Academic Quality
1. Innovative, Quality Programs for Academic Excellence

Maximize the effective role of the Faculty of Graduate Studies through the creation of collaborative processes supporting graduate program development.

Strategy/Action	Measure/Milestone		
Formalize the role of FGS Academic Affairs and APPC between anchor Faculties - Senate ASCP - JSCQA to assist program development	A revised YUQAP Standard Operating Procedure has been created.	✓	Completed
Establish SOP with Resource Faculties and YUQAP Office for all QA Assessments including CPR.	All (100%) of graduate programs and anchor Faculties are compliant with requirements for QA assessments.	🟡	Progressing
Revise and redesign the Curriculum Resources Website. Provide more comprehensive resources, explanation of QA procedures and timelines for graduate program developers.	a) Comprehensive resources have been developed and provided that include an explanation of QA procedures and timelines for graduate program developers b) Number of program using Curriculum Resources website has increased by 80% c) 'No Revisions' approval rate from APPC of new graduate program briefs has increased by 50%	🟢	On Track
Develop and implement new, iterative, peer-review style substantive editing and commentary service, particularly focused on the QA elements of program development and CPR pre-APPC assessment.	The number of new graduate program proposals returned by QA for revision has been reduced by 25%	🟢	On Track
Work with remaining graduate programs with no Learning Outcomes specified to develop their DLE-LOs	Number of graduate programs with learning outcomes has increased by 10%	✓	Completed
Provide graduate logic and process to support curriculum mapping	a) template options have been developed and deployed b) curriculum mapping training has been developed and deployed c) The number of graduate programs with curriculum maps has improved by 20%	🟢	On Track

Develop & deploy Grad @ York Workshop Series with specific topics of the graduate program and graduate student academic lifecycle	a) Number of onboarded GPAs, GPDs and ADs Grad has increased by 25% b) The workshop series has been deployed c) The workshop series becomes part of the permanent onboarding cycle for any new GPAs, GPDs and AD Grads d) Partnership with Operations Managers/Grad Managers on training and onboarding has been established	✓	Completed
Ensure that all programs have learning outcomes and curriculum maps.	a) global assessment of all graduate programs has been completed b) Programs have been comparatively assessed and program requirements standardized (where appropriate) to ensure relevance to learning outcomes. c) 100% of York graduate programs have learning outcomes and curriculum maps	🟡	Progressing
Participate in CAGS National Projects	a) Reimagining the Comprehensive Exam has been participated in b) Reimagining the Dissertation has been participated in c) Guidelines have been developed to assist graduate programs in determining if a type of dissertation/form of scholarship meets the parameters and standards for a dissertation in that field d) 10% of FGS approved dissertations arose out of new guidelines	🟢	On Track
Address enrolment barriers for graduate students with interdisciplinary objectives	a) In partnership with graduate programs and Registrars Office an SOP to address graduate interdisciplinary objectives has been defined b) MOU has been agreed upon by all relevant parties	🟢	On Track

Implement Kuali for Grad at York University	a) FGS has become the graduate SME for Kuali @ York	🔴	Not On Track
	b) 85% of GPAs, GPDs have been trained to use system in first launch year		
	c) 85% of paper curriculum proposals have been redirected through Kuali		
Develop an interdisciplinary Research Methods and Approaches Course with the Library	a) Pilot course has been developed and approved	🟢	On Track
	b) 50% of graduate programs have worked with FGS to revision and align their discipline specific methods courses to pair with the Library initiative		
Graduate Program in Science & Technology Studies: Major Modification to Program with YUQAP approval. Faculty re-alignment to LA&PS. Relocation of student space.	a) Major Modification to graduate program achieves all YUQAP approvals by 2020	🟡	Progressing
	b) enrolment in masters degree program has increased by 25%		
	c) Program student space relocation has been completed by Fall 2020		

Academic Quality
2. Advancing Exploration, Innovation and Achievement in Scholarship, Research and related Creative

Enhance the quality, quantity and access to graduate research

Strategy/Action   **Measure/Milestone**

Design a searchable database to house graduate student MRP, Masters theses, doctoral dissertation proposals.	a) Fillable online form for graduate MRP/Thesis/Dissertation proposal created b) Database to house form information has been designed c) Landscape assessment has been completed d) Institutional promotion and access to the database has been deployed e) Adherence to FGS guidelines and pan-university graduate standards has increased by 40% f) Multidisciplinary graduate student clusters have arisen out of data from the database revealing trends in research areas (minimum 3 trial research clusters)	🟢	On Track
Improve the quality of external research funding	a) Hands on application writing workshops have been created and deployed b) Guidelines and best practices web supports have been created and deployed (to support efficacy of program-level application development) c) Increase the number of graduate programs with support to apply for external scholarships by 10% d) Improve the quality and efficacy of existing supports in graduate programs by 30%	✅	Completed
Revision York Postdoctoral Fellowship Program to enable greater participation of non-STEM disciplines	a) PDF program has been revisioned b) PDF program has increased an increased complement of 10%	🟡	Progressing
Revision support of external scholarship application support at the Faculty of Graduate Studies	a) A support website for community use has been created and deployed b) Support documents related to specific external scholarship opportunities for grad c) Graduate external funding applications have increased by 10%	✅	Completed

Advertise Masters as Research Capstone Degree related to an Honour's Bachelor, particulary in 4+1 configuration	a) Appropriate programs have been identified and partnered with b) Undergraduate/graduate programs advertising 4+1 has increased 20% c) Admissions facilitation process and communications have been designed and deployed in time for 19/20 recruitment and admissions	🟢	On Track
Design and Offer "Applying to Grad School" sessions to be deployed through colleges, UG programs and Faculties	a) Applying to Grad School sessions have been designed and communicated to resource Faculties b) Number of information sessions on applying to graduate school has increased by 30%	🟢	On Track
Reassess and revision all publicly accessible media within the purview of FGS to highlight information that matters most to an external audience	a) Complete a revision of 90% of media within FGS purview b) all graduate program sites are aligned with common information c) all FGS communication channels have been revisioned, with data analytics put in place to track efficacy of updates	🟢	On Track
Implement Constant Contact Proactive Outreach Initiative	a) Current CRM technology has been leveraged to increase conversion rates by 10% b) program specific templates and outreach plans have been defined and deployed	🟢	On Track
Enhanced graduate admissions adjudication system	a) fields have been added to clarify enhanced funding b) Conversion rates have improved by 10% c) Making offers with clarified funding have a 15% reduction in processing time (offer gets out faster)	🟢	On Track

Student Success

Redesign and improve the type, number, and quality of transferrable skills provided to students alongside their degree programs

Strategy/Action	Measure/Milestone		
Collaborate with relevant units across the university to offer a comprehensive professional development program. This is a multi-year development project with several stages: 1) Assess the landscape of available resources in extra-academic units; 2) Assess the landscape of workshops currently offered by graduate programs; 3)Engage in comprehensive analysis of open access web-based resources in concert with the selective uploading of professionalization modules from My Grad Skills site, Lynda.com to explore the usefulness of an archive of digital professionalization learning modules; 4) Establish trial of Aurora and assess after one year	a) available resources in extra-academic units have been identified b) current state workshops have been documented c) Analysis of open access, web-based resources has been completed d) Aurora has had a one year trial and has been assessed e) Program, unit and digital resources have been coordinated into a student-centered certificate program that maximizes the advantages of local and specialized in-person unit workshops with self-directed online learning & assessment	🟢	On Track
Develop a mandatory Academic Integrity Module for incoming graduate students to increase awareness and understanding of academic honesty at the graduate level	a) Academic Integrity module has been approved as mandatory for all incoming graduate students b) Incidents of plagiarism have been reduced by 15%	🟢	On Track
Increase supports offered to graduate students and measure for efficacy one year after launch	a) TA position have been supported in the Writing Centre and Teaching Commons b) Writing Café hours and 1x1s have increased by 50% through collaboration with Writing Department Professors c) Workshops for dissertation completion scholarship winners and writing groups for peer mentoring have been piloted for one year d) Completion rates have been assessed for impact	🔴	Not On Track

Formalize 3rd and 4th year high achieving students and define pathways to graduate applications	a) A formal process has been defined and resources to assess high achieving 3rd and 4th year students	🟢	On Track
	b) A formal process has been defined to share information with graduate program directors and 3rd/4th year instructors		
	c) Undergraduate programs participating in the program has increased by 20%		

Student Success
4. A Student-Centred Approach

Facilitate digital solutions to harmonize the graduate student experience

Strategy/Action	**Measure/Milestone**		
Implement YUAdvise Graduate, a model that integrates graduate specific needs into the institutional academic advising framework	a) Graduate advising model has been developed and launched to support specific needs of graduate students	🟢	On Track
	b) Advising access points for graduate students have been formalized to include graduate programs and resource Faculty advising teams		
	c) Graduate specific data has been integrated into the institutional advising dashboard		
Initiate the review and redevelopment of the graduate professional skills program	a) the graduate professional skills program has been reviewed, redeveloped and deployed	🟢	On Track
	b) Individualized professional and career development has been integrated into program execution		
Ensure widespread promotion of FGS Supervisory Policy and "Discussion Topics to Inform Productive Supervisory Relationships" guidelines to incoming graduate students	a) GPDs have been trained to implement the guidelines	🟢	On Track
	b) 100% of graduate programs have shared the guidelines with their students		

Conflict resolution resources developed to support productive, professional supervisory relationships	a) Resources have been developed and provided via a secure support website b) Training has been delivered to 60% of GPDs via FGS GPD Workshops	🟢	On Track
Supervisory capacity has been defined at the graduate program and resource Faculty level	a) A repository to identify and align supervisory responsibility across graduate programs has been defined b) Use of the repository has been implemented with each graduate program c) Data to inform supervisory capacity has been pulled out of the system in report form and shared with graduate programs and resource Faculties to inform admissions practices	🟡	Progressing
Launch online graduate petitions portal	a) Paper petitions have been reduced by 80% b) processing times for petitions has been reduced by 50% c) Graduate Petitions Portal is used as the main portal for processing all graduate academic petitions d) Lost petition documentation has been reduced by 90% e) Queries on petition status and access to historical documentation has been reduced by 80%	🟢	On Track
Support replication of Online Graduate Petitions Portal technology in undergraduate through best practices, shared project documents and implementation debriefs	a) Undergraduate petitions managed through the Registrar's Office have moved their processes online b) 50% of resource Faculties have moved their undergraduate petitions online	🟢	On Track
Support replication of Online Graduate Petitions Portal technology throughout graduate support services by integrating paper based support processes online	a) Research Ethics for graduate students has been moved to an online workflow b) Supervisory and Supervisor committee documentation has been moved to an online workflow	🟢	On Track

Launch Fluid Review for all graduate institutional and program awards	a) Paper applications to graduate awards has been reduced by 90% b) Applications to graduate awards/bursaries has increased by 45% c) $ amount of awards distributed has been increased by 40% c) Administrative effort required to track paper applications/terms and conditions reduced by 50%	🔴	Not On Track
Launch the Academic Excellence Fund to support graduate student professionalization and address stressors rooted in funding up front for professionalization activities	a) Graduate professionalization has been supported through a 30% increase in funding for participation in conferences and workshops b) Smaller funds have been combined, administrative processes have been improved to provide funding up front to graduate students c) Claims for reimbursement have been eliminated for this fund d) Audit based practices on awarded students have been implemented e) Administrative effort to manage multiple funds has been reduced by 30%	🟡	Progressing
Implement a graduate student portal	a) graduate student portal has been launched where grad students can access via PPY milestones and initiate graduate petitions b) Requests to FGS and graduate programs for milestone updates/forms has been reduced by 15%	🟢	On Track
Improve YU Start Graduate by connecting new and prospective graduate students with those in their target programs	a) FT Masters students rolled over to PT due to extension past program time limits has been reduced by 10% b) Completion rates (Masters) have improved by 10%	🟢	On Track

Design and implement programming to facilitate peer connections	*data measures to be created with confidentiality protocols in place* a) Graduate social events and peer mentorship activities has increased by 15% b) Graduate programming to support non-traditional students (caregiving, parental responsibilities) has been created and delivered via two new events/workshops c) Reduced social isolation d) increased sense of belonging, positive perception of York as caring/supportive	✓	Completed
Design and implement a pan-university system incorporating graduate milestones for each graduate program and tracking/addressing student progress	a) The Milestones System has been designed and implemented b) YUQAP and CPR have been supported (reduced effort to track milestone data) c) The Milestone System feeds into the graduate student portal	●	On Track
Implement institutional supports for graduate milestone monitoring and intervention	a) Annual milestone review for proposals and comps has been implemented b) encouragement and enforcement processes have been developed promoting milestone completion c) Programs where progress through comps is slow have been identified, intervention by FGS Decanal team to provide support on comps format, length and alignment with degree learning outcomes has been provided d) Lost PhD students (who continue to work but make no progress) have been reduced by 10% e) Supervisory committee submissions within appropriate timeframe have increased by 15% f) Comps completion within program approved timeframe has increased by 15%	●	On Track

Engagement and Outreach
5. Enhanced Campus Experience

Enhance ecological sustainability.

Strategy/Action	Measure/Milestone		
Prioritize digital submissions to examining committee members for thesis & dissertation	a) FGS regulations have been updated and approved by FGS Council, Senate b) FGS fund used to print thesis & dissertation use has been reduced by 60% c) Electronic submission of thesis & dissertation to FGS has increased by 25%	✓	Completed
Prioritize digital submissions for committee member approvals	a) FGS regulations have been updated and approved by FGS Council, Senate b) E-submission of supervisory committee forms has increased by 20%	●	On Track
Prioritize digital submissions for research proposal approvals	a) FGS regulations have been updated and approved by FGS Council, Senate b) E-submission of research proposal forms has increased by 20%	●	On Track
Identify and address graduate programs lacking sufficient (if any) social and intellectual collaborative space specifically for graduate students. Work with graduate groups to identify graduate programs lacking sufficient (or any) social and intellectual collaborative space for graduate students. Develop plans for creating individual and cross-program shared space.	a) graduate programs lacking space have been identified b) a plan to create individual and cross-program shared space has been developed c) graduate social/academic space has been increased by 20%	●	On Track

Engagement and Outreach
6. Enhanced Community Engagement

Solidify existing strategic partnerships.

Strategy/Action	Measure/Milestone		
Design and launch a Visitor/Post-Doc Registration System to increase awareness and reduce risk of visitors to campus.	a) a registration system has been designed and launched b) the system is used by all resource Faculties c) Shared resources related to visitors and post-docs have been increased by 40% (a result of knowing who is on campus when, and how long they can be leveraged for) d) Manual processes (administrative overhead) used to set up sponsored accounts, manage access and research who is visiting or a post doc at York has been reduced by 80%	🟡	Progressing
Expand and base fund graduate student wellness programming, wellness workshops and certificates for students.	a) additional resources have been added to the graduate wellness programming portfolio b) base funding has been committed to the graduate wellness programming portfolio	🔴	Not On Track
Provide mental health education training for staff and faculty in the graduate community.	a) Graduate wellness workshops and certificate programming for graduate student has a <90% completion rate b) Graduate consultation service has expanded its supports and access to maintain 1 day access to support c) Unique needs/stressors of graduate students have been recognized with colleague unit at the University (CDS) and integrated into their IRP plans/actions d) Professional development and clinical supervision for graduate wellness support team is aligned with and partnered through CDS.	🟢	On Track

Implement shared Case Management System	a) case management system for wellness portfolio has been implemented	🟢	On Track
	b) CDS and graduate portfolios share case files via secure system that meets confidentiality legislated guidelines.		
	c) Paper files for graduate wellness consultation service have been reduced by 90%.		
Implement an updated accommodation protocol for Graduate Students	a) An integrated, updated approach to graduate accommodations has been implemented.	✅	Completed
	b) Accommodation, finance, leaves and status have been included and addressed in the integrated approach.		
	c) Campus resources and professionals on various student and program infused topics have been partnered with to produce How Tos and Hands On supports to reduce the number of cases fielded by the FGS AD Student Affairs by 20%, specifically Academic and Workplace Accommodations		

Enabling the Plan
7. Enabling the Plan

Develop clear, high quality and effective graduate administrative service models

Strategy/Action	Measure/Milestone		
a) Develop sustainable governance models for graduate studies at York University b) Develop service level commitments	a) Governance models for graduate studies have been developed in partnership with resource Faculties	🟢	On Track
	b) Governance models have been endorsed by FGS Council and Senate		
	c) Service level commitments with each resource Faculty have been developed		

a) In support of SLCs, undertake an organizational review of graduate support administrative positions in order to streamline and improve delivery of service, eliminate duplication of services	a) Graduate support roles have been redefined to complement graduate centre of excellence	🟢	On Track
	b) Revised organizational chart resulting in 15% reduction in administrative effort		
	c) Role of FGS in onboarding graduate support staff has been finalized, resulting in a 20% reduction in administrative errors that impact graduate student satisfaction		
Graduate funding payment calculations are predictable, sustainable and repeatable.	a) Reports are available by Faculty/Graduate Program for program specific funding enhancements	🟢	On Track
	b) Reports are available by Faculty/Graduate program for pending York Fellowship payments, integrating historical payments, current TA contracts/awards		
	c) Reports are available by Faculty/Graduate program for award payments due (entrance and ongoing)		
	d) Administrative overhead required to manually calculate award and Fellowship payments has been reduced by 25%		
	e) Reports available by Faculty/Graduate program for CA related payments each term, including historical payments, priority pool and pending		
	f) Graduate funding payment posting timeline has been reduced from 6-8 weeks to 4 weeks.		
Complete all ARMS integration activities	a) 100% of historical funding data back to 2009 has bee integrated into ARMS		Progressing
	b) An FGS dashboard view has been launched		
	c) The Admissions Adjudication System data feeds separate data points into ARMS, and the FGS student profile has been updated with all funding related activity		
	c) CUPE Hiring has been integrated into ARMS, and the old system has been archived		
	d) Research RA approval has been transitioned to resource Faculties		

Launch a cloud based graduate funding profile

a) graduate funding profile application has been sourced and purchased (in partnership with UIT)

b) data points for integration into new SIS, adjudication and People Soft have been identified

c) Simplified Graduate Funding rules have been integrated

d) training support for graduate programs and resource Faculties has been developed and deployed

e) historical data including all awards granted, payments and remaining balances has been integrated

f) graduate program administrative support and graduate funding advisors access real time funding information linked with payroll and student account to support graduate students

On Track