

DIVISION: Division of the VP Academic and Provost

UNIT: Enrolment Management and Registrar

PLAN ID: 1373

1. 21st Century Learning

Build an organization that is adaptable to change, resilient, and strives to continually improve services and programs, setting the standard for leading-edge practices in registrar services across the Canadian post-secondary landscape.


Action/Strategy:

Complete an audit of scheduling practices and processes across York's campuses to identify opportunities to utilize teaching and learning spaces more efficiently

Measures/Metrics/Milestones:

Complete a space analysis of the campuses with detailed breakdown of individual classroom spaces that are RAC (centrally controlled rooms) and non-RAC with associated technology logged.
Gather data on a variety of scheduling software packages with the ability to effectively assess benefits for the University.
Identify business requirements with Faculties to better understand their scheduling needs.
Identify the needs of the broader faculty as well as individual faculty to host their courses in spaces that align with achieving learning outcomes.

Evaluation Status:

 Progressing

Implement the Quali Curriculum Management System (CMS) to address foundational work necessary for the University to consider 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 move forward with the SSRP and CRM as an essential underpinning of service transformation and excellence. This includes conducting processes reviews, as well as identifying technology and organizational changes needed to support the successful implementation of SSRP and CRM.

Continue to transform Governance and Student Systems support structures to align with SSRP and CRM releases, adoption and/or configuration responsibilities. This work will continue through to the completion of CRM and SSRP implementations.

 On Track

3. From Access to Success

We are leaders in service excellence. We ensure that in each interaction, our students feel heard, valued, respected, and receive exceptional service.

Action/Strategy:

Undertake a detailed business process review and service mapping exercise to: understand the way in which student inquiries are currently handled; assess ways to simplify and connect service processes; and identify opportunities to improve access to remote and self-service options.

Measures/Metrics/Milestones:

Identify administrative processes through the development of training and onboarding materials, including business process maps.

Evaluation Status:

 On Track

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Develop and release a semi-annual report on key metrics related to service delivery (i.e. number of emails, phone calls and in-person appointments), and student financial services (i.e. number of & amount of scholarships/awards/bursaries disbursed and/or adjudicated; number of refunds issued; number of petitions/appeals, fees by campus - as Markham will be a focus in the future; fees by faculty, etc.).

Release a report on service delivery key metrics quarterly to the York Community beginning in April 2022.
Release a report on student financial services quarterly to the York Community beginning in June 2022.

On Track

Provide proactive opportunities to serve students. This includes partnering with institutional colleagues to advance financial literacy content and host training sessions other common student inquires.

Successful collaboration and execution on at least 1 project with institutional stakeholders/departments outside the OUR

On Track

Our services are equitable and inclusive of the diverse needs of our student population and actively seek to remove barriers and increase access.

Action/Strategy:

Review services, policies and programs to identify opportunities to advance EDI by removing barriers for historically underrepresented student groups. This includes aligning services and supports with community standards and best practices as they pertain to service delivery with Black, Indigenous, and racialized communities.

Measures/Metrics/Milestones:

Identify opportunities for improvement through the OUR Student Advisory Committee and through Student Journey Mapping (Divisional project) completed by staff and students.

Evaluation Status:

Progressing

Support the success of Indigenous students by focusing on proactive recruitment, the admissions process, financial accessibility, academic supports, and wellness of Indigenous undergraduate and graduate students.

Develop and implement an Indigenous admissions policy that is approved by Senate for implementation by 2023.
Add content for Indigenous students on Future Students website.
Add Indigenous offerings to YU PREP to support transition.

On Track

Redesign the current and future website to be more intuitive, student-centred, accessible, and provides more self-service opportunities.

Launch updated future and current student websites.

On Track

Enable systems to allow students to use their chosen / preferred name and gender identity for most university business, rather than their legal first name or gender.

Launch self-service tool for students to change their name to all York students.
Input content into SAVY to support this change.

On Track

Diversify prospective student communications based on a wider range of attributes (i.e. ESL support, convention refugee, etc.).

Increase customization and segmentation of student recruitment communications to increase conversion.

On Track

Reimagine how we work to co-create a modern workplace, enabling all staff and students to participate fully. Embed flexibility, responsiveness, and attentiveness to unique employee and community needs into the way we work.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Implement a new zoom booking and phone system for student inquires

Zoom booking system fully implemented by December 2021.
Prepare for phone system implementation in Fall 2022.

Completed

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Action/Strategy:

Launch the Student Advisory Committee (SAC) to identify opportunities for improvement and help guide the implementation of policies, programs and service delivery initiatives, and develop action plans based on recommendations received.

Measures/Metrics/Milestones:

Gather feedback from newly launched Student Advisory Committee on key OUR initiatives, services, and programs to ensure student experiences are reflected in OUR services, processes, and supports.

Evaluation Status:

Completed

Implement registration systems changes and business processes needed to ensure a successful launch of the new Markham Campus Centre (MCC)

Ensure there is a mechanism to uniquely identify Markham students and programs for tailored services and support
Identify all registration components that need to be addressed to implement the new campus.

On Track

Support enhancements to, and the full utilization of, the degree audit application. This includes ensuring all faculties have the training and support needed for implementation and use.

Implement the degree application across all faculties.
Implement relevant training. Through stakeholder engagement, increase and sustain use of the degree audit application across all faculties.

Progressing

Join the ARUCC (Association of Registrars of the Universities and Colleges of Canada) National Network to ensure systems align with institutional goals.

Full implementation of the digital credential wallet - letters, parchments, transcripts, letters of permissions.

On Track

Implement a harmonized 4.0 grading scheme across the University

Identification of additional policies that may need to be adjusted in order to support this work (e.g. pass/fail and credit/no credit) to ensure seamless implementation.
Identification of a succinct number of harmonized grading schemes to implement in the system.
Assessment of implementation approach underway to determine how to progress the project while managing resource constraints within UIT.

Not On Track

5. Working in Partnership

We are known as exceptional collaborators and communicators. We work across teams within and outside the OUR to design and deliver exceptional services. We prioritize the needs of our stakeholders in sharing timely and relevant information.

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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Establish an internal virtual space that communicates the roles and responsibilities of the OUR and its units, pertinent updates, and where to receive services with stakeholders.

Determine the modality/platform.
Work with each OUR Unit to draft preliminary content.

On Track

We are leaders in service excellence. We ensure that in each interaction, our students feel heard, valued, respected, and receive exceptional service.

Action/Strategy:

Develop and implement programing for grade 10 and 11 students to foster awareness about York University

Measures/Metrics/Milestones:

Design activities to build relationships with grade 10 and 11 students to increase our prospective student leads.

Evaluation Status:

Progressing

6. Living Well Together

We champion a work environment that encourages and prioritizes professional growth, ongoing learning, and care and support, that aligns with unique employee needs.

Action/Strategy:

People leaders participate in professional learning activities to support the continued development of management and leadership skills, including learning activities focused on: embedding EDI into team leadership, how to support employee well-being and engagement, effective coaching, how to receive feedback, embedding EDI into hiring processes, and conflict resolution.

Measures/Metrics/Milestones:

Provide professional learning opportunities tailored to OUR Managers, beginning with a focus on developing Individual Development Plans with staff.
70% of all OUR Managers will participate in at least one training opportunity.

Evaluation Status:

On Track

Staff are provided with OUR and external professional learning activities focused on key competencies needed for their role, including how to effectively support the diverse needs of our unique student population. These learning activities would include: recognizing and unlearning conscious and unconscious biases, embedding EDI into service delivery and our work, embedding Indigeneity and Indigenous world views into service delivery and our work, and addressing anti-Black and anti-Indigenous racism.

Provide professional learning opportunities tailored to OUR staff, beginning with a focus on equity, diversity and inclusion.
60% of OUR Staff will participate in at least one training opportunity.

On Track

Support the successful transition of new and current employees into new roles within the OUR with an onboarding and essential training program.

Launch an onboarding program for the student-facing roles in the OUR.
Begin cataloging business processes across the OUR to support training and knowledge transfer.

On Track

Launch an OUR-wide site to serve as a training hub and internal knowledge base that contributes to developing, transferring, and maintaining unit-specific knowledge through organizational and staff changes.

Launch a shared space accessible to all OUR staff

On Track

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Establish a committee to identify and implement actions that contribute to staff engagement and well-being, as well as a supportive, collaborative, and inclusive work environment.

Committee has representation from across the OUR. Committee identifies actions to undertake to contribute to a supportive, collaborative, and inclusive work environment

Completed

Build an organization that is adaptable to change, resilient, and strives to continually improve services and programs, setting the standard for leading-edge practices in registrar services across the Canadian post-secondary landscape.

Action/Strategy:

Identify and prioritize a set of business processes for automation, in collaboration with Division of Students IT and University IT and Institutional Portfolio Project Management (IPPM) governance committees to manage project prioritization and allocation of resources.

Measures/Metrics/Milestones:

Ensure proposals for automation are directed through the proper IT Governance committees.
 Define project prioritization based on realizable benefits, SSRP alignment, resource availability, etc.
 Align IT resource allocation with project prioritization at the Divisional and Institutional levels per decisions from Institutional Portfolio Project Management (IPPM).

Evaluation Status:

On Track

Explore the relationship of graduate recruitment with the Faculty of Graduate Studies (FGS).

Move graduate recruiter to FGS and continue to collaborate on graduate recruitment best practices.

Completed

Support the formalization of project management structure and practices of the Student Systems Departments.

Review existing tools and processes to help identify opportunities for improvement (process, templates, surveys, etc.)
 Promote adoption of standardized project status/progress reports and the importance/impact of status updates being captured in common platform (eliminate reporting through different channels like email, excel, etc.)
 Prepare for the adoption of a portfolio project management tool in partnership with UIT. Develop practice for system generated status reports for stakeholders at different levels of leadership.

On Track