

**DIVISION:** Division of the VP Finance and Administration

**UNIT:** Ancillary Services

**PLAN ID:** 1417

## 1. 21st Century Learning

### Advance the digital transformation from printed course materials to ebooks, by making available to instructors and students a wider range of publishers and titles in an integrated platform

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


Expand digital offering (esp. through Willo Labs) to include additional publishers and wider offerings from additional publishers

Increase digital availability from 7% of titles in 2019/20 to: 25% (20/21), 35% (21/22) and 50% (22/23)

 On Track

Integrate Willo Labs solution with School of Continuing Studies (Moodle) and the Schulich School of Business (Canvas)

SCS Test (Fall 2020), expanded in Winter 2021. Schulich Test (Summer 2021), expanded in Fall 2021. Achieving above % goals starting Winter 2022.

 Progressing

Explore Inclusive Access purchase models with Willo, Publishers and campus partners

Explore and possibly pilot IA in Fall 2021

 Completed

Streamline Willo integration processes to simplify implementation

Deeper access in eClass for Winter 2021. Tighter integration using updated Learning Technology Interface (LTI) in Fall 2021

 Completed

Partner with York University Libraries to explore and implement innovative solutions for the delivery of course materials

Initiate monthly meetings, explore new course kit solutions (2020/21), Consider other licensing and business models, support OER, and solutions for faculty authored materials (2021/22)

 Completed

### Support the development of the Markham Centre Campus

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Advance development of purpose-built student housing with YUDC

TBC - scoping underway.

 On Track

Plan and open Bookstore, Printing and Mailing operations on the Markham Campus

Service offerings and delivery models developed by summer 2021.

 On Track

Staffing and operational plan finalized by Winter 2022.

Staff hired and trained, locations stocked and operational by building opening.

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Resolve Markham Campus parking and transportation needs and service delivery model (2021-2022)

Parking service model developed with land provider, along with any associated agreement, by Fall 2021.

Progressing

Inter-campus transportation needs identified, service delivery model determined, agreements developed by 2022.

Deliver food service plan for the campus

Develop food service plan for the campus (April 2021)

Progressing

Conduct RFPs for necessary service providers (2021-22)

Implement service provider (2022-2023)

**5. Working in Partnership**

**Through community involvement and industry associations, create important connections for all business units, that allows us to partner on industry initiatives and learn from best practices, creating positive impact in our and other communities.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Support managers and team members in attending a broader collection of conferences and learning sessions to enhance learning.

Include a larger number of management team and staff in virtual industry events (2020/21). Identify and attend new events (2021/22 and on)

Completed

Become involved in leadership roles for industry associations, not-for-profits, and campus initiatives related to the community.

Increased presence annually

Completed

**6. Living Well Together**

**Modernize systems and processes via digital transformation to enhance the campus experience, service quality and efficiency**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Implement Mobile Credentials to eliminate wait times associated with in-person issuance of physical cards and provide remote provisioning of digital YU-card services.

Develop viable business plan and incorporate into budget and LTP (December 2021)  
 Resolve technical obstacles with stakeholders and develop implementation roadmap (April 2022)  
 Update policies and procedures to reflect new provisioning guidelines and processes (Summer 2022)  
 Develop and execute communications strategy for mobile credential users (Fall 2022)

Progressing

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Convert to fully digital parking permits	Develop end-to-end digital service plan with supporting business case (May 2021) Develop process/system changes to be implemented with clear communication plan for clients (May 2021) Update policies, procedures, and website to reflect changes to processes (June 2021)	Completed
Successfully upgrade Housing StarRez system to StarRez web	System successfully upgraded, data migrated, and digital services launched.	Completed

**Develop modernized bookstore, printing and mailing operations that are financially sustainable and achieve a world class level of service excellence**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Develop world class e-commerce capabilities	2020/21 - Complete implementation of Avanti in Printing Services. Implement system addons and process changes to increase bookstore capabilities. Research new solution for bookstore.  2021 to 23 – Implement new solution for bookstore	On Track
Launch new products and services that are needed by the community.	Identify target categories and item (2020/21), launch in 2021 to 23	On Track
Review space and physical needs in order to maximize service and efficiency	Post-COVID space plan completed by April 2021, implemented in 2021/22	Completed
Build and implement a long-term human resource plan for each area of the unit	Long-term plan created by April 2021  Implemented from 2020 to 2025	Completed

**Foster a sense of belonging and campus engagement through an industry leading collection of campus branded products made available by the bookstore.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Foster a sense of belonging and campus engagement through an industry leading collection of campus branded products made available by the bookstore.	Develop the campus branded collection by adding well recognized brands, new items and quality levels (e.g. Alumni Collection) and Canadian made products.	Completed
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**Support the University's Strategic Enrolment Management and student success through the development and execution of a renewed Housing Strategy.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Develop and secure institutional approval of a long-term Strategic Plan

Strategic plan developed by April 2021  
 Institutional approval by Fall 2021  
 Execution of renewal projects/initiatives starting by Winter 2022

 Progressing

Revitalize Building Operations team, processes, and functions

Hirings completed  
 SOPs reviewed and updated  
 KPIs developed  
 Student satisfaction survey selected (industry association or custom developed)

 Completed

Strategically market residences in the context of the COVID-19 pandemic

Marketing strategy and communications developed and executed in alignment with recruitment cycle.

 Completed

**Enhance campus wellness and the student experience by delivering improved food services**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Renew and expand primary food service locations and deliver a new Anytime Dining experience.

Architectural feasibility study completed with executable option for key facilities (Dec 2020)  
 Business plan developed to support capital funding and service delivery model (April 2021)  
 Renovate dining halls (winter/summer 2022)  
 Launch Anytime Dining (Fall 2022)  
 Renovate/expand Central Square Cafeteria (2023)

 Progressing

**7. Answering the Call**

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**Develop and implement an approved operating, capital, and budget plan for Transportation Services to improve the reliability and sustainability of the unit's services**

**Action/Strategy:**

Business and budget plan developed and submitted for approval

**Measures/Metrics/Milestones:**

Dependent on approvals, implement the plan including necessary fleet renewal (May 2021)  
Implement changes (September 2021)

**Evaluation Status:**

Completed

**Reduce the carbon footprint of the university community**

**Action/Strategy:**

Implement/Install EV Charging Stations throughout the campus to support more sustainable modes of transportation

**Measures/Metrics/Milestones:**

EV Charging Stations installed in parking garages (April 2021)  
EV Charging Stations installed throughout the remaining areas of campus (2021-2022)

**Evaluation Status:**

Completed

**Lead in ethical, social and sustainable sourcing, encouraging activities such compliance with licensing, fair trade, factories that pay a living wage, and the use of organic and renewable raw materials. Supports several UN SDG's.**

**Action/Strategy:**

Work closely with Green Campus Coop to offer fair trade clothing to both York University and 3rd party communities.

**Measures/Metrics/Milestones:**

Board inclusion with GCC to guide decision making (2020/21). Co-Launch expanded product line (Fall 2021). Advocate to expand to other clients and schools (Spring 2022)

**Evaluation Status:**

Completed

Collaborate with licensing and procurement to reduce and eliminate non-licensed York U branded product on campus.

Rollout Crested@York (Fall 2021). Work towards single sourcing on campus through bookstore licensed vendors by 2022/23

On Track

Increase the bookstore collection of socially conscious and sustainable products.

Add 2-3 new suppliers per year.

On Track

Secure Fairtrade Campus Designation

Participation in collaborative working group to achieve designation.  
Development and approval of necessary policy on Fairtrade coffee.  
Food service outlets onboarded with requirements.  
Audit successfully completed and designation received.

On Track