

RECOMMENDATIONS	ACTIONS	MEASURES	ACCOUNTABILITY	TIMELINE	
Theme 1: Growing a Culture of Scholarly Inquiry					
1.	<p>Create opportunities and spaces to promote interactive research engagement that foster collaboration and interdisciplinarity</p>	<p>Review of intra- and inter-Faculty research communications to increase exposure and promotion of research across units and Faculties.</p> <p>Enhance emphasis on collaborative research in collegial discussion and strategic research planning</p> <p>Promote the organization of symposia to foster interdisciplinary research</p> <p>Review and enhance spaces that promote informal faculty and research trainee engagement including the promotion of shared work environments and integration of ORUs within Faculty spaces.</p>	<p>Collaborative research outputs across disciplines and Faculties</p> <p>Interdisciplinary research funding applications</p> <p>Number of symposia and workshops, public recognition of interdisciplinarity</p> <p>Increased researcher presence on campus and satisfaction with research work environment measured through campus workplace surveys</p>	<p>Unit leads</p> <p>Deans</p> <p>Communications</p> <p>VPF&A</p> <p>VPRI</p>	<p>12 months</p> <p>Ongoing, emphasis in planning documents</p> <p>Ongoing</p> <p>Three years</p>
2.	<p>Work together to build research engagement</p>	<p>Develop unit, program, area of focus, and ORU level initiatives to build research engagement.</p>	<p>% of faculty with active research projects</p> <p>Number of research outputs per faculty member</p>	<p>Unit leads</p> <p>Program leads</p> <p>Areas of Focus</p>	<p>Planning: Initial 9 months, subsequently ongoing</p> <p>Implementation: Initial</p>

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		Report on initiatives and monitor and report on impact to Deans and Governing Bodies (ORUs)	<p>% of research funding engaged faculty¹</p> <p>Numbers of thesis based graduate students and postdoctoral fellows within programs</p> <p>Graduate time to completion</p>	<p>Directors</p> <p>ORU Directors</p> <p>Deans</p>	<p>18 months</p> <p>Review progress after 3 and 5 years.</p>
3.	Incorporate research into all aspects of York's collective planning culture.	<p>Work towards an equally weighted consideration of research and research development in academic planning documents</p> <p>Departmental Plans Integrated Resource Plans Complement Plans Strategic Plans</p> <p>Plans to include proposals to broaden the base of research participation across York communities for faculty and trainees.</p> <p>As applicable based on membership and alignment of objectives, include consideration of relevant ORUs in planning objectives</p> <p>ORU research development plans are contained within charter documents</p>	Documentation in planning documents at all levels	<p>Unit leads</p> <p>Deans</p> <p>ORU Directors</p> <p>VPRI</p>	<p>Initiated immediately</p> <p>Completed within a planning cycle</p>

¹ Research funding engaged faculty defined as faculty members holding or having applied for research funding of \$10,000 or greater within a given year.

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		<p>Develop annual research reports to inform planning culture.</p> <p>Roll up local research reports into Faculty and Institutional reports</p>			
4.	Promote and capture a multiplicity of research outputs with an emphasis on impact	<p>Encourage non-traditional research outputs (web-based, film, social media etc.)</p> <p>Capture, recognize and appropriately weight non-traditional outputs in considerations of hiring, tenure and promotion</p> <p>Develop appropriate measures/indicators for non-traditional outputs, both general and discipline-specific.</p> <p>Enhance encouragement of a multiplicity of traditional outputs to enhance scholarly achievement</p> <p>Emphasize research impact, mentoring and supporting colleagues to achieve the high possible impact venues for their scholarly outputs.</p> <p>Promote and value collaborative research and collaborative research outputs to decrease York's overall reliance on single authorship</p>	<p>Numbers and types of research creations captured and reported</p> <p>Impact assessment of nontraditional research creations</p> <p>Increase in total academic outputs</p> <p>Increase in % of outputs in top 10% most cited and in top 10% of publications/presses</p> <p>Increase in % of collaborative research outputs, particularly involving international co-authors</p>	<p>Unit leaders</p> <p>Deans</p> <p>Tenure and promotion committees</p> <p>Libraries</p> <p>VPRI</p>	Initiate for 2016/17 academic year.
5.	Build research intensity in the hiring, tenure and promotion of regular full-	Complement planning to enhance focus on the alignment of professorial stream hires with the research needs	Increased emphasis on research needs and alignments within complement	<p>Unit leads</p> <p>Deans</p>	Initiate for 2016/17 hiring cycle

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	time faculty.	and objectives of the hiring unit and Faculty; Hiring units to map average level of research, scholarship and associated creative activity achievement for past 5-10 years at the time of hire, pre-candidacy review, and tenure application for entry level professorial hires.	plans for all professorial stream faculty hires. Alternate stream hiring also aligned with enabling research intensive clusters of regular full time faculty. Research achievement guides for hiring pre-candidacy and tenure that outline average achievements of past candidates cited in recommendations for hiring and included in pre-candidacy and tenure considerations.	Provost Supports for mapping past achievements to be provided through Faculty Research Offices, with assistance from Libraries, OIPA and VPRI.	Fully implement for 2017/18 hiring cycle
Theme 2: Investing In & Promoting People					
6.	Improve the effectiveness of research time within workloads	Unit-level collegial discussions to identify and explore flexibility in workloads with an emphasis on workload equity and the goal of enhancing time available for research active faculty to engage in research, scholarship and related creative activity.	Workload distribution amongst regular full time faculty collated with research achievement Open and transparent standards and expectations for research leaves that reward research engagement and success Demonstrated variations in workload as faculty interests and engagements shift between academic activities	Unit leads Deans	Initiate for 2016-17 academic year Implement for 2017-18 academic year.

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		<p>Include in discussions consideration of how part time and active retired faculty can increase their contributions to the overall academic success of the unit, program or area of focus.</p> <p>Faculties to review their collegial governance and service structure and practices with a view to decreasing the load of service engagement to increase the time available for faculty to engage in research.</p>	<p>Engagement of retired faculty in research and the support of research training including: numbers of faculty involved, numbers of students supervised, numbers of publications and associated outputs, amounts of research funding received,</p> <p>Documentation of policy and practice analysis and implementation of changes in IRPs and annual reports</p>		
7.	Position faculty and long term research employees for research success	<p>Early Career: Position new hires for research success clearly outlining supports and expectations at time of hire, including in letters of offer.</p> <p>Mentorship to include guidance on managing overall workload and access to stress management supports.</p>	<p>Research expectations, research supports and mentorship clearly defined in letters of offer</p> <p>Formal mentorship and research support plan developed prior to arrival</p> <p>Fitted-up research space and basic infrastructure available on arrival or accomplished within target timelines</p> <p>Accounts for startup funds open and accessible prior to arrival</p> <p>Timely implementation of</p>	<p>Deans</p> <p>Provost</p> <p>CUSBO</p> <p>Finance</p> <p>VPF&A</p> <p>ORS</p> <p>VPRI</p>	-Ongoing

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		<p>externally funded infrastructure (CFI etc.)</p> <p>Time to first successful research funding</p> <p>Time to first York-based research output</p> <p>Cumulative research productivity years 1-5</p> <p>Mid-Career. Continuation of mentoring, becoming research mentors, promotion of research leadership opportunities, access to appropriate research infrastructure.</p> <p>Senior Faculty: Active mentors and research leaders, continued access to appropriate research infrastructure.</p> <p>Retired Faculty: Develop criteria and expectations for continuing active research engagement. Provide opportunities for engagement with research trainees and for mentoring of junior faculty. Provide access to research infrastructure as appropriate to support funded research activities</p> <p>ORUs provide an open environment for interdisciplinary interaction of faculty at all career stages</p>	<p>Documentation of continuing mentorship at all career stages</p> <p>Research leadership opportunities realized</p> <p>Average research intensity and research funding Intensity</p> <p>Numbers of research active retired faculty</p> <p>Numbers of research outputs and amounts of research funding</p> <p>ORU membership numbers</p> <p>Collaborative research outputs</p>	

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		<p>Mentorship expectations to be promoted within workloads including the supervision of graduate students and postdoctoral fellows</p> <p>Encourage participation in external peer review activities and research leadership</p>	<p>and funding Recognized internal proposal development and scholarly output review mentorship activities formalized and recognized</p> <p>Peer review grant panels, journal, book and other review, editorial boards, conference organization etc.</p>		
8.	Invest in faculty through the development of research chairs and professorships.	<p>Include research chairs and professorships as high priorities in the University's upcoming fundraising campaign</p> <p>Continue the growth of the York Research Chairs program including the development of Faculty-based Chairs where finances warrant, including the creation of endowed and term funded Chairs</p> <p>Work to enhance Canada Research Chair success.</p> <p>Increase emphasis on the nomination of faculty for competitive research chairs and professorships offered through national and international funding organizations including partnership programs including the NSERC Industrial Research Chairs Program</p>	<p>Numbers of endowed and term research chairs and professorships and amount of funding raised</p> <p>Numbers of York Research Chairs</p> <p>Numbers and occupancy rate of Canada Research Chairs</p> <p>Numbers of Chairs</p> <p>Success rate in Chair nominations</p> <p>Numbers of partners and amount of partner funding</p>	<p>Unit leads</p> <p>Deans</p> <p>Advancement</p> <p>Innovation York</p> <p>ORS</p> <p>VPRI</p>	Ongoing

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		Secure a Canada Excellence Research Chair			
9.	Increase and strengthen York's research based graduate population and becoming a destination of choice for postdoctoral training.	<p>Increase the efficiency and effectiveness of graduate student recruitment to York through enhancing internal processes and external outreach to potential students</p> <p>Simplify graduate student support packages</p> <p>Increase encouragement and support for applications for external graduate student scholarships</p> <p>Increase the funding of graduate students through faculty research grants across all disciplines, through both individual grants and collaborative training program opportunities.</p> <p>Graduate programs to develop and implement plans to collectively enable York to exceed its domestic graduate student targets and grow its international cohort</p> <p>Continue growth in professional development supports for graduate students and post-doctoral fellows, including best practice for postdoctoral fellow supervision</p>	<p>Enrollment of domestic thesis-based graduate students (Meeting and exceeding domestic graduate student targets)</p> <p>Enrollment of international graduate students</p> <p>Numbers and percentage of graduate students funded through external awards</p> <p>Numbers of graduate students funded through supervisors' research grants and training program grants.</p> <p>Numbers of external placement and other professional development opportunities for graduate students and post-doctoral fellows (internships, coop placements etc.), best practice guides for supervision</p>	<p>faculty</p> <p>Graduate program directors</p> <p>Unit leads</p> <p>Deans</p> <p>Faculty of Graduate Studies</p> <p>York International</p> <p>Advancement</p>	<p>Ongoing</p> <p>2016</p> <p>Ongoing</p>

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RECOMMENDATIONS		ACTIONS	MEASURES	ACCOUNTABILITY	TIMELINE
		<p>Double cohort of post-doctoral fellows.</p> <p>Encourage and support applications to increase the percentage of externally funded postdoctoral fellows</p> <p>Continue the development of supports for postdoctoral fellows in areas of policy, finance, and physical space in the Faculty of Graduate Studies and host Faculties and ORUs</p> <p>Track career progress and maintain engagement with postdoctoral fellows over the long term</p>	<p>Numbers of post-doctoral fellows</p> <p>Number and percentage of externally funded postdoctoral fellows</p> <p>Expansion of Postdoctoral Coordinator positions and/or other administrative supports</p> <p>Inclusion of postdoctoral fellows as part of York's Alumni base.</p>		<p>2021</p> <p>Ongoing</p> <p>2021</p> <p>2021</p>

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10.	Grow undergraduate participation in research	<p>Increase the number of research opportunities for undergraduates. Includes credit opportunities and non-credit experiential learning opportunities (summer experiences etc.).</p> <p>Grow culture of supervising undergraduate research projects by faculty</p> <p>Expand the Research at York (RAY) program for undergraduates</p> <p>Develop a Dean's Award for Research Excellence (DARE) for undergraduate students in each Faculty</p>	<p>Number of undergraduate research opportunities (internal and external)</p> <p>Number of papers and other research outputs authored or coauthored by undergraduate students</p> <p>Number of RAY internships</p> <p>Number of DARE awards</p>	<p>Faculty</p> <p>Undergraduate Program Directors</p> <p>Unit leads</p> <p>Deans</p> <p>AVP Teaching & Learning</p> <p>AVP Graduate Studies</p>	

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		Continue building Undergraduate Research Fair	Number of Research Fair participants		
Theme 3: Supporting Research Growth & Development					
11.	Develop and employ general and specific measures to monitor research progress.	<p>Make data on both traditional and nontraditional research outputs broadly available</p> <p>Develop research outputs data analyst capacity that also serves as an interface for York with public and private research data aggregators that influence external university rankings.</p> <p>Units, programs, areas of focus and ORUs to develop relevant specific and externally comparable measures of research, scholarly and associated creative outputs to be used in providing perspective on progress in developing research and to inform decision making related to research development. Local metrics to be rolled up at the Faculty and Institutional level annually and promoted for external adoption.</p> <p>Develop a set of general measures for use by Units, programs and areas of focus for use by Units also to inform decision making that can roll up to the Faculty and Institutional level to inform government requirements and external university rankings</p>	<p>Subscription to research data databases and analysis software</p> <p>Strategic investment in the implementation of research outputs data analyst position.</p> <p>Numbers of measures and year over year trends in research outputs</p> <p>Use of measures in research development planning</p> <p>Number of measures adopted externally</p> <p>Number of measures developed and year over year consistency in roll up reporting.</p>	<p>Unit leads, program directors, area of focus leads</p> <p>ORU Directors</p> <p>Deans</p> <p>Libraries</p> <p>OIPA</p> <p>VPRI</p>	<p>2016-17 development of measures and building of analyst capacity.</p> <p>2017, 2016 rollup.</p> <p>Ongoing refinements to measures and their use</p>

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		Develop tracking and recognition of alternative forms of scholarly output including social media and web-based outputs	New alt metrics included in annual reporting, comparative monitoring of York impact by comparison to provincial, national and international averages.		
12.	Promote open access to research	<p>Develop transparent open access publishing and research data management policies that are inclusive and reflect the core values of the university</p> <p>Report annually on open access and research data management infrastructure including support costs</p> <p>Internally promote best practices for open access publishing and research data management through the Open Access, Open Data Steering Committee sponsored by the VPRI and Provost</p> <p>Continue to build open access publishing at York including the introduction of eBook publishing</p> <p>York as lead (or a co-lead) in a</p>	<p>Number of research outputs published through open access (% of total outputs).</p> <p>Annual report on research data management volumes</p> <p>Annual report on open access and research data management supports, capacity and costs</p> <p>Workshops and attendance</p> <p>York open access and research data management policies, procedures and supports</p> <p>Development of open access databases</p> <p>Numbers of York ejournals</p> <p>Numbers of eBooks published through York Press</p> <p>York as lead/co-lead in Ontario</p>	<p>Libraries</p> <p>APPRC</p> <p>VPRI</p> <p>Provost</p> <p>Faculties and Units</p> <p>Deans</p>	<p>2017</p> <p>Ongoing</p> <p>EBook publishing 2017</p> <p>TBD</p>

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		coordinated Ontario physical publishing initiative	Academic Press		
13.	Strengthen support of research program development and implementation	<p>Review/develop service level expectations for research officers and research directors within Faculties, with view of development of activity-based model to determine staffing levels.</p> <p>Work to streamline bureaucracy and internal deadlines at all levels enhance the efficiency and effectiveness of research funding application development by researchers.</p> <p>Enhance the use of electronic means to capture permissions and approvals for proposals.</p> <p>Faculties, units and programs to collegially formalize mentorship expectations in support of research including internal peer review and advisory committees for new faculty.</p> <p>Faculties, VPRI, Provost and Units to develop tools and programs in support of building mentorship expertise and best practices</p> <p>Review and develop direct research support mechanisms that emphasize rewarding engagement and success</p>	<p>Numbers of research funding support applications across programs</p> <p>Customer satisfaction surveys of pre-award research supports</p> <p>Number of steps to application Times between internal and external deadlines</p> <p>Reduction in paper tracking of proposals</p> <p>Numbers of external research funding applications Numbers of successful applications and success rate. Percentage of research funding active faculty.</p> <p>Numbers of workshops/support tools and their uptake rates</p> <p>Numbers of research outputs and research output intensity Percentage of research active faculty and research funding</p>	<p>Unit leads</p> <p>Deans</p> <p>VPRI</p> <p>Provost</p>	<p>2017</p> <p>Ongoing</p> <p>2017</p> <p>2017 and ongoing</p> <p>2016/17</p> <p>2018</p>

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		<p>researchers to assist with research accounting, human resource and supply chain management.</p> <p>Faculty to develop the expectation for the documented reporting of external research funding directly to researchers that is presently not captured by the university and provide supports to facilitate reporting.</p> <p>Enhance ability to report on research-related funding received through advancement</p> <p>Commission a task force to make recommendations for the further enhancement of post award administrative supports.</p>	<p>Inclusion of "direct to researcher" external funding in Faculty and Institutional research funding reports</p> <p>Numbers and amounts of donations captured as research funding</p> <p>Implementation of Task Force Report Recommendations</p>		<p>2016/17 academic year</p> <p>2016/17</p>
15.	Enhance the development and timely implementation of world class physical research infrastructure	<p>Develop and report on service level expectations for the implementation of research infrastructure for new hires</p> <p>Enhance support of budget planning for research infrastructure funding applications</p> <p>Set and report on targets for the implementation of research infrastructure awards</p> <p>Interfaculty research space committee to monitor research space utilization rates and make recommendations with respect to future research infrastructure needs.</p>	<p>Average time to completion of research infrastructure for new hires</p> <p>Achievement of budget targets for externally funded research infrastructure projects</p> <p>Average times to implementation and completion of research infrastructure awards</p> <p>Percentage of research infrastructure occupancy</p>	<p>Deans</p> <p>VP Finance and Administration</p> <p>VPRI</p> <p>Provost</p>	2016-17

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		Development of research infrastructure capital plan as part of overall university capital plan	Number and amount of unmet research infrastructure needs		
16.	Develop York's Innovation Landscape, supporting partnerships and translating research into action	<p>Innovation York (IY) to coordinate research innovation development at York and provide a first point of contact for external engagement with York on the research application, commercialization and entrepreneurship file.</p> <p>Review the composition of the IY Internal Advisory Board to ensure appropriate stakeholder input into IY</p> <p>Develop an external Advisory Board for IY that emphasizes York Region Partners.</p>	<p>Commercialization activity (invention disclosures, commercialization projects, patent applications, Industry funding, valuation of startup companies, company financing, commercialization revenues)</p> <p>Amount of York spaces dedicated to entrepreneurship and research commercialization</p> <p>Numbers of students, faculty and staff engaged in commercialization and entrepreneurship activities</p> <p>Number of external partners engaged</p> <p>Internal stakeholder satisfaction</p> <p>Develop of plans for a York research innovation park</p> <p>Increased external engagement with York University on the innovation</p>	<p>Director, IY</p> <p>ORS</p> <p>VPRI</p> <p>Deans</p> <p>AVP Teaching and Learning</p> <p>Provost</p> <p>Director, Communications</p> <p>VP Finance and Administration</p>	<p>Ongoing</p> <p>2016</p> <p>2016/17</p>

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		Restructure ORS to integrate the Kmb group into Innovation York.	file (Including numbers of interactions, physical presence of York with partners, dollar value of interactions Numbers of Kmb collaborative projects and crossover projects. Numbers and Value of research grants supported Kmb-supported research grant success rates Measures of social innovation and social enterprise development		2016/17
		Implementation of a communications strategy to build the Innovation York brand	IY brand awareness IY earned media Numbers and dollar value of external engagement with York through IY		2016
Theme 4: Leadership in Research and Research Advocacy					
17.	Promote and recognize external leadership activities by York faculty	Encourage and support external research leadership by York faculty and leadership in research advocacy and policy development	Earned media and editorials Policy forum leadership and participation	Unit leads ORU Directors Deans	Ongoing

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		<p>Promote institutional leadership for Canada and Ontario in support of University research and innovation</p> <p>Promote collegial discussion of the value and recognition of external research leadership activities as academic service expectations.</p>	<p>Regulatory body leadership and participation (governing councils etc.)</p> <p>Academic editorial positions</p> <p>Conference/event leadership and organization</p> <p>External research review activities</p> <p>Academic community service engagement</p> <p>Institutional presence in policy discussions and advocacy.</p> <p>Inclusion of external leadership activities within evaluations of service contributions to workload</p>	Senior University leadership	
18.	Foster the internationalization of research	<p>Promote enhanced participation of York faculty in international and multinational research activities</p> <p>Improve research supports for participation in international research funding programs and development of</p>	<p>Numbers of research outputs involving international co-authors or partners</p> <p>Participation and leadership within multinational research projects</p> <p>Numbers and activity within international partnerships for research including amounts of</p>	<p>Unit leads</p> <p>ORU Directors</p> <p>Deans</p> <p>Faculty of Graduate Studies</p> <p>York International</p>	<p>Ongoing</p> <p>2016/17</p>

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		<p>international research projects and programs</p> <p>Increase international research opportunities for York students and postdoctoral fellows</p> <p>Increase international graduate student and postdoctoral fellow presence at York</p> <p>Build infrastructure and streamline bureaucracy to facilitate international researchers meeting Citizenship and Immigration requirements for visas, work permits and providing access to temporary and transitional housing and health insurance.</p> <p>A feature on research within York's Internationalization strategy</p>	<p>internationally derived research funding (grants and contracts)</p> <p>Numbers of York student and postdoctoral fellows with an international research experience</p> <p>Numbers of research-based dual and double degree programs with international partners</p> <p>Number of international graduate students and postdoctoral fellows at York and number of students and fellows that visit York</p> <p>Numbers of international research visitors,</p> <p>Processing times for visas and other documents.</p> <p>International research measures and targets within York's international strategy</p>	<p>VPRI</p> <p>Provost</p>	<p>Ongoing</p> <p>Ongoing</p> <p>2016</p>
19.	Increase recognition through research awards	Set increasing targets for awards nominations, with a particular focus on	Numbers of nominations and awards	Unit leads	Ongoing

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	for York faculty and trainees	<p>international awards.</p> <p>Increase collegial and administrative support for faculty and student awards nominations for research and the translation of research into innovation.</p> <p>Publicizing and celebrating research and innovation awards by York's Faculty and trainees. growing the use of traditional and new media.</p>	<p>National rankings for awards by York faculty and students</p> <p>Earned media for York Awards</p> <p>Paid media for York Awards</p> <p>Number of events recognizing and celebrating York research and research awards on campus</p> <p>Positive influence on York's international rankings.</p>	<p>Deans</p> <p>Faculty of Graduate Studies</p> <p>VPRI</p> <p>Provost</p>	
Theme 5: Building Research for the Future					
20.	Develop Markham as a research-intensive campus.	<p>Include research and innovation at the forefront of Markham campus planning and implementation</p> <p>Research expectations and aspirations provided the same priority in hiring of new full time regular faculty as on the</p>	<p>Integration of Innovation York in the launch of Markham Innovation hub on Enterprise Drive as the first physical presence of York in Markham</p> <p>Research output measures specific to Markham campus</p> <p>Research intensity and research funding intensity of Markham campus compared with the other York campuses.</p> <p>Research achievement guides for hiring pre-candidacy and tenure that outline average</p>	<p>Unit leads</p> <p>Deans</p> <p>AVP Markham</p> <p>Provost</p> <p>VPRI</p>	<p>2016/2017</p> <p>2016-2021</p>

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		<p>other York campuses. Hiring to average research accomplishment and above to integrate comparison with main campus hires.</p> <p>Provisions for graduate and postdoctoral trainees with expectations equal to those on the Keele campus.</p> <p>Campus design to include provisions for collaborative and interactive research space associated with networking and entrepreneurship spaces.</p> <p>Fully exploit the opportunity to re-imagine the relationship between campus, entrepreneurship and social and technological commercialization to maximize the potential for transferring ideas into action.</p> <p>Maximally integrate existing and new York Region partners in the research innovation space into Markham campus planning.</p>	<p>achievements of past candidates cited in recommendations for hiring and included in pre-candidacy and tenure considerations</p> <p>Graduate student, postdoctoral fellow ratios and achievements at the same level as Keele campus</p> <p>Collaborative research activities and outputs</p> <p>Flow of entrepreneurship and commercialization activities between York Campuses</p> <p>Co-localization of IY activities with York region partners within easy reach of the Markham campus</p>		
21.	Research as a driver and enabler for future York initiatives.	<p>Support ongoing development and growth of research activities and infrastructure at a level at least commensurate with other research intensive universities.</p> <p>Integrate research intensification into</p>	<p>Growth in research outputs, infrastructure and funding</p> <p>Glendon College research</p>	<p>Unit leads</p> <p>Deans</p> <p>Senior Administration</p>	Ongoing

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		<p>the expansion of Glendon College and the development of partial French designation for York.</p> <p>Integrate the development of research in Health, Science, Engineering and the Liberal Arts in to the business case in support of bringing a Medical School to York.</p> <p>Building relationships with regional hospitals, health agencies and community health organizations to include building support of the Medical School ambition</p>	<p>numbers</p> <p>Growth in Health research-related outcomes and funding</p> <p>Number of partnerships</p> <p>Partnership research outputs</p>		