

Student Success

4. A Student-Centred Approach

Enhance the President's Ambassador program based on the feedback from the first year of the full-year pilot.**Strategy/Action****Measure/Milestone**

Continue to enhance the program plan that addresses areas from the full-year program that could be enhanced
 Review and enhance the full year program for the ambassadors (including updating SOPs, training plan, debrief reporting and recognition model. Create an Ambassadors handbook.
 Develop a communications strategy in conjunction with PO including the development of a website.
 Implementation of the enhancements for a second 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

Undertake review of complaint pathway, processes and technology that supports correspondence and student-related complaints and cases, including the development and implementation of an updated standard operating procedure / service standard for student-related complaints and cases.

Review of complaint pathway, processes and technology that support correspondence and student-related complaints and cases completed by September 2019. (note that technical requirement gathering completed July 2019, pending on UIT quote on Cherwell and other 3rd party solutions)
 Recommendations implemented by May 2020.



On Track

Updated standard operating procedure / service standard for student-related complaints and cases in place by April 2020.

Support the review of the Office of the Ombudsperson. Support the implementation of accepted recommendations presented in the review.

Ombudsperson review complete and accepted recommendations implemented by January 2020.












Not On Track




Engagement and Outreach

6. Enhanced Community Engagement

Complete the refreshed GR Strategic Plan 2019-2022 taking into consideration the priorities of the new Provincial Government, the Federal Government and municipal government by Summer 2019 and progress reports by the Spring 2020

Strategy/Action	Measure/Milestone		On Track
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 August of 2019. Complete the stakeholder Mapping associated with the GR plan by October 2019 Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020.		On Track
Specific initiatives in place by Fall 2019 including: approval of social procurement policy, support for social procurement pilots, establish an internal CR Advisory committee, implement a new website including a helpdesk tool and organizing events in the community. Progress reports by Spring 2020. Continue to co-lead with the Vice-Provost, Academic the Carnegie Pilot project with a submission of our assessment in May 2020.	Implementation of strategies and objectives commences and progress on each objective can be demonstrated by the Spring 2020. Carnegie Submission completed by the May of 2020		Progressing
Complete the RFP process for an external firm to assist with the validation of data needed for the report by July 2019. Continue to engage 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 December '19/January '20. Work with Communications and Public Affairs to help design the executive summary report that would be used for distribution January 2020	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 Spring 2020		

<p>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 Plan and implement a new President's Lecture series for a launch in Spring 2020</p>	<p>Positions responsible for assisting with the coordination and implementation of events are accountable for their actions through the PDP 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</p>	 Progressing
<p>Support Presidential deliverables of post-strike community building plan.</p>	<p>Post-strike community-building recommendations implemented.</p>	 Completed
<p>Create and support opportunities for President to engage with internal community at events.</p>	<p>Establish benchmark for internal speaking opportunities, specifying audience type (student, staff/faculty).</p>	 Completed
<p>Produce and distribute high-quality content for internal channels featuring President and/or President-driven initiatives.</p>	<p>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.</p>	 Completed
<p>Upgrade the President's "Red Book" contact database and automating and enhance the update and sharing procedure.</p>	<p>Red Book new platform for data update is sourced, tested and implemented by Sept 2019 Ensure availability of Red Book in Outlook and Mobile devices. Contact list is reviewed for update within timeline "Red Book" data update and maintenance process is more efficient and accurate with new platform</p>	 Completed
<p>Enhance international relationships through correspondence (e.g. letters, greeting cards, invitations, greetings) and enhanced cultivation.</p>	<p>Increase in international contacts in database and increase in proactive correspondence to international contacts.</p>	 Completed

Deepen President's engagement with President's Councils.	Ensure President attends at least one meeting of each President's Council and meets with Chair each year.		On Track
Support the development of a brand differentiation strategy (including value proposition, messaging architecture and plan on how to operationalize).	Brand differentiation integrated into appropriate practices, and planning and strategy documents originating in President's Office.		Completed
Update Communications Strategic Plan (including new digital plan, paid reputational advertising campaign etc.) to align with brand differentiation strategy	Engagement in university Strategic Communications Planning.		Completed
Develop and implement Strategic Communications Plan for the President that will increase President's reputation as thought leader / influencer.	President's Strategic Communications Plan created in advance of 2019-20 academic year.		On Track
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
Create an impactful and strategic annual report that enhances York's reputation, is aligned with broader institutional planning processes, and marketed to target audiences.	Annual Report created and published online and in print.		Completed
Audit and rebuild President website.	President website audited and rebuilt		On Track
Develop and implement a Presidential international travel plan that aligns with the priorities identified in Internationalization & Global Engagement Strategic Plan.	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.		Completed

Develop and implement Presidential international communications plans that align with the priorities identified in Internationalization & Global Engagement Strategic Plan.

Communications plans in place for each Presidential international trip. Internationalization priorities embedded in communications plan for President.



Completed

Enhance capacity to foster international relationships by developing protocol for post-travel follow-ups.

Protocol in place. Meetings occur with York International shortly after international trip.



On Track

Enabling the Plan

7. Enabling the Plan

Source and test a stakeholder management and Track Tool

Strategy/Action

Measure/Milestone

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 July-November 2019
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 January 2020, we would use 2020 to establish baseline data to track the effectiveness of our management of stakeholders



Progressing

Achieve financial sustainability in the President's Office.

President's Office, including Government and Community Relations, on path to financial sustainability.



On Track

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

Review key processes and systems: correspondence, records-keeping, contact management, with effectiveness and efficiency lens.

Process evaluation complete and early enhancements in place. Continuous assessment improvement plan and change management plans in place.
Relevant SOPs are created and maintained



On Track

Redeploy existing staff resources to assessing and improving back office processes.	Staff job profiles updated accordingly, roles and responsibilities clarified and realigned		Completed
Review the policies and University Record Keeping system in association with Information & Privacy Office Conduct a survey to determine the issues and find the solutions. Based on analysis, simplify ORMS categories and classifications Review and update ORMS manual Research for new/improved database for ORMS	Conducted review and surveys Recommend improved or new filing system Filing system is more efficient and more user friendly		On Track
Make one focal point for all expense processing, vendor contacts. Simplify accounting procedure with ONE contact point will eliminate multiple staff involvement and reduce chances of errors, less Journals Entries to transfer expenses from one account to another account. •Reviewing purchases (office supplies) on ongoing basis and exploring cost saving measures to keep standard of same supplies in cost effective manner. • Analyze the financials on monthly and quarterly basis for management, identifying cost saving measures and implementing controls to keep expenses within budget numbers.	Improve efficiency of expense claim processes Improve financial management and accountability		On Track
Support the launch of and build profile around the President's Sustainability Innovation Fund.	President's Sustainability Fund in place, TOR finalized by May 2019. Communications plan in place.		On Track
Support executive search for a Vice-President, Equity, Culture and People.	VPEPC selected by May 2019.		Not Evaluated
Support executive search for a new Vice-President, Research and Innovation.	VPRI search completed by November 2019.		Completed
Support search for Executive Director, AGYU	Executive Director search completed by November 2019.		On Track
Support the establishment of the Office of the Vice-President Equity, People and Culture	VPEPC office established by Jan 2020.		Completed
Support development and maintenance of PVP IRP.	PVP IRP and tracking process in place.		Not Evaluated

Coordinate PVP performance review process, linked more closely to institutional planning process.

Updated PVP performance assessment process and products in place.



Not Evaluated