Integrated Resource Planning 2012-15

DIVISION: Division of the President

UNIT: OIRA

PLANID: 679

FRAMEWORK

MANDATE

The Office of Institutional Research and Analysis (OIRA) supports the President, the Vice-Presidents and University Executive Committee through data management, project focused analysis and on-going routine reporting. OIRA is responsible for providing the official university numbers for all key performance measures and statistics.

VISION

OIRA will provide high quality data, information and policy advice to support the work of the senior administrative team of York University.

CORE FUNCTIONAL AREAS

OIRA is responsible for the operation and maintenance of the Infomart Data warehouse and the creation of strategic and operational data sets for both the senior administration, the general university community and to meet external reporting requirements. OIRA is also responsible for the Fact Book, York's Annual Accountability Report, Reporting (MYAA), York's participation in the National Survey of Student Engagement (NSSE) and the Canadian Graduate and Professional Student Survey (CGPSS) and the coordination of most government reporting.

GUIDING PRINCIPLES

The Office of Institutional Research and Analysis works to provide accurate, timely and appropriate data, information and advice to support the work of the President, Vice-Presidents and the University Executive Committee.

PLANNING CONTEXT

York University's external environment is characterized by growing global competition for resources, faculty and students, inadequate government funding regimes and an ongoing revolution in information and communication technology. Substantial immigration-based population growth in the GTA – and modest population declines elsewhere in Ontario – presents substantial competitive opportunities and vulnerabilities in York Region. This environment motivates the Division of the President to adopt an outward-facing planning approach that emphasizes relationship-building with key individuals who can shape the opinion and decisions of external constituents, and that supports strategic initiatives that meet the needs of these constituents while allowing York to pursue its own vision and goals. York's organizational culture includes numerous cultural trait dichotomies, not the least of which is the interplay between deliberation and action. York also exhibits a broad concern for social justice and sensitivity to global issues. The Division of the President recognizes and embraces these issues and supports the development of an agile and responsive planning culture that emphasizes quality and full funding across all activities, and alignment of initiatives with strategic goals.

DIVISIONAL/FACULTY/UNIT KPIs

ACTION PLAN

Priority 1 :   Academic Quality in Research and Teaching

Academic quality will be achieved through objectives that include increasing our full-time faculty complement; research intensification; pedagogical innovation or initiatives to support increased program quality; and building on our existing strengths in liberal studies, fine arts and professional programs by seeking out new interdisciplinary program opportunities in health, applied sciences and professional programs. York remains committed to the eventual creation of a distinctive medical school and to expanded engineering programs that would lay the groundwork for a new School.

Objective 1 .1 :   Research Intensification

Action 1.1.1 :   Provide strategic advice to senior administration of the University on University Rankings, performance indicators and research related new indicators

Measurable: Provide strategic integrated data analysis of university surveys and university rankings.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VPR&I

Objective 1 .2 :   Strengthening Comprehensive & Interdisciplinarity

Action 1.2.1 :   Provide data and analysis to support the work of the VPA and Faculties with strategic enrolment planning and support expansion in strategic areas such as in Engineering.

Measurable: OIRA provides data products regularly such as, enrolment projection models, student demographic data, retention rates, student debt load, Factbook, Academic Department Factbook, KPI, comparative data through surveys and Environmental Scan.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Objective 1.3 :   Enhancing Academic Programs

Action 1.3.1 :   Coordinated participation with VPA and Faculties on HEQCO projects (Teaching and Learning, Work Integrated Learning and Retention and under represented groups).

Measurable: Published HEQCO Research Papers for HEQCO funded projects.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Action 1.3.2 :   Helping to measure academic quality (i.e. Collegiate Learning Assessment (CLA) project).

Measurable:

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Priority 2 :   Student Success

York University is also committed to providing accessible education to all eligible students and to ensuring that they receive the rich learning environment and support they need to succeed. We want York to be the destination of choice for high quality undergraduate and graduate students. We will accomplish this objective by supporting the transition of new students to university life, and by delivering a comprehensive array of quality programs and an enhanced student learning experience at the undergraduate and graduate levels. Expanding experiential education through internships, co-op, community-based learning and other activities has been identified by students as a top objective. Enhanced use of technology in the classroom also has the potential to incorporate active learning and to increase flexibility and access for students. A stronger alignment incorporate active learning and to increase flexibility and access for students. A stronger alignment between undergraduate and graduate planning will also help ensure better integration of enrolment, faculty and budget planning, and ensure that we are maximising the impact of our resources.

Objective 2.1 :   Enhancing Teaching and Learning

Action 2.1.1 :   Facilitate interventions and participation on HEQCO research projects and surveys. (Teaching & Learning, CLA, NSSE).

Measurable: OIRA assists in the preparation of proposal submissions. As well as, the development and implementation of project plans.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Action 2.1.2 :   Support Vice Provost with Academic Investment Fund in supporting applied research on teaching & learning, experiential learning, experiential education, supplemental instruction and program evaluation.

Measurable: Work with faculties to provide data products to assist with measuring outcomes.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Action 2.1.3 :   Support Provost & VP Students on strategy to raise GPA and student retention

Measurable: Provide data and analysis from HEQCO Retention project upon completion. Assists in the creation of a Pan University Retention Strategy.

Timeline: Annual

Responsible Party: OIRA
Comment:

Dependencies: VP Academic & Provost

Objective 2.2 :   Enriching the Student Experience

Action 2.2.1 :   Coordinating submission and managing reporting requirements to Ministry for special purpose grants related to a student experience (eg. First Generation Project, Credit Transfer).

Measurable: Submitting reports as required for conditions of funding to Ministry. Provide reports as required to support student experience strategy.

Timeline: Annual

Responsible Party: OIRA
Comment:

Dependencies: VP Students, VP Academic & Provost

Action 2.2.2 :   Academic program reviews

Measurable: Provide data to support new Quality Framework.

Timeline: Annual

Responsible Party: OIRA
Comment:

Dependencies: VP Academic & Provost

Action 2.2.3 :   Lead on HEQCO Retention Research Project and under represented groups.

Measurable: Publish research reports as specified by contracts with HEQCO.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VP Academic & Provost

Priority 3 :   Community Engagement

Community engagement will be enhanced by increasing the number and quality of our partners both domestically and globally through academic program and research partnerships, and ensuring that our colleagues are recognized for collaboration, community engaged scholarship, knowledge mobilization and knowledge transfer. York University has been recognized for our internationalization strategy and building on existing activities is a key objective in order to improve access, enhance civic engagement, experiential education and knowledge exchange.

Objective 3 .1 :   Strengthening and Expanding Strategic Partnerships

Action 3.1.1 :   Participate with MTCU, COU, GCRC, CUPA, OCGS, CUCC-ONCAT and college partners (Sheridan, Seneca), OURA and Stats Canada

Measurable: OIRA Senior Management and Institutional Analysts represent York on a number of Ministry and industry affiliated committees, namely, COU and MTCU Committees to provide York input for development of COU advocacy and for development of MTCU policy and new program development.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: President & VP Academic & Provost

Action 3.1.2 :   Participate with HEQCO research (retention preparation, NSSE preparation, accountability preparation)

Measurable: Publish HEQCO Research Papers.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Action 3.1.3 :   Support VPRI in government relations initiatives.

Measurable: OIRA provides demographic data and analysis, and projection models to support proposals for new initiatives. (eg partnerships with hospitals).

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: VPR&I

Objective 3 .2 :   Internationalization and Extending our Global Reach

Action 3.2.1 :   Participate with IGrad survey in conjunction with AVP International Lorna Wright

Measurable: Dissemination of results in
2012-13

Timeline: Annual

Responsible Party: OIRA
Comment:

Dependencies: VP Academic & Provost

Action 3.2.2 :   Continue internationalization efforts with Provost and Dean, Graduate Studies

Measurable: Provide enrolment and comparative market data.

Timeline: Annual

Responsible Party: OIRA
Comment:

Dependencies: VP Academic & Provost

Priority 4 :   Valuing People and Strengthening the Workplace

Our success will ultimately depend on the people who make up the York community and, in addition, ensuring that we have the adequate resources to support our academic activities. *Creating a Better Workplace* is a set of objectives and initiatives to strengthen our workplace that is representative of the importance placed on nurturing a culture of mutual respect where the contributions of all our members are valued.

Objective 4.1 : Promoting Effective Governance

Action 4.1.1 : Provide strategic advice to senior administration of the University on key institutional initiatives eg. White Paper, medical school, engineering school, growth planning etc.)

Measurable: 1. Provide strategic integrated data analysis on student surveys, demographic trends, enrolment projections and competitive information from other universities. 2. Create custom data analysis to support special projects as needed.

Timeline: Annual

Responsible Party:
Comment: OIRA

Dependencies: None

Action 4.1.2 : Provide data and analysis to support the President and divisional vice-presidents

Measurable: OIRA provides data products regularly every year such as, enrolment projection models, comparative data, student demographic data, retention rates, student debt load, Factbook, Academic Department Factbook, PBA.

Timeline: Annual

Responsible Party:
Comment: OIRA

Dependencies: None

Action 4.1.3 : Drafting submissions to government and other external bodies (eg Multi Year Agreement, MTCU
consultation on PSE priorities)

Measurable: Regular and ad hoc reports to MTCU, COU and Stats Canada, eg. Enrolment reporting, full time faculty, Multi Year Agreement)

Timeline: Annual

**Responsible
Party:**   OIRA

Comment:

Dependencies: None

Action 4.1.4 :   Conduct Environmental Scans that position the University locally and globally to help inform institutional priority setting.

Measurable: Revise and review key elements of University Environmental Scan to ensure relevancy to universities priorities and publish revised/updated Scan annually

Timeline: Annual

**Responsible
Party:**   OIRA

Comment:

Dependencies: None

Objective 4 .2 :   Enhance leadership capacity and continue to practice good governance

Action 4.2.1 :   Provide advice, expertise and strategic data analysis to support Board and Senate.

Measurable: 1) Support Office of the President with continued development of enhanced Annual Report.

                       2) Work with President's Office to update President's Accountability website.

Timeline: December 2011

**Responsible
Party:**   OIRA

Comment:

Dependencies: President's Office

Action 4.2.2 :   Support university executive structure through UEC and PVP

Measurable: Provide policy advice, expertise and strategic data analysis to support the work of the President and the university executive committees.

Timeline: Annual

Responsible   OIRA

Party:

Comment:

Dependencies: VP Academic & Provost

Objective 4.3 :   Enhancing and supporting a culture of performance and accountability

Action 4.3.1 :   Establish a set of KPI for the University

Measurable: Revise and publish a KPI document as part of the Factbook in Fall 2011.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies:

   VP Academic & Provost

Action 4.3.2 :   Work with Pan-Divisional Committees to establish common understanding of data and analysis (CCIRA)

Measurable: 1)Co-ordination of external surveys. 2)Reported on key metric, student aid, enrolment, faculty complement.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Action 4.3.3 :   Participate in Pan-University committees to understand the needs of the community (CESPA, Content Board, COU Space Committee, MTCU Working Group on Statistics and Enrolment, Registrar's Office Roundtable)

Measurable: 1)Provide York input development of COU advocacy. 2)Provide York input on development of MTCU policy.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Objective 4.4 :   Creating a better workplace

Action 4.4.1 :   Implementing effective management practices to the evolving needs of the community a. providing leadership b. succession planning c. proper mix of skills i.e. change of duties

Measurable: Create a succession plan for the office. Create training plans for all office staff. Cross-training for backup coverage.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Action 4.4.2 :   Develop Performance Management Plans for all OIRA staff

Measurable: Completed PMP for all OIRA staff

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Priority 5 :   Resource Integration and Sustainability

It is paramount that we continue to invest to the maximum extent possible in the core activities of the University, notably teaching and learning, research and community outreach and partnership. Decisions on scarce resources must be aligned with academic objectives to ensure the successful
implementation of core priorities. The IRP framework along with the Process Re-Engineering and Service Enhancement (PRASE) program will assist the University in developing sustainable administrative infrastructure, effective services, and resource integration in support of its core mission while making sustainable choices.

Objective 5 .1 :   Implementing an integrated planning approach

Action 5.1.1 :   Implement the Data warehouse at the University (with VPF&A)

Measurable: Further development of DW.

Timeline: Annual

**Responsible
Party:**   OIRA
Comment:

Dependencies: None

Action 5.1.2 :   Provision of timely and accurate data to members of the university community.

Measurable: Work with Registrar's office & SIS team to streamline operational reporting.

                     Integrating applications in InfoMart.

                     Supporting other systems across campus, eg. ARMS, space database, grad program files

Timeline: Annual

**Responsible
Party:**   OIRA
Comment:

Dependencies: None

Action 5.1.3 :   3. Support of PRASE and integrated institutional planning

Measurable: Meet with all members of senior administration eg. President, VPs, Deans to develop unit specific metrics.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Objective 5.2 :   Continuous Improvement

Action 5.2.1 :   Review and streamline Factbook.

Measurable: New Factbook Fall 2013.

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None

Action 5.2.2 :   Improve quality of data by working with office of the Chief Information Officer and Data Warehouse initiative to improve data quality across campus

Measurable: Perform diagnostics to improve quality of data (auditors).

Timeline: Annual

Responsible Party: OIRA

Comment:

Dependencies: None