

DIVISION: Division of the VP Academic and Provost
UNIT: Enrolment Management and Registrar
PLAN ID: 1288

1. 21st Century Learning

Realize the full potential of the elements of the current Curriculum Management System (CMS) and any future procured elements.

Action/Strategy:

The Quali Curriculum Management initiative, through the course form design, includes Course Learning Outcomes. At the moment, this section includes a free form text field, but the section could evolve to contain more meaningful quantifiable data that is relevant to accreditation requirements for some programs (Engineering or Social Work). Schulich and Osgoode would be impacted by this as well. The goal would be to have the course form deployed to all Faculties.

The Quali Curriculum Management System (CMS) addresses foundational work necessary for the University to consider major changes and improvements in the manner in which the academic calendar is published and made available to students.

Measures/Metrics/Milestones:

A reconstituted Steering Committee, CMS Working Group and CRO Committee to be fully operational to move Quali forward.
Faculties will be more engaged and satisfied with the process.
Consensus driven processes around what pieces to include in the course and program forms.
Have a deployment cycle that is understood and transparent.

A calendar publication based on the CMS solution and integrating course offerings and course information.

Advance the work of the SSRP in ensuring the program is staffed up appropriately and decisions are made on vendors for CRM and SIS.

Action/Strategy:

Prioritize and commit resources to the successful execution of the various elements of the SSRP meeting the needs of a present and future day modern university.

Measures/Metrics/Milestones:

CRM vendor decision by end of September
SIS vendor decision by end of March 2021
Staff transition to occur in (1) Aug. / Sept. 2020; (2) Jan. 2021 and (3) May 2021

Ensure financial wellbeing and readiness is connected to students understanding how they can be academically successful.

Action/Strategy:

Peer-to-peer team to deliver or create financial literacy content to the student population in a tone that is welcoming and via content that is familiar and relevant.

Measures/Metrics/Milestones:

Deliver at least 2 webinars and develop at least 2 online videos for students re: financial literacy; attracting a cross-section of attendance from all year levels (including graduate students).

Review and, where necessary, align space management and scheduling practices across York's campuses to maximize use of teaching and learning spaces.

Action/Strategy:

January 2021

Measures/Metrics/Milestones:

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Complete a scheduling and space audit of York's campuses, inclusive of RAC and non-RAC rooms, scheduling software platforms and other associated tools.

A space analysis of the campuses with detailed breakdown of individual classroom spaces that are RAC and non-RAC with associated technology logged
 Data about a variety of scheduling software packages with the ability to effectively assess benefits for the University.
 Business requirements gathering with Faculties to better understand their scheduling needs.
 Realizing the needs of the broader faculty as well as individual faculty to host their courses in spaces that align with achieving learning outcomes.
 Ultimately, being able to offer courses that will enhance the student's ability to choose courses and for Faculty to predict and monitor course registrations.

3. From Access to Success

Align service delivery with current and emerging students needs, recognizing culture changes as a result of COVID-19 Pandemic

Action/Strategy:

Launch, complete and execute on an external review that focuses on a review on services to students in the Office of the University Registrar.

Measures/Metrics/Milestones:

Self-studies completed by the OUR Directors by November 2020
 Reviewers with capacity and desire to attend and complete an on-campus review and submit review document by January 15, 2021
 Budgetary implications on staffing and organizational changes by end of February 2021
 Implementation schedule and plan established by June 2021

Implement a new telephony system (softphones) and migrate various options to a single platform (e.g. email, tracking)

Map processes and workflow
 Staff development
 Test system
 Communication on Web

Implement appointments via the line management system to reach out to callers Create Mach forms for students Reduce or eliminate the use of emails

Create queues and appointments
 Staff development
 Test system
 Respond via telephone or Zoom
 Collaborate with campus partners to use the same platforms to track and generate reports

Develop a strategy to identify what the pressure points and tensions are from Faculty members with regard to the handling of information and documents with Alternate Exams.

Receiving information from Faculty to build a solution.

Identify and implement supports to attract and retain students with "no status".

No status students are identified in SIS and proper supports are added to assist them through the application cycle.

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Create a Student Financial Assistance Strategy that re-imagines access for prospective and current students; supports retention/SEM for current students; and increases student engagement in NSSE High Impact Practices. Access pillars will apply to all students, especially equity-seeking student populations.

Stakeholder consultations will occur to ensure the strategy prioritizes the unique SFA needs of each stakeholder group
Higher conversion of prospective students in year 1 (by at least 1%)
Higher retention rate (by at least 1%)
Higher NSSE HIPs engagement (change of at least 2%)

Improving partnerships between the degree audit team and faculty staff to ensure that students are being advised based on one common tool (York Degree Audit – YDA).

Increased numbers of staff/departments/Faculties using the YDA.
Student satisfaction would increase having staff using a common tool.
The ability to amend the YDA quicker when everyone is using the same tool; increased % of batch output and less, manual intervention.
Decreased number of students who appear ineligible at the time that they apply to graduate.

Reviewing all business processes in the OUR Records and Scheduling team to improve efficiencies.

Decrease the amount of manual interventions on student requests.
Increase efficiency seen in better turnaround times.
Cross-training of staff required.
Collaborate with OUR partners to review processes and improve service turnaround time

Review of all business processes in SR&A

Decrease and establish clear timelines for service delivery and resolve inefficiencies

Partner with institutional colleagues to advance financial literacy content to students in both English and French

Successful collaboration on at least 1 project with institutional stakeholders

Review and enhance financial policies with the objective of eliminating systemic barriers and foster student equity and success.

Enhancement of 2 financial policies by the end of FY20/21.

Assess Access Pathways to York ensuring learners have the opportunity to study with minimal barriers.

Review current entry pathways
Identify opportunities to pilot a couple new opportunities with LA&PS for 2021/2022 year
Plan an approach that speaks to mini-courses/micro credentials

Ensure our student systems reflect our desired service delivery approach on Service Excellence

Action/Strategy:

Advance the Admissions Roadmap system to improve admissions processes and user experience

Measures/Metrics/Milestones:

Improved satisfaction in applicant experience
Reduction in admissions issue tickets
Complete 4 of 9 roadmap items
Review the roadmap and adjust/add priorities following business process review initiative

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Enable systems to allow students to use a Chosen / Preferred Name rather than their legal first name for most university business

New policy is approved and published
Students are able to use self-service tools to change their name
Decrease in requests and complaints to Records team
Develop a website and a process for students to follow
Tie this into the SAVY system

Improve international student solution, MoveOn, by integrating it to SIS data

SIS integration will allow student information to be pulled from SIS automatically
Single sign-on will improve student application experience, program efficiency and database security

SFS Server Support Transfer from OUR to UIT (part of a larger end of life project)

Transfer of responsibilities to UIT
Automation of process to receive payments
Ability to receive payments from Alberta

T4A Conversion to streamline and automate data preparation and data management

Self-service process developed for SFS
Increased automation

Full implementation of 25Live; deployed across campus.

All scheduling staff around campus would be using the software. We would like to have 25Live fully deployed prior to research of other platforms being available.

Establish and implement project intake and prioritization committee and process for the Division of Students

All systems and tech projects are vetted by committee
List of current and upcoming projects is broadly available to community

Co-lead the implementation of a sustainable online proctoring solution

Assess COVID-19 focused solution
Identify business needs for ongoing solution
Present an RFP for submissions
Assess and implement

Implement Common Grading Scheme

Action/Strategy:

Build a steering committee and working groups to guide the process across the institution with support from the relevant OUR units

Measures/Metrics/Milestones:

Senate policy approved
Faculties completed policy changes
Project charter and steering committee selected
Milestones developed
Harmonizing academic standing legislation once the policy is drafted and waiting for approval – how the policy is implemented
Harmonizing grading schemes to minimize the total number of grading schemes
Processes developed

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Initiate implementation of the Markham Centre Campus changes in business processes, and system changes

Action/Strategy:

Markham Campus systems changes

Markham Campus Preparations

Measures/Metrics/Milestones:

Ensure that there is a mechanism to uniquely identify Markham students and programs for tailored services and support

All registrarial elements need to be addressed: service delivery models; parchments; records

Streamline communication and engagement to key stakeholders, through a user centered approach

Action/Strategy:

Diversify prospective student communications based on a wider range of attributes (e.g. – ESL support, convention refugee, interested in student clubs).

Clarify transition points and identify gaps in student onboarding from prospective student to the first day of classes.

Redesign of Future Students website

Establish a student advisory group for the OUR, to permit vetting of ideas, concepts, communication, action

Measures/Metrics/Milestones:

A large volume of customized communication templates that addresses student interests and needs contributing to a 2% increase in enrolments over 2020.

A process map that is shared with faculty partners that identifies the responsibilities of stakeholders and results in improved transition for students. Provides clarity for staff on York contacts and end-to-end process.

Improve the navigation and content on the website and organize information to create a better user experience

Students interested in contributing on a volunteer committee
Identification of students and projects

4. Advancing Global Engagement

Realize student mobility desires that permit ease of students to complete their studies at York and have a global learning experience

Action/Strategy:

Create more open and transparent transfer credit information for students who wish to go on an international exchange.

Leverage relationship with new vendors to support international recruitment (e.g. - IDP Connect, Sannam S4)

Measures/Metrics/Milestones:

Increase in the number of students who participate on an exchange by 2.5%.
Increase the number of transfer credits that students are eligible to receive.

Increase international applications and conversion by 2% over 2020

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Review and negotiate agreements with international partners up for renewal to improve pathways.

Remove barriers contained in agreements and simplify process while increasing pathway enrolments by 2%.

5. Working in Partnership

Leverage community leaders and national school boards/ districts to introduce, steward and grow the York brand and identity

Action/Strategy:

Develop and implement programming for grade 10 and 11 students to foster awareness about York.

Measures/Metrics/Milestones:

Design activities to build relationships with grade 10 and 11 students and increase our prospective student leads by 10%.

Provide guidance counsellors with exclusive services through "The Counsellors' Club".

The creation of an online portal that can be accessed by guidance counsellors and provides timely and updated information to support post-secondary advising.

6. Living Well Together

Ensure physical spaces in the OUR better reflect the needs of our staff and students.

Action/Strategy:

Align staff spaces are connected with the unit in which they work and the services they offer students, to the best extent possible

Measures/Metrics/Milestones:

Review use of current spaces for staff desks and service areas
Relocate ACS to first floor and repurpose the area on the third floor to accommodate SR&A staff to be situated in the same space

Deepen learning, development and ongoing training initiatives for staff

Action/Strategy:

Living Well Together and Service Excellence Training

Measures/Metrics/Milestones:

Interact with Talent Acquisition to customize courses for ACS/RS staff and OUR colleagues

SR&A staff participate in a minimum of two learning or professional development opportunities

Staff have confidence in their technical or soft skills and/or gain awareness of higher education landscape

Enrol in Unconscious Bias Training and VPS-wide Diversity Training

Team recognizing the existence of unconscious bias and self-reflection how this impacts service delivery and service excellence.

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Improve business analysis capacity by providing targeted training events and introduce new project management methodologies (e.g. Agile) to the team in order to better service our users.

Complete training modules jointly with SIS team
Incorporate new methodology into at least one project.

Psychologically-Attuned Service Training for the entire SFS Team (including SFS Peers)

Successful completion of the training and post-training reflection as to how the training impacts at least 1 function of their everyday job functions