**Academic Policy, Planning and Research Committee**

**Perspectives on Academic Planning 2016**

**Summary of Discussions with the Deans, Principal and University Librarian**

**Highlights**

**Arts, Media, Performance and Design**

Challenges

* pronounced competition at a time when applications to fine arts disciplines system-wide are declining
* capturing the 105 market
* increasing capacity in high demand areas (e.g. Cinema and Media Arts)
* finding the right balance of undergraduate / graduate with resource allocations

Opportunities

* leveraging successes
* Markham Centre campus programs
* linking programs with the innovation-creation economy
* funded CineSpace project to build a 20,000 square foot soundstage (second university facility of this kind in North America)
* build on Canada Research Chair appointments
* rehabilitation of Burton Auditorium

Priorities and Initiatives / Accomplishments

* current focus on implementation of plans
* high priority assigned to enrolment management (conversion, retention, raising the GPA), student services and curriculum innovation
* admissions and recruitment initiatives include Dean’s visits, “instant admission,” advancement placement for secondary school students (pilot with St Elizabeth in York Region), partnerships (e.g. exhibition on site for Etobicoke School of the Arts), dedicated assistant Dean
* pan-Faculty curriculum (e.g. digital photography), 4+1 model, opening the curriculum to York students
* curriculum enriched by new streams (e.g. Producing), guest instructors
* sustaining and building research successes (high growth rate in applications, CFI submission, greater integration of graduate students into research culture, external partnerships)

Practices / Recommendations / Follow-Up

* curriculum adaptability essential
* enhanced post-graduation support and springboards
* for Markham, viewing the campus and the community together as a site of learning

**Education**

Challenges

* two-year programs, lower funding, lower enrolments creates a different dynamic
* growth sought in other areas (e.g. BA in Education Studies, Masters in Leadership and Community Engagement); the BA is unique in Canada, and rare in other jurisdictions
* employment in conventional elementary / secondary schools has not rebounded and will be daunting into the future
* Boards have adjusted curriculum to eliminate basics with consequences for teachable subject areas

Opportunities

* innovative curriculum to increase demand, go beyond traditional boundaries
* presence on Markham Centre campus
* aligning new degrees with career opportunities
* may move more closely to a non-Faculty college to enrich student experience, complement Faculty services, but must be assessed in the context of SHARP

Priorities and Initiatives / Accomplishments

* renew complement, align with programs
* “education in context”
* Focusing on instructional technologies and their deployment
* pairing BA with other major / minor combinations

Practices / Recommendations / Follow-Up

* Dean analysis of scholarly output over a three-year period to create benchmarks
* looking at impact measures
* ensuring Faculty plans calibrated to UAP, SRP and YUFA collective agreement framework
* compulsory advising sessions
* as curriculum diversifies, new and more opportunities arise for collaboration in teaching an research across Faculties (Mathematics, Fine Arts and other disciplines are already part of the BEd

**Environmental Studies**

Challenges

* BES enrolments, MES applications and retention
* Greater competition in southern Ontario
* time-to-completion at graduate level

Opportunities

* federal government’s renewed commitment to sustainability raising profile, reinforcing value of environmental studies; new funding envelopes likely to emerge
* experiential education
* Costa Rican eco-campus and partnerships
* new graduate funding model
* Sustainability Hub as recommended by the Task Force on Sustainability Research and other leadership opportunities arising from FES leadership in climate justice
* York Indigenous strategy
* Markham program planned

Priorities and Initiatives / Accomplishments

* highest priority involves increases to undergraduate enrolments
* curriculum review to address challenges, foster innovations; lend greater definition to undergraduate streams
* attention to pedagogy (alternate stream hires will also have positive impact on service, addresses precarity)
* additional resources to undergraduate studies (courses)
* enrolment management through communication, recruitment events, fairs and the like

Practices / Recommendations / Follow-Up

* Inter-Faculty collaborations around key UAP themes can be a boon (e.g. social justice)

**Glendon**

Challenges

* interventions with students at risk, language support
* teaching and supervision opportunities for faculty members in pan-University graduate programs

Opportunities

* funding for French and bilingual education creates opportunities for program development
* extending interdisciplinary programs by creating new bundles
* professional programs and studies that have a direct path to employment or further study (data science, pre-medical etc.)

Priorities and Initiatives / Accomplishments

* first priority is research, including graduate students and post-doctoral fellows, supporting grant applications, aligning with UAP and Strategic Research Plan goals
* technology to complement teaching and learning, and administrative processes
* developing a “graduate attributes” framework
* maintaining high quality entering class
* reinforcing francophone nature of the campus
* internationalization, with higher numbers of students at Glendon, more exchanges and joint programs
* valuing people

Practices / Recommendations / Follow-Up

* working with the Provost to help compensate for relatively small staff cohort
* partnering with Keele campus Faculties to innovate, create new linkages with external institutions
* Deans must work together to promote graduate education, facilitate faculty member participation in supervision and teaching outside anchor Faculty (also raised at Senate in 2015-2016)

**Graduate Studies**

Challenges

* greater competition from more universities in Ontario and globally (PhDs have doubled in the province over ten years)
* decline in applications overall with marked drop off in some disciplines; others stable when growth opportunities await
* aligning studies with career paths
* meeting students’ expectations
* integrating graduate programs into department and Faculty planning

Opportunities

* application of systems to digitize records, support achievement, augment skills development
* recruiting, supporting mature students
* re-organizing services to reduce complexities and confusion
* create opportunities for PhD students to participate more fully in the life of the University

Priorities and Initiatives / Accomplishments

* put graduate students at the centre of all that we do
* support time-to-completion with requirements
* enhance supervision through workshops
* embed critical skills in student learning outcomes
* reconfigured funding models
* investment in post-doctoral fellows
* strategic enrolment management
* digital access for prospective and actual students
* communication and outreach
* increase funding (from grants) for graduate students

Practices / Recommendations / Follow-Up

* surveying of students to illuminate concerns, elicit suggestions
* APPRC / Senate need to ensure graduate education is in scope (structures, discussions)
* processes must be nimble, adaptable
* diversification of the professoriate to implement program development (e.g. Indigenous studies)
* highlight interdisciplinarity and expand the repertoire
* review curriculum to ensure student learning outcomes are well expressed
* encourage wider graduate supervision (currently 17 per cent of faculty members are actively supervising)

**Health**

Challenges

* transition to a new Dean, department chairs
* meeting enrolment targets
* improving the student/faculty ratio
* achieving both local and global ambitions
* “managing ambitions”
* distribution of classes and offices across Keele campus (housed in 19 buildings)

Opportunities

* Markham Centre campus affords opportunities for partnerships, experiential learning, new programs (e.g. Acupuncture)
* Global Health donation transformative in an area defined as a priority and an identity
* extending and building on AIF-funded projects
* bold, smart moves after first ten years of creation and consolidation
* second FedDev grant in the offing will add to research array
* partnerships with CAATs to provide career-oriented curriculum
* exploit opportunities for holistic health care (mindfulness, aging) throughout the curriculum

Priorities and Initiatives / Accomplishments

- linkages with non-Faculty colleges

* Global Health
* Interdisciplinarity
* elder care residence
* boost retention, raise quality of incoming classes, more full-time faculty members teaching at the undergraduate level, review of Psychology curriculum

Practices / Recommendations / Follow-Up

* ensure SHAPR model used to Faculties’ mutual benefit, creates rigour in planning, provides for sophisticated, granular modelling

**Lassonde**

Challenges

* don’t seek risks and challenges but create a responsive, resilient community
* finding the right people to fill staff and faculty member positions
* research and laboratory space
* breaking down monolithic, static models of Engineering studies
* hiring women for faculty positions

Opportunities

* building cohorts across Faculties, reaching out to elementary and secondary schools to realize and sustain the 50/50 model
* extending admissions criteria beyond transcripts, admit some students without all of the normal secondary school preparation (into the LSE Academy stream)
* working with other Faculties to develop soft skills like entrepreneurialism

Priorities and Initiatives / Accomplishments

* focus on simplicity, continuity and quality
* shifting the culture of instructor-student relations and the personal development of students through co-op (including graduate students) and career preparation – learning through doing
* greater visibility for the School and its programs beyond public relations
* promoting people
* the “50/50” ethos and its animating spirit, creating new narratives for Engineering studies and professions
* making students themselves ambassadors
* investing in space, time and equipment for faculty members research
* post-doctoral fellows to enhance research

Practices / Recommendations / Follow-Up

* focus always on the positive and reducing negative energy for the problems of today may be a memory tomorrow
* internships and co-op can be emulated in other Faculties by investing in finding matches
* nurturing clusters of excellence for research
* collaborating with other Faculties on innovative partnerships

**Liberal Arts and Professional Studies**

Challenges

* ensuring quality is linked with learning outcomes in systematic ways
* closing gaps between faculty member and student perceptions of teaching and learning relations
* creating consensus around e-learning (focus, modalities) and widening interest
* connecting senior undergraduate students with faculty members
* embedding new appointees into the research culture, providing appropriate support and mentorship, grant-writing season, addressing teaching / research / service workload pressures
* enrolments and the trends that are impacting on all universities and disciplines at York
* overcoming false perceptions of the lack of value in Social Science and Humanities programs
* ensuring students are connected with faculty members
* 90-credit degrees in the context of reputation, retention, links with other curriculum (e.g. degree-diploma programs)

Opportunities

* experiential learning and pre-professional training (e.g. Public History proposal in train linked with museum placements and the like)

Priorities and Initiatives / Accomplishments

* emerging focus on the “practice” of disciplines (e.g. professional dimensions and skills acquisition); coupling of critical and sometimes interdisciplinary studies with professionally oriented studies – major/minor combinations (e.g. Women’s Studies – Human Resources)
* new thinking about professions
* enhanced focus on experiential education (with funding for a Social Work pilot project, and outreach to community partners)
* complementing student learning and addressing their needs through blended and online
* teaching and learning
* deepening research culture across disciplines, generations, career path
* defending / promoting / making relevant the Liberal Arts
* addressing anxieties about the impact of program selection on post-graduation livelihoods
* ensuring faculty members fulfill service expectations to enhance collegial governance, foster pride and participation

Practices

* Dean’s Advisory Council of Students

Practices / Recommendations / Follow-Up

* possible forum on 90-credit degree programs
* overall effort to rejuvenate collegial governance and faculty members involvement
* departmental collaboration to promote coherent program changes at a time of enrolment instability

**Osgoode**

Challenges

* ensuring accessibility to legal education

Opportunities

* 2016-2021 plan in progress will align with new UAP, sharpen foci for Osgoode, ensure academic and non-academic planning are mutually supportive
* leadership in digital legal education

Priorities and Initiatives / Accomplishments

* focus on three areas
* accessibility / inclusion (loans with income contingent repayment, awards and bursaries, Indigenous outreach, faculty hirings, address of Truth and Reconciliation Commission recommendations
* experiential learning (public interest requirement, major course, clinical programs, partnerships)
* innovation in programs and their delivery (summer, part-time, pre-LSAT, programs similar to Coroners workshops to diversify and increase revenue while expanding opportunities for students)

Practices / Recommendations / Follow-Up

* York needs to be flexible, nimble
* bring academic and non-academic planning together at the institutional level (UAP is appropriately broad but not integrated into overall planning)
* adopt and deploy a more immersive understanding of the curriculum – “extra-curricular” is passé, but a holistic, diverse, in-and-outside the walls experience is not

**Schulich**

Challenges

* transformations resulting from the economic downturn of 2008-2009 and restructuring
* global competition, lower demand in the developed world for MBAs

Opportunities

* as always, change = opportunity
* generalists require additional and focused knowledge, which has been catered to with specializations, some of them unique (in functional areas such as finances, accounting, management, real estate and mining)
* international mobility of students

Priorities and Initiatives / Accomplishments

* maintaining high rankings, reputation for quality and distinctiveness
* looking for areas where Schulich can be a leader

Practices / Recommendations / Follow-Up

* compete on winnable ground, find and exploit gaps in business education
* the planning orientation is five to ten years, but attuned to changes in the environment
* be ahead of the curve
* AAPR establishes facts, not analysis
* position York as a university or The University for the 21st century
* develop programs that are unique
* diversify the University’s international profile
* leverage GTA location but in a global setting
* promote experiential education, encourage faculty members to shift focus to emerging fields
* take a collaborative (cross-Faculty) approach to academic planning
* avoid duplication in areas such as business / administration / management

**Science**

Challenges

* renewal of the faculty complement
* aging facilities, outdated or needed equipment

Opportunities

* Markham programs under consideration include Medical Science, Entrepreneurial Science, Health-Science program in Neuroscience
* CRC Tier 1 hire
* new graduate program organization and funding model will assist
* SHARP transparency and IIRP working group recommendations

Priorities and Initiatives / Accomplishments

* integrated first-year Science program spanning all disciplines (developed with AIF grant) targeted at inquisitive, high performing students
* appointments to renew complement, deliver new programs
* developing partnerships to enhance research funding, collaborations
* funding for refurbishments, new equipment
* support and recognize student success (e.g., undergraduate research awards, professional development for graduate students)
* graduate students and post-doctoral fellows
* faculty members aiding recruitment
* fund raising
* remedial instruction in Mathematics with tutorials pre-admission and in-course support

Practices / Recommendations / Follow-Up

* collaboration with other Faculties (e.g. on Mathematics and Statistics remediation)

**York University Libraries**

Challenges

* Space constraints (Scott is the busiest facility in Canada) given the need to foster collaborations, provide space for study and interaction
* Workload for Librarians (covering sabbaticals) and overall complement (student-Librarian ratio relatively poor)
* balancing academic and service needs
* serving diverse clientele – undergraduate and graduate student needs can differ, as well as international students and those who speak English as a second language
* backlog in archives
* addressing ambivalence about research metrics and the quantification of scholarly output / capturing the widest range of activity and expressing impact
* avoiding duplication

Opportunities

* path breaking digital leadership while supporting traditional scholarly (print) collections
* developing tools to enhance scholarship
* creating Library “alumni” for fund-raising

Priorities and Initiatives / Accomplishments

* YUL working on a strategic plan (hence IRP is in draft form)
* special areas of focus: ensuring skills and expertise of Librarian’s surface
* information literacy to support research, curriculum
* valuing and evaluating metrics
* working with meta data to enhance discoverability, promote collaboration
* promote knowledge of collections and a world of content
* promulgate and concretize “scholarly communication"
* Librarians partnering in research teams (explicit goal of increasing numbers)
* navigating digital world through rights management, licensing, production, capitalizing on relations with publishers, negotiating rights contracts
* date management – access, acceleration, compliance with grant stipulations
* preservation of data and maintenance of depositories
* subject liaison with the entire community
* accommodating disabilities

Practices / Recommendations / Follow-Up

* partnering with faculty members and units across a wider spectrum to encompass (e.g. advising and service portals along with research and teaching)