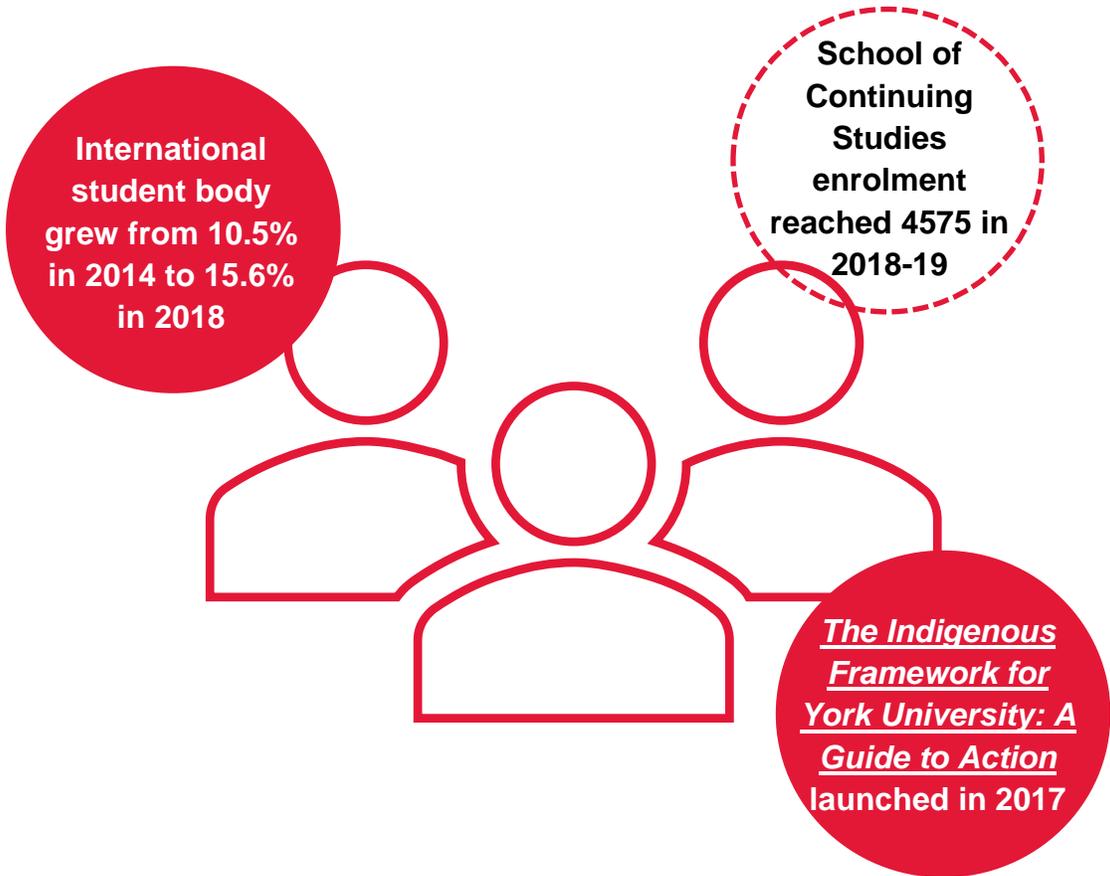
PRIORITY 5 Enhanced Campus Experience

With the population growth in York and Peel Regions, the subway extension and related transportation developments, the Keele campus is increasingly at the crossroads of a major metropolitan area that connects to Glendon mid-town and then south to our Schulich and Osgoode downtown campuses. Together York’s campuses create a cultural hub connecting York Region, the francophone population in Central and southwestern Ontario, and the Greater Toronto Area downtown.

Objectives	Examples and Signature Outcomes
1. Continue to advance a comprehensive, holistic and community-based approach to ensure the safety of our campuses	<ul style="list-style-type: none"> • Community Safety Department’s Strategic Plan – Safer Together launched following pan-university consultations • President’s Community Safety Leadership Awards program established • New Security intervention model in place • Launched the YorkU Safety App • New Emergency Preparedness policy and procedure • Rob and Cheryl McEwen Graduate Study & Research Building, Schulich School of Business • Science Teaching and research facility refresh: Farquharson, Petrie, BSB, new labs at Glendon • Second Student Centre • Established Sustainable Framework to refresh classroom technology every 5 years • 85 classroom technology upgrades complete • \$20M approved for future classroom renewal • Ross Podium renewal – expansion of extra curricular spaces for students • Toronto Transit Commission Subway – York University and Pioneer Village stations; Expansion and diversification of other transit options for students • As of April 2019, York 9FC games will take place at York University. • C.W. Jefferys Collegiate Institute Walk with Excellence • York University Science Exploration Camps • FES Change Your World event – to inspire youth in Ontario to be the next generation of environmentally active citizens.
2. Enhance the physical infrastructure and campus spaces with capital investments aligned to academic priorities including classroom upgrades	
3. Enhance spaces available for social academic interactions including opportunities to enhance faculty-student interactions and extra-curricular learning activities	
4. Leverage new facilities and amenities – subway stations and bus terminals, a second student centre, Lions’ stadium, and other amenities and infrastructure – in the cause of creating inspiring and welcoming spaces	
5. Enhance ecological sustainability, and the symmetry between built and natural environments	
6. See the development of the campus as a destination, a rise in the number of individuals taking advantage of amenities, all day and on weekends, and in the space devoted to down-time along with extra- and co-curricular activities	
7. Create a Cultural Innovation Fund and solicit ideas from the community on projects that will extend the concept of York as a cultural hub, provide appealing buffers to starker features such as parking lots, and create spaces for community partnerships and interactions	
8. Seek out opportunities for increasing the use of facilities by local communities	



Priority 6: Enhanced Community Engagement



Issue paper released to initiate a pan-University consultation process that aims to develop an integrated institutional strategic plan on internationalization

York University joined Hemispheric University Consortium (HUC) in April 2019, to become the only Canadian university member of the Consortium

York University hosted 212 delegations from the geographical continents of Africa, Asia, Australia, Europe, North America and South America

Mental Health & Well-Being

York University Psychology Clinic celebrates 10th Anniversary



GradConnect Wellness Services launched



Wellness Hub established



Consulting the Community

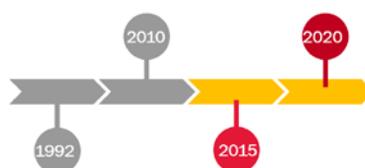
- ❖ Instituted annual budget consultations with stakeholder groups across the University



PRIORITY 6 Enhanced Community Engagement

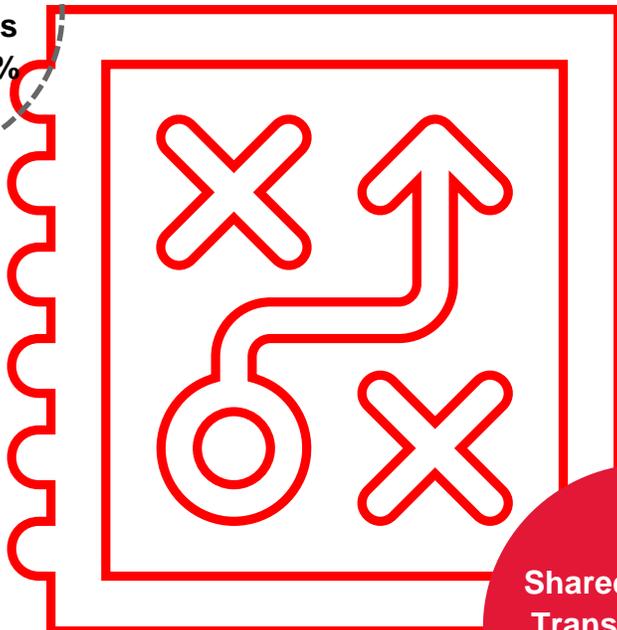
We envision a University that supports and builds communities, both within and without, in a spirit of inclusion and empowerment.

Objectives	Examples and Signature Outcomes
<p>1. Enhance community engagement on our campuses by facilitating the collegial participation of all community members – full-time and contract faculty, staff and students – in our local level and institutional planning processes</p>	<ul style="list-style-type: none"> • <u><i>The Indigenous Framework for York University: A Guide to Action</i></u> launched in 2017. • President’s Council on Internationalization & Global Engagement released an issue paper to initiate a pan-University consultation process that aims to develop an integrated institutional strategic plan on internationalization. • International student body grew from 10.5% in 2014 to 15.6% in 2018. • York University Psychology Clinic celebrates 10th Anniversary. • GradConnect Wellness Services launched to support and enhance the mental health and well-being of York University graduate students. • Wellness Hub: York’s Mental Health and Wellness Strategy outlines the need for an increase in accessibility to health promotion services and making resources more readily available. • 249 agreements with institutions located in the continents of Africa, Asia, Australia, Europe, North America and South America. • York University joined Hemispheric University Consortium (HUC) in April 2019, to become the only Canadian university member of the Consortium. • York University hosted 212 delegations from the geographical continents of Africa, Asia, Australia, Europe, North America and South America. • Instituted annual budget consultations with the York community • School of Continuing Studies enrolment reached 4575 in 2018-19.
<p>2. Inaugurate and implement a pre-eminent mental health and well-being strategy for faculty, staff and students that includes:</p> <ul style="list-style-type: none"> • embedding mental health in the classroom along with new and improved services • an approach that focuses on building up the skills of our community to know when help is needed with better resources to direct our community when that help is needed • a larger system that supports mental health before help is needed 	
<p>3. Expand community outreach and engagement with our larger communities by:</p> <ul style="list-style-type: none"> • Solidifying existing strategic partnerships aligned with our priorities of research achievement, enhanced student learning, and increased student success while reaching further out to increase the number and diversity of external academic partnerships 	
<p>4. Finalize a new Internationalization Plan outlining objectives and initiatives including:</p> <ul style="list-style-type: none"> • strategic academic partnerships both locally and globally • increasing the proportion of international students to 15 - 20% by the end of the Plan • a one-stop portal for prospective and current international students 	
<p>5. Celebrate York’s rich and diverse community and the vibrant communities that surround York including the accomplishments of members of the community, daily and at regular events</p>	
<p>6. Expand the programs offered through our continuing studies and professional development units</p>	



Priority 7: Enabling the Plan

Audiences across social media platforms have grown 40%



Shared Services Transformation project launched



Renewal of Student Information System project launched



Doubling of funds allocated to deferred maintenance projects



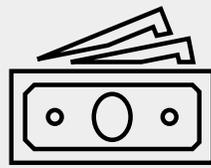
Enhancing Transparency & Accountability

OIPA Data Hub making institutional data accessible and searchable, launched December 2017



Improvements to Financial Plans/Models

- ❖ Equity restructuring plan for the York Pension Plan completed
- ❖ SHARP budget model implemented; review and revisions in progress



DRAFT

PRIORITY 7 Enabling the Plan

Executing this plan will require sophisticated planning efforts everywhere in the University, at the local level and the institutional level, looking both internally and externally for best practices, evidence-based approaches to decision-making and implementation, and on-going evaluation of our progress based on agreed-upon measures that we are able to monitor.

Objectives	Examples and Signature Outcomes
1. Develop high quality and effective administrative service models to support academic priorities, expanding the shared services approach, and empowering staff and local planners with appropriate career / skills development	<ul style="list-style-type: none"> • Integrated Resource Planning launched and completed across the institution demonstrating how resources are aligned with UAP priorities. • Shared Services Transformation project launched • Equity restructuring plan for the York Pension Plan completed • SHARP budget model implemented; review and revisions in progress • Quick Facts Data hub making institutional data accessible and searchable, launched December 2017 • Faculty Complement Renewal Strategy 2019 • Renewal of Student Information System project launched • Doubling of funds allocated to deferred maintenance projects • Audiences across social media platforms have grown 40%
2. Strengthen our communications and advocacy for York to enhance York's reputation, transparency and accountability including: <ul style="list-style-type: none"> • improved websites • more effective and creative communication strategies to engage our students 	
3. Review our academic unit structures to support the achievement of objectives including enhanced support for graduate education	
4. Enhance data analytics to increase access to information and evidence-based decision making	
5. Collegially develop and confirm measures to be used for monitoring and reporting on our progress for all priorities taking advantage of repositories of best practices	
6. Establish seamless, consistent and complementary planning modalities including longer-term enrolment and complement plans as well as capital and facilities plans	
7. Achieve financial sustainability, together with reliable and forward-looking budget information for planners, maximizing resources and investments aligned with academic priorities	

