

# Faculty of Graduate Studies

Top Accomplishments - April 2022, Year-End Evaluation

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## Graduate Online Petitions Portal

The first in a series of sprints to move paper based graduate student processes online with workflow, this year the Faculty of Graduate Studies transitioned the institutional, graduate petitions process (paper/PDF) to an online solution using Flowable. The process is now fully online, with integrated workflow, moving petitions from graduate student to program to relevant committees automatically. Graduate petitions processing time has already exceeded targeted improvements, with some petitions moving through multiple stages in just a single day.

## Indigenous OGS (Ontario Graduate Scholarships)

6 entrance OGS awards have been earmarked to support Indigenous graduate scholars. 2022 will be the first graduate admissions cycle that sees these awarded (for graduate students beginning Fall 2022).

## Choose Grad York

Launched in 2022, Choose Grad York is a harmonized, institutional, graduate conversion event. Targeting specifically those graduate applicants that have not yet responded to an offer, the online event occurs over a series of days, and positions Grad @ York as a top destination for graduate studies. Current results already show an uptick in accepts post event.

## Academic Excellence Fund

The first of its kind in Ontario, the Academic Excellence Fund supports research activity for all graduate students. Unique, as the fund provides **research activity support dollars up front**, so graduate students do not have to incur expenses before receiving funding (no expense claims). Each graduate student can access up to \$2000 annually to support scholarly activity.

## Knowledge Now

In its second year, this campaign, featuring cutting edge graduate student research across all disciplines, has grown York's graduate student research profile by over 30%. Small, bite size videos highlighting our excellent graduate students are now featured across multiple social channels, are being used by Advancement to engage donors and are supporting recruitment activities at the graduate program level.

**1. 21st Century Learning**

**Increase Masters Quality and Complement**

**Action/Strategy:**

Advertise Masters as Research Capstone Degree related to an Honour's Bachelor, particularly in 4+1 configuration

**Measures/Metrics/Milestones:**


- a) Appropriate programs have been identified and partnered with
- b) Undergraduate/graduate programs advertising 4+1 has increased 20%
- c) Admissions facilitation process and communications have been designed and deployed in time for 19/20 recruitment and admissions

**Evaluation Status:**

 Completed

Reassess and revise all publicly accessible media within the purview of FGS to highlight information that matters most to an external audience

- a) Complete a revision of 90% of media within FGS purview
- b) all graduate program sites are aligned with common information
- c) all FGS communication channels have been revised, with data analytics put in place to track efficacy of updates
- d) New institutional template has been implemented across all graduate program websites
- e) Capacity has been built centrally on the FGS team to support the new template

 Completed

**Ensure the Comprehensive/Qualifying Exam Examination Framework supports graduate student success**


**Action/Strategy:**

Redraft and implement a new Comprehensive & Qualifying Exam Framework

**Measures/Metrics/Milestones:**

- a) The framework has been drafted and approved
- b) the framework supports programs in ensuring all required information regarding exams and their associated procedures is communicated clearly with students and their committee members
- c) programs who are interested in reviewing the current framework of their exams are supported by FGS

**Evaluation Status:**


 Completed

**DIVISION:** Division of the VP Academic and Provost**UNIT:** Faculty of Graduate Studies**PLAN ID:** 1363**Improve Students' Internalization of Academic Honesty and Integrity as a primary degree requirement and student attribute****Action/Strategy:**

Develop a mandatory Academic Integrity Module for incoming graduate students to increase awareness and understanding of academic honesty at the graduate level

**Measures/Metrics/Milestones:**

- a) A graduate specific Academic Integrity Module has been designed
- b) Academic Integrity module has been approved as mandatory for all incoming graduate students
- c) Incidents of plagiarism have been reduced by 15%

**Evaluation Status:**
 Completed
**Facilitate Renovation of Existing Graduate Programs (also related to improving degree completion rates)****Action/Strategy:**

Ensure that all programs have learning outcomes and curriculum maps.

**Measures/Metrics/Milestones:**


- a) global assessment of all graduate programs has been completed
- b) Programs have been comparatively assessed and program requirements standardized (where appropriate) to ensure relevance to learning outcomes.
- c) 100% of York graduate programs have learning outcomes and curriculum maps

**Evaluation Status:**
 Completed
**Enable Faculty-spanning curriculum****Action/Strategy:**

Graduate Program in Science & Technology Studies: Major Modification to Program with YUQAP approval. Faculty re-alignment to LA&PS. Relocation of student space. Coordinate central and anchor Faculty recruitment initiatives.

**Measures/Metrics/Milestones:**

- a) Major Modification to graduate program achieves all YUQAP approvals by 2020
- b) enrolment in masters degree program has increased by 25%
- c) Program student space relocation has been completed by Fall 2021

**Evaluation Status:**
 Progressing
**Increase and improve graduate students' skills in writing for academic and non-academic audiences****Action/Strategy:****Measures/Metrics/Milestones:****Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

Increase awareness with GPDs and programs.  
 Evaluate existing supports and partnerships (Teaching Commons, Learning Skills, Writing Centre) offered to graduate students.  
 Create new workshops within GPPS.  
 Measure for efficacy one year after launch.

- a) TA position have been supported in the Writing Centre and Teaching Commons
- b) Writing Café hours and 1x1s have increased by 50% through collaboration with Writing Department Professors
- c) Dedicated drop-in writing time sessions adopted by programs ("Shut Up & Write" sessions, unpleasant Trademarked name notwithstanding)
- d) Workshops for dissertation completion scholarship winners and writing groups for peer mentoring have been piloted for one year
- e) Completion rates have been assessed for impact

Discontinued

**Develop professional and academic supports to support learning needs**

**Action/Strategy:**

Initiate the review and redevelopment of the graduate professional skills program.  
 Annual assessment of new workshops to be developed

**Measures/Metrics/Milestones:**

- a) the graduate professional skills program has been reviewed, redeveloped and deployed
- b) Individualized professional and career development has been integrated into program execution
- c) Professional Skills can be bundled into a certificate that appears on the graduate transcript

**Evaluation Status:**

Completed

**Develop professional masters and professional diploma analysis of risks and opportunities**

**Action/Strategy:**

Leverage existing opportunities with existing curriculum to package professional masters and diploma opportunities.  
 Review the Ontario "landscape" of professional masters degrees and diplomas.  
 Review existing degree challenges at York regarding professional transferable skills initiatives within research degrees in order to differentiate the outcomes of professional masters.

**Measures/Metrics/Milestones:**

- a) SOP for professionalization of existing masters curriculum has been established using an initial opportunity as a proof of concept.
- B) Financial framework for professional masters has been established institutionally in line with SHARP principles (where does the revenue flow?)

**Evaluation Status:**

Discontinued

**Facilitate Renovation of Existing Graduate Programs (also related to improving degree completion rates)**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


**DIVISION:** Division of the VP Academic and Provost

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Form an Ad-Hoc Committee on Broadening the Dissertation and enact policy that will allow FGS regulations to accommodate a variety of dissertation formats with appropriate graduate standards of academic assessment (article-based, manuscript, multi-modal, community partnership and practical project-based theses and dissertations).

- a) Reimagining the Comprehensive Exam has been participated in
- b) Reimagining the Dissertation has been participated in
- c) Revise thesis and dissertation regulations to clarify format instructions and associated processes, create separate regulations for doctoral and masters
- d) 10% of FGS approved dissertations arose out of new guidelines
- e) Formal review of York University Dissertation requirements/regulations has been completed by an external party
- f) Recommendations arising from that review have been brought to Council for review and consideration.

 Completed

**Enhance ecological sustainability.  
SDG 12: Responsible consumption and production**


**Action/Strategy:**

Prioritize digital submissions of supervisees' written work for committee member approvals.

**Measures/Metrics/Milestones:**


- a) FGS regulations have been updated and approved by FGS Council, Senate
- b) E-submission of supervisory committee forms has increased by 100%

**Evaluation Status:**

 Completed


Prioritize digital submissions for research proposal approvals

- a) FGS regulations have been updated and approved by FGS Council, Senate
- b) E-submission of research proposal forms has increased by 100%

 Completed

Prioritize digital submissions to examining committee members for thesis & dissertation. Paper copy as accommodation only.

- a) FGS regulations have been updated and approved by FGS Council, Senate
- b) FGS fund used to print thesis & dissertation use has been reduced by 60%
- c) Electronic submission of thesis & dissertation to FGS has increased by remaining 25%

 Completed

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

## Prepare Graduate Students for Off-campus research at home and abroad

**Action/Strategy:**

Revision the Graduate Student Risk Assessment Process

**Measures/Metrics/Milestones:**

- a) the online Risk Assessment form has been revised
- b) the new process has accompanying guidelines and a Standard Operating Procedure
- c) the Risk Assessment form assists graduate students in identifying appropriate health and safety considerations and preventative efforts prior to departing for field activities
- d) the appropriate units at the University have a retention policy in place to retain this information

**Evaluation Status:**

 On Track

## Promote timely completion.


**Action/Strategy:**

Address stall points for graduate students to improve timely completion.

**Measures/Metrics/Milestones:**

- a) a module for supervisors on Supervisory best practices and responsibilities has been created and implemented.
- b) An institutional milestone for proposals, for term 9 (end of Y3) has been created, proposed and implemented.
- c) Supervisory capacity has been addressed using ARMS data, with annual reporting in February to allow time to mitigate supervisory overload.
- d) A compassionate off ramp for cases where completion is not an option, has been developed and implemented.
- e) The IDP (independent development plan) has been launched for graduate students.
- f) the IDP has been launched for Post Docs
- g) Writing Workshops and Cafes supported by the Faculty of Graduate Studies have been revised with additional resources added.

**Evaluation Status:**

 On Track

## 2. Knowledge for the Future

### Intellectual Property - Graduate Students

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

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**PLAN ID:** 1363

Create an intellectual Property policy supporting graduate research

- a) policy has been drafted
- b) policy has been presented to FGS Council for approval
- c) amendments suggested have been completed
- d) policy has been shared widely and implemented

Discontinued

**Enhance the quality, quantity and access to graduate research**

**Action/Strategy:**

Design a searchable database to house graduate student MRP, Masters theses, doctoral dissertation proposals.

**Measures/Metrics/Milestones:**

- a) Fillable online form for graduate MRP/Thesis/Dissertation proposal created
- b) Database to house form information has been designed
- c) Landscape assessment has been completed
- d) Institutional promotion and access to the database has been deployed
- e) Adherence to FGS guidelines and pan-university graduate standards has increased by 40%
- f) Multidisciplinary graduate student clusters have arisen out of data from the database revealing trends in research areas (minimum 3 research clusters)

**Evaluation Status:**

Completed

**Enable Faculty-spanning curriculum**

**Action/Strategy:**

Develop an interdisciplinary Research Methods and Approaches Course with the Library

**Measures/Metrics/Milestones:**

- a) Pilot course has been developed and approved
- b) 50% of graduate programs have worked with FGS to revision and align their discipline specific methods courses to pair with the Library initiative

**Evaluation Status:**

Not On Track

**Enhance the quality, quantity and access to graduate research**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Improve the quality of external research funding

- a) Hands-on application writing workshops have been created and deployed
- b) Guidelines and best practices web supports have been created and deployed (to support efficacy of program-level application development)
- c) Increase the number of graduate programs with support to apply for external scholarships by 10%
- d) Improve the quality and efficacy of existing supports in graduate programs by 30%

Progressing

Revision support of external scholarship application support at the Faculty of Graduate Studies.

- a) Graduate external funding applications have been increased by 10%
- b) one on one application support increased at Faculty level?

Discontinued

**3. From Access to Success**

**Bringing budget modelling and program design together to assist interdisciplinary and cross-Faculty programming to flourish sustainably**

**Action/Strategy:**

Address enrolment barriers for graduate students with interdisciplinary objectives  
Encourage programs and professors to provide permissions for students to enroll in courses outside of their main program.

**Measures/Metrics/Milestones:**

- a) In partnership with graduate programs and Registrars Office an SOP to address graduate interdisciplinary objectives has been defined
- b) MOU has been agreed upon by all relevant parties
- c) Interdisciplinary in graduate education has a financial support mechanism addressed through SHARP principles
- d) 25% reduction in requests for FGS intervention regarding course permissions.

**Evaluation Status:**

Discontinued

**Enhance data analytics for improved evidence-based decision making**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**



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Complete all ARMS integration activities

- a) 100% of historical funding data back to 2009 has been integrated into ARMS
- b) An FGS dashboard view has been launched
- c) The Admissions Adjudication System data feeds separate data points into ARMS, and the FGS student profile has been updated with all funding related activity
- d) CUPE Hiring has been integrated into ARMS, and the old system has been archived
- e) Research RA approval has been transitioned to resource Faculties

 On Track

## Increase contact time between faculty and graduate students

### Action/Strategy:

Conflict resolution resources developed to support productive, professional supervisory relationships

### Measures/Metrics/Milestones:

- a) Resources have been developed and provided via a secure support website
- b) Training has been delivered to 60% of GPDs via FGS GPD Workshops

### Evaluation Status:

 Completed

## Address graduate completion rates

### Action/Strategy:


Design and implement a pan-university system incorporating graduate milestones for each graduate program and tracking/addressing student progress.

Add new pan-university term-specific milestone for approval and submission of dissertation proposal (Term 10).

### Measures/Metrics/Milestones:

- a) The Milestones System has been designed and implemented
- b) YUQAP and CPR have been supported (reduced effort to track milestone data)
- c) The Milestone System feeds into the graduate student portal
- d) The Milestone System is flexible, the new SIS team has identified opportunities for future integration into the graduate student record

### Evaluation Status:

 Discontinued

**DIVISION:** Division of the VP Academic and Provost

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Implement institutional supports for graduate milestone monitoring and intervention

- a) Annual milestone review for proposals and comps has been implemented
- b) encouragement and enforcement processes have been developed promoting milestone completion
- c) Programs where progress through comps is slow have been identified, intervention by FGS Decanal team to provide support on comps format, length and alignment with degree learning outcomes has been provided
- d) Lost PhD students (who continue to work but make no progress) have been reduced by 10%
- e) Supervisory committee submissions within appropriate timeframe have increased by 15%
- f) Comps completion within program approved timeframe has increased by 15%

On Track

**Facilitate improved graduate completion rates**

**Action/Strategy:**

Create new pan-university term-specific milestone for approval and submission of dissertation proposal (Term 10).

**Measures/Metrics/Milestones:**

- a) Consultation with GPDs
- b) proposal developed by APPC and approved by Council
- c) SOP developed and sent to Programs
- d) online form created
- e) tracked in GEM

**Evaluation Status:**

Not On Track

**Increase Masters Quality and Complement**

**Action/Strategy:**

Design and Offer "Applying to Grad School" sessions to be deployed through colleges, UG programs and Faculties.

Create new online "Applying to Grad School" webinar for website.

**Measures/Metrics/Milestones:**

- a) Applying to Grad School sessions have been designed and communicated to resource Faculties
- b) Number of information sessions on applying to graduate school has increased by 30%

**Evaluation Status:**

Completed

**Attract high quality graduate students**


**Action/Strategy:**

Formalize 3rd and 4th year high achieving students and define pathways to graduate applications

**Measures/Metrics/Milestones:**


- a) A formal process has been defined and resources to assess high achieving 3rd and 4th year students
- b) A formal process has been defined to share information with graduate program directors and 3rd/4th year instructors
- c) Undergraduate programs participating in the program has increased by 20%
- d) A GPD systems profile with requisite access to identify to performing students has been created and deployed

**Evaluation Status:**

 Completed

Formalize recruitment strategies for 2nd, 3rd and 4th year high achieving students.

- a) Internal graduate recruitment event Experience Grad Studies has been established and hosted to attract internal undergraduate students.
- b) The Career Centre has been engaged to review and revise content for "Applying to Grad School" session delivered regularly.
- c) Undergraduate participation in recruitment event has been increased over initial participation by 5%.

 Completed

**Facilitate digital solutions to harmonize the graduate student experience**


**Action/Strategy:**

Implement YUAdvise Graduate, a model that integrates graduate specific needs into the institutional academic advising framework

**Measures/Metrics/Milestones:**

- a) Graduate advising model has been developed and launched to support specific needs of graduate students
- b) Advising access points for graduate students have been formalized to include graduate programs and resource Faculty advising teams
- c) Graduate specific data has been integrated into the institutional advising dashboard

**Evaluation Status:**

 Progressing

**Improve the graduate first year experience**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Improve YU Start Graduate by connecting new and prospective graduate students with those in their target programs

- a) FT Masters students rolled over to PT due to extension past program time limits has been reduced by 10%
- b) Completion rates (Masters) have improved by 10%
- c) 15% reduction in inbound request for reactive support based on proactive communications through initial YU Start Grad Channel
- d) Addition of video content to grad student portal supporting YU Start Grad activities (how to register, selecting courses, funding)

 On Track

Redesign YU Start Grad.

- a) Incoming graduate class has been extended an invitation to YU Start Grad Facebook Group
- b) Existing graduate students have been engaged to help monitor the Facebook group
- c) FGS Communication channels have been extended to include YU Start grad
- d) Participation in incoming grad student events and information sessions has increased by 15%
- e) One session on Funding and one session on Scholarships has been hosted via Facebook Live

 On Track

**Enhanced support for Graduate Studies**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

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Graduate funding payment calculations are predictable, sustainable and repeatable.

- a) Reports are available by Faculty/Graduate Program for program specific funding enhancements
- b) Reports are available by Faculty/Graduate program for pending York Fellowship payments, integrating historical payments, current TA contracts/awards
- c) Reports are available by Faculty/Graduate program for award payments due (entrance and ongoing)
- d) Administrative overhead required to manually calculate award and Fellowship payments has been reduced by 25%
- e) Reports available by Faculty/Graduate program for CA related payments each term, including historical payments, priority pool and pending
- f) Graduate funding payment posting timeline has been reduced from 6-8 weeks to 4 weeks.
- g) The SOP guiding Graduate Funding principles has been simplified and distributed to all graduate programs and FGS support staff. All front facing student supports have been trained on changes simplifying the model.
- h) Funding starting points have been integrated into ARMS
- i) Discovery for HRIM to manage graduate funding layered rules and payments has been completed

 Progressing

**Enhance data analytics for improved evidence based decision making**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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Launch a cloud based graduate funding profile

- a) graduate funding profile application has been sourced and purchased (in partnership with UIT)
- b) data points for integration into new SIS, adjudication and People Soft have been identified
- c) Simplified Graduate Funding rules have been integrated
- d) training support for graduate programs and resource Faculties has been developed and deployed
- e) historical data including all awards granted, payments and remaining balances has been integrated
- f) graduate program administrative support and graduate funding advisors access real time funding information linked with payroll and student account to support graduate students

 On Track

**Increase graduate student satisfaction**


**Action/Strategy:**

Launch online graduate petitions portal

**Measures/Metrics/Milestones:**

- a) Paper petitions have been reduced by 80%
- b) processing times for petitions has been reduced by 50%
- c) Graduate Petitions Portal is used as the main portal for processing all graduate academic petitions
- d) Lost petition documentation has been reduced by 90%
- e) Queries on petition status and access to historical documentation has been reduced by 80%

**Evaluation Status:**

 Completed

**DIVISION:** Division of the VP Academic and Provost

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Launch the Academic Excellence Fund to support graduate student professionalization and address stressors rooted in funding up front for professionalization activities

- a) Graduate professionalization has been supported through a 30% increase in funding for participation in conferences and workshops
- b) Smaller funds have been combined, administrative processes have been improved to provide funding up front to graduate students
- c) Claims for reimbursement have been eliminated for this fund
- d) Audit based practices on awarded students have been implemented
- e) Administrative effort to manage multiple funds has been reduced by 30%

Completed

**Increase contact time between faculty and graduate students**

**Action/Strategy:**

Supervisory capacity has been defined at the graduate program and resource Faculty level

**Measures/Metrics/Milestones:**

- a) A repository to identify and align supervisory responsibility across graduate programs has been defined
- b) Use of the repository has been implemented with each graduate program
- c) Data to inform supervisory capacity has been pulled out of the system in report form and shared with graduate programs and resource Faculties to inform admissions practices

**Evaluation Status:**

Not On Track

**Reduce supervisor-student conflicts which result in intervention & mediation**

**Action/Strategy:**

New workshops for GPDs on mediating conflict

**Measures/Metrics/Milestones:**

20% increase in conflicts solved at the program level; therefore, 20% reduction in number of cases escalated for Faculty-level intervention.

**Evaluation Status:**

Completed

**Increase graduate student satisfaction**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


**DIVISION:** Division of the VP Academic and Provost

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Support replication of Online Graduate Petitions Portal technology used in undergraduate through best practices, shared project documents and implementation debriefs


a) Undergraduate petitions managed through the Registrar's Office have moved their processes online

 Not Evaluated

b) 50% of resource Faculties have moved their undergraduate petitions online

Support replication of Online Graduate Petitions Portal technology throughout graduate support services by integrating paper based support processes online

a) Research Ethics for graduate students has been moved to an online workflow

 Progressing

b) Supervisory and Supervisor committee documentation has been moved to an online workflow

**Revision the graduate application experience.**


**Action/Strategy:**

Using the existing application framework, revision the workflow to ensure potential graduate students can easily apply for graduate status at York, and respond easily to issued offers.

**Measures/Metrics/Milestones:**

a) The central application has been revisioned to allow easy identification of unfunded and third party supported students

**Evaluation Status:**

 On Track

b) Framework to support information flow re: application deadlines has been established with Central Recruitment

c) Offer letters have been revisioned to leverage online content, reduce length

d) Development has been implemented that alerts applicants when an offer has been posted

e) a framework has been developed to ensure GPAs are calculated and posted within 2 weeks of application receipt

**Improve access to graduate education for non traditional groups**

**Action/Strategy:**

Create and implement donor funded awards for targeted groups

**Measures/Metrics/Milestones:**

- graduate awards funded by donors are created and implemented benefitting black and indigenous scholars

**Evaluation Status:**

 On Track

- indigenous research support on York's campuses has increased by 25%



**DIVISION:** Division of the VP Academic and Provost

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Relocate Graduate Recruitment to FGS, implement a focused domestic recruitment strategy that retains York talent.

- a - graduate recruitment has moved to FGS
- b - recruitment support tools have been created and launched for all graduate programs
- c - graduate programs are given standard access to top performing undergrads for recruitment
- d - recruitment strategies for targeted groups have been created and launched with on campus partners
- e - self identified demographic data shows a 4% increase in applications from black, indigenous and poc applicants
- f - internal promotion to graduate school has been formalized and implemented as a pathway

 On Track

**5. Working in Partnership**

**Support Cotutelles**


**Action/Strategy:**

Develop a Cotutelle Framework & Template to promote and facilitate cross-university graduate education and specialized training

**Measures/Metrics/Milestones:**

- a) template has been developed
- b) Standard Operating Procedure has been developed
- c) Programs have been assisted in drafting agreements to minimize modifications required at review stage
- d) Procedures and responsibilities involving institutional approval, admission, dissertation defenses have been defined and integrated into the Standard Operating Procedure

**Evaluation Status:**

 Completed

**Solidify existing strategic partnerships.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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Design and launch a Visitor/Postdoc Registration System to increase awareness and reduce risk of visitors to campus.

- a) a registration system has been designed and launched
- b) the system is used by all resource Faculties
- c) Shared resources related to visitors and post-docs have been increased by 40% (a result of knowing who is on campus when, and how long they can be leveraged for)
- d) Manual processes (administrative overhead) used to set up sponsored accounts, manage access and research who is visiting or a post doc at York has been reduced by 80%

 Progressing

## Support the implementation of the Student System Renewal Program

### Action/Strategy:


Graduate perspective is embedded in the SSRP to ensure that current state separate systems and manual processes to support the graduate community are eliminated

AVP/Dean on SSRP Steering Committee

### Measures/Metrics/Milestones:

- a) Decanal participation has been engaged throughout on SSRP Steering
- b) Graduate participation in SSRP RFPs including new CRM and new SIS
- c) Graduate participation has been engaged and provided for data point analysis for next-gen SIS
- d) Graduate participation has been engaged and provided for all change management activities for the graduate administrative community
- e) Implementation of solutions under the SSRP umbrella support transformational change in the delivery of support to graduate students and graduate programs

### Evaluation Status:

 On Track

## 6. Living Well Together

### Develop clear, high quality and effective graduate administrative service models

#### Action/Strategy:

#### Measures/Metrics/Milestones:

#### Evaluation Status:

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

a) Develop sustainable governance models for graduate studies at York University

b) Develop service level commitments

a) Governance models for graduate studies have been developed in partnership with resource Faculties

b) Governance models have been endorsed by Senate

c) Service level commitments with each resource Faculty have been developed

d) Service Catalog has been established

e) Annual service reporting leveraging dashboards has been implemented.

On Track

a) In support of Service Level Agreements, undertake an organizational review of graduate support administrative positions in order to streamline and improve delivery of service, eliminate duplication of services

a) Graduate support roles have been redefined to complement graduate centre of excellence

b) Revised organizational chart resulting in 15% reduction in administrative effort

c) Role of FGS in onboarding graduate support staff has been finalized, resulting in a 20% reduction in administrative errors that impact graduate student satisfaction

On Track

**Redesign and improve the type, number, and quality of transferrable skills provided to students alongside their degree programs**

**Action/Strategy:**

Collaborate with relevant units across the university to offer a comprehensive professional development program.

This is a multi-year development project with several stages:

- 1) Assess the landscape of available resources in extra-academic units;
- 2) Assess the landscape of workshops currently offered by graduate programs;
- 3) Engage in comprehensive analysis of open access web-based resources in concert with the selective uploading of professionalization modules from My Grad Skills site, Lynda.com to explore the usefulness of an archive of digital professionalization learning modules;
- 4) Establish trial of Aurora and assess after one year

**Measures/Metrics/Milestones:**

- a) available resources in extra-academic units have been identified
- b) current state workshops have been documented
- c) Analysis of open access, web-based resources has been completed
- d) Aurora has had a one-year trial and has been assessed
- e) Program, unit and digital resources have been coordinated into a student-centered certificate program that maximizes the advantages of local and specialized in-person unit workshops with self-directed online learning & assessment

**Evaluation Status:**

Completed

**DIVISION:** Division of the VP Academic and Provost

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**PLAN ID:** 1363

**Develop knowledge and skills of GPDs, GPAs and AD Grads applicable to the administration of graduate programs (also connected to enhanced community engagement)**

**Action/Strategy:**

Develop & deploy Grad specific workshops (ADs Grad & GPDs) and Graduate Program Assistant online onboarding to support the graduate student academic lifecycle.

**Measures/Metrics/Milestones:**

- a) Newly engaged graduate program assistants in 2021 forward have completed GPA Online Onboarding via eClass
- b) Workshop series (6 sessions annually) have been extended to graduate community to include supervisors and graduate faculty
- c) ADs Grad Community-of-Practice for onboarding, sharing of best practices and collective wisdom
- d) GPA profile for systems access request form has been deployed via central UIT request form
- e) GPD systems access profile has been created and deployed via central UIT request form

**Evaluation Status:**

 On Track

**Maximize the effective role of the Faculty of Graduate Studies through the creation of collaborative processes supporting graduate program development.**


**Action/Strategy:**

Develop and implement new, iterative, peer-review style substantive editing and commentary service, particularly focused on the QA elements of program development and CPR pre-APPC assessment.

**Measures/Metrics/Milestones:**

The number of new graduate program proposals returned by QA for revision has been reduced by 25%

**Evaluation Status:**

 Not On Track

**Increase Masters Quality and Complement**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

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Enhanced graduate admissions adjudication system

- a) fields have been added to clarify enhanced funding
- b) Conversion rates have improved by 10%
- c) Making offers with clarified funding have a 15% reduction in processing time (offer gets out faster)
- d) switch offers workflow has been defined and integrated into the system
- e) Deferrals have been integrated into the system
- f) Unfunded and funded targets are visible at a program level, with a counter that shows remaining seats over the course of an academic cycle

Completed

**Maximize the effective role of the Faculty of Graduate Studies through the creation of collaborative processes supporting graduate program development.**

**Action/Strategy:**

Establish SOP with Resource Faculties and YUQAP Office for all QA Assessments, particularly for Cyclical Program Reviews.

**Measures/Metrics/Milestones:**

All (100%) of graduate programs and anchor Faculties are compliant with requirements for QA assessments.

**Evaluation Status:**

Completed

**Develop and implement a graduate mental health and well-being strategy for faculty, staff and students.**

**Action/Strategy:**

Expand and base fund graduate student wellness programming, wellness workshops and certificates for students.

**Measures/Metrics/Milestones:**

- a) additional resources have been added to the graduate wellness programming portfolio
- b) base funding has been committed to the graduate wellness programming portfolio
- c) RA position has been created and embedded in Wellness Program to support ongoing peer engagement programming
- d) Practicum with Graduate Program in Social Work has been developed and deployed to support one graduate student per semester

**Evaluation Status:**


On Track

**DIVISION:** Division of the VP Academic and Provost**UNIT:** Faculty of Graduate Studies**PLAN ID:** 1363**Increase graduate student satisfaction****Action/Strategy:**

Implement a graduate student portal

**Measures/Metrics/Milestones:**


- a) graduate student portal has been launched where grad students can access via PPY milestones and initiate graduate petitions
- b) Requests to FGS and graduate programs for milestone updates/forms has been reduced by 15%

**Evaluation Status:** Discontinued**Increase Masters Quality and Complement****Action/Strategy:**

Implement Constant Contact Proactive Outreach Initiative

**Measures/Metrics/Milestones:**


- a) Current CRM technology has been leveraged to increase conversion rates by 10%
- b) program specific templates and outreach plans have been defined and deployed
- c) Response time to graduate offers has improved by 15%
- d) New CRM technology has been leveraged to automate Constant Contact

**Evaluation Status:** On Track**Bringing budget modelling and program design together to assist interdisciplinary and cross-Faculty programming to flourish sustainably****Action/Strategy:**

Implement Quali for Grad at York University

**Measures/Metrics/Milestones:**

- a) Dean joins CMS Steering Committee
- b) Manager of Student Affairs involved with CMS Working Group
- c) FGS has become the graduate SME for Quali @ York
- d) 85% of GPAs, GPDs have been trained to use system in first launch year
- e) 85% of paper curriculum proposals have been redirected through Quali

**Evaluation Status:** Not On Track

**Develop and implement a graduate mental health and well-being strategy for faculty, staff and students.**

**Action/Strategy:**

Implement shared Case Management System

**Measures/Metrics/Milestones:**


- a) case management system for wellness portfolio has been implemented
- b) CDS and graduate portfolios share case files via secure system that meets confidentiality legislated guidelines.
- c) Paper files for graduate wellness consultation service have been reduced by 90%.

**Evaluation Status:**

 Completed

Provide mental health education training for staff and faculty in the graduate community.

- a) Graduate wellness workshops and certificate programming for graduate student has a <90% completion rate
- b) Graduate consultation service has expanded its supports and access to maintain 1 day access to support
- c) Unique needs/stressors of graduate students have been recognized with colleague unit at the University (CDS) and integrated into their IRP plans/actions
- d) Professional development and clinical supervision for graduate wellness support team is aligned with and partnered through CDS.
- e) A graduate peer support program has been designed and launched

 On Track

**Increase graduate student satisfaction**


**Action/Strategy:**

Launch an online Award Solution for all graduate institutional and program awards

**Measures/Metrics/Milestones:**

- a) Paper applications to graduate awards has been reduced by 90%
- b) Applications to graduate awards/bursaries has increased by 45%
- c) \$ amount of awards distributed has been increased by 40%
- d) Administrative effort required to track paper applications/terms and conditions reduced by 50%

**Evaluation Status:**

 On Track

**Improve the graduate first year experience**


**Action/Strategy:**

Redesign Meet for a Meal program to increase peer mentorship in the Graduate Community

**Measures/Metrics/Milestones:**

- a) Graduate peer mentorship activities has increased by 15%
- b) Graduate programming to support non-traditional students (caregiving, parental responsibilities) has been created and delivered via two new events/workshops
- c) Reduced social isolation
- d) increased sense of belonging, positive perception of York as caring/supportive

**Evaluation Status:**

 Discontinued

**Maximize the effective role of the Faculty of Graduate Studies through the creation of collaborative processes supporting graduate program development.**


**Action/Strategy:**

Revise and redesign the Curriculum Resources Website. Provide more comprehensive resources, explanation of QA procedures and timelines for graduate program developers.

**Measures/Metrics/Milestones:**

- a) Comprehensive resources have been developed and provided that include an explanation of QA procedures and timelines for graduate program developers
- b) Number of program using Curriculum Resources website has increased by 80%
- c) 'No Revisions' approval rate from APPC of new graduate program briefs has increased by 50%

**Evaluation Status:**

 Completed

**Improve the graduate student experience and graduate staff experience by implementing institutional systems designed to support the graduate community.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**



**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

Provide graduate SME knowledge & business process improvement to implement new institutional systems designed to support graduate administration.

- a) participate as grad SMEs in new SIS implementation
- b) participate as grad SMEs in new CRM implementation
- c) participate as grad SMEs in the design and implementation of new Grad Adjudication
- d) lead the implementation of Flowable for all graduate institutional forms
- e) Implement an eClass learning module for Graduate Program Assistant institutional onboarding/training
- f) implement post doc registration and tracking via SSRP systems
- g) Implement Kualii Grad at York University, support sustainability via Grad SMEs

 On Track

**7. Answering the Call**

**SDG 3: Health & Wellbeing**

**SDG 4: Quality Education**

**SDG 10: reduced inequalities**

**SDG 16: peace, justice, and strong institutions.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

Support Equity, Diversity and Inclusion priorities to expand access to graduate education across the institution.

- a) A review of tri-agency training in unconscious bias has been completed
- b) Unconscious bias training that meets tri-agency standards has been integrated as mandatory to all prestigious awards/scholarships/funding committee members
- c) Through revisioning of the GPPS program, research related to systemic barriers in professional skills acquisition for historically marginalized groups has been completed, and has informed changes to the structure of the GPPS program
- d) A revisioning of the Leave of Absence policy embedded in Graduate Regulations has been completed
- e) The process supporting Non-Standard Admits has been revised to encourage BIPOC ID and areas of study in special consideration
- f) Self identification has been implemented via the central application, allowing for targeted recruitment awards for non traditional groups
- g) Policy development around self identification data has been completed and implemented
- h) Offer letters have been redesigned to support access and clear funding details
- i) Reference letters have been reduced across the institution
- j) The central admissions process has been re-engineered to remove bias
- k) Unique Admits has been implemented
- l) Coordinator for Black Studies stream (SPT) approved; cross-program, interdisciplinary curriculum development process begun
- m) A confidential complaints process that addresses equity issues has been

 On Track

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

designed  
and implemented (HRD)  
coordinating with Wellness)  
d) completed  
e) completed;  
f, g & h - dependent on new CRM, should  
have fit gap complete in 2022  
i) implemented  
j) underway  
k) implemented  
Integrated

**SDG 3: Health & Wellbeing**  
**SDG 4: Quality Education**  
**SDG 8: Decent work and economic growth**  
**SDG 10: reduced inequalities**  
**SDG 16: peace, justice, and strong institutions.**

**Action/Strategy:**

Support Equity, Diversity and Inclusion priorities to expand access to postdoctoral supervision, research training, mentorship and networking opportunities across the institution by creating new 2-year postdoctoral fellowship positions for Black scholars

**Measures/Metrics/Milestones:**

Create, resource with partner units, post, adjudicate and offer 2 x 2-year Postdoctoral Fellowship positions for Black Scholars

**Evaluation Status:**

 Completed

**Prepare Graduate Students for Research Abroad**

**SDG 4: Quality Education**  
**SDG 16: peace, justice, and strong institutions.**

**Action/Strategy:**

Revision the Graduate Student Risk Assessment Process

**Measures/Metrics/Milestones:**

- a) the online Risk Assessment form has been revised
- b) the new process has accompanying guidelines and a Standard Operating Procedure
- c) the Risk Assessment form assists graduate students in identifying appropriate health and safety considerations and preventative efforts prior to departing for field activities
- d) the appropriate units at the University have a retention policy in place to retain this information

**Evaluation Status:**

 Completed

**DIVISION:** Division of the VP Academic and Provost

**UNIT:** Faculty of Graduate Studies

**PLAN ID:** 1363

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**Enhance the quality, quantity and access to graduate research**


**Action/Strategy:**

Revision York Postdoctoral Fellowship to include BIPOC specific opportunities.

**Measures/Metrics/Milestones:**

- a) PDF program has been revisioned to include multiple opportunities highlighting BIPOC candidates
- b) PDF program has a targeted BIPOC complement of 10%

**Evaluation Status:**

 On Track

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**Enhance the quality, quantity and access to graduate research**

**SDG 4: Quality Education**

**SDG 8: Decent work and economic growth**

**SDG 10: reduced inequalities**

**SDG 16: peace, justice, and strong institutions.**


**Action/Strategy:**

Revision York Postdoctoral Fellowship to enable greater participation of non-STEM disciplines

**Measures/Metrics/Milestones:**

- a) PDF program has been revisioned
- b) PDF program has an increased complement of 10%

**Evaluation Status:**

 On Track