







Student Success

4. A Student-Centred Approach

CIBC projects=RFP + Implementation

Action/Strategy	Measurable/Milestone	Status
- Enable international students to pay university related fees in their local/preferred currency at a real-time FX rate at the point of transaction - Enable efficient and timely transactions, and the ability to reconcile all payments, irrespective of payment method - Deliver comprehensive reports on management and transaction levels	Develop a business case for SFS	 On Track

Contribute to improve retention and the student experience

Action/Strategy	Measurable/Milestone	Status
Grades process to provide students with grades in a timely manner.	Document enhancement requirements to the grades submission process; Create Business Requirements Documentation; Enhance GAM to eliminate manual intervention, which will allow for easier access to add and change grades for faculty members and ability for OUR to track and capture changes in grades when reporting; Needs assessment to be completed with the Faculty.	 On Track
Academic Scheduling: Allocate available academic space in a manner which supports the University’s enrolment initiatives, enables students success and provides balance for faculty members.	Guidelines developed and principles for the allocation of academic space; review of academic space requirements; identify scheduling conflicts within faculties and work with units to resolve. Support from the systems team to enhance the design and development.	 On Track
Curriculum Management: Provide students with the clear and consistent information they need to confidently select a program of study, enrol in courses and manage their academic requirements.	Define business process and systems requirements to support the curricular review processes including content development at faculty level, managing the impact of changes, governance requirements and ultimately publication to prospective and current students Full implementation and adoption by 2020 by all Faculties.	 Progressing
Degree Progress Monitoring: Provide students and advisers with the tools to monitor progress and outline individual students’ pathways towards degree completion.	Increased usage of online degree progress report for students; Define business process and systems enhancement requirements for degree progress monitoring.	 On Track
SIS Transformation to enhance the student experience through the use of a "next generation" technology platform	Restart Q1 and work towards RFP for 2019. SIS data integration requirements in systems projects outside of VPS. Project approval by the Board of Governors. Project leadership to develop and set transformation measures.	 Progressing

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Service enhancements to front line services to alleviate anxiety related to their academic and financial record and to provide a channel for students to share their service experience.

Live chat pilot program initiated in Admission Client Services and Registrarial Services to pilot in Summer 2019; Student satisfaction survey implementation and review of responses to initiate best practices and process enhancements; maintain and enhance Quality Assurance Program to ensure quality of representative interactions with students that provide a student centric approach and experience for the students; Engage managers in RO to provide additional staff support and training during peak times to allow for improved communication, information sharing, process improvements, and communication. In Dec 2018/Jan 2019 initial support was provided by the Recruitment and Admissions team. 40 additional in-person interactions and 843 additional telephone interactions were provided to enhance the prospective and applicant experience. SFS and Core Registrarial Services assisted with start of term to respond to influx of inquiries resulting in 5,857 (3,709 left the telephone que) calls and 7,689 in person visits from current students.



Completed

IVR Redesign: Refine the current Avaya Aura IVR to improve the quality of the student experience in their interaction with Student Client Relations.

Completed review of the current system; Identify change requirements Implemented new recordings and framework to enhance the quality of the student interactions.



Completed

Increase engagement with front line services

Cross training with divisional partners; Support Advising referral system project - a vendor will be selected and ACS/RS will participate in the referral pilot with Advising colleagues in Summer 2019; Review and participate in the new telephone system and line management technology implementation and review that will provide tools for administrators and students (supplier for line management has been selected and the telephony system will be purchased by Spring 2019); ASK Me program implementation for Winter 2019 with over 3,000 student directional and referral interactions (collaborative project with SCC).




On Track




Deliver systems and data integration for the implementation of institutional advising initiatives (including Watson Pilot, Advising Referral, Annual YUStart, and YU Start 1234)

Action/Strategy	Measurable/Milestone	Status
Support and deliver results for Watson, Advising Referral, Annual YU Start and YU Start 1234.	Watson pilot launched Jan 2019 Participated in RFP review and vendor demos for referral project YU Start 2019 to be implemented by May 2019	 Progressing

Develop comprehensive and coherent framework for RO services that unifies the student experience across service pillars

Action/Strategy	Measurable/Milestone	Status
Engage in organizational development that reduces siloed function Evaluate cross functional processes Review service platforms Assess alignment and create plan Define, champion and model Service Excellence for students and staff.	Implement successful launch of OUR Impact initiative across the OUR portfolios. since 2017, over 17 units designed and delivered programming/sessions and over 180 staff participated and attended the sessions. Sessions created to provide opportunities, develop collaboration, share best practices and service delivery, network, and advance the OUR mission. Service Excellence in the Division resourced with Project Director responsible for central coordination and support (est. August 2018). Best practices for establishing a framework for Service Excellence were explored in Fall 2018. Service Excellence Working Group (15 employees and student employees) est. December 2018 and continues to meet regularly to lead the initiative, share best practices/knowledge, problem solve, and foster innovation. They have been trained in organizational theory and design thinking 101. A second Work Group, the Service Excellence Student Design Team (17 students) est. December 2018 to launch a human-centered design thinking methodology to foster innovation in Service Excellence. Work has focused on gathering and analyzing user data of services to inform the development of a shared-charter with principles for a Divisional service culture. Working Group has begun meeting with each unit in the Division to gather and analyze staff perceptions of services to inform the development of a shared-charter with principles for a Divisional service culture. Began a pilot service excellence project with Registrarial Services, Student Financial Services, and Admission Client Services	 Completed

Engage SEM intelligence to evolve SFS into a holistic support for students

Action/Strategy	Measurable/Milestone	Status
Develop an integrated and upstream SFS service delivery framework and Peer to Peer Advising that maps on to and/or extends broad RO student experience framework.	Draft for framework completed and socialization started Peer to Peer Advising support implementation to promote and provide readily accessible student financial services information. Peers to provide and foster quality referrals for various financial resources.	 Completed
Refine SFS policies on financial block and debt repayment.	Analysis completed and recommendations presented to achieve high quality, reliable results and provide students with a consistent experience. Support from the systems team to enhance the design and development.	 Not On Track
Implement tools to provide the students an integrated view of financial status and financial support options and financial petition automation and principles (including Fluid Review and Statement fix).	Document business process and systems requirements for scholarships/awards management tool and for the new online statement	 Progressing


Integrated Resource Plan 2018-2019

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Decrease time required for refunds and OSAP disbursements and fixing the remit calculation for OSAP.	Current process mapped; Process re-designed; Process improvements implemented and measured; Increase productivity by reducing time to perform repetitive tasks; embrace flexibility to create changes; Decrease time required for refunds and OSAP disbursements		Completed
Student Choice Initiative Project: In compliance with 2019-20 and 2020-21 "Tuition Fee Framework and Ancillary Fee Guidelines"	Launch SCI project in Fall 2019 to offer on-line services for students to opt-out non-essential services. Establish governance Ingrate data for reporting Taxation is in compliance Support from the systems team to enhance the design and development.		Progressing
Standardize 600 cost centre strategy/audit process.	Meet with all faculties and stakeholders to review and update Financial Administration guideline for Fund 600 awards cost centre.		Completed
ACF (EE Framework & Online Education Framework). Ensure Experiential Education Framework and Online Education Guidelines are up to date.	SFS is working with Career Centre and ACF committee to create EE framework and update Online Education Framework in April 2019. Create new EE Framework Provide placement, internship or co-operative work terms Update online education framework with academic demand		On Track

Improve partnership with International Recruitment on Student Accounts

Action/Strategy	Measurable/Milestone	Status
Provide just-in-time information and enable International Recruiters to successfully advise international students	Develop training plans for International Recruitment, enable recruiters to become subject experts on Student Accounts advising	 Completed

Improve recruitment effectiveness


Action/Strategy	Measurable/Milestone	Status
Implement a CRM for prospect lead management, events and tours registration, and high school visit scheduling and attendance tracking.	Integrate data for recruitment activities into a single system; Identify and enable measurement across key interaction points CRM supported the following results: Year Applications 2015 70,400 2016 71,200 2017 78,600 2018 85,135	 Completed
Brand evolution: In partnership with C&PA and VPS Communications, define how York is unique and different from our key competitors and to bring the new York brand and value proposition to life. Collateral and awards to focus on E.E. student success stories.	All recruitment collateral material including presentations, viewbooks, banner stands, education fair booths, offer materials, online presence have been adapted to align with branding developed through CPA. Overall applications to York over the past 4 cycles have increased as follows: Year Applications 2015 70,400 2016 71,200 2017 78,600 2018 85,135	 Completed

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Drive diversity from key secondary markets (program and country). International recruitment strategy.



Hire regional managers Recruitment to Admissions "Full-Funnel" support thinking (a smooth support transitions for applicants) to improve conversion rates for international applicants. Maturity of virtual recruitment role to drive more targeted leads and drive increased conversion.

 On Track

Improve SEM governance

Action/Strategy	Measurable/Milestone	Status
Reconstitute EMG as a strategic decision body, hub for collaboration with faculties, explicitly advancing EPG priorities.	Terms of reference established; Mandates of tactical teams clearly defined; Graduate communications and International integrated Annual objectives outcomes for EMG Collaborative process for reporting activities, events, and data to support Faculty partners.	 Completed
Refined SEM governance that includes international. Engagement on decision and strategy committee from Faculties, YUELI, YI to enhance collaboration, share resources, and improve conversion.	International recruitment strategy developed; Governance established; Plans for meeting international enrolment objectives developed Meetings and cross-training with VPS Recruitment and YUELI occur regularly and join initiatives for international recruitment and domestic-international have driven positive results. Two Regional Recruitment Managers (India and South East Asia) added to the team to further develop the market and diversify our international intake. York International has been engaged in this process. International Recruitment results: Year Applications Offers Enrolment 2015 12,400 6,000 961 2016 15,200 7,800 1,300 2017 20,100 10,000 1,645 2018 24,600 11,675 1,728 *two labour disruptions have hindered international enrollment growth.	 Completed




Improve sustainability

Action/Strategy	Measurable/Milestone	Status
Ensure services for students requiring accommodated tests and exams are operationally and financially sustainable and positioned to meet students' needs and expectations.	Development of a plan to meet future demand is completed; Further expansion of project plan to be completed.	 On Track
Improve fiscal management of student accounts (DRA Forms)	AR and debt repayment analyzed Improved response time Identified change requirements for business processes and technology solutions.	 Completed


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Improve the student experience in the application and admissions cycle

Action/Strategy	Measurable/Milestone	Status
Create a new admission & scholarship average type for 101 applicants using program specific required courses and consistent number of courses in calculation. Show eligible scholarships in MyFile and support attainment of recruitment targets. Continue to support OPAIP initiative.	Improved clarity of scholarships standing; More offers of admissions have been provided earlier in the cycle to reduce wait-times on admission decisions and improve the applicant experience. Implemented a test score uploaded and improvements to "unmatched documents" have allowed more offers each year over the past four years. Decreased inquiries to client services by introducing an applied page to support pro-active solutions and prospective student inquires. Admitted sites were developed and improved process and communication for condition clearing that have helped reduce the number of rescinded students. Offers from York over the past four cycles: Year Offers 2015 43,500 2016 45,100 2017 49,400 2018 51,800 Develop an integrated scholarship strategy that extends to HIPs Support of systems team to implement scholarship project requirements.	 Progressing
Process improvement activities and projects to enhance the applicant experience (including reactivation, My File and application requirements improvements, admitted website, applied webpage and condition clearing clarity) to provide clarity for the applicant experience.	Decrease in complaints/issues. Getting the needed changes done and increasing file decision efficiency and decrease in inquiries related to application requirements. Effective analysis, requirements and strong partnership with UIT and the Systems Team the following solutions were designed and developed successfully: Admissions Application requirements, My File enhancements, Bilingual Graduate offer letters, 105 assessment lists management, transcripts receive, transfer credits on transcripts and graduate admissions data feed to CRM)	 On Track
Conduct 105 admission process review and implement process improvement priorities (for example, un-matched documents database).	Improved speed to decisions; Improved conversion rates; Decreased inquiries to client services Seamless applicant experience.	 Completed

Support the delivery of Curriculum Management System (Kuali)

Action/Strategy	Measurable/Milestone	Status
Through effective analysis, requirements elicitation and strong partnership with UIT in solutions design and development, successfully support core Registrarial operations	Curriculum Management System for multiple Faculties phase 1 complete of the Academic Scheduling System	 Progressing

Work Study Phase II > create the FRAMEWORK (O/S from 16-17 goals) and increase the number of Ray, YES, CLAY positions.

Action/Strategy	Measurable/Milestone	Status
Provide students opportunities to work in program related positions, and to earn money for educational expenses.	Develop a principle to meet community demand. All undergraduate students are eligible for Work/Study opportunities Students gain working experience Students will earn money for educational expenses Obtain the budget to support the increase number of Ray, YES, and Clay.	 On Track



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Engagement and Outreach

6. Enhanced Community Engagement

Improve partnership with UIT on systems improvements

Action/Strategy	Measurable/Milestone	Status
Develop a shared charter with UIT/SIS for an improved service delivery model.	Partner with UIT on requirements analysis technical specifications and implementation (for example, SIS Renewal SIS enhancements for Markham, etc.); Shared charter completed; Increased/improved usage of UIT/PMO standard project templates; Improved project resource estimates; Increased frequency of on time project delivery Agreed approach to project planning and management; Service level agreement for operational support established	 Completed
Partner with UIT to develop a roadmap to enhance or replace our student information systems.	Governance and terms of reference defined Collect project requirements; RFP	 Progressing


OUR collaboration to support the academic advising project (referral system)

Action/Strategy	Measurable/Milestone	Status
Provide just-in-time information and enable campus partners to successfully navigate York, virtually and in-person.	Partner with Academic Advising to develop a training session to enhance advising services. Support from the systems team to enhance the design and development.	 Completed


Enabling the Plan

7. Enabling the Plan

ATS (applicant tracking system) implementation

Action/Strategy	Measurable/Milestone	Status
Determine and analyze critical process within the department	Current state process maps completed Change requirements for business processes and technology solutions identified.	 Progressing


Build partnerships with faculties and provide sound leadership in student centric services and policies

Action/Strategy	Measurable/Milestone	Status
Develop the RO vision and align priorities to the VPS divisional strategic plan.	Socialize plan and mission continue to enhance OUR strategic plan at OUR Townhalls to advance the unit and divisional goals (including 5 year strategic plan review and OUR plan, Fostering Collaboration, OUR Impact Information Sharing, Change Intelligence). Collaboration with other faculties to provide student centric service.	 Completed


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Increase employee engagement and collaboration across all OUR pillars.

Action/Strategy	Measurable/Milestone	Status
Select one engagement driver for the RO and implement a plan to improve it. Align individual efforts and performance outcomes to the OUR mission.	The Team Recognition driver is selected and implemented with support from HR business partners. Committee selected and action plan is being developed. Almost 70% of the OUR successfully completed IDPs in 2017-18. Each person to share knowledge gained from courses and conferences Management continues to support staff development	 Completed


Inspire a mission driven culture of high performance/excellence

Action/Strategy	Measurable/Milestone	Status
Develop RO specific strategies, sub-plan that features highly relevant mission statement and explicit conceptual framework for developing plans.	Team objectives reflect mission and principles of strategic plan Performance measures reflect mission related goals	 Completed

Scholarships software (FR)

Action/Strategy	Measurable/Milestone	Status
Aim to create process efficiencies within the framework of our university's scholarship program to attain recruitment targets and attract top students across the province, country and internationally.	Evaluate the current framework for the scholarship program and develop a plan to implement FR in 2019. Enhance user experience and improve total fund utilization. Support from the systems team to enhance the design and development.	 On Track

T2202A Tax Form Revision

Action/Strategy	Measurable/Milestone	Status
Review and change the calculation method of T2202A Tuition and Education Amounts Certificate in order to fully comply with the legal requirements	Evaluate current state and develop a calculation method of T2202A Support from the systems team to enhance the design and development.	 Completed

