


Student Success

3. Enhanced Quality in Teaching and Student Learning




Implement an integrated strategy for building student leadership capacity: Becoming YU to support students with leadership and career development opportunities.

Action/Strategy	Measurable/Milestone	Status
Evaluate the test. Design and implement a pilot. Evaluate the pilot. Communicate and implement the program. Evaluate program and impact.	1. Test and evaluate the pilot program 2/3. Pilot delivered and evaluated 4. Full program designed and delivered -Becoming YU framework developed, competencies established, and Pilot program launched with 30 supervisors and 230 students (2017-18).	 Completed

Student Success

4. A Student-Centred Approach


Continue to strengthen our programs and services to foster student success

Action/Strategy	Measurable/Milestone	Status
1. Accommodated Exams: Ensure services for students requiring accommodated tests and exams are positioned to meet students' needs and expectations. 2. Degree Audit: Degree Progress Monitoring: Provide students and advisers with the tools to monitor progress and outline individual students' pathways towards degree completion. 3. Client Services: Optimize and enhance technology to support service excellence and the student experience. 4. CDS: Optimize wait times for intake appointments Provide appropriate referral services for students when wait times are exceeded. Provide Crisis counselling on urgent basis during regular working hours typically within 30 minutes or less 5. Student Success Centre: Develop and implement an academic success strategy for students (learning skills). Enhance the student experience of students living on campus and those who are commuters. Evaluate the Employer Development (ED) unit. Support the enhancement of on-campus employment opportunities for students. Review internal and customized career development programming.	Accommodated Exams: space requirements met and scheduling system in place. Degree Audit: Increased usage of online degree progress report for students. Client Services: IRV redesign, live chat pilot program in Admission Client Services, chatbot for future and current students, student satisfaction survey implementation, maintain and enhance Quality Assurance Program and engage managers in RO to provide additional staff training during peak times. CDS: Wait-times for disability services intake appointments will average 10 business days or less throughout the year. Student Success Centre: Process improvement and increase connection between employers and student occurs.	 Completed
Residence Demand Model Off-campus housing service for students Legalization of Cannabis	Successful implementation of the residence demand model Select and implement off-campus housing service Support and develop a plan to address the legalization of cannabis as it relates to residence life and establish Residence Life working group.	 Completed
Develop upstream/proactive supports for students	-initiate peer to peer programming to provide direct impacts on the student experience -provide timely and targeted programs and services for students	 Completed


Vice Provost Students

PLANID: 1121


Continue to strengthen our programs and services to foster student success by committing to generate opportunities for first-year students to integrate with their peers, faculty, staff and the broader York University community

Action/Strategy	Measurable/Milestone	Status
Continue growth in integrated Orientation programming including the expansion of YU START Assess and enhance the residence curriculum focusing on first year student success. CDS to provide transition programs for students with disabilities prior to and throughout the academic year.	- YU Start and Orientation integrated -enhanced first year residence curriculum delivered -transition programming delivered	 Progressing

Coordinate and foster the institutional strategic enrolment management program with Faculties, that focuses on student success and improved recruitment, retention and graduation rates

Action/Strategy	Measurable/Milestone	Status
Identify and adopt best practice in recruitment, conversion, admissions and enrolment processes. Partner with Faculties to design and implement Faculty based plans. Partner with Faculties to develop an Early Alert strategy. Improve Student Advising	1/2. EMG collaboration to achieve institutional enrolment targets. Annual objectives and outcomes to be reviewed and established. 3. Establish an Early Alert "Narrative", "Objectives", and "Experiential Aim for Students". Launch a pilot in Fall 2018; Students to be identified as potentially at-risk based on attendance, participation and early grades; those identified are notified and encouraged to attend a dedicated advising appointment; Advisors to receive special training that included sessions on resources, referrals and record keeping as well as coaching techniques. 4. Advising at York resourced with an institutional lead responsible for central coordination and support (est. Nov 2016) and project coordinator (est. Nov 2018). Advising Community of Practice developed to determine and advance priorities. York hosts annual Ontario Academic Advising Professionals (OAAP) conference for 325 advisors from across Ontario. The most recent YUAdvise Conference (Feb 2019) to feature an emphasis on advisor self-care and the future direction of advising.	 On Track


Define, Champion, and model Service Excellence for students and staff by optimizing efficiencies and effectiveness of administrative services.

Action/Strategy	Measurable/Milestone	Status
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. In September 2019, IBM and York launched a 12-week design process to build a virtual assistant pilot using artificial intelligence that would be able to guide students to the right self-service or in-person contact for academic support or counselling in such areas as mental health, campus involvement, academic advising and career services (Watson). In January 2019, the virtual assistant (Watson) was launched to a pilot group of 100 students across multiple programs at both Keele and Glendon campuses (kinesiology & health science; biology; commerce; criminology; French studies; and psychology).	1. Establish theoretical framework, project plan, and methodology. Develop a shared-service charter and use a human-centered design thinking approach. Create a Service Excellence Student Design Team to document student services experiences. Establish divisional working group. 2. Launch Watson and student user testing and interactions.	 On Track


Vice Provost Students

PLANID: 1121

Evaluate new entrance scholarship program and student life award offering to determine effectiveness.


Action/Strategy	Measurable/Milestone	Status
Determine evaluation criteria. Secure additional resources if warranted.	1. Develop an integrated Scholarship Strategy that maps on to and/or extends HIPs (to be implemented by 2021/2022). 2. Current scholarship strategy will continue in 2019/20. 3. 2020/2021 Student Life Award will be removed and the funds will be repurposed to allow the value of the automatic entrance scholarship to increase by \$500 in each GPA tier.	 Progressing

Secure approval for a pan-university retention strategy and begin implementation as per plan.

Action/Strategy	Measurable/Milestone	Status
Work with Faculty SEM teams to socialize the framework as a tool to calibrate Faculty retention plans and enhance the capacity for assessment As part of the SEM governance structure, convene the Retention Council that will use the pan-university retention framework as a guiding document Use the retention framework to inform strategic planning (UAP, IIRP etc.)	- pan University retention framework approved. -framework socialized and accepted by Faculties -professional development tools developed to enhance retention capacity in Faculties and other units as applicable. -retention framework noted in IIRP and UAP	 Completed


Engagement and Outreach
5. Enhanced Campus Experience

Enhance the physical infrastructure

Action/Strategy	Measurable/Milestone	Status
Pan AM Stadium	Creation of a transition plan for Pan AM stadium to legacy mode designed to have artificial turf, bubble and installed prior to the 2017 season.	 Completed


Engagement and Outreach
6. Enhanced Community Engagement

Develop and recommend a framework for effective monitoring and evaluating the Policy on Sexual Violence.


Action/Strategy	Measurable/Milestone	Status
Support the Sexual Violence Advisory Committee.	Influence the development of framework for monitoring the effectiveness of the Policy on Sexual Violence.	 On Track

Vice Provost Students


Develop, socialize and implement a three-year strategic plan to support the mental health and well-being of our students

Action/Strategy	Measurable/Milestone	Status
Influence institutional organization, planning and policy Collaborate with campus partners to develop, implement and maintain a supportive, inclusive campus environment Increase mental health awareness through promotions (including international students) Augment our community's capacity to respond to early indicators of student concern (see SEM Early Alert) Guide students to existing opportunities focusing on resiliency and coping skills Increase understanding of, and direct students to available mental health and crisis management services	-influence institutional organization, planning and policy through the well-being strategy -Collaboration across campus to implement strategy -Mental health and wellbeing promotion and awareness across campus -Respond to early indicators of student concern -Refer, direct and support students appropriately	 Completed

Strategize Divisional Response to Indigenous Framework

Action/Strategy	Measurable/Milestone	Status
Conduct Division-wide consultation process that outlines the Indigenous Framework and gathers input from stakeholders concerning ways their work can, now and in the future, support the Principles of the Framework. Identify and prioritize actions identified in the course of the consultation phase, linking them to goals articulated in the Divisional Strategy 2018-2020. Summarize and share findings of consultation with Vice-Provost, Indigenous Council and Divisional stakeholders. Partner with stakeholders to undertake identified actions. Monitor and report periodically on progress achieved.	-Complete community consultation -Cultural training opportunities	 On Track

Strategy to enhance the experience of international students


Action/Strategy	Measurable/Milestone	Status
Establish baseline for international student experience (orientation, transition, graduate and beyond) Additional Immigration advisor support Work with Faculties, campus partners and student services to support international students Develop a recruitment strategy to increase conversion of international students Open workstudy opportunities to international students. Support mental health and wellbeing of international students	Improve program design and delivery and increase participation in pre-arrival and orientation programming. Hire bilingual immigration advisor Increase joint initiatives between student services (mental health, advising, wellbeing, career planning) and LAPS Faculty. Increase conversion events in specific markets. Transfer International student experience fund to SFS to streamline work study opportunities for international students. Increase number of international students participating in wellness workshops and initiatives	 On Track

Enabling the Plan
7. Enabling the Plan


Vice Provost Students

PLANID: 1121


Based on employee engagement results, identify one Divisional driver, then develop and execute an action plan for selected drive in order to achieve a higher overall employee engagement score.

Action/Strategy	Measurable/Milestone	Status
1.Re-Measure employee engagement and the driver of feedback. 2.Run employee focus groups to further understand changes. 3. Determine and implement subsequent action plans.	-Re-measure engagement and drivers; -Develop action plans -Implement the action plans	 On Track


Connect and commit to Divisional goals and values. Staff are immersed in their work which gives the Division a sense of accomplishment and motivation to contribute to furthering York's reputation and well-being.

Action/Strategy	Measurable/Milestone	Status
Ensure all staff have meaningful development plans	-successful roll out of individual development plans -% of staff with completed Individual development plans	 On Track


Develop and implement a Student Success Centre which is well positioned to provide excellent service that meets the needs of the whole students.

Action/Strategy	Measurable/Milestone	Status
Re-organize units from the Division of Students and beyond into a Student Success team. Develop strategy and key objectives with input from students, Faculties and staff. Research and explore options for the design and development of a Student Success Centre space.	-Reorganization and appropriate alignment of resources - Improved student perceptions regarding service delivery	 On Track


Divisional commitment to expand service supports through the ongoing development of new and innovative technical supports for students

Action/Strategy	Measurable/Milestone	Status
SIS Transformation to enhance the student experience through the use of a "next generation" technology platform Implementation of new Curriculum Management System (Kuali) Advising Referral System implementation Q-Less and Telephony system implementation Scholarship software	Implement next generation SIS Implement Curriculum Management System Implement Advising Referral System Implement Q-Less and Telephony system Evaluate the current scholarship program, enhance the user experience and improve total fund utilization.	 On Track

Divisional Communication Initiatives to support Student Success and the Student Experience

Action/Strategy	Measurable/Milestone	Status
1. Lead and shape all communications strategies to reflect the nature of audience needs in alignment with the UAP, SMA2 and Division of Students’ strategy. 2. Provide student-centric communications expertise and embed communications planning in all projects and initiatives. 3. Increase visibility, recognition and uptake of student services, supports and resources among key stakeholder groups. 4. Develop and embed systematic reporting tools (quarterly; crisis/emergency reporting; events; key initiatives) to support all communications.	- Regular reporting of key Divisional event, initiative and project KPIs in the unit Balanced Scorecard and Division’s Annual Report. - Monitor, respond to, triage as required and report on queries from Divisional channels (chatbot, social media, email). -Develop and deploy new technologies and digital enhancements to maximize usability and engagement in online and email properties (e.g. new website functionality, web-based forms and applications to support admissions and registrarial services, enhance CRM services to improve targeting and automation of communications). - Complete service level agreements with CPA, YI, Residence Life, OUR, CASS, ACMAPS	 Not Evaluated

Initiate the changes in infrastructure and resources that will support the strategic direction of the Student Success Centre, Athletics & Recreation, the Office of the University Registrar and Communications.

Action/Strategy	Measurable/Milestone	Status
Align resources with the Strategic Plan & I/IRP goals specifically related to the Student Success Centre. Complete the reorganization of Athletics & Recreations, the Office of the University Registrar and Communications. Secure approved space/facilities for the Student Success Centre Plan and proceed to referendum for development of new Athletics & Recreation facilities	- Re-organizations are complete and resources are aligned - Alignment of Student Success Centre resources - Successful referendum for Athletics & Recreation facilities	 Progressing

