



**Academic Quality**

**1. Innovative, Quality Programs for Academic Excellence**


***Ensure timely and accurate data collection to support York University's Quality Assurance Procedures (YUQAP) and improve access to Cyclical Program Review data and analysis***

Action/Strategy	Measurable/Milestone	Status
Continue to systematize program data and make efficiencies on how CPR data is pulled and presented to the community	1.Undergraduate and Graduate Program Reports for 2018/19 data kits are generated and delivered to the program chair and directors for inclusion in the 2018-2019 CPR process; (Data and key metrics are compiled and published for admission, enrolment, retention and graduation at program level in a consistent and efficient layout) 2. Improvements are made to the end-to-end workflow of Academic Program Report generation 3. Annually, OIPA's data hub provides Academic Program Reports for each undergraduate and graduate program, certificate and diploma 4. Improvements are made to the data quality, and student and enrolment databases are maintained with integrity 5.Faculties/units have program information to inform decision-making and resource allocations	 On Track

***Ongoing improvement of ARMS as an integrated platform for academic resource management***

Action/Strategy	Measurable/Milestone	Status
Support ARM course planning, teaching resource allocation, and budget planning for Faculties and continue to improve the system's performance and functionality	1. Osgoode's academic resourcing fully integrated into ARMS and is making use of ARMS for all faculty groups 2.Streamlined the process for assigning, using, and eventually converting temporary employee pay no's 3. Facilitated quicker access by contract faculty to teaching resources like Moodle 4. Made changes to application and hiring portions of ARMS to better capture email addresses and promote use of yorku email addresses 5. Updated code-base in ARMS for infosec and ease of future development, and at refresh/renew ARMS user experience to make the powerful platform easier to learn and use 6. Developed an integrated platform (TIMS) involving SIS, YUlink, ARMS, ONCE, Student Portal to manage academic resource management and reporting throughout the strike and remediation periods 7. CUPE Unit 4 is added to ARMS	 On Track


***Provide enrolment and resource modeling to support the creation of a new Faculty of the Environment***

Action/Strategy	Measurable/Milestone	Status
1. Develop sustainable enrolment model scenarios. 2. Model Tuition and grant revenue associated with enrolment scenarios. 3. Develop comparative staff, student and faculty ratios for consideration	1. Enrolment scenarios developed and presented to Provost and Dean. 2. Tuition and grant revenue assumptions developed for all scenarios. 3. Ratio information informs decision making. 4. Program development is informed by sustainable enrolment and resource scenarios	 On Track

**Academic Quality**


**2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and**

**Support grant applications, bibliometric rankings and research reporting capacity**

Action/Strategy	Measurable/Milestone	Status
Build the capacity to report on research and funding data with much better integrated research reporting	1. Improved quality and accuracy of Sophia data 2. Dashboards provide insight, understanding and analysis of Sophia data 3. Integrated E-CV and ORCID databases improves bibliometric analysis 4. Enhanced systems and infrastructure improves analytics, measure reporting, comparisons and rankings	 On Track

**Student Success**


**Support Faculties with program evaluation to enhance academic experience and student success**

Action/Strategy	Measurable/Milestone	Status
Develop insight on the educational pathways of students and the efficacy of specific programs to improve student performance and retention	1. Partnered with the Toronto District School Board to track students from K-12 to York University and successfully matched a large portion of students (providing information about pathways from TDSB into York; and demographic information about students) 2. Tracked the pathways of business students that transfer between York and Seneca to better understand the transfer student profile and factors influencing successful transfer 3. Gathered an understanding of the mathematical competencies of students who transfer from a college to those who enter directly from high school and provided data analysis for the research project 4. The Provost Office is using data on transfer students and aboriginal students to improve pathways to transfer and ease the transition 5. Glendon is utilizing data for program evaluation of its three credit first year seminar (AIF Project) 6. YUELI is using data to assess impact of its programs specifically, York University Bridging Program (YUB), Academic Program (AP) and Destination York (DY) graduates, on student academic performance	 On Track



**Student Success**

**4. A Student-Centred Approach**


**Build predictive analytics function in OIPA**

Action/Strategy	Measurable/Milestone	Status
Leverage student behavior in York's Learning Management System (Moodle) to identify crucial relationships, opportunities and risks for students	1. Developed analytic datasets about academic behaviors from Moodle student activity data 2. Determined the relationship between online academic behaviors (Moodle), in conjunction with other data about our students, and student retention 3. Recommendations provided regarding potential 'early warning' signals that might be used to trigger early alerts 4. The University can accurately identify student success and risk trends and patterns 5. Enhanced data analytics with machine learning for improved evidence-based decision making with collaborators (OIPA and within the University)	 On Track


**Help Faculties improve the engagement of their students by evaluating and reporting on student-based survey initiatives. (e.g. NSSE, CGPSS, CUSC etc.)**

Action/Strategy	Measurable/Milestone	Status
Develop a survey ETL process and automated statistical analysis for the survey data and develop accessible dashboards. Roll out NSSE dashboards to community.	1. Creation of Dashboards (e.g. NSSE, CGPSS) 2. Dashboards are presented to internal stakeholders and brown-bag sessions are conducted 3. Dashboards go live on Yulink 4. Data informs local and central strategies 5.Improved Awareness, Access and Insight into survey data for the institutional and Faculties	 On Track
Administer a variety of surveys with a high enough response rate for data analysis	1.Campus-wide campaigns are underway (e.g. NSSE, CGPSS) 2.Administered incentives for increased response rates 3.Survey design and administration advice provided across campus 4.Survey response rates have improved	 On Track


**Improve survey governance and coordination**

Action/Strategy	Measurable/Milestone	Status
Develop a proposal for institutional survey coordination with community partners	1. Drafted 'university survey' governance and coordination proposal. (metric: proposal released for consideration) 2. Awareness of issues being addressed and support for final governance and coordination plan 3. Established survey committee 5. Survey governance coordination, and policy and procedures implemented	 Progressing

**Make full use of existing and new data that is acquired and managed by OIPA to support academic program planning and student success**


Action/Strategy	Measurable/Milestone	Status
Manage, analyze and report on the Student-Self Assessment data in collaboration with interested units across the University to meet the needs of those units	1. Discussions are underway with various Faculties and VP Academic about specific projects 2. Summarized data is being used to prompt discussions and generate ideas for the use of the data 3. Multi-year data repository of student self-assessment data compiled	 On Track

**Provide information, analysis and advice to inform strategies and to maximize impact on institutional reputation.**


Action/Strategy	Measurable/Milestone	Status
Understand how rankings are scored and identify where York could affect ranking improvements: MacLean's QS THE NSSE CGPSS	1.Coordinated York's first Sustainable Development Goal (SDG) submission to Times Higher Education, a THE new ranking project 2. Coordinated first collection of non-York academics and employer referee data for QS to enhance York's reputation score and improve in the ranking 3.York's performance in Rankings is reflected as positively as possible. (improved ranking placement) 4. Global Positioning Grop coordination, support and resourcing	 On Track

Enabling the Plan  
7. Enabling the Plan


***Cultivate a positive team and work environment that encourages staff engagement and development opportunities.***

Action/Strategy	Measurable/Milestone	Status
Professional training, development and recognition of staff	1. Employees feel appreciated for their contributions. 2. Improved relationships between coworkers 3. Employees strive to meet and/or exceed performance expectations 4. Employees show a heightened level of commitment and interest to the institution 5. Employees benefit by developing new skills and the university benefits from the additional expertise acquired	 On Track


***Deepen support for Strategic Enrolment Management – Enrolment Projections and Targets***

Action/Strategy	Measurable/Milestone	Status
Further develop existing enrolment models to support data-driven enrolment planning and provide better access to the modelling data	1. Integrated undergraduate enrolment forecasts used in contract, budget, recruitment to support more accurate projections of revenue and sub-Faculty intake targets 2. Created new graduate student enrolment projection model that better captures movement of students through their graduate programs and allows more accurate tuition and grant revenue projections 3. Refined undergraduate enrolment model and intake targets so that projections are made at sub-Faculty levels (e.g. program clusters) that make sense from both recruitment and revenue projection perspectives 4. Created a database of previous and current projections, targets and actuals together with a front-end, dashboard-style interface to promote easier access to strategic enrolment planning data 5. Integrated the undergraduate and graduate models into the interface so that what-if scenarios may be run by end users	 On Track


**Develop and align York's Faculty Complement with its academic and strategic vision**

Action/Strategy	Measurable/Milestone	Status
Develop a new medium and long-range Faculty complement model to support data-driven academic resource planning and continue to improve the existing anomaly exercises and pay equity of full-time faculty	Full-Time Faculty Plan 1. Integration of the full-time faculty file with PeopleSoft completed 2. Documentation of business rules have been developed as part of the stewardship of this key initiative 3. OIPA has identified opportunities to make better use of the FTF data and will eventually provide data to various stakeholders (e.g. will feed into the Faculty Complement model) Faculty Complement Model 1. Coordinate and collect Faculty complement data to support Provost faculty complement planning. 2.Developed a medium- and long-range faculty complement model in consultation with Provost and informed by Faculty Complement discussion paper, consultation process and strategic planning 3. Streamlined and enhanced the collection, integration and presentation of faculty complement data for planning purposes Pay Equity/Anomalies Exercise 1. Annual anomaly regression analysis conducted, and anomaly reports generated for all Faculties 2. Anomalies Exercise completed; New Hires, OHFA, YUFA 3. Analyses results interpreted and communicated to Faculty Relations 4. Anomaly exercise procedure documented, and validation lists and report distributed 5. A fair and equitable compensation system is in place that supports the success of the organization 6. New YUFA pay equity anomalies model created in collaboration with YUFA executive and Academic Relations.	 On Track




**Evolve the Integrated Resource Planning (IRP) Framework and help build a culture of performance and accountability**

Action/Strategy	Measurable/Milestone	Status
Support the alignment of planning across the University with the long term strategic direction set out in the White Paper, UAP, SMA and PVP IR Plan	1. An integrated planning communication strategy is ongoing 2. Ongoing communication with the university community on IRP priorities, activities, and accomplishments 3. The 2018-2019 IRP template is redesigned to include clear alignment to York's Pillars, Mission, Vision, UAP Priorities and PVP IR Plan 4. WP, UAP , SMA and PVP IR Plan strategies and metrics are embedded IR Plans and outcomes are clearly articulated 5. Learning, development and IRP support provided to the planner community 6. The University's budget and planning processes are closely coordinated with and explicitly linked to its academic and strategic plans and priorities 7. Assessment and metrics are used to evaluate progress to towards academic and strategic priorities 8. IRP Dashboards track Divisional & unit IR Plan information and allow the ability to create quick summaries ; dashboards significantly cut-down on the time it takes to create IRP reports and analyses	 On Track


**Fulfill accountabilities related to government reporting.**

Action/Strategy	Measurable/Milestone	Status
Develop effective processes to support government and sector reporting requirements related to CSRDE, CUDO, SMA and Enrolment.	CSRDE: Cohort-specific retention and graduation rates calculated and submitted to the Consortium for Student Retention Data Exchange (CSRDE) Data is now available at the Faculty level for York CUDO: Developed and verified 2017-2018 Common University Data (CUDO) Data has been published to York's CUDO website SMA: Dashboards dynamically track institutional and Faculty results against targets + enrolment contracts Dashboards are used at the Institutional and Faculty-level to track progress of SMA goals and objectives Dashboards provide Institutional and Faculty-level metrics and targets and inform IR Plan strategies and measures Annual report-back to the Ministry is completed Enrolment: Data validations are completed Diagnostics developed to ensure accurate data ERE data for MTCU completed	 Completed

**Improve access to data and analysis**

Action/Strategy	Measurable/Milestone	Status
Develop datasets to support reporting systems for units across the university to enable decision-making and resource allocations	1. Diagnostics on data completed 2. Student Information Data, Financial and HR data available is made available (e.g. PES, SIS, STAC, INFOMART, HR) 3. Faculties and OIPA have access to reportable data	 On Track
Create an Internal Repository of Dashboards for our internal stakeholders that will allow more access to readily-available, insightful data	1. Internal Repository survey launched 2. Survey results analyzed and posted on the OIPA website 3. The University acquires an institutional BI platform OR decision on a work-around plan to publish the internal repository 4. Pilot is completed (e.g. Enrolment, Admission) in the new dashboard format 5. Internal use dashboards are published and the community has the ability to perform analyses and create custom reports	 Progressing
Provide ongoing maintenance & updates to Quick-Facts dashboards	1. Quick-Facts dashboards have little to no data anomalies 2. Quick-Facts dashboards are updated and updates are communicated to users 3. No major issues with the Quick-Facts updating process (back-end) 4. Quick-Facts continues to track ~10-15k clicks/year	 On Track

**Improve operational efficiencies and reduce duplication of effort.**


Action/Strategy	Measurable/Milestone	Status
Streamline OIPA's employee onboarding processes	1. Onboarding and orientation checklist has been documented; includes pre-arrival and arrival procedures for new employees, including systems access and technical setup 2. Standard Operating Procedures (SOP) indicate process roles and responsibilities	 On Track

**Office of Institutional Planning & Analysis**

**PLANID:** 1158


Maintain and update critical pages on the OIPA website; keep the content up to date and relevant

1.Website's web analytics is examined to determine performance and usability  
2.Content is organized to best practices  
3.Majority of data is accessible to the YORK community through OIPA website  
4. Data Hub is up-to-date and is used as the University's central data repository

 On Track

Monitor and improve project portfolio system processes to ensure that critical deadlines and information needs of the community are met

1.Quarterly reports are generated  
2.AVP and Provost is informed of workload and resource capacity  
3.Improved reporting is achieved by leveraging the project portfolio functionality that align resources/projects to the UAP priorities  
4.New reporting process/format informs decision making for the unit


 On Track

OIPA office space re-design


1.Documents and artifacts have been purged/archived  
2.Staff reallocated to temporary locations  
3.Office supplies and furniture reorganized  
4.Hardware and peripherals set-up completed  
5.OIPA's renovation is complete

 Completed


***Improve organizational engagement by creating explicit links between individual and staff team work to institutional priorities.***

Action/Strategy	Measurable/Milestone	Status
Acknowledge employee contributions and their role in moving forward York's academic and administrative priorities; Align Roadmap portfolio tracking with Institutional priorities.	1. Employee contributions are recognized 2. Reward and recognition occurs as close to the activity as possible to reinforce positive action and behavior 3. Employees understand how their work aligns to University priorities 4. Employees provide input/develop strategies for OIPA's IR Plan	 On Track

***Improve performance and data-driven decision making***


Action/Strategy	Measurable/Milestone	Status
Update & redesign the "Measuring Success – Progress Towards Plan" (Institutional Metrics Report)	1. Functional leads across the University have identified key metrics to include in the institutional metrics report 2. A new dashboard has been developed that incorporates new measures and targets 3. The institutional metrics report incorporates key metrics to track the University's success; and it is used by Divisions/Faculties and units to evaluate progress against strategic and academic strategies	 On Track

***Support Collective Bargaining***


Action/Strategy	Measurable/Milestone	Status
Enhance data gathering, analytics and systems development to facilitate the needs for FT & PT Academic Collective Bargaining (YUFA, OHFA and CUPE)	1. A parameter-based interface is developed to gather pension and benefit credit service data for annual processing 2. Data needs for bargaining units are supported through reusable, and repeatable automated programs (systems) 3. Continuous improvement of source data quality and accuracy is ongoing 4. Data provided in timely manner to support negotiations effectively	 Completed




**Support planning and decision-making at the University**

Action/Strategy	Measurable/Milestone	Status
Provide information, analysis and advice to Provost, President and other PVP members	1. Reports for Board Finance and Audit, Academic Resources, Senate, APPRC, EPG completed as requested by the Provost, VPFA and President 2. Data is provided for President's Annual Report 3. Data is presented into useful information that provides context, supports planning practices and decision-making for leadership	 On Track

**Support SHARP implementation and operationalization**


Action/Strategy	Measurable/Milestone	Status
Develop the systems, data, and reporting capabilities for the Institution and Faculties that support SHARP, and improve access and insight into SHARP data	SHARP Data 1. Revenue (tuition and grant) projection model developed and tested 2. Cost allocation data available for SHARP based on approved driver methodologies, data is used to develop SHARP budget envelopes 3. Inter-Faculty data supports the allocation of resources between Faculties for teaching services provided to students 4. Teaching space data has been moved to the Cloud and a new process to acquire teaching space data from the cloud environment has been developed 5. In-year tuition projections completed for 2018-19 and Faculties can assess the impact of strike and their current revenue position 6. Budget envelope 2019-20 distributed to the faculties for budget guidance using the Ontario's new tuition framework (10% reduction across the board for all domestic tuition rates) 7. SHARP 1 has been reviewed 8. SHARP 2 reflects the new funding formula and other changes based on recommendations from the SHARP 1 review SHARP Dashboards 1. SHARP Dashboard prototypes are created 2. SHARP Dashboards track revenues and costs (breakdowns) across years at the Faculty and Institutional level 3. SHARP Dashboard numbers are verified against budget envelopes 4. SHARP Dashboard is live on Yulink 5. Decreased number of manual processes and length of time it takes for Faculties to do an analysis of their SHARP data	 On Track

**Support strategic initiatives and decision-making for Student Enrolment**


Action/Strategy	Measurable/Milestone	Status
Use the undergraduate and graduate enrolment projection model to report and predict enrolment contract targets annually	1. Provided weekly enrolment data to VPA&P, Faculties and Finance (e.g. FTEs, Headcounts) 2. Multi-year enrolment plans discussed with Faculties 3. FTE projections completed for the next three years based on Faculty intake plans 4. Enrolment target contracts distributed to the Faculties	 On Track




**Support the Institutional Benchmark Data Exercise**

Action/Strategy	Measurable/Milestone	Status
Improve the quality, access and understanding of benchmarking data	1. Reports inform Senior-Level decision-making 2. Cost/wFTEs/Service Effectiveness results and reports are presented to various divisions and units 3. Benchmarking data reviewed to ensure data integrity 4. Units/Depts start using this data in decision-making	 On Track

**Support the startup of the York University Markham campus.**

Action/Strategy	Measurable/Milestone	Status
Develop, enrolment planning, reporting and analytics to help inform decision making and space planning for the new Markham campus	1. Markham enrolment numbers are used in enrolment modelling 2. Undergraduate Enrolment Plan completed 3. Graduate Enrolment Plan completed. 4. Draft Enrolment Complement Plan completed 5. Markham Enrolment model integrated with institutional, SEM and SMA plans	 Progressing

**Support the University's Risk Management Strategy**

Action/Strategy	Measurable/Milestone	Status
Streamline the KRI reporting exercise to the Board by developing a data repository process; and providing accurate and consistent metric information	1. Developed and informed best way to track/record KRIs 2. Bi-Annual data reports are provided to Internal Audit 3. York's key risk values are presented to BOG 4. The University is able to mitigate risk and initiate strategies to improve its KRI status	 On Track

