





Student Success

4. A Student-Centred Approach

Advance service excellence in the student complaint / case management process.

Action/Strategy	Measurable/Milestone	Status
1. Undertake review of complaint pathway, processes and technology that supports correspondence and student-related complaints and cases.	1. Review of complaint pathway, processes and technology that support correspondence and student-related complaints and cases completed by July 2019. Recommendations implemented by September 2019.	 On Track
2. Develop and implement an updated standard operating procedure / service standard for student-related complaints and cases.	2. Updated standard operating procedure / service standard for student-related complaints and cases in place by September 2019.	 On Track
3. Support USGC in the review of the Office of the Ombudsperson. Support the implementation of accepted recommendations presented in the review.	3. Ombudsperson review complete and accepted recommendations implemented.	 On Track


Launch a full President's Ambassador program with 30 students based on a successful pilot from winter 2018.

Action/Strategy	Measurable/Milestone	Status
Revise the program plan that addresses areas from the pilot that could be enhanced Develop a full year program for the ambassadors (includes SOPs, training plan, debrief reporting, recognition model and meetings with the President) Develop a communications strategy in conjunction with PO Communications Implementation of the full-year program	Satisfaction of the partners at 90% or higher Satisfaction of the student ambassadors at 90% or higher 90% or higher completion rate of the program. Launch on a webpage and communication products	 On Track


Engagement and Outreach

6. Enhanced Community Engagement



Celebrating the accomplishments of the Community through events and recognition

Action/Strategy	Measurable/Milestone	Status
Build institutional pride through supporting the coordination and implementation of Red and White Days in both academic terms. Expand the scope of the event to include more faculty, student organizations, staff and alumni. participation Recognize the achievements of our athletes through hosting celebration events. Celebrate student success and achievement through supporting the organization of Circle of Scholars and Convocation. Continue to provide an open forum of communication annually with the community through the President's Town Hall and Community Conversations. Host roundtables with students, faculty and staff to strengthen relationships, receive feedback & engage in dialogue with community members. Celebrate the achievements and milestones of staff, faculty, university official and Board members through the Staff Recognition Awards Dinner, Long Serving Faculty Reception, Divisional event (in collaboration with Associate Director, Administration), Retirees, New Faculty Breakfast and Hail & Farewell Dinner	Positions responsible for assisting with the coordination and implementation of events are accountable for their actions through the PMP plans Events receive a high satisfaction rating from 90% of attendees Set benchmarks for attendance & conduct surveys for the events that we host to obtain feedback and use the results/feedback to improve future events	 On Track

Create a Economic and Social Impact Report for the University

Action/Strategy	Measurable/Milestone	Status
Complete the proposal and a budget for a Social and Economic Impact report (SEIR) for the University that is informed based on research and conversations with other universities. Once approved, conduct an RFP for an external firm to assist with the validation of data needed for the report. Strike a pan-university committee to inform and shape the information needed for the report Facilitate the planning and coordination of the project with a completion date of Summer 2019.	Greater understanding and appreciation of York's impact in the local, Provincial and Federal economy and the social impact that we are having. This information will be helpful for our advocacy with government on a number of files. Findings from the report are incorporate into all of our GR advocacy documents by August 2019.	 Progressing

Deepen Presidential engagement with alumni.

Action/Strategy	Measurable/Milestone	Status
1. Identify and create opportunities for President to engage with alumni, domestically and internationally.	1. Facilitate President's attendance at 10 alumni-oriented events by end of planning cycle.	 On Track
2. Support collaboration and coordination between Alumni Relations and International Offices.	2. President's Office staff meets jointly with Advancement and York International at least 3 times per year, outside of international trip planning.	 Completed

Integrated Resource Plan 2018-2019

Office of the President

PLANID: 1096


3. Increase engagement and alignment between President's Office communications and Advancement.

3. Increase engagement between OP Communications and Advancement, target: 4 meetings per year.







Completed


Develop a Community Relations Strategy for 2019-2022

Action/Strategy	Measurable/Milestone	Status
Develop a consultation Tool Consult with key internal and external stakeholders Develop a Community Relations strategic plan Develop a complementary CR Implementation plan with stakeholder map	Have a strategic CR plan and a corresponding implementation plan in place by Spring 2019. Complete the stakeholder Mapping associated with the CR plan by Spring 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.	 On Track







Extend and enhance the effectiveness of the President's outreach to community members and key stakeholders through correspondence.

Action/Strategy	Measurable/Milestone	Status
1. Upgrade the President's "Red Book" contact database and automating and enhance the update and sharing procedure.	1. "Red Book" upgrade completed.	 On Track
2. Develop a correspondence matrix and standard operating procedure with established criteria and thresholds for Presidential correspondence.	2. Standard operating procedure and correspondence matrix in place by September 2019.	 Completed
3. Continue to enhance the greeting card process and ensure alignment of data with the data in the Advancement database – reducing duplicates. Maintain an up-to-date contact data base to ensure all greeting cards reach the intended recipients and reduce bounce back rate.	3a. Standard operating procedure updated for greeting cards by June 2019. 3b. Undertake technology review and maintain bounceback rate for physical and electronic greeting cards to below 7%.	 Completed
4. Enhance correspondence to support international relationships (e.g. letters, greeting cards, invitations, greetings).	4. Increase in international contacts in database and increase in proactive correspondence to international contacts.	 On Track




Implement the 2016-2018 Government Relations Strategic Plan and initiate a process create a GR Plan for 2019-2022

Action/Strategy	Measurable/Milestone	Status
Develop a consultation Tool Consult with key internal and government stakeholders Develop a refreshed Government Relations strategic plan Develop a refreshed complementary GR Implementation plan with stakeholder map	Have a strategic GR plan and a corresponding implementation plan in place by June of 2019. Complete the stakeholder Mapping associated with the CR plan by June 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.	 On Track

Promote and enhance York’s profile internationally.

Action/Strategy	Measurable/Milestone	Status
1. Support the Internationalization & Global Engagement Plan by identifying clear roles and responsibilities of the President in advancing strategic internationalization priorities.	1. President attends majority of Internationalization & Global Engagement Steering Committee meetings.	 On Track
2. Develop and implement a Presidential international travel plan that aligns with the priorities identified in Internationalization & Global Engagement Strategic Plan.	2. Presidential international travel plan in place. Itineraries reflect priorities outlined in Internationalization & Global Engagement Plan and include a minimum of one engagement with alumni and/or students.	 On Track
3. Develop and implement Presidential international communications plans that align with the priorities identified in Internationalization & Global Engagement Strategic Plan.	3. Communications plans in place for each Presidential international trip. Internationalization priorities embedded in communications plan for President.	 On Track
4. Collaborate with York International in communications planning for Presidential international trips.	4. Develop standard operation procedure to ensure communications plans and products in place and aligned with York International for each Presidential international trip.	 On Track
5. Enhance capacity to foster international relationships by developing protocol for post-travel follow-ups.	5. Protocol in place. Meetings occur with York International shortly after international trip.	 On Track
6. Facilitate opportunities for President to deepen engagement with international guests.	6. Facilitate at least 5 opportunities per year to engage with visiting international delegations and/or diplomats.	 On Track

Strengthen relationships with students, staff, faculty, and labour groups.

Action/Strategy	Measurable/Milestone	Status
1. Support the delivery of relevant post-strike community building plan.	1. Post-strike community-building recommendations implemented.	 On Track
2. Design and publish the Kudos Report, profiling exceptional achievements of members of the York Community.	2. Number of Kudos Reports published, target 10 per year.	 Completed
4. Create and support opportunities for President to engage with internal community at events.	4. Establish benchmark for internal speaking opportunities.	 Completed

Integrated Resource Plan 2018-2019

Office of the President

PLANID: 1096










5. Produce and distribute high-quality content for internal channels featuring President and/or President-driven initiatives.

5a. Number of videos produced over year, target 5 - 8 per year. 5b. Number of YFile stories over year originating in the President's Office, target 25 per year across all categories.




Completed

Strengthen reputation, thought-leadership and support the development and implementation of an enhanced differentiation reputation.




Action/Strategy	Measurable/Milestone	Status
1. Support the development of a brand differentiation strategy (including value proposition, messaging architecture and plan on how to operationalize).	1. President and Director of Communication attending majority of Brand Differentiation Steering Committee meetings.	 On Track
2. Develop effective office process for ensuring timely delivery of speaking notes.	2. Office speaking notes process implemented.	 Completed
3. Update Communications Strategic Plan (including new digital plan, paid reputational advertising campaign etc.) to align with brand differentiation strategy.	3. Engagement in university Strategic Communications Planning.	 On Track
4. Audit and assess current communications assets and practices.	4. Audit of communications assets and practices complete.	 Completed
5. Develop and implement Strategic Communications Plan for the President that will increase President's reputation as thought leader / influencer.	5. President's Strategic Communications Plan created in advance of 2019-20 academic year.	 On Track
6. Maintain a program of external speaking engagements in support of York's priorities. Maintain presence in media.	6a. Speaker engagements as thought leaders Target 2-4 external speeches per year Target 2-4 symposia/panels per year 6b. Number of external speaking engagements and approximate number of stakeholders engaged. Target 20 external speaking engagements per year. 6c. Target 1-2 major media engagements per year Target 2-4 Op-Eds/Opinion Writing Per Year.	 Completed
7. Maintain growth and engagement in the President's social media channels (Twitter, Instagram).	7a. Growth and engagement in the President's social media channels.	 Completed
8. Create an impactful and strategic annual report that enhances York's reputation, is aligned with broader institutional planning processes, and marketed to target audiences.	8. Annual Report created and published online and in print.	 On Track
9. Audit and rebuild President website.	9. President website audited and rebuilt.	 On Track

Support the creation of new Division of Equity, People and Culture with a VP and two AVPs (Labour Relations and Human Resources).




Action/Strategy	Measurable/Milestone	Status
Support incoming VPEPC onboarding.	VPEPC onboarding plan in place.	 On Track

**Enabling the Plan
7. Enabling the Plan**





Achieve sustainability in the President's Office.

Action/Strategy	Measurable/Milestone	Status
1. Achieve financial sustainability in the President's Office.	1. President's Office, including Government and Community Relations, on path to financial sustainability.	 On Track
2. Reduce paper waste by driving digital first operations and record-keeping.	2a. Reduction in printing toner usage. 2b. Records-keeping process transitioned to digital (i.e. paperless process). 2c. Electronic daily package delivery process for the President in place.	 On Track
3. Reduce fuel costs related to Presidential transportation by ensuring vehicle is fully charged.	3. Decrease in fuel costs related to Presidential commuting against 2017 benchmark (before transition to PHEV).	 Completed


Build capacity and engagement in the Office of the President.

Action/Strategy	Measurable/Milestone	Status
1. Provide resources for employees to pursue career development and advancement opportunities internally and externally of the university.	1. Staff pursue at least one professional development opportunity per year.	 On Track
2. Design and implement programs to enhance staff health and wellbeing.	2. Health and wellbeing curriculum in place. Increase awareness of health and wellbeing priority and opportunities.	 On Track
3. Engage non-PVP senior team in university planning and priorities.	3. All members of non-PVP senior team participating on at least one university committee.	 Completed




Lead Institutional Direction and Priority Setting.

Action/Strategy	Measurable/Milestone	Status
1. Support development and maintenance of PVP IRP.	1. PVP IRP and tracking process in place.	 On Track
2. Coordinate PVP performance review process, linked more closely to institutional planning process.	2. Updated PVP performance assessment process and products in place.	 Completed
3. Support PVP leadership development planning.	3. PVP leadership development plan and process in place.	 On Track
4. Resource emerging priorities.	4. Emerging priorities are resourced adequately and quickly upon emergence.	 On Track




Source and test a stakeholder management and Track Tool

Action/Strategy	Measurable/Milestone	Status
Develop a list of requirements for the tool Explore tools that would be helpful in managing stakeholders including AWA Run a short pilot of the potential tool to test to ensure requirements are met Implement use of the tool by the entire GCRE team	The Ability to fully leverage data to make our work more efficient and effective. Once the tool has been implemented in June 2019, we would use 2019-20 to establish baseline data to track the effectiveness of our management of stakeholders	 On Track





Streamline office processes and functions.

Action/Strategy	Measurable/Milestone	Status
1. Review key processes and systems: correspondence, records-keeping, contact management, with effectiveness and efficiency lens.	1. Process evaluation complete and early enhancements in place. Continuous assessment improvement plan and change management plans in place.	 On Track
2. Redeploy existing staff resources to assessing and improving back office processes.	2. Staff job profiles updated accordingly, roles and responsibilities clarified.	 Completed
3. Enhance safety of front desk area.	3. Conduct safety audit of front desk area and implement recommendations as feasible.	 Completed

Support York's sustainability agenda.

Action/Strategy	Measurable/Milestone	Status
1. Deepen President's engagement with President's Sustainability Council.	1. Ensure President attends at least one meeting of the President's Sustainability Council and meets with Chair each year.	 On Track
2. Support the launch of and build profile around the President's Sustainability Innovation Fund.	2. President's Sustainability Fund in place, TOR finalized by May 2019. Communications plan in place.	 On Track
3. Provide administrative support to President's Sustainability Council.	3. Administrative support for Council in place.	 Completed

Sustain a best in class executive team.

Action/Strategy	Measurable/Milestone	Status
1. Support executive search for a Vice-President, Equity, Culture and People.	1. VPEPC selected by May 2019.	 On Track
2. Support executive search for a new Vice-President, Research and Innovation.	2. VPRI search launched by June 2019.	 On Track
3. Support executive search for a new University Secretary.	3. University Secretary search launched by June 2019.	 On Track
4. Support search for leader of General Counsel.	4. General Counsel search launched by June 2019.	 On Track

