

# A Cohesive Approach to Academic Planning

- The UAP is designed to function as a meta-document, linking to the university framework documents and Faculty Plans.
- Operational Plans are guides for implementing the UAP priorities.
- Budget plans allocate the resources to support implementation.

# The York Indigenous Framework & The Framework to Address Anti-Black Racism

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YORK 



## University Academic Plan 2020-2025



Framework to Address  
Anti-Black Racism

### Operational Plans

STRATEGIC  
RESEARCH PLAN

INDIGENOUS  
FRAMEWORK

INTERNATIONALIZATION  
STRATEGY

OPEN ACCESS POLICY

SUSTAINABILITY  
STRATEGY

FACULTY PLANS

SMA 3

INSTITUTIONAL IRP

DIVISIONAL & LOCAL  
STRATEGIES/IRPS

ENROLMENT PLAN

FACULTY  
COMPLEMENT STRATEGY

CAPITAL PLAN

### Budget Plans

INSTITUTIONAL  
BUDGET

LOCAL BUDGETS

## A Holistic Approach

- A meta-document, embracing and informing all other academic plans and initiatives.
- The UAP embeds and affirms the University's Strategic Research Plan, its Indigenous Framework, Sustainability Strategy, and a new Internationalization & Global Engagement Strategy, among others.

Adapted from: Lisa Philipps, Provost & VPA,  
January 28, 2021



# Indigenous Framework

1. Expand the role of the indigenous council
2. Increase the number of indigenous faculty
3. Enhance the recruitment and academic success of indigenous students
4. Expand indigenous programming and curricular offerings which explore indigenous life, cultures and traditions
5. Facilitate research that is a relevant to indigenous life, and respects indigenous approaches to knowledge and learning
6. Engage with indigenous communities to enrich
7. Establish spaces for indigenous cultures
8. Ensure that the perceptions and experiences of indigenous community members are reflected in the classroom, on campus and in university life
9. Develop and expand educational opportunities
10. Ensure the process for developing, implementing and evaluating this framework involves indigenous community members both within and outside the university

<https://indigenous.yorku.ca/framework/>

<https://indigenous.yorku.ca/indigenous-framework-report/>



## The Indigenous Framework for York University: A Guide to Action

YORK UNIVERSITY  
INDIGENOUS

YORK  
UNIVERSITY



## Framework to Address Anti-Black Racism

### > Objectives

- Representation
- Safety
- Knowledge creation
- Mental health supports
- Community engagement
- Data collection
- Education
- Decision-making
- Accountability

# Actions Taken & Next Steps

## Actions Taken

- Several Black faculty hires are under way
- Development of post-doc fellowships are underway
- Appointed Professor Carl Hames, Senior Advisor on Equity and Representation
- Appointment of Professor Andrea Davis, Special Advisor on ABR Strategy in LA & PS

## Next Steps

- Launch in February
- Creation of Anti-Black Racism Advisory committee, housed in Office of VPEPC
- Action Plan

## Acknowledgement

Thank you for the work that has already been done by individual faculty, staff and students over the years to lay a foundation to support these new initiatives

We are committed to making the short, medium and longer-term changes that are needed to create the organizational change that is inclusive of and responsive to the needs of Black faculty, staff and students



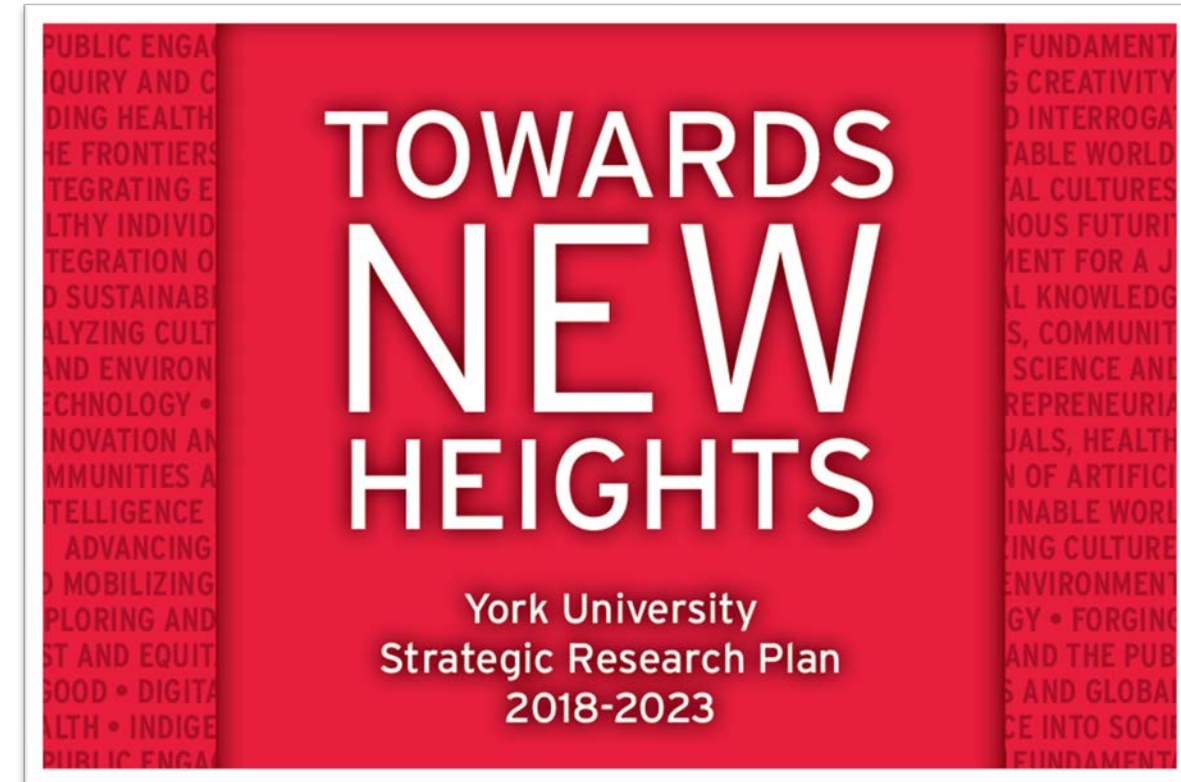
The background of the slide features a large, 3D sculpture of the word 'YORK' in white letters with red outlines, set on a red running track. A large red 'U' is also visible on the right side of the track. In the background, there is a black metal fence and a modern building with large windows.

# York's Strategic Research Plan: Towards New Heights

Amir Asif  
Vice-President Research & Innovation

# 2018-2023 York's SRP – Intensification and Enhancement of Research

- Unanimously approved by Senate on May 24, 2018
- Articulates a vision for accelerating growth and development of our research, scholarship and creative activity.
- Advances York's commitment to research excellence and development and application of new knowledge to the benefit of society.
- Success measured through:
  - Growth in national and international recognition of our research, scholarship and creative activity.
  - Accomplishments of our students and fellows
  - Recognition of our faculty for their scholarly achievements
  - Benefits delivered to communities and society at large.





# York's Strategic Research Plan – Themes

## SIX INTERSECTING THEMES

highlights the depth and breadth  
of research at York University

- Advancing Fundamental Inquiry and Critical Knowledge
- Analyzing Cultures and Mobilizing Creativity
- Building Healthy Lives, Communities and Environments
- Exploring and Interrogating the Frontiers of Science and Technology
- Forging a Just and Equitable World
- Integrating Entrepreneurial Innovation and the Public Good

# York's Strategic Research Plan – Areas of Opportunity

## FIVE RESEARCH OPPORTUNITIES

areas where we see specific opportunities to further accelerate research growth and success

- Digital Cultures
- Healthy Individuals, Healthy Communities and Global Health
- Indigenous Futurities
- Integration of Artificial Intelligence into Society
- Public Engagement for a Just and Sustainable World

# UAP and SRP – Synergies

## YORK UNIVERSITY 2020-2025 UAP PRIORITIES

Advancing Fundamental Inquiry and Critical Knowledge:  
Educating the Next Generation of Thinkers, Leaders, and Innovators



Exploring and Interrogating the Frontiers of Science & Technology:  
Application and Mobilization of Knowledge for Societal Benefit

Analyzing Cultures and Mobilizing Creativity:  
Cultivating Research Excellence through Specialization and Differentiation

Forging a Just and Equitable World:  
Participating in global research partnerships and knowledge mobilization

Building Healthy Lives, Communities and Environments  
Enhancing the integration between Research and Education

Integrating Entrepreneurial Innovation and the Public Good:  
Expanding Research Partnerships, Innovation, and Entrepreneurship



# UAP: Investment for Research Excellence

- ❖ Implementing our *Faculty Complement Renewal Strategy*, which calls for continued growth, renewal, and diversification of our tenure-stream faculty complement, including cluster hiring to advance strategic priorities
- ❖ Investing in current and future *research infrastructure* needs
- ❖ Mentorship for an incoming *generation of scholars*
- ❖ *Dissemination* of our faculty's research and creative outputs ever more widely for enhanced internal and external recognition



*From Creation to Application*  
“As change accelerates around us, we aim to be more responsive to our communities by generating critical knowledge and works of art, ideas and innovations that engage multiple perspectives while propelling Ontario as a global knowledge-economy leader.”

– UAP 2020-2025

# UAP: Commitment towards Research Intensification

- ❖ Increasing the *research participation* of faculty and trainees
- ❖ Accelerating growth in the number and diversity of our *scholarly and artistic outputs and research funding base*
- ❖ Broadening and deepening our *external partnerships*
- ❖ Fully implementing our *Open Access Policy (2019)* with leadership from our Libraries
- ❖ Expanding student, faculty, and community access to *entrepreneurial programming* and to increase our innovation activities through Innovation York

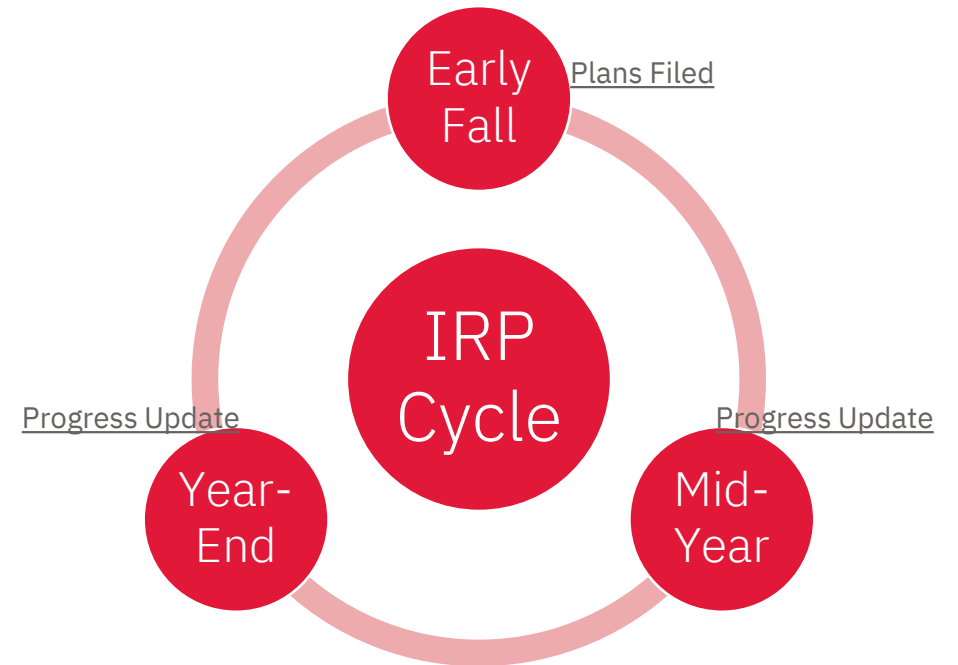
*“York has a clear opportunity to achieve new levels of research success in ways that bring a distinctively York perspective to addressing compelling challenges of our time.”*

– UAP 2020-2025



# Integrated Resource Plans (IRPs) Are Operational Plans

- Every Faculty and administrative unit has an IRP: <https://irpplans.info.yorku.ca/>
- They set out concrete steps being taken to implement academic plans, with measures of progress
- Align resources to those steps and actions (eg people's time, funding)
- Progress updated twice annually

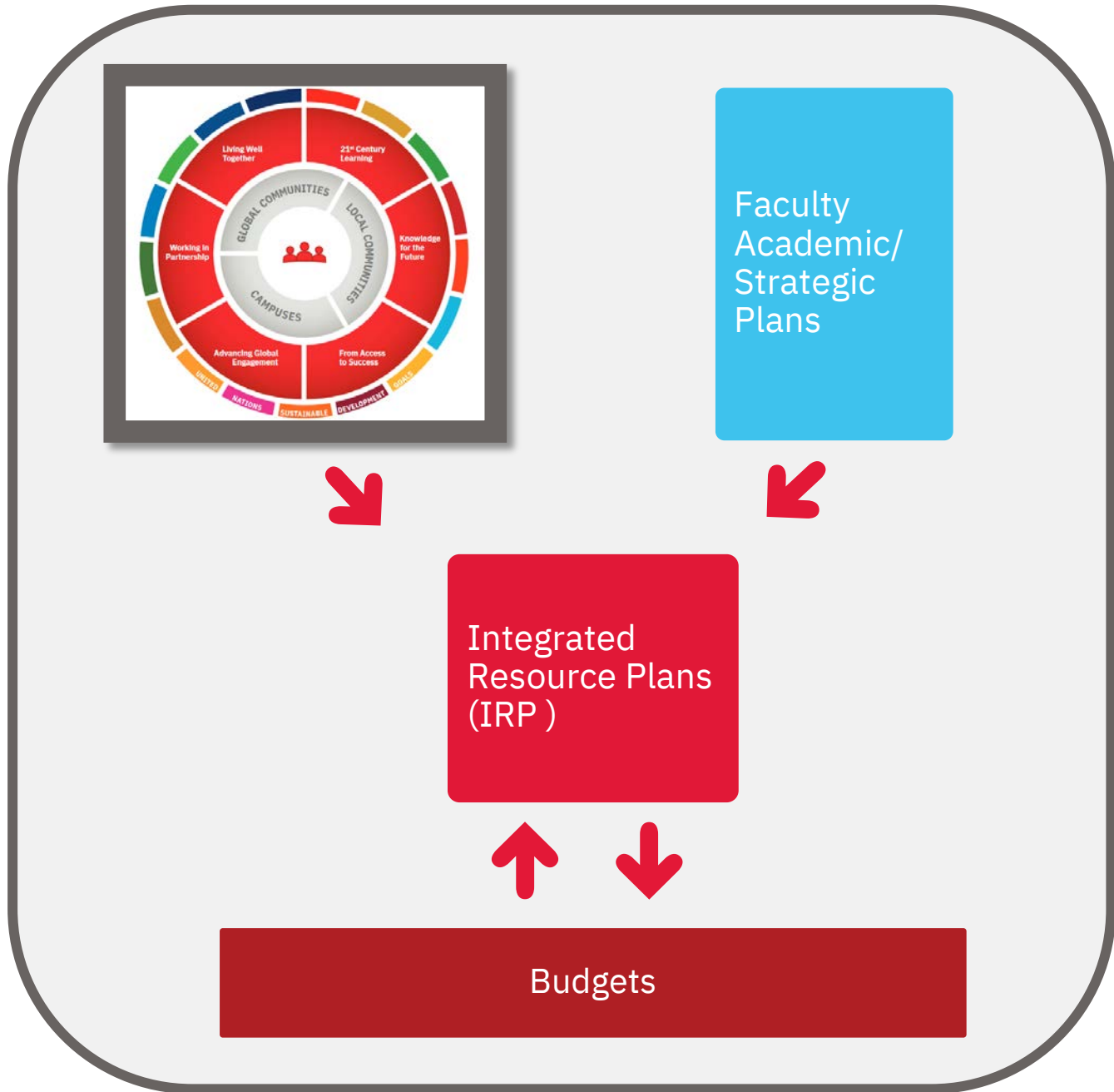






Faculty  
Academic/  
Strategic  
Plans

**UAP informs  
Faculty-level  
Academic/Strategic Plans  
  
(and vice-versa)**



**Academic/Strategic Plans translated into Concrete Actions and Measures of Progress via IRPs aligned to Budgets**



# Strategic Mandate Agreement (SMA)

York University's agreement with the Province about the mandate we are pursuing with the public funds provided to us through government grant.

Explains how York is advancing the Province's objectives for post-secondary education.

## SMA3: 2020-25

➤ sets out:

- Our enrolment corridor over the next five years
- Our institutional strengths; and
- Targets on performance metrics that will guide government funding for the period 2020-25.

➤ Metrics fall into two categories:

- 1. Skills and Job Outcomes; and
- 2. Economic and Community Impact.

For more details: <https://www.ontario.ca/page/2020-2025-strategic-mandate-agreement-york-university>



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