

# Division of Vice-Provost Students

## Top -5 Accomplishments - April 2020, Year-End Evaluation

**INTERNATIONALIZATION:** Consulted towards an internationalization strategy. Internationalization strategy draft 2 scheduled to be released in June 2020. In tandem with the consultation, the last few years focused on an **international recruitment strategy** that's seen growth in international applications, offers, and enrolment for the last 3 years:

Year	International Applications	Offers	Enrolment
2017	20,100	10,000	1,645
2018	24,600	11,675	1,728
2019	25,825	13,480	1,916

**ACCESS:** Education and training for approximately 10,000 participants (students, student leaders, staff, faculty partners, etc.) at 130+ information sessions, group sessions, trainings through **The Centre Training & Education** from April 2019-2020 on topics such active bystander program, building a consent culture, healthy relationships, etc. Student Financial Services continues to advance numerous initiatives including a new **CIBC partnership for international student's tuition** and **work-study eligibility expansion** (now includes international and part-time students).

**WELL-BEING:** **Upstream, proactive supports** for students continues to be prominent including peer programs in SFS, Wellness Hub (7,438 interactions in 2019-20), Career Centre Student Lounge, TW@Y (This Week @ York) newsletter content, etc. We continue to see on-going **enhancements to Student Counselling & Development** (e.g. immediate reduction of **service wait-times for students**, partnership with Student Accessibility Services to provide **assessment & diagnosis** to students requiring expedited service for accommodations, and implementation of an **Electronic Medical Record**). Additional **Student Accessibility Services enhancements** include streamlining the **registration process** and **Faculty partnerships** established (e.g. New faculty Orientation). **Residence Life programming provided mental health support** including Bell Let's Talk Day and partnership with Health Education to offer 30+ events.

**ADVISING:** A **pan-university referral and repository system** (Civitas-Inspire) was launched to undergraduate advising community on March 16 and expansion to additional units to take place in the coming year. The advising community engaged in 8 **Pop-Up Advising Fairs** throughout 2019-20 in high-traffic areas with over 2,700 student interactions. **Early Alert** was implemented for year 2 of the pilot, additional work will be conducted to connect to the referral and repository system. Another successful year of **PAWS program (transitioning program for first-year student athletes)** and have extended the program to upper-year student-athletes deemed 'at risk'.

**SERVICE EXCELLENCE:** **Student Service Excellence framework** design phase completed, implementation phases deferred to Fall 2020 to align with Pan-University Service Transformation. The **Student Virtual Assistant** is available for AMPD, Glendon and Lassonde. Student Virtual Assistant launch to Education, FES, Health, LAPS, and Science deferred to May 2020 (originally March 2020). Our line-management system (**Q-Less**) was launched in Fall 2019.

**ENGAGEMENT:** Staff Engagement continues with **staff and team Development Plans, and the Divisional employee learning program** (i.e. Lunch & Learns), Professional Development Day, Service Excellence Opportunities, etc.). **Becoming YU** is now an element of every Work Study position, including support provided to Supervisors and Coaches. Engagement doesn't just exist within the Division, it expands to the surrounding community through various activities including **initiatives through Athletics & Recreation's Community Engagement & Fundraising** (i.e. Secured York 9FC Soccer Team, Dahlgren's Diabeauties and Diabetes Awareness Night, Mark Cross Memorial Fundraiser Event, Jane and Finch Community Centre – Adopt a Family, etc.) and **Residence Life fundraising challenge** raising \$11, 921 (donations to Keep Toronto Warm, Covenant House, Mark Cross Fund, and Peace by Peace).

**ORGANIZATIONAL EFFECTIVENESS & AWARENESS:** **SIS RFP** response deadline has been extended from March 26-June 18. **Code of Rights & Responsibilities Review** completed and submitted to senior administration for consideration, FAQ's will be developed for the Code of Rights & Responsibilities.

## Student Success

### 3. Enhanced Quality in Teaching and Student Learning

**Expand Becoming YU and launch off-campus employment to support students with leadership and career development opportunities. (Access)**

#### Strategy/Action

#### Measure/Milestone

Continue to expand Becoming YU to all students and LEAP (Leadership, Engagement, and Ambassador Program) students.  
Evaluate program and impact.  
Launch pilot for off-campus employment

Increase average HIPS per 4th year student to meet the average for comprehensive Universities on the next NSSE survey.  
Increase number of students using Becoming YU.



Completed

## Student Success

### 4. A Student-Centred Approach

**Coordinate and foster the institutional strategic enrolment management programs with Faculties to help achieve SMA2 +3 benchmarks, that focuses on student success and improved recruitment, retention and graduation rates. (Access)**

#### Strategy/Action

#### Measure/Milestone

Identify and adopt best practice in recruitment, conversion, admissions and enrolment processes.  
Partner with Faculties to design and implement Faculty based plans.  
Continue to partner with Faculties to implement Early Alert strategy.  
Partner with OIPA to analyze retention data and begin to implement strategy in 2020.  
Enhance Student Advising

Increase retention rate by 1% annually to a target of 88% between first and second year.  
Maintain high performance rank on number of transfer applicants and registrants, as captured by the Ontario Universities Application Centre.  
Continue to expand Early Alert across the campus.  
Better reported student satisfaction.









On Track

Determine evaluation criteria.  
Secure additional resources if warranted.

Develop an integrated Scholarship Strategy that maps on to and/or extends HIPS (to be implemented by 2021/2022).  
Present financial model to UBAC in 2020.  
Implement auto-apply scholarships for Graduate students by Fall 2019 and initiate phase 2 for undergraduate students.




On Track

<p>Continue to improve programming to support student's academic and personal skills development. Provide equitable access to all services irrespective of student affiliation. Consult and partner with campus partners to support accommodations for students.</p>	<p>Continue to address and eliminate wait-times for counselling services and SAS intake appointments. Collaborate with OUR, Libraries, Centre for Human Rights, Equity and Inclusion, OSCR, SFS, Res Life, etc. to provide a coordinated and accessible approach.</p>	 On Track
<p>Implement residence demand model. (Service Excellence)</p>	<p>Continue to enhance and implement the residence demand model to forecast first-year and returning student demand and space allocation. Develop a Housing framework for on-campus student housing.</p>	 On Track
<p>Implement and operationalize Student Choice Initiative. (Access)</p>	<p>Implement Student Choice Initiative form by Aug 2019. First billing for non-essential services in Oct 2019. Conduct review to assess success of implementation, establish ongoing governance, and enhance changes for Fall 2020. Conduct an impact assessment.</p>	 Completed
<p>Create service principles and shared-service charter. Launch internal service excellence website. Engage staff and students in a human centred design workshop series to enable the implementation of the service principles. Partner with Service Transformation and AVP Shared Services to create alignment on areas of mutual interest.</p>	<p>Service principles and shared-service charter to be developed by 2020. Division is trained on Service Excellence to enhance student, staff, and campus partner's experience with the Division. Management team and working group test prototype service experience principles in their own IDPs. Alignment and integration with University - wide approach to Service Excellence.</p>	 On Track
<p>Launch Student Virtual Assistant,(formally known as Watson) to 9 Faculties. (Service Excellence)</p>	<p>Determine scope, requirements, resources, and stakeholder communication. Launch to 3 Faculties in January 2020 and 6 in March 2020.</p>	 On Track
<p>Create Service Level Agreements</p>	<p>Service Level Agreements to be designed and established to ensure quality of service between inter-campus units (including but not limited to School of Continuing Studies, Glendon College, CSBO, Osgoode, Schulich, etc.)</p>	 Progressing

Review Human Resources needs on an annual basis to support the Division's strategic mission and vision.

Unit by unit enhance and review the HR portfolios including job descriptions, succession planning, etc. on an ongoing, yearly basis.

 Progressing

Engagement and Outreach  
5. Enhanced Campus Experience


**Enhance the physical infrastructure. (Well-Being)**

**Strategy/Action**

**Measure/Milestone**


York Stadium Re-Visioning Plan

Receive approval for conversion.  
Start construction in 2020.  
Complete and wrap-up construction by 2021.

 On Track

Enhance and continue to grow summer camp programming and attendance.

Increase in programs offered for Summer camp.  
Increase camp attendance.

 Completed

Engagement and Outreach  
6. Enhanced Community Engagement


**Deliver Divisional Response to Indigenous Framework. (Access)**

**Strategy/Action**

**Measure/Milestone**


Communicate framework to the community.  
Partner with stakeholders to undertake identified actions.

Complete community consultation  
Continue to specify key priorities/projects for action set and record performance on metrics associated with projects.  
Integrate work with Indigenous council and tasks led by Special Advisor to the President.

 On Track

Create and implement well-being strategy structure.  
 Develop governance and organization around the strategy.  
 Review residence Don training and increase elements of well-being within/update Residence Curriculum to advance wellbeing framework/Community placement model with School of Nursing.

Collaborate and consult with campus partners and stakeholders to create draft well-being strategy by 2020.  
 Complete well-being strategy by 2020.  
 Promote and create awareness across campus.

 On Track


Continue consultation on moving toward a smoke free campus plan.

Continue to collect input from the community.  
 Present and implement plan by 2021.

 Progressing


Complete review of the Code of Student Rights and Responsibilities (CSRR).

Continue community consultations.  
 Oversee process to complete review.  
 Approved CSRR to be communicated to York community.

 On Track

Comprehensive Internationalization strategy by Fall 2020.  
 Implement database exchange agreements.  
 Review/develop variety of mobility opportunities: internships, short-term mobility, "mobility at home".  
 Support community intercultural awareness and understanding by 2020.  
 Streamline international orientation and transition programs.  
 Enhance pre-departure supports for travel.

Improve performance in global rankings and increase York's reputation as thought leader/influencer globally.  
 Implement to ensure the collection of consistent and reliable data across York.  
 Increase student applications for exchanges and internships and increase applications for destinations considered "less attractive".  
 Continue to enhance intercultural learning and incorporate best practices related to experiential education.  
 Continue to collaborate with campus partners to enhance orientation and transition programs.  
 Full review of the program to improve pre-departure supports for students and incorporate principles of equity, inclusion, bias, and global mindset.

 On Track

Enabling the Plan  
 7. Enabling the Plan

**Conduct space planning for SSC, SAS, and Accommodated Tests Centre to provide excellent service that meets the needs of students. (Access/Service Excellence)**

**Strategy/Action**

**Measure/Milestone**


Needs assessment of space concerns for specific units.  
 Complete a student needs assessment.  
 Research and explore options for the design and development of a space.

Reorganization and appropriate alignment of resources.  
 Finalize project plan and resource allocation by 2020.

 Progressing


SIS Transformation to enhance the student experience through the use of a "next generation" technology platform  
 Implementation of new single cloud-hosted application: Curriculum Management System (Kuali)  
 Advising Referral System implementation  
 Q-Less implementation  
 YU Connect renewal  
 Mobility software  
 Develop Navigate through full student lifecycle  
 Implement Virtual Learning Skills and Wellness AIF project

SIS RFP completed and project leadership developed and set transformation measurements by 2020.  
 Implement Curriculum Management System.  
 Implementation to begin pilot in January 2020 for Advising Referral System. And reduce wait-times for in-person service and better reported student satisfaction.  
 Implement Q-Less system  
 Complete RFP for YU Connect Renewal in 2020.  
 Implement mobility software in 2019.  
 Pilot Sept 2020 with School of Administrative Studies and Department of Biology (UG). And improve student satisfaction measures based on NSSE and internal surveys.  
 By 2020 identify a platform, modules, and students experience the resource.

 On Track

Develop and implement 5 Year Strategic Plan.  
 Create 5 Year Strategic Plan framework.  
 Form working group to facilitate development of 5 Year Strategic Plan.  
 Begin and complete community consultations.




Define working group by November 2019  
 Begin community consultations by December 2019.  
 Engage OIPA to support the development and dashboard for Divisional metrics.  
 Implement 5 Year Strategic Plan by July 2020.

 On Track

1. Implement Team Recognition Driver from employee engagement survey.
2. Begin Service Excellence principle training.
3. Provide several employee learning opportunities to learn and share best practices (i.e. conferences, workshops, professional development day, lunch and learns, etc.).
4. Meaningful IDPs.

Coordinate with working group to implement driver and action plan to increase employee engagement.  
 Division is trained on Service Excellence charter and principles by 2020.  
 Several learning opportunities are provided to the Division that align with the strategic mission of the Division.  
 100% of the Division have meaningful development plans.

 Progressing

<p>1. Lead and shape all communications strategies to reflect the nature of audience needs in alignment with the UAP, SMA and Division of Students' strategy.</p> <p>2. Provide student-centric communications expertise and embed communications planning in all projects and initiatives.</p> <p>3. Increase visibility, recognition and uptake of student services, supports and resources among key stakeholder groups.</p> <p>4. Develop and embed systematic reporting tools (quarterly; crisis/emergency reporting; events; key initiatives) to support all communications.</p>	<p>Regular reporting of key Divisional event, initiative and project KPIs in the unit Balanced Scorecard and Division's Annual Report.</p> <p>Monitor, respond to, triage as required and report on queries from Divisional channels (chatbot, social media, email).</p> <p>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).</p> <p>Complete service level agreements in alignment with SHARP budget model and service excellence initiative.</p>	 On Track
<p>Complete an analysis of data from campus surveys to recommend and implement changes driven by data.</p>	<p>Familiarize the Division with institutional datasets (e.g. NSSE, Benchmarking, Employee Engagement Survey, etc.)</p> <p>Implement data-informed decision making by continuing to build a repository of data (e.g. implement SkyFactor Student Affairs program assessments for residents and student staff).</p>	 Progressing
<p>Participate in the university's review of the on-going financial sustainability of its shared services units.</p> <p>Participate in the university's review of it's existing sharp budget model.</p>	<p>Consult with the Divisional units.</p> <p>Create, develop and implement recommendations.</p> <p>Complete exercises by the end of the fiscal year.</p>	 On Track