

# Faculty of Health

York University

Integrated Resource Plan 2012 – 2015

## Table of Contents

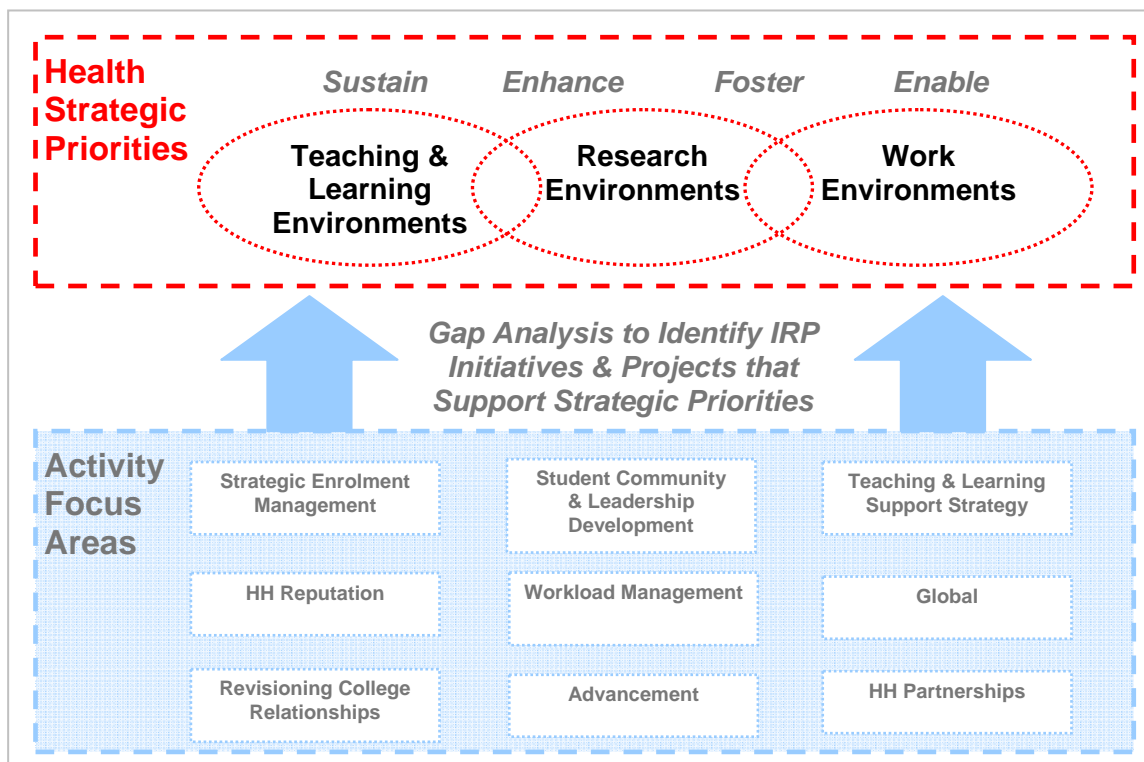
Executive Summary .....	3
Background .....	3
Strategic Analysis Process .....	3
Faculty of Health Strategic Initiatives Summary .....	3
IRP Action Plan Summary .....	6
Appendix A: Integrated Resource Plan .....	8
Priority 1: Academic Quality, Research and Teaching .....	8
Priority 2: Student Success .....	12
Priority 3: Community Engagement .....	15
Priority 4: Valuing People and Strengthening the Workplace .....	17
Priority 5: Resource Integration and Sustainability .....	20

## Executive Summary

### Background

The Faculty of Health was founded on July 1, 2006. Our mission is to keep people healthier, longer, with an emphasis on prevention first, then care when needed. Through teaching, research and service to local and global communities, we are graduating Agents of Change for health: transforming lives, communities, systems and the world.

- Our Research addresses health at all levels – individual, community, societal and global. Our research spans a continuum from basic to applied, and it encompasses both disciplinary depth and interdisciplinary breadth.
- Our Education includes a full spectrum of lifelong learning opportunities from undergraduate and graduate through to continuing professional and community-based education. We deliver educational opportunities in accessible and flexible ways.
- Our Service activities support local communities, global partners and the University community.



### Faculty of Health Strategic Initiatives Summary

The summary table below lists the fourteen strategic initiatives selected for implementation in the 2012 to 2015 cycle. Each initiative is mapped to the five Faculty of Health Strategic Priorities, as well as the priorities outlined in the White Paper.

Initiatives	Health Priorities			Core University Priorities			Enabling Priorities	
	Teaching and Learning	Research	Workplace	Academic Quality	Student Success	Community Engagement	Valuing People	Resource Integration and Sustainability
<b>Strategic Enrolment Management:</b> Develop and implement strategies to respond to changing education market needs, build and implement international enrolment plans, enhance graduate program profiles, and improve research performance.	☑	☑	■	☑	■		■	
<b>Student Engagement/AIF:</b> Leverage the work underway as part of the AIF projects to develop and implement an integrated strategy and plan to increase student engagement, access, and satisfaction.	☑		■	■	☑			■
<b>Student Experience Revisioning:</b> Undertake an initiative to define a quality student experience within HH, document the current state of services, revision a quality student experience, realign resources and plans, and implement the required changes to complete the plan.	☑		■	■	☑			
<b>Business Intelligence:</b> Produce business intelligence for the Faculty of Health in a timely manner to support effective academic leadership and management decision-making. This includes market awareness reports, recruitment reports and enrolment modeling. Develop and implement a business intelligence action plan that includes engagement on the University-wide EDW initiative.	☑	■	■	■	■	☑		■
<b>Research Intensification:</b> Develop and implement strategies to enhance research planning and continue to evaluate supports to faculty; identify commercialization opportunities in order to improve overall research performance and profile, as well as strengthen engagement with research partners.	■	☑		■	■	☑		
<b>Fundraising:</b> Develop the 2012/2013 fundraising plan to include: define objectives in line with available resources; revise the major donor plan to reflect HH positioning and philanthropic market opportunities.	☑	☑	■	■	■		☑	■
<b>Partnership Development:</b> Strategically develop partnerships with local and international agencies, and groups to enhance the delivery of our research priorities, experiential education opportunities and to promote student and faculty exchanges abroad. Develop the Faculty community engagement strategy inclusive of local and international partners for the purpose of	☑	☑	■	☑	■	☑	■	■

Initiatives	Health Priorities			Core University Priorities			Enabling Priorities	
	Teaching and Learning	Research	Workplace	Academic Quality	Student Success	Community Engagement	Valuing People	Resource Integration and Sustainability
promotion of teaching/learning and research activity.								
<b>Teaching and Learning Development:</b> Consult with teaching and learning stakeholders to identify and implement teaching support for full-time and contract faculty.	☑		■	☑	■	■	☑	■
<b>Valuing Staff:</b> Create an inclusive and positive work environment for staff in which staff are acknowledged both for their contributions to the success of the Faculty and for being an integral part of the Faculty's bigger picture priorities.	■		☑	■			☑	■
<b>OHS Audit:</b> Plan, resource and complete an occupational health and safety audit.	■	■	☑	■	■	■	☑	
<b>Mental Health Strategy:</b> Develop and implement a pan university mental health strategy, as a member of the Mental Health Action Group with other university offices that creates a better workplace for all faculty and staff.	■	■	☑	■	■	■	☑	
<b>SHARP (Shared Accountability and Resource Planning) budget model:</b> Resolve Faculty of Health resource capacity issues by increasing the amount of resources available to manage faculty and staff workload, increase full-time faculty complement and thereby enhance undergraduate teaching and research environments.	■	■	☑	■	■	■		☑
<b>Operational Efficiencies:</b> In conjunction with the Process Reengineering and Service Enhancement (PRASE) program, the Faculty of Health will identify and prioritize efficiencies in teaching, research and administration in academic and non-academic units in order to ensure a viable and sustainable administrative infrastructure, effective services, and resource integration to enhance undergraduate teaching and research environments.	■	■	☑	■	■		■	☑
<b>Program Management Framework:</b> Design and implement an HH-specific program management framework for project and operations management.	■	■	☑	■	■	■		☑

Legend: ☑ = Direct impact | ■ = Indirect/downstream impact

## IRP Action Plan Summary

<b>Vision</b>	<i>Global leaders in redefining and advancing health and human science.</i>						
<b>Mission</b>	<p>The Faculty of Health was founded on July 1, 2006. Our mission is to keep people healthier, longer, with an emphasis on prevention first, then care when needed. Through teaching, research and service to local and global communities, we are graduating Agents of Change for health: transforming lives, communities, systems and the world.</p> <ul style="list-style-type: none"> <li>▪ Our Research addresses health at all levels – individual, community, societal and global. Our research spans a continuum from basic to applied, and it encompasses both disciplinary depth and interdisciplinary breadth.</li> <li>▪ Our Education includes a full spectrum of lifelong learning opportunities from undergraduate and graduate through to continuing professional and community-based education. We deliver educational opportunities in accessible and flexible ways.</li> <li>▪ Our Service activities support local communities, global partners and the University community.</li> </ul>						
<b>Values</b>	<b>Excellence and Integrity</b>	<b>Respect and Diversity</b>	<b>Innovation and Creativity</b>	<b>Collaboration and Responsive Partnership</b>	<b>Leadership and Action</b>		
<b>Health Strategic Priorities</b>	<p style="text-align: center;"><i>Sustain, Enhance, Foster and Enable</i></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">Teaching Environments</td> <td style="width: 33%; text-align: center;">Research Environments</td> <td style="width: 33%; text-align: center;">Workplace Environments</td> </tr> </table>				Teaching Environments	Research Environments	Workplace Environments
Teaching Environments	Research Environments	Workplace Environments					

IRP Action Plan Summary (5 Priorities)

1. Academic Quality	2. Student Success	3. Community Engagement	4. Valuing People	5. Resource Integration and Sustainability
<p><b>1.1 Strategic Enrolment Management:</b> Develop and implement strategies to respond to changing education market needs, develop international enrolment plans and enhance graduate program profiles.</p> <p><b>1.2 Business Intelligence:</b> Produce business intelligence to support effective academic leadership and management decision-making.</p> <p><b>1.3 Research Intensification:</b> Develop and implement strategies to enhance research planning and continue to elevate supports to faculty; identify commercialization opportunities to improve overall research performance and profile, as well as strengthen engagement with research partners.</p>	<p><b>2.1 Student Engagement/AIF:</b> Leverage the work underway as part of the AIF projects to develop and implement an integrated strategy and plan to increase student engagement, access, and satisfaction.</p> <p><b>2.2 Student Experience Revisioning:</b> Undertake an initiative to define a quality student experience within HH, document the current state of services, revision a quality student experience, realign resources and plans, and implement the required changes to complete the plan.</p>	<p><b>3.1 Partnership Development:</b> Strategically develop partnerships with local and international agencies, and groups to enhance the delivery of our research priorities, experiential education opportunities and to promote student and faculty exchanges abroad.</p> <p><b>3.2 Fundraising:</b> Develop the 2012/2013 fundraising plan to include: define objectives in line with available resources; revise the major donor plan to reflect HH positioning and philanthropic market opportunities.</p>	<p><b>4.1 Teaching and Learning Development:</b> Consult with teaching and learning stakeholders to identify and implement teaching support for full-time and contract faculty.</p> <p><b>4.2 Mental Health Strateg:</b> Develop and implement a pan university mental health strategy, as a member of the Mental Health Action Group with other university offices that creates a better workplace for all faculty and staff.</p> <p><b>4.3 OHS Audit:</b> Plan, resource and complete an occupational health and safety audit.</p> <p><b>4.4 Improve Job Engagemen:</b> Effectively address the issue of staff workload by engaging staff in discussion and developing actions and recommendations that address identified issues.</p>	<p><b>5.1 SHARP (Shared Accountability and Resource Planning) budget model:</b> Resolve Faculty of Health resource capacity issues by increasing the amount of resources available to manage faculty and staff workload.</p> <p><b>5.2 Operational Efficiencies:</b> Identify and prioritize efficiencies in teaching, research and administration in academic and non-academic units in order to ensure a viable and sustainable administrative infrastructure, effective services, and resource integration to enhance undergraduate teaching and research environments.</p> <p><b>5.3 Program Management Framework:</b> Design and implement an HH-specific program management framework for project and operations management.</p>

Appendix A: Integrated Resource Plan

Priority 1: Academic Quality, Research and Teaching

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
<p>1. <b>Strategic Enrolment Management:</b> Sustain and enhance the quality of HH academic programs and research environments through undergraduate and graduate strategic enrolment management initiatives.</p> <p>Empower new undergraduate and graduate SEM Task Forces to develop and implement strategies to respond to changing education market needs, enhance graduate program profiles, and improve research performance. Build and implement international enrolment plans based on a cost-benefit analysis to service and support international students effectively.</p>	<p>1. A marketing plan will be developed to support student recruitment for new program initiatives.</p>	<p>Marketing plan developed.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs; Associate Dean, Teaching &amp; Learning; Director, Communications and Planning</p> <p><b>Dependencies:</b> SEM Task Force members; OIRA</p>	<p><b>Connections to WP Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B2: Improved research performance</li> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B5: Increase admissions standards</li> </ul>
	<p>2. Develop and implement innovative undergraduate degrees that tap into education market needs and opportunities.</p>	<p>Proposal on innovative degrees developed and tabled.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs; Associate Dean, Teaching &amp; Learning</p> <p><b>Dependencies:</b> SEM Task Force members; OIRA</p>	<p><b>Connections to WP Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B2: Improved research performance</li> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B5: Increasing admissions standards</li> </ul>
	<p>3. Complete a cost-benefit analysis of increasing and managing undergraduate international student enrolment.</p>	<p>Cost-benefit analysis completed based on current funding model. An analysis of the potential impact of SHARP (new activity based funding model) to be undertaken.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs</p> <p><b>Dependencies:</b> SEM Task Force members</p>	<p><b>Connections to WP Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> </ul> <p>Integrated Resource Plan 2011-14 Faculty of Health Page 7 of 27 12/14/2011</p> <ul style="list-style-type: none"> <li>▪ B11: Enhance Internationalization and increase international students</li> </ul>
	<p>4. Develop and implement an internationalization strategy for the Faculty of Health.</p>	<p>International undergraduate and graduate enrolment business plan completed. Implementation scheduled and resourced.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs</p> <p><b>Dependencies:</b> SEM Task Force members</p>	<p><b>Connections to WP Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B5: Increasing admissions standards</li> <li>▪ B11: Enhance Internationalization and increase international students</li> </ul>



	<p>5. Identify strategies to maximize and sustain graduate funding, attract quality students, enhance York's reputation, and sustain faculty morale.</p>	<p>Graduate funding strategies developed; implementation plan created and initiated. Consensus is achieved between the Faculty of Health and FGS on funding strategies to be employed and the plan regarding implementation. Analysis of potential impact of SHARP will be undertaken.</p>	<p><b>Timeline:</b> 2012 – 2013 <b>Responsible Party:</b> Associate Dean, Research and innovation; Chair, Psychology <b>Dependencies:</b> Graduate SEM Task Force Members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B2: Improved research performance</li> <li>▪ B9: Improve research profile of graduate and post-doctorate programs</li> <li>▪ B4: Increase health and medicine programs</li> </ul>
	<p>6. Establish graduate enrolment targets and create/implement graduate enrolment growth plans.</p>	<p>Graduate enrolment targets established.  Graduate enrolment growth plans created and implemented.</p>	<p><b>Timeline:</b> 2012 – 2014 <b>Responsible Party:</b> Associate Dean, Research and Innovation; Chair, Psychology <b>Dependencies:</b> Graduate SEM Task Force members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B2: Improved research performance</li> <li>▪ B9: Improve research profile of graduate and post-doctorate programs</li> <li>▪ B4: Increase health and medicine programs</li> </ul>
	<p>7. Identify and implement new ways to decrease PhD time to completion.</p>	<p>Plan to decrease PhD time to completion developed and implemented.</p>	<p><b>Timeline:</b> 2012 – 2014 <b>Responsible Party:</b> Associate Dean, Research and Innovation; Chair, Psychology <b>Dependencies:</b> Graduate SEM Task Force Members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B8: Increase PhD completion by year 6</li> </ul>
	<p>8. Develop and implement innovative graduate degrees that tap into education market needs and opportunities.</p>	<p>Innovative degrees proposal tabled. Feasibility study completed and recommendations tabled.</p>	<p><b>Timeline:</b> 2012 – 2014 <b>Responsible Party:</b> Associate Dean, Research and Innovation; Chair, Psychology <b>Dependencies:</b> Graduate SEM Task Force Members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B9: Improve research profile of graduate and post-doctorate programs</li> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B11: Enhance Internationalization and increase international students</li> </ul>

<p>2. <b>Business Intelligence:</b> Produce business intelligence for the Faculty of Health in a timely manner to support effective academic leadership and management decision-making. This includes market awareness reports, recruitment reports and enrolment modeling.</p> <p>Develop and implement a business intelligence action plan that includes engagement on the University-wide EDW initiative.</p>	<p>1. Develop partnerships with key University offices (VPS, OIPA) and leverage work to be undertaken centrally in the area of business performance reporting to inform the development of business intelligence plans that support the Faculty's goal to attract, enroll, retain, and graduate highly qualified students.</p>	<p>Data required to support decision making is defined, obtained and analyzed. Findings inform and support strategic enrolment management activities including tactical, and operational efforts and decision making in areas such as marketing, advertising, and communications campaigns; goals and outcomes for recruitment and admissions activities; student progression, retention, and satisfaction; as well as initiatives for public, corporate, and media relations.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Executive Officer</p> <p><b>Dependencies:</b> Director, Finance and Academic Resources; Director, Communications and Planning</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increasing FT complement</li> <li>▪ B5: Increasing admissions standards</li> </ul> <p>Integrated Resource Plan 2011-14 Faculty of Health Page 20 of 27 12/14/2011</p>
<p>3. <b>Research Intensification:</b> Develop and implement strategies to enhance research planning and continue to elevate supports to faculty; identify commercialization opportunities to improve overall research performance and profile, as well as strengthen engagement with research partners.</p>	<p>1. Develop and implement the Connected Health and Wellness Project to advance research objectives into behaviour change research using the health coach and eHealth mobile technology.</p>	<p>Connected Health and Wellness Project developed and implemented.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Dean; Associate Dean, Research and Innovation</p> <p><b>Dependencies:</b> Director, Research and Partnerships; CHWP Manager; External Project Partners</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B2: Improved research performance</li> <li>▪ B3: Engagement with research partners</li> </ul>
	<p>2. Development of cohesive and integrated strategy to identify research commercialization opportunities with faculty researchers, and engage in commercialization strategies with university and community partners.</p>	<p>Research commercialization strategy developed.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Research and Innovation</p> <p><b>Dependencies:</b> Dean; Director, Research and Partnerships; VPRI; faculty</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B2: Improved research performance</li> <li>▪ B3: Engagement with research partners</li> </ul>

	<p>3. Development and implementation of Associate Dean Research and Innovation Advisory Committee for Research Planning and Development; establishment of Faculty-based research priorities; establishment of junior faculty mentoring program.</p>	<p>Research and Innovation Advisory Committee established and functioning; Faculty-based research priorities established; junior faculty mentoring program established.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Research and Innovation</p> <p><b>Dependencies:</b> Director, Research and Partnerships; Specified faculty members participating on advisory committee</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B2: Improved research performance</li> <li>▪ B3: Engagement with research partners</li> <li>▪ <b>B9:</b> Improved research profile and quality of graduate and postdoctoral programs by increasing 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</li> </ul>
--	---	---	---	--

**Priority 2: Student Success**

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
<p>1. <b>Student Engagement/AIF:</b> Improve student engagement, access, and satisfaction relative to White Paper objectives through integrated strategies and work plans, and by measuring our progress through key performance indicators.</p> <p>Leverage the work underway as part of the AIF projects to develop and implement an integrated strategy and plan to increase student engagement, access, and satisfaction.</p>	<p>1. Student Engagement Strategy Integration Plan and Key Performance Indicators.</p>	<p>Student Engagement Strategy Integration Plan developed and implemented. Key performance indicators selected and monitored. Communications plan to raise profile of and acceptance of Agents of Change among students implemented.</p>	<p><b>Timeline:</b> 2012– 2014</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs; Associate Dean, Teaching &amp; Learning; Master, Stong College</p> <p><b>Dependencies:</b> Executive Officer; Director, Strategic Initiatives</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B5: Increasing admissions standards</li> <li>▪ B6: Enhanced first year</li> <li>▪ B7: Increase experiential education opportunities</li> <li>▪ B10: Enhance technology and online</li> </ul>
	<p>2. AIF Project: New Student Enrolment Appointment Online (Advising).</p>	<p>AIF Project: New Student Enrolment Appointment Online (Advising) completed.</p>	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Director, Office of Student and Academic Services (OSAS)</p> <p><b>Dependencies:</b> Manager, Student Services, OSAS</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B6: Enhanced first year</li> <li>▪ B10: Enhance technology and online</li> </ul>
	<p>3. AIF Project: Stong Academic Springboard: Supplemental Instruction for Student Success.</p>	<p>AIF Project: Stong Academic Springboard: Supplemental Instruction for Student Success completed. Expansion of project to include additional courses implemented.</p>	<p><b>Timeline:</b> 2012 – 2013</p> <p><b>Responsible Party:</b> Stong College Master</p> <p><b>Dependencies:</b> Director, Strategic Initiatives</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B5: Increasing admissions standards</li> <li>▪ B6: Enhanced first year</li> </ul>
	<p>4. AIF Project: Fostering First-Year Student Engagement, Academic Success through the HealthAid Network: Course-Based Peer Mentorship Program.</p>	<p>AIF Project: Fostering First-Year Student Engagement, Academic Success through the HealthAid Network: Course-Based Peer Mentorship Program completed. Expansion of the program to all first year students completed.</p>	<p><b>Timeline:</b> 2012 – 2013</p> <p><b>Responsible Party:</b> Stong College Master</p> <p><b>Dependencies:</b> Director, Strategic Initiatives</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B6: Enhanced first year</li> </ul>

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
	5. AIF Project: The Development of a Sustainable, Quality E-Learning Program for the Faculties of Health and LA&PS; create a communications and sustainability plan for web-enhanced and blended courses.	AIF Project: The Development of a Sustainable, Quality E-Learning Program for the Faculties of Health and LA&PS completed; communications and sustainability plan for web-enhanced and blended courses created.	<b>Timeline:</b> 2012 – 2014  <b>Responsible Party:</b> Associate Dean, Teaching & Learning  <b>Dependencies:</b> Director, Strategic Initiatives	<b>Connections to White Paper Benchmarks</b> <ul style="list-style-type: none"> <li>▪ B10: Enhance technology and online</li> </ul>
	6. AIF Project: Experiential Education in the Faculty of Health: Engaging Undergraduates, Faculty and Community; create a communications and sustainability plan for experiential education.	AIF Project: Experiential Education in the Faculty of Health: Engaging Undergraduates, Faculty and Community completed; communications and sustainability plan for experiential education created.	<b>Timeline:</b> 2012 – 2013  <b>Responsible Party:</b> Associate Dean, Professional & Global Programs  <b>Dependencies:</b> Director, Strategic Initiatives	<b>Connections to White Paper Benchmarks</b> <ul style="list-style-type: none"> <li>▪ B7: Increase experiential education opportunities</li> <li>▪ B12: Community engagement strategy – expand outreach and partnerships</li> </ul>
	7. AIF Project: Trans-disciplinary Innovation in Pedagogy: Advancing Educational Reform on the World Wide Web (E-learning tools and evaluation measures).	AIF Project: Trans-disciplinary Innovation in Pedagogy: Advancing Educational Reform on the World Wide Web (E-learning tools and evaluation measures) completed.	<b>Timeline:</b> 2012 – 2014  <b>Responsible Party:</b> Gail Mitchell, Professor, School of Nursing  <b>Dependencies:</b> Director, Strategic Initiatives	<b>Connections to White Paper Benchmarks</b> <ul style="list-style-type: none"> <li>▪ B10: Enhance technology and online</li> </ul>
<p><b>2. Student Experience Revisioning:</b> Enhance the student experience by ensuring that HH resources are optimized, students have equal access to services, and the colleges have a clear mandate.</p> <p>Undertake an initiative to define a quality student</p>	1. Define a “high quality student experience” for the Faculty of Health.	High quality student experience definition developed as a report, and circulated. Feedback received from target stakeholder groups and next steps developed.	<b>Timeline:</b> 2012 – 2013  <b>Responsible Party:</b> Associate Dean, Professional & Global Programs  <b>Dependencies:</b> College Masters; Director, Strategic Initiatives	<b>Connections to WP Benchmarks</b> <ul style="list-style-type: none"> <li>▪ B5: Increasing admissions standards</li> <li>▪ B6: Enhanced first year</li> <li>▪ B7: Increase experiential education opportunities</li> <li>▪ B10: Enhance technology &amp; online</li> </ul>

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
<p>experience within HH, document the current state of services, revision a quality student experience, realign resources and plans, and implement the required changes to complete the plan.</p>	<p><b>2.</b> Revisioning of Faculty of Health Affiliated Colleges as a change management project in which OSAS provides enhanced advising support for students and student programming has been integrated across the Colleges and Faculty.</p>	<p>OSAS enhanced advising support for students implemented; student programming integrated across the Colleges and Faculty.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs</p> <p><b>Dependencies:</b> Stong College Master; Calumet College Master; Director, OSAS</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B6: Enhanced first year</li> </ul>
	<p><b>3.</b> Develop and implement a Teaching and Learning Strategy to promote student success by increasing student success in web-enhanced and blended/online courses/programs by guiding students to appropriate courses/programs; develop and implement a first year course to help students become more effective learners.</p>	<p>Teaching and Learning Strategy developed and implemented.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Teaching and Learning</p> <p><b>Dependencies:</b> Faculty members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B6: Enhanced first year</li> <li>▪ B10: Enhance technology and online</li> </ul>

**Priority 3: Community Engagement**

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
<p>1. <b>Partnership Development:</b> Strategically develop partnerships with local and international agencies, and groups to enhance the delivery of our research priorities, experiential education opportunities and to promote student and faculty exchanges abroad.</p> <p>Develop the Faculty community engagement strategy inclusive of local and international partners for purpose of promotion of teaching/learning and research activity.</p>	<p>1. Develop a partnership priority plan addressing Faculty research and teaching priorities at a local and national level.</p>	Partnership plan developed and approved.	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Deans (<b>Lesley Beagrie, William Gage</b>), Director, Research &amp; Partnerships</p> <p><b>Dependencies:</b> Dean; Unit Chairs</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B3: Engagement with research partners</li> <li>▪ B12: Community engagement strategy – expand outreach and partnerships</li> </ul>
	<p>2. Develop a strategy to engage Faculty alumni for purposes of alumni involvement in fundraising, mentorship and teaching and learning opportunities.</p>	Alumni strategy developed and approved.	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs; Director, Communications &amp; Planning; Senior Development Officer</p> <p><b>Dependencies:</b> Dean; Unit Chairs; Alumni Office.</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B3: Engagement with research partners</li> <li>▪ B12: Community engagement strategy – expand outreach and partnerships</li> </ul>
<p>2. <b>Fundraising:</b> Strategically design the HH fundraising plan around specific, measurable, achievable, realistic and time bound objectives that are linked to impacts and outcomes; fundraising targets are met.</p>	<p>1. Implement the 2012/2013 fundraising pan and achieve stated goals and targets.</p>	Fundraising plan implemented. Goals achieved.	<p><b>Timeline:</b> 2012 – 2013 Integrated Resource Plan 2011-14 Faculty of Health Page 18 of 27 12/14/2011</p> <p><b>Responsible Party:</b> Senior Development Officer</p> <p><b>Dependencies:</b> Dean</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B3: Engagement with research partners</li> <li>▪ B12: Community engagement strategy – expand outreach and partnerships</li> </ul>

<p>Develop and implement the 2012/2013 fundraising plan to include: defined objectives in line with available resources; a revised major donor plan to reflect HH positioning and philanthropic market opportunities.</p>				
---	--	--	--	--



**Priority 4: Valuing People and Strengthening the Workplace**

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
1. <b>Teaching and Learning Development:</b> Consult with teaching and learning stakeholders to identify and implement teaching support for full-time and contract faculty.	1. Consultation with Teaching and Learning stakeholders to support teaching and learning development across the Faculty.	Consultation with key stakeholders completed.	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Teaching &amp; Learning</p> <p><b>Dependencies:</b> faculty members, UPD’s, graduate and undergraduate students</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B10: Enhance technology and online</li> </ul>
	2. Redesign course evaluations to increase participation from faculty and students	Course evaluations redesigned.	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Teaching &amp; Learning</p> <p><b>Dependencies:</b> UPD’s, faculty members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B10: Enhance technology and online</li> </ul>
	3. Identify and implement teaching support for full-time and contract faculty.	Teaching support for full-time and contract faculty identified and implemented; junior faculty mentoring teaching program established.	<p><b>Timeline:</b> 2012 – 2014</p> <p><b>Responsible Party:</b> Associate Dean, Teaching &amp; Learning</p> <p><b>Dependencies:</b> Chairs, UPDs, faculty members</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B10: Enhance technology and online</li> </ul>
2. <b>Mental Health Strategy:</b> Develop and implement a pan university mental health strategy, as a member of the Mental Health Action Group with other university offices that creates a better workplace for all faculty and staff.	1. Develop and implement a pan university mental health strategy, as a member of the Mental Health Action Group with other university offices that creates a better workplace for all faculty and staff. Develop and implement a communications plan that supports the	Strategy developed and implemented.	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Associate Dean, Professional &amp; Global Programs; Director Communications &amp; Planning</p> <p><b>Dependencies:</b> Senior Development Officer; VP Academic; VP Finance &amp; Admin; Human Resources;</p>	Connections to White Paper Benchmarks. Connection to PRASE initiative priority of valuing people and better workplaces

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
	implementation of the strategy.		Communications & Public Affairs; Counselling and Disability Services; Office of Human Rights	
<p>3. <b>OHS Audit:</b> Ensure that HH staff and faculty are not at risk in their work environments by ensuring that the Faculty is compliant with occupational health and safety regulations.</p> <p>Plan, resource and implement an occupational health and safety audit program for HH; produce an OHS audit report with management recommendations for compliance and corrective actions.</p>	<p>1. Plan, schedule and resource the OHS audit and related communications plan.</p>	<p>1. OHS audit resourced. OHS communications plan developed and implemented.</p>	<p><b>Timeline:</b> 2012-2013</p> <p><b>Responsible Party:</b> Manager, Physical Resources, Health &amp; Safety, Research Support</p> <p><b>Dependencies:</b> Dean, Executive Officer</p>	<p>Connections to White Paper Benchmarks</p>
<p>4. <b>Improve job Engagement:</b> Effectively address the issue of staff workload by engaging staff in discussion and developing actions and recommendations that address identified issues.</p>	<p>1. Effectively address the issue of staff workload by engaging staff in discussion and developing actions and recommendations that address identified issues.</p>	<p>Hold small group discussions with staff to review the results of the EE Survey and to confirm issues of greatest importance. Strike a staff working group to identify an action plan with recommendations to be made to the Dean and EO. Develop a communication plan and mechanism for reporting back to staff on progress. A target of a one per cent improvement to Role/Work Engagement (from 79.4% to 80.4%) on the 2015 Employee Engagement Survey.</p>	<p><b>Timeline:</b> 2012-2014</p> <p><b>Responsible Party:</b> Dean; EO</p> <p><b>Dependencies:</b> Director, Communications and Planning; Unit managers; Staff</p>	<p>Connections to White Paper Benchmarks. Connection to PRASE initiative priority of valuing people and better workplaces</p>

**Priority 5: Resource Integration and Sustainability**

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
<p>1. <b>SHARP (Shared Accountability and Resource Planning):</b> Resolve Faculty of Health resource capacity issues by increasing the amount of resources available to manage faculty and staff workload, increase full-time faculty complement and thereby enhance undergraduate teaching and research environments.</p>	<p>1. Undertake an on-going analysis of the financial and human resource implications of the new budget model for the Faculty. Continue to invest in negotiations in the development of the conceptual model design and the development of a shadow budget. Develop Faculty-specific change management, implementation, communication and training plans that complement University-wide plans to support transition to the new model.</p>	<p>SHARP activity based funding model is developed and implemented across the Faculty.</p>	<p><b>Timeline:</b> 2012 – 2015</p> <p><b>Responsible Party:</b> Dean, Executive Officer</p> <p><b>Dependencies:</b> Director, Financial and Academic Resources; Administrative Officer; Director, Communications &amp; Planning</p>	<p><b>Connections to White Paper Benchmarks</b></p> <ul style="list-style-type: none"> <li>▪ B1: Increase FT complement</li> <li>▪ B2: Improved research performance</li> <li>▪ B4: Increase health and medicine programs</li> <li>▪ B5: Increasing admissions standards</li> </ul>
<p>2. <b>Operational Efficiencies:</b> In conjunction with the Process Reengineering and Service Enhancement (PRASE) program, the Faculty of Health will identify and prioritize efficiencies in teaching, research and administration in academic and non-academic units in order to ensure a viable and sustainable administrative infrastructure, effective</p>	<p>1. Faculty plan to be developed identifying efficiencies in teaching, research and administration in academic and non-academic units.</p>	<p>Faculty plan developed.</p>	<p><b>Timeline:</b> 2012-2015</p> <p><b>Responsible Party:</b> Executive Officer</p> <p><b>Dependencies:</b> School and Department Chairs; Non-Academic Administrative Directors; Administrative Officer</p>	<p><b>Connections to White Paper Benchmarks</b> Connection to Process Reengineering and Service Enhancement (PRASE) program</p>
	<p>2. Implementation of Faculty Plan identifying efficiencies in teaching, research and administration in academic and non-academic units.</p>	<p>Faculty plan with measurable efficiencies implemented.</p>	<p><b>Timeline:</b> 2013 – 2015</p> <p><b>Responsible Party:</b> Executive Officer</p> <p><b>Dependencies:</b> School and Department Chairs; Non-</p>	<p><b>Connections to White Paper Benchmarks</b> Connection to Process Reengineering and Service Enhancement (PRASE) program</p>

Objective	Actions	Deliverables/Measurables	Accountabilities	Comments
services, and resource integration to enhance undergraduate teaching and research environments.			Academic Administrative Directors Administrative Directors	
3. <b>Project Management Framework:</b> Empower the leadership team, staff and faculty to achieve HH strategic objectives as stated in the IRP by adopting a program management approach; effectively direct the range and scope of projects and operations in a way that helps positively manage workloads and reputation issues. Design and implement an HH-specific program management framework for project and operations management.	1. IRP KPIs created and baselined.	KPI creation and baselining completed.	<b>Timeline:</b> 2012-2014  <b>Responsible Party:</b> Director, Communications and Planning  <b>Dependencies:</b> Dean, Executive Officer	<b>Connections to White Paper Benchmarks</b> <ul style="list-style-type: none"> <li>Indirect impact on all White Paper benchmarks</li> </ul>
	2. Program Management system implemented.	Implementation completed.	<b>Timeline:</b> 2012-2014  <b>Responsible Party:</b> Director, Communications and Planning  <b>Dependencies:</b> Dean, Executive Officer	<b>Connections to White Paper Benchmarks</b> <ul style="list-style-type: none"> <li>Indirect impact on all White Paper benchmarks</li> </ul>