Student Success
4. A Student-Centred Approach

Improve SEM governance

Strategy/Action	Measure/Milestone		
Establish and solidify relationships with Faculty SEM partners on development of targeted enrolment projections/initiatives	Continue to meet and establish a best practice SEM initiatives/projects as a collaborative unit.	🟢	On Track
Drive diversity from key secondary markets (program and country). International recruitment strategy.	Increase in applications from new markets serviced by Regional Managers with expertise (India, SE Asia, Middle East, Africa); Conversion rate improvements in these identified markets through cross-campus collaboration with institutional leaders (Deans, VPS, Directors, etc.)	🟢	On Track
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.	Roll out new brand recommendations to all materials (print, online, education fairs, etc.); Resulting in an increase in 101 applications.	✅	Completed
Reimagine scholarships - tie awards to E.E. to reinforce recruitment message and positioning.	101 conversion on 80%+ students.	🟡	Progressing

Process improvement activities and projects to enhance the applicant experience (including reactivation process, My File and application requirements improvements, admitted website, applied webpage and condition clearing clarity, timelines for decisions, and definitions for the various elements of the applications process) to provide clarity for the applicant experience. Full-funnel supporting thinking to provide smooth support transition for entering students. Continue to support OPAIP Initiative (Ready, Set, YU).	Decrease in complaints/issues regarding reactivation and increase in revenue for OUR through fee. Map out the York on-line application and My File pain points with Student Systems team and identify fixes and business requirements. New content for webpages done and live by January 2020. Improved conversion rates for international applicants and new communications process for international students to confirm acceptance and make their deposit. OPAIP opportunity (Ready, Set, YU) for a population of new students to join York who would otherwise not be eligible - Retention rates of these students versus "regular" intake.	✓	Completed
Collaboration with York International and YUELI to enhance reputation; share resources and improve conversion.	International applications and enrolment and university rankings (QS, Time Higher) improve over next several years.	●	On Track
Grades process to provide students with grades in a timely manner (ASCP policy review)	Document enhancement requirements to the grades submission process; Create Business Requirements Documentation; Enhance GAM (Grades input on the Web) 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.; Other measures depend on policies being reviewed.	●	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.	Complete course form, complete program form, and resolve calendar and long term ownership. Full implementation and adoption by early 2020 by all Faculties.	●	Progressing
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; review tools (i.e. 25 live and more); Define principles and techniques to implement by 2020; Support from the systems team to enhance the design and development.	●	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; Identify requirements; Define preliminary resource needs for Student Systems; Implement project planning; Define project governance (including self-serve reporting to the user community) by the end of 2020.	🟡	Progressing
Service enhancements to front line services to support students achieving their academic goals, alleviate anxiety related to admissions, academic and financial record, and to provide a channel for students to share their service experience.	RS to launch (soft-launch) live chat; Students receive information within a reasonable turnaround time by tracking chat interactions; Consistent review of student comments from surveys to examine processes and initiate changes to improve the services and reduce student anxiety.	🟢	On Track
Increase engagement with front line services (first point of contact, training and resources, YouTube videos, Quality Assurance program, ASK Me Program, etc.)	Implement first point of contact resolution for academic and financial requests; Reduce student wait-times; Review number of forms issued and determine who is accountable for resolution; Implement YouTube "how to" videos and track views by students; Continue the Quality Assurance program and review telephone conversations, survey responses with staff; Ensure staff know techniques on how to engage with students and provide training where required; Support Advising referral system project - ACS/RS will participate in the referral pilot with Advising colleagues in January 2020 to help resolve student issues without referring students to other units unnecessarily; Review and participate in the new telephone system and line management technology implementation and review that will provide tools for administrators and students; Continue to support the ASK Me program and collaborate with SSC on this initiative.	✅	Completed
Develop an integrated and upstream SFS service delivery framework and Peer to Peer Advising.	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; Spread financial aid options/support offered through SFS to our community, reducing students' attrition related to financial reasons.	✅	Completed

Process changed to improve OSAP assessment and disbursements and fix the remit calculation for OSAP.	Increase productivity by reducing time to perform repetitive tasks; embrace flexibility to create changes; Decrease time required for refunds and OSAP disbursements.	✓	Completed
Refine SFS policies on financial block (coding/principles)	Review current business practice and policy to create a process and update the policies that are more consistent with the operations; System enhancement support from the Student Systems team to implement the design and development of the project.	●	Progressing
Student Choice Initiative Project: In compliance with 2019-20 and 2020-21 "Tuition Fee Framework and Ancillary Fee Guidelines"	Complete the first stage of SCI in compliance with government requirements (website for students to opt-out non-essential services); Establish governance; Ingrate data for reporting; Taxation is incompliance; Support from the Student Systems team to enhance the next phase of the SCI project.	✓	Completed
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; Standardize processes, assist stakeholders and cost centre managers with change; Support the fulfillment of accountability standards for awards management.	✓	Completed
ACF (EE Framework & Distance 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 by December 2020; Create new EE Framework to align with development of current curriculum; Provide placement, internship or co-operative work terms; Update online education framework with academic demand.	●	Progressing
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 pending required funding commitment; Reduce exams that cannot be schedule on day necessary due to capacity issues.	●	Progressing

Service improvement for transcripts, grades entry, and credential verification.	Transcripts: improve from 50/50 paper and online order to much lower % paper; Grades: reduction in entry of grades by our staff and improvement in % grades by our staff and improvement in % grades entered (actual figures tbd); credential verify: measure tbd; Support from the Student Systems team for enhancements.	🟡	Progressing
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 Service Excellence project with Registrarial Services, Admission Client Services, and SFS.	Continue the OUR Impact sessions to support cross-collaboration and information sharing across the OUR; Service Excellence continued within the OUR and in the Division of Students; Continue and evaluate excellence project with Registrarial Services, Student Financial Services, and Admission Client Services	🔴	Not On Track
Provide students opportunities to work in program related positions, and to earn money for their educational expenses.	Students gain working experience in areas related to study; Students will earn money for educational expenses; Obtain the budget to support the increase number of Ray, YES, and Clay.	✅	Completed
Automate Bursary Reporting for MTCU on behalf of the students	Report all York bursaries (both exempt and non-exempt, financial needs, and merit based awards) in a timely and efficient manner; Student Systems support with enhancements to the automatization of the project.	🟡	Progressing
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	Streamline the business process to reduce turnaround times and eliminate errors; Evaluate the process and define efficiencies; Students and stakeholders experience consistent service.	✅	Completed
Support and deliver results for Watson, Navigate, Advising Referral tool, Annual YU Start and YU Start 1234.	Provide just-in-time information and enable campus partners to successfully navigate York, virtually and in-person; Requirements well formulated, quality testing and risk management from a technical perspective.	🟡	Progressing

Through effective analysis, requirements elicitation and strong partnership with UIT in solutions design and development, successfully support core Registrarial operations	Curriculum Management System aims to serve as a single source for course and program information for multiple Faculties; System to support publishing, reporting and quality assurance; Requirements well formulated, quality testing and risk management supported from a technical perspective.	🟡 Progressing

Engagement and Outreach
6. Enhanced Community Engagement

Improve partnership with UIT/SIS team on systems improvements

Strategy/Action	Measure/Milestone	
Integrated resource planning and develop common tools with UIT/SIS for an improved service delivery model.	At least one significant improvement in our UIT/SIS partnership achieved by the end of 2020. Agreed approach to project planning and management; Service level agreements for operational and project initiatives by 2020.	🟡 Progressing
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

Inspire a mission driven culture of high performance/excellence

Strategy/Action	Measure/Milestone

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; continue to enhance OUR strategic plan at OUR Townhalls to advance the unit and divisional goals (including 2 year strategic plan review and OUR plan, Fostering Collaboration, OUR Impact Information Sharing, etc.).	🔴	Not On Track
Select one engagement driver for the RO and implement a plan to improve it. Align individual efforts and performance outcomes to the OUR mission.	Implement the Team Recognition driver; % of the OUR successfully completed IDPs and Team Objectives. continue to provide professional development opportunities for staff; Continue to build management capacity of staff	✅	Completed
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 for Undergraduate level; Enhance user experience and improve total fund utilization; Support from the systems team to enhance the design and development.	❌	Discontinued
Review and change the calculation method of T2202A Tuition and Education Amounts Certificate in order to fully comply with government requirements.	Evaluate current state and develop a calculation method of T2202A; Technical support from the Student Systems team to enhance the design and development through quality testing, delivery of work, risk management, and reporting needs.	✅	Completed