

DIVISION: Division of the VP Academic and Provost

UNIT: Vice Provost Students

PLAN ID: 1285

1. 21st Century Learning

York as a more attractive destination for all potential students, including Indigenous students and equity seeking groups

Action/Strategy:

Expand training opportunities with community and external partners on the best practices on trauma informed approaches to support sexual violence survivors

Expand dispute resolution alternatives.

Peer mentors to develop "safer space toolkits" for all student clubs and groups

Support and advance the work of the SSRP

Advance the Division of Students 5 Year Strategic Plan (2020-2025)

Measures/Metrics/Milestones:

Survey participants who attend information sessions to determine community needs are met.

Prioritize and committee resources to the successful execution of various elements of SSRP: Timely decisions; CRM vendor decision 2020; SIS vendor decision by March 2021, Staff transition to occur in 3 phases: Aug-Sept. 2020; Jan. 2021 and May 2021; transition of hiring for the vacated positions to ensure no break in service delivery

In alignment with the UAP, complete the New 5 Year Strategic Plan for the Division of Students

Evaluation Status:

 Completed

 On Track

 On Track

Growth and diversification of our international student body

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Development of comprehensive overarching Recruitment Strategies; enhancement of international student recruitment diversification and enhanced international digital program marketing.

Website enhancements to promote virtual engagement.

Expanded marketing and brand campaigns in select markets.

More balanced spread of students across source countries.

Increase in visits to Future Students Website.
Student survey about York web presence, virtual events & engagement.

On the ground presence & support through agencies, Canadian embassies to raise the profile of York.

Signed agreements with local market agencies.

Digital campaign in key markets at present; analyze and report on campaign (January 2021); launch second phase (February 2021)

On Track

Providing every student with an experiential learning opportunity

Action/Strategy:

Develop template for programs to develop Bona Fide Occupational Requirements (BFORs) for placements, co-ops, EE and remote learning.

Expand Becoming YU to incorporate co-curricular opportunities and off-campus experiences.

Measures/Metrics/Milestones:

Guide for faculty to support decision making (W21)

Students participating in work-study and LEAP positions have more meaningful experiences.

Evaluation Status:

On Track

2. Knowledge for the Future

Creation of Markham Campus

Action/Strategy:

Prepare the Division to lead an enriching student experience at Markham addressing space, organizational structure, budget, potential partnerships.

Work with stakeholders to develop innovative and accessible communication strategies to align with unique academic/student experiences proposed for the new campus.

Measures/Metrics/Milestones:

Establish key milestones and metrics including budget, HR, recruitment, and marketing materials, athletics facility/partnerships (prepare and submit a report for recommendations for physical activity at Markham by March 2021), etc.

Hire a Division of Students lead for Markham ('21)

Prepared in W and S21 for launch in F21

Markham launches with 'one window' student services model F23).

Evaluation Status:

On Track

3. From Access to Success

Align service delivery with current and emerging student needs through remote formats

Action/Strategy:

Ensure all services within Division, wherever possible, are offered in remote formats

Measures/Metrics/Milestones:

We will support our students who are studying in remote formats, assess and fill the gaps with new programs and services.

We will further assess the benefits of the remote delivery models to incorporate them into our program delivery model in the future, and for Markham.

Evaluation Status:

Completed

Continue to enhance coordinated and seamless SEM to support the recruitment and success of a diverse student population

Action/Strategy:

Ensure unified, integrated and holistic approach to supporting our students
Targeted recruitment strategies and student supports to diversify students by country (part of Internationalization and Global Engagement Plan)

- Increase representation of FITF, students who identify as Black and Indigenous
- Continue Ensure a unified and holistic experience for students that provides access to information, and supports a sense of belonging, academic and personal development
- Development of data analytics to enable early intervention, address retention and support SEM, Engagement, Success
- Fully implement new advising model

Measures/Metrics/Milestones:

Outcomes Increase in market share:

- Enhanced diversification of our student population by country as well as increases in Black and Indigenous students
- Cross functional teams that coordinate and collaborate across the Division of Students with Faculty partners to provide students with responsive service and information
- Remote & one-stop services, supported by new technologies (e.g. Civitas-Inspire; SAVY; OWL, MoveOn) to meet student expectations
- Enhanced data analytics to support SEM: supports directed access and success programs; improves persistence
- New systems for tracking student progress, and supporting an appreciative advising framework
- SMA3 Metrics (potential for COVID disruption)
 - o Increase graduation rate

Evaluation Status:

On Track

Track our progress on improving outcomes for all of our students and especially those from underrepresented groups

Action/Strategy:

Lead Divisional response to NSSE and facilitate Faculty discussions regarding NSSE results (specifically diversification of our student population)

Measures/Metrics/Milestones:

Division of Students and each Faculty identify actions/initiatives in response to NSSE (by W21)

Evaluation Status:

Progressing

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Complete a review and overarching strategy for Student Financial Support (inclusive of awards, bursaries, etc.) that re-imagines access for prospective and current students.

SFS strategy presented by Nov. 30, 2020

On Track

Higher conversion of prospective students in year 1 (by at least 1%)

Higher retention rate (by at least 1%)

Accommodated Test and Exam Centre joins SAS to better align services with student need.

With staff, conduct a review on how to better serve students needing accommodated tests/ exams.

On Track

Implementation of upgrades to SAS system to expand services

Increased speed of access to services; expansion of self-service options such as automated letters to Faculty

Reliable access to excellent academic and career advising

use of data analytics to enable proactive, early interventions for students

Action/Strategy:

Advising:
Implement retention interventions in every Faculty (facilitated by Civitas-Inspire tool)

Develop data analytics to identify students at-risk and enable proactive, early interventions.

Further develop Student Virtual Assistant (SAVY)

Measures/Metrics/Milestones:

Pan-university commitment to consistent use of Persistence Predictors (including pan-university governance) by increasing engagement

KPIs in developed for reporting Spring '21

SAVY launches in French, Schulich & Osgoode and reminders are live by Winter 2021, and increase use of SAVY

Evaluation Status:

On Track

Implement new Career Centre strategy:
Incorporate career development into advising; dedicated Career Support for International Students, Students with Disabilities, First Generation students, Indigenous students

Expand employer and alumni engagement.

Complete a review and overarching strategy for Student Financial Support (inclusive of awards, bursaries, etc.)

Surveyed students report increased satisfaction in tailored/focused supports and service
Surveyed students report feeling more "career ready" (to be defined)
Associate Director Employer and Alumni is hired, and new programming initiated

Progressing

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Robust resources to assist students with their distinct needs

Action/Strategy:

International Student Services:
More robust resources to assist international students with their distinctive needs in areas such as Student Counselling and Development.

Collaborative academic & student success initiatives with Faculties including: academic integrity, career development, community & sense of belonging.

Student Communication: Enhanced data collection for reporting outcomes; review balanced scorecard KPIs; research new social monitoring/listening tool; renew weekly reporting, right message/right time, right medium.

Measures/Metrics/Milestones:

Implement "keep me safe" by Oct 2020.

Ongoing: advancements in programs with YI and YUELI

Social monitoring tool - initiate RFP (January 2021)

Evaluation Status:

On Track

On Track

4. Advancing Global Engagement

Global outlook and fluency informing curricula and global learning

Research attracting international scholars and support international collaborative research

Communicate more actively, cultivating new partnerships

Action/Strategy:

Finalize the Global Positioning Strategy and begin implementation
Develop virtual and remote opportunities for global learning including: remote internships, virtual exchanges, and globally networked learning initiatives
Support participation in global research by engaging in consortiums and networks.
Partnership engagement

Measures/Metrics/Milestones:

Launch Strategy Fall '20

Internationalization-at-home initiatives

Launch Effective Intercultural Communication Modules and Global Dialogue Series

Support student initiatives related to pandemic response Expand collaborations remotely; increase faculty to faculty and student connections

Evaluation Status:

On Track

5. Working in Partnership

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Strengthen the Indigenous presence on campus

Action/Strategy:

Increase outreach to Indigenous students by addressing current barriers to service
Explore Elder or Indigenous healer to provide validation for services such as academic accommodation

Measures/Metrics/Milestones:

Point person for referrals of students by/to CASS
identify other forms of appropriate "practitioners".
In progress

Evaluation Status:

On Track

AIF IV project: Indigenous Teaching, Protocols and Services for Students

Strengthen, support, and bring value to faculty, college, campus and student organizations partners

Action/Strategy:

Communities of practice, facilitated referrals, "middle tables"

Measures/Metrics/Milestones:

Create more communities of practice, enhance effective referrals and create middle tables for collaboration.

Evaluation Status:

On Track

support a robust communications plan from application to graduation

Action/Strategy:

Support student success initiatives such as Service Excellence, SAVY, current student communications and retention initiatives (YU Start for upper-year students, communications preferences survey, ongoing Back-to-School communications, Advising website, Mental Health Strategy, Off-Campus Housing, The Centre communications; SSRP).

Measures/Metrics/Milestones:

Regular reporting of key Divisional event, initiative and project KPIs in the unit Balanced Scorecard and Division's Annual Report.
- Monitor, respond to, triage as required and report on queries from Divisional channels (chatbot, social media, email).
-Develop and deploy and/or support new technology and digital enhancements to enhance the student experience (e.g. SSRP, institutional digital strategies, social media management/monitoring tool, curriculum management, CIVITAS-Inspire, risk assessment, CRM, marketing automation).
- Complete service level agreements in alignment with SHARP budget model and Service Excellence initiative.
- Develop and deploy a unit-specific and Divisional EDI framework.

Evaluation Status:

On Track

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Advance York’s SEM approach by developing communication strategies to promote access to alternative pathways to learning (college/university transfers, Ready, Set, YU!, alternative offers of admission), credential combinations (new 4+1 degrees), enhanced recruitment and conversion initiatives, expanded digital marketing to capture additional cohorts (international, CMU), awareness and access to advising (e.g. pop-up advising), career preparedness and experiential education.

Regular reporting on digital marketing campaigns to support SEM
 - Daily reporting on digital community management to provide ongoing engagement and issues management
 - Support and report on success metrics for shift to virtual events (e.g. Spring Open House, Fall Campus Day)
 - Review and refresh audience personas in partnership with OIPA and C&PA

On Track

Advance the institutional Internationalization Strategy through strategic digital recruitment campaigns (e.g. digital marketing, Website enhancements, lead and applicant nurturing) that increase awareness, application and conversion; enhance understanding and uptake of support and services for current international students; and increase engagement with international partners, exchanges and study/research programs.

-Regular reporting on recruitment and conversion campaign milestones and KPIs
 -Develop and deploy and/or support new technology and digital collateral to enhance the international student experience (e.g. customized landing pages, institutional digital strategies, social media management/monitoring tool, CRM, marketing automation).

On Track

Proactively and reactively support institutional crisis communication, issue management communications to students (e.g. COVID-19), labour communications, institutional communication to students (e.g. FLSA working group recommendations; surveys such as NSSE, NCHA; student census), reworking for specific audiences as necessary.

-Provide data (social media, ecommunication, web flowthrough, engagement metrics etc) to C&PA and senior leadership to help shape institutional response
 Develop suitable survey instruments as needed (e.g. student communication preferences) in collaboration with OIPA; share data with colleagues
 Develop and deploy student communication campaigns

On Track

Maximize usability and engagement in digital and email (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); support the pan-University web optimization strategy and the Brand strategy.

Regular reporting of key Divisional event, initiative and project KPIs in the unit Balanced Scorecard.
 -Develop and deploy and/or support new technology and digital enhancements to enhance the student experience (e.g. SSRP, institutional digital strategies, social media management/monitoring tool, curriculum management, CIVITAS-Inspire, risk assessment, CRM, marketing automation).

Completed

6. Living Well Together

Establish guiding principles upon which decisions regarding communications, systems and services should be made available in both English and French.

Action/Strategy:

Measures/Metrics/Milestones:

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PLAN ID: 1285

Strike a Working Group with key stakeholders to develop a Framework for the Delivery of Communications and Services in both English and French

To develop a framework and guiding principles upon which decisions regarding communications, systems and services should be made available in both English and French. This will meet the university's designation obligation, and serve the Glendon community.

Completed

Objectives
Embrace a culture of service excellence

Action/Strategy:

Initiatives and commitment to Service Excellence: review services from the student perspective to determine which of the service excellence objectives/measures are most desirable and feasible, set service objectives and a mechanism to measure progress.

Lay the groundwork to actively engage with service excellence and ensure unified, integrated and holistic approach to supporting our students.

Measures/Metrics/Milestones:

Establish student feedback loops (including SAS advisory committee, Student Engagement Advisory Committee, student advisory group for the OUR, etc.).

Expand Service Excellence to include assessment and organizational development and learning

Implement re-alignments in Student Engagement, Student Success, Student Counselling, Student Accessibility Services to enhance collaborative delivery of services.

Wrap around service pilot with AMPD and implementation of integrated service model with Glendon Counselling services.

Evaluation Status:

Progressing

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

Implementation schedule and plan established by June 2021

Completed

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.

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

On Track

Continue to implement mental health and wellbeing strategies

Action/Strategy:

Measures/Metrics/Milestones:

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Wellness packages for all first-year students on campus or in quarantine.

Partnership with all wellness advisors and counsellors across Faculties.

Quarantine plan with full wrap-around services

Implement realignment of wellbeing to advance the mental health and well-being strategies, and collective actions that create supportive and empowering environments for all members of the community

Finalize work with Glendon to support their services for peer mentors, health educators, and practitioners so it is aligned with SCS opportunities.

Provide additional counselling supports through our bilingual counsellors.

Implement AIF funded project targeting wellbeing, learning and student engagement supports for virtual presence in the classroom

Create living well packages for first year students in residence and students in quarantine hotels (Distributed Fall '20)

August through October

On Track

New hires in place and work integrated to advance wellbeing strategies.

Collaborations with Faculties/Glendon

Support the Divisional needs regarding pandemic response and critical decisions

Draft MOU with Glendon to define relationship.

On Track

Conduct needs assessment, identify viable platform, develop and test content for launch S'21

Progressing

Ensure Physical Spaces Reflect the Needs of students and staff

Action/Strategy:

Renovate RED Zone in Vari Hall

Reimagine and create new space for accommodated exams,

Reimagine space for delivery of OUR services in Bennett Centre,

Complete renovation of York Lions Stadium to artificial turf and all-season dome to expand year-round access and additional opportunities for external revenue.

Advance plans for centralized "Student Success Centre", providing an integrated approach to student service

Complete all-gender washroom renovation in Tait McKenzie

Measures/Metrics/Milestones:

Monitor progress and ensure adherence to time-lines and resources.

Evaluation Status:

On Track

Incorporate accessibility fully into our planning

Action/Strategy:

April 2021

Measures/Metrics/Milestones:

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All events clearly identified in advance as having captioning and/or interpreters available

Outreach plan to campus and Divisional partners around processes and advertising of events

On Track

Actively implement the recommendations of the recently released Cromwell Report

Action/Strategy:

Oversee the implementation of the Working Group/Cromwell Report to address policy, educational and structural needs

Lead role in implementing 7 of the recommendations and partnership in additional 6.

Measures/Metrics/Milestones:

Revised President Regulation 4 with consultation complete by December 2020

Policy and Guideline updated (Student Club Recognition)
Online learning for student organizations

In partnership with student organizations and CHREI, support co-curricular learning events for 20/21

Evaluation Status:

On Track

Synchronize the Code with the Cromwell report and build great awareness for the code for the community at large

distribute the Code to community via online

Progressing

Intensify our systematic efforts to embed human rights, equity, diversity, and inclusion training across the University

Action/Strategy:

Measures/Metrics/Milestones:

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Commitment to Anti-Black racism/anti oppression through a deeper understanding of the impact of racism and unconscious bias to advance our learning and support our staff and our students:

Equity, Diversity, and Inclusion Training sessions for Senior Management and all Division of Students' staff

Develop a Student Census for Fall 2021

Update departmental mission statements to include commitment to anti-oppression

Develop a framework to apply an EDI lens to all HR, communications (staff and students), and PD

Completion of an independent third-party review into the culture of varsity athletics, to prioritize the education, training and development of student-athletes, coaches and staff in diversity, inclusion, and equity matters.

RFP for a firm to review Division's human resources practices, communications, services, policies, and training through an EDI lens (F'20)

EDI Learning opportunities for staff

Review of all OUR policies and practices

Create BIPOC affinity group in Division to create space for connections

Develop employer and/or alumni programming for Black, Indigenous and LGBTQ2S+ students.

Identify areas for collaboration and support with student groups and explore structured mentoring for Indigenous and Black student employees.

We have the capacity to track # of students from specific equity seeking groups (increased # of equity seeking students and increased capacity to target supports).

Develop a diversity framework for the Division of Students

Athletics Review on Varsity Culture (Recommendations to be received Winter '21)

On Track

Increase complement and ensure greater diversity of local adjudicators and tribunal members.

Successfully recruit and train adjudicators.

Completed

Continue to enhance employee engagement and opportunities.

Action/Strategy:

Provide several opportunities in for the Division to participate in sessions to.

Opportunities align with the strategic mission of the Division

Measures/Metrics/Milestones:

Design, develop and implement engagement and developmental opportunities for staff.

Identify the training elements that are necessary to support a culture/space where staff are empowered to exercise effective decision making. E.g. human rights code, anti-oppression, anti-black racism, unconscious bias training, AODA, inter-cultural competencies, etc.

Evaluation Status:

On Track

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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, Harmonizing grading schemes to minimize the total number of grading schemes, Processes developed

Evaluation Status:

 On Track