

Office of Institutional Planning and Analysis

Top Accomplishments - April 2022, Year-End Evaluation

2021-22 Accomplishments Updated (alphabetically ordered)

1. COVID-19 Vaccine Mandate Support

September 2021 to April 2022:

- 1.1. Critically involved in monitoring, reporting, and enforcement of York's vaccine mandate; developed analysis, tracking and reporting methods related to vaccine mandate compliance.
- 1.2. Collaborated across all units at York, while integrating and managing incoming sensitive information from multiple sources.
- 1.3. Developed ad-hoc reports tailored to specific representatives.
- 1.4. Produced weekly reports for the MCU.
- 1.5. Produced bi-weekly reports for Faculty Designates and EOs on the compliance of employees and students.
- 1.6. During the Winter Term 2022, daily reports were generated for the OUR supporting vaccine policy compliance amongst students (de-enrolment and/or re-enrolment lists).
- 1.7. Generated reports to support York International, and residence and internship student programs.
- 1.8. Weekly updated presentations (statistics, maps) provided to the Health Coordination Table Working Group (HCT) committee.

2. Data Governance

- 2.1. In 2020, York University officially launched its Data Governance program in support of the University Academic Plan (initiatives "Living Well Together" and "From Access to Success"), the Student System Renewal Project (SSRP), and improved evidence-based decision making.
- 2.2. As of March 2022, York's Data Governance program is well on its way to being operationalized: more than 22 Departments and Faculties are now involved with the program through two distinct committees, the data governance page registered 114 unique website clicks between January 1 and March 14, 2022, and 72% of the identified Data Domains and 42% of the identified Data Sub-Domains have identified Data Trustees and Stewards, respectively.
- 2.3. During the last year, at the Data Trusteeship Committee level, York's Data Governance Scope was established that included a high-level Roadmap, the [Data Governance Mission, Vision, and Principles](#), six [Goals and related Projects](#), and a first iteration of the Data Governance Performance Measures.
- 2.4. At the Data Stewardship Committee level, work continued with the 18 prioritized Data Domains and 44 prioritized Data Sub-Domains. With the help of subject matter experts and the SSRP team, York now has 540+ draft business glossary terms, 20+ draft technical definitions, and 2300+ specifications in the [Data Cookbook](#). Work has also been started on data quality, where we drafted a data quality playbook, mapped current data quality processes in six core systems, and worked with SMEs to start capturing data quality rules in the Data Cookbook.

3. Labour Relations Support

- 3.1. In preparation for two separate potential teaching labour disruptions OIPA, co-led the recommissioning – including system improvements and business process steering - of the Teaching Interruption Management System (TIMS).
- 3.2. Provided ad hoc data analysis in support of Labour Relations negotiations.

- 3.3. Completed YUFA 2020/21 Anomaly Regression analysis; reported on multiple years' anomaly results and provided salary predictions for different scenarios, and for various individuals to support salary and grievance negotiations.
- 3.4. OHFA 2020-21 anomaly exercise completed; validation report and anomaly report reviewed and approved by Osgoode.
- 3.5. Setup first analysis protocol for OHFA 2020-21 equal pay exercise; this will determine whether the equity seeking group are paid inequitably.

4. Rankings and Impact

- 4.1. OIPA played a key role in coordinating all the data for rankings, and submits on behalf of the University, and is a key resource in identifying (and recommending) areas of opportunity to improve and enhance York's reputation moving forward through analysis of ranking methodologies and performance.
- 4.2. Times Higher Ed (THE) impact rankings vastly improved for 2023 results – information to be released April 20th, 2022.
- 4.3. Expanded the resources across the organization; the process was better coordinated and better resourced.

5. Strategic Enrolment Planning and Management

Enrolment Planning:

- 5.1. Orchestrated – with colleagues in Provost's Office and Budget & Asset Management – the move to a new enrolment planning and budget cycle.
- 5.2. Developed enrolment plans (with tuition and grant projections) for a new MD program, as well as other programs that might be associated with the Vaughan Health Care Centre Precinct.
- 5.3. Ongoing development of a project to move enrolment projection and planning activities into the cloud (Azure).
- 5.4. Ongoing participation as a core member of the team leading a review and re-design of the interfaculty teaching revenue sharing arrangement.

Market Research for SEM:

- 5.5. Continued to orient the University community towards the use of market research for academic program and service design.
- 5.6. Market research offerings include analyses of competitive landscape, labour market demand and employer needs, institutional fit, and student preference and demand.
- 5.7. Introduced market research as a component of the SEM session offered to new Associate Deans Chairs and Directors as part of the Academic Leadership Program overseen by the York Change Leadership.
- 5.8. Numerous projects aimed at understanding students' experiences and perceptions and deriving actionable insights, including using advanced survey methods in the context of market research for program development, scholarship strategy review, international tuition setting; and in the context of ongoing planning and response during COVID pandemic.
- 5.9. Selected projects from this past year include:
 - Demand and skills requirements analysis for the undergraduate Data Science program (Faculty of Science).
 - Conjoint survey analysis performed for the Community Applied Space Engineering (Lassonde) program.
 - Analysis of enrolment in Applied Psychology programs in Ontario.
 - Student demand study/survey to quantify interest in the Lassonde/Schulich Professional Masters program.

- Competitive landscape scan to help inform the Faculty of Education Five-Year Strategic Plan.

6. SMA3 2020-2025

Advocacy and Performance:

- 6.1. York's overall target achievement for performance metrics Year 2 is 99.89%.
- 6.2. OIPA was actively involved in coordinating the validation and reporting metrics for SMA3 Year 2 and target-setting for SMA3 Year 3, 4 & 5.

Submission and Year 2 Reporting:

- 6.3. December 17, 2021 to January 21, 2022: Stage 1 (Data Population and Validation)
 - Validated Year 2 performance results.
 - Refreshed Year 2 historical data for metrics that rely on ministry or third-party sources.
 - Updated data for metrics that rely on institutional sources.
 - Workbook submitted to MCU on January 21, 2022.
- 6.4. March 14, 2022 to April 1, 2022: Stage 2 (Metric Targets and Weightings)
 - Reviewed and validated the performance evaluation for metrics initiated in Year 2.
 - Reviewed and validated the targets established for Year 3.
 - Adjusted metric weightings for years 2022-23 to 2024-25.
 - Submitted final SMA3 workbook to MCU on April 1, 2022.

7. Surveys

Future of Work Surveys (Employee Focused):

- 7.1. Responded to institutional need to understand the perceptions of York community members through survey research (survey design, implementation, analysis).
 - Campus Required Staff Survey: To understand remote work experience to inform a hybrid work policy for those who are eligible.
 - Academic Staff Survey: To understand the impact of remote work on academic staff.
 - Non-academic Staff Survey: To make sure that we are being inclusive of all staff at York by allowing them to share opinions on potential workplace enhancements.

COVID-19 related surveys (Student Focused):

- 7.2. Developed, administered, and analyzed.
 - **Fall 2021 Student Sentiment Survey**: To understand the hybrid learning experiences of Fall 2021 and to compare it to the remote learning experiences of Fall 2020. Start tapping into students' opinions about future remote learning and future remote student support services.
 - **Fall 2021 Student Experience Survey**: To understand students' prospective sentiment of returning to campus in the Fall.
 - **Fall 2021 Instructor Survey Experiences of Remote Teaching and Supports Survey**: To understand the remote teaching experiences of teaching staff and to identify gaps in teaching support.

Student Equity & Diversity Survey:

- 7.3. Coordinated the technology and integration of the survey e.g., Qualtrics and UIT partnership.
- 7.4. Developed the instrument which required an enormous amount of consultation, collaboration and testing.
- 7.5. In partnership with the Privacy Office and Information Security, OIPA established policy and protocols to ensure student privacy and protection of data.
- 7.6. The survey results set a baseline of the student body on campus. Can be used to improve ranking performance, enhance student services, and can identify student diversity over time.
 - Version 1: has been implemented with a first aggregated report.

- Version 2: will be implemented in April 2022 and integrated with the registration enrolment module.

1. 21st Century Learning

1.1 Conduct predictive analytics to provide intelligence to support program and resource decisions to improve student retention/persistence and success


Action/Strategy:

1.1.1 Leveraging student behavior in York's Learning Management System (eClass), student data in SIS , survey data, and other relevant institutional and third party data to identify crucial relationships, opportunities and risks for students.

Measures/Metrics/Milestones:

Developed analytic datasets which merges data from multiple sources
Leveraged analytic datasets to identify factors which predict student retention and success
Student retention and success factors identified
Leverage student retention data to improve retention
System capacities enhanced with integration of predictive data elements (e.g. eClass metrics, student self-assessments etc.) into the Civitas Advising tool for accurate 'early alerts' for at-risk students
Continually increasing the University's accuracy of identifying student success and risk trends and patterns; pilots are being conducted and pilot recommendations are being used to inform decisions to improve student retention and success
Enhanced data analytics with machine learning for improved evidence-based decision making with collaborators (OIPA and within the University)

Evaluation Status:

 On Track

1.2 Continue to develop Market Research capacity to support academic departments and services with program development and/or evaluation


Action/Strategy:

1.2.1 Operationalize market research options at the University (e.g. identify data resources and tools)

Measures/Metrics/Milestones:

Toolkit/communications developed to summarize market research options
A market research communication strategy is developed
A dedicated market research webpage is available and provides information to stakeholders
Developed expertise in new research methods is ongoing
Market research resource library available for reference

Evaluation Status:

 On Track


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1.2.2 Support Faculties and academic departments using customized research projects to inform their program development and monitoring.

Consulted with academic stakeholders to identify research questions and potential research approaches
Leverage and collaborate with external market research resources
Stakeholders are provided with analysis and summary to inform next steps in program development and monitoring
Academic departments understand the value of using market research insights to inform program development

 On Track

1.2.3 Support Student Services to help the unit evaluate the impact of initiatives using student perspectives.

Support the stakeholders involved in planning and managing student services (e.g. survey design, conducting analysis, use of qualitative methods)

 On Track

1.3 Deepen support for Strategic Enrolment Planning – Enrolment Projections and Targets

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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1.3.1 Further develop existing enrolment models to support data-driven enrolment planning and provide better access to the modelling data

Cyclical
 Provided weekly enrolment data to VPA&P, Faculties and Finance (e.g. FTEs, Headcounts)
 In-year enrolment projections provided to Faculties to help track against plan
 Multi-year enrolment projections used to negotiate and set multi-year enrolment plans and enrolment revenue envelopes
 FTE projections completed for the next three years based on Faculty intake plans, includes WGU conversions (e.g. three year budget)
 Enrolment target contracts distributed to the Faculties
 Integrated SMA3 corridor with Faculty contracts (Enrolment grant bearing WGUs specified in contracts)
 Integrated enrolment forecasts used in contract, budget, recruitment to support more accurate projections of revenue and sub-Faculty (e.g. program cluster level) intake targets
 Strategic Improvements
 Ongoing refinements of undergraduate enrolment model, intake targets and retention data so that projections are made at sub-Faculty levels (e.g. program clusters) when appropriate that make sense from both recruitment and revenue projection perspectives
 Ongoing systematization of weekly enrolment reports (e.g. UG current state and projections against target)
 Interactive Reporting and Modeling
 Created a database of previous and current projections, targets and actuals together with a front-end, dashboard-style interface to promote easier access to strategic enrolment planning data
 Integrated the undergraduate and graduate models into the interface so that what-if scenarios may be run by end users

On Track

1.4 Ensure timely and accurate data collection to support York University's Quality Assurance Procedures (YUQAP) and improve access to Cyclical Program Review data and analysis

Action/Strategy:

Measures/Metrics/Milestones:

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1.4.1 Continue to systematize program data and make efficiencies on how CPR data is pulled and presented to the community

Undergraduate and Graduate Program Reports for data kits are generated and delivered to the program chair and directors for inclusion in the CPR process; (Data and key metrics are compiled and published for admission, enrolment, retention and graduation at program level in a consistent and efficient layout)
 Improvements are made to the end-to-end workflow of Academic Program Report generation
 Annually, OIPA's data hub provides Academic Program Reports for each undergraduate and graduate program, certificate and diploma
 Improvements are made to the data quality, and student and enrolment databases are maintained with integrity
 Faculties/units have program information to inform decision-making and resource allocations
 The long-term goal is to develop a workflow process utilizing Microsoft Power BI giving faculty administrators the ability to access custom reports. This process will streamline reporting for CPR data

 On Track

1.5 Provide information, analysis and advice to inform strategies and to maximize impact on institutional reputation.


Action/Strategy:

1.5.1 Understand how rankings are scored and identify where York could affect ranking improvements:
 MacLean's, QS, THE, NSSE, CGPSS

Measures/Metrics/Milestones:

York Library and VPRI continue to cleanup York related data in citation indices
 Faculty members include ORCID in CVs so that research publications and impact are captured
 York has completed negotiations with THE and QS; York has a growing desire to purchase datasets in BI format
 Faculty (FT &PT) related data (e.g. tenure stream, gender, credentials) is used for ranking purposes
 York's ranking and reputation improves year-over-year
 Target to remain in the top 50 in the world for impact ranking for Time Higher Education (THE)
 Develop new position and hire senior analysis for rankings and performance

Evaluation Status:

 On Track

1.6 Provide platform for effective academic resource management for Faculties through ARMS

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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1.6.1 Support ARMS course planning, teaching resource allocation, and budget planning for Faculties and continue to improve the system's performance and functionality

All Faculties' academic resourcing is integrated into ARMS (e.g. Osgoode final stages)
CUPE 3 and 4 are integrated into ARMS
Instituted a KANBAN agile project management tool to increase development flow items through the queue to promote collaboration and prioritization of work
Improved ARMS for tracking graduate student support and associated academic resourcing
OIPA faculty data is used as a data source in ARMS and data from ARMS is analyzed in conjunction with OIPA faculty data
ARMS code-base has been upgraded to Python 3.x
Explore abstraction of ARMS core business logic to improve adaptability and portability of system
Reimagine ARMS training and user support
Ongoing improvements to Teaching Interruption Management System (TIMS)
Faculty members have self-service access to view their teaching load data

On Track

1.7 Support Faculties with program evaluation to enhance academic experience and student success

Action/Strategy:

1.7.1 Develop insight on the educational pathways of students and the efficacy of specific programs to improve student performance and retention.

Measures/Metrics/Milestones:

Provide information on entering English proficiency scores and other measures of academic success
Review student success rates over time (longitudinally) to understand the link between entering English proficiency scores and students' academic success
Analysis will inform the determination of entering English proficiency standards and early alerts
In partnership with Seneca, OIPA (York) submits a paper to ONCAT on "The Student Experience in Transfer-York/Seneca"

Evaluation Status:

On Track

2. Knowledge for the Future

2.1 Support grant applications, bibliometric rankings and research reporting capacity

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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2.1.1 Build the capacity to report on research and funding data with much better integrated research reporting

Cyclical & Adhoc
 Activity Report improvements and changes applied (e.g. applications/agreements, innovation/entrepreneurial)
 Monthly Activity Reports distributed (e.g. VPRI)
 Annual Activity Reports distributed (e.g. VPRI)
 Improved quality and accuracy of Sophia data
 VPRI utilizes the research data to inform planning, policies and decision making
 OIPA participates in Global Positioning Committee; oversees York's international rank on various rankings (e.g. THE, THE Impact, Maclean's) analyzes the results and provides strategy for improving results
 Strategic Improvements
 Dashboards provide insight, understanding and analysis of Sophia data (Phase 1, 2 and 3)
 Phase 1: Research Funding Application - BI Platform and Dashboard (360 degree view) completed (e.g. Faculty-based)
 Phase 2: BI Platform and Dashboard Faculty-based and Department level (360 degree view)
 Phase 3: Funding-related Agreements available in BI Dashboards (360 degree view)
 Enhanced systems and infrastructure improves analytics, measure reporting, comparisons and rankings
 Integrated electronic CV and databases improves bibliometric analysis
 Long-Term Projects
 The data architecture model integrates all research-related data (e.g. cloud-based system)

On Track

3. From Access to Success

3.1 Develop and align York's Faculty Complement with its academic and strategic vision

Action/Strategy:

Measures/Metrics/Milestones:

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3.1.1. Develop a new medium and long-range Faculty complement model to support data-driven academic resource planning

Faculty Complement Model
 OIPA has identified opportunities to make better use of the FTF data and will eventually provide data to various stakeholders (e.g. will feed into the Faculty Complement model)
 Coordinate and collect Faculty complement data to support Provost faculty complement planning
 Developed a medium- and long-range faculty complement model in consultation with Provost and informed by Faculty - supports the Provost's Faculty Complement Plan (Coordinate with VPRI, VPEPC)
 Complement discussion paper, consultation process and strategic planning
 Streamlined and enhanced the collection, integration and presentation of faculty complement data for planning purposes
 Faculty Complement data is accessible, accurate, and streamlined and available in dashboard format

On Track

3.2 Improve institutional survey governance, coordination and administration

Action/Strategy:

3.2.1 Help Faculties improve the engagement of their students by participating in student-based survey initiatives. (e.g. NSSE, CGPSS, CUSC etc.)

Measures/Metrics/Milestones:

Campus-wide campaigns are underway (e.g. NSSE, CGPSS, OUGS, STUDENTMOVETO)
 Administered incentives for increased response rates
 Survey design and administration advice provided across campus
 Survey response rates have improved

Evaluation Status:

On Track

3.2.2 Provide survey results to Faculties by evaluating and reporting on student-based survey initiatives. (e.g. NSSE, CGPSS, CUSC etc.)

Creation of Dashboards (e.g. NSSE, CGPSS)
 Migration of existing dashboards and development of new dashboards in MS Power BI
 Ongoing maintenance of published dashboards
 Dashboards are presented to internal stakeholders and brown-bag sessions are conducted
 Dashboards provide improved awareness, access and insight into survey data for the institutional and Faculties
 Data informs local and central strategies (e.g. Textual Analysis)

On Track

3.3 Make full use of existing and new data that is acquired and managed by OIPA to support academic program planning and student success

Action/Strategy:

Measures/Metrics/Milestones:

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3.3.1 Manage, analyze and report on the Student-Self Assessment data in collaboration with interested units across the University to meet the needs of those units

Project plans developed with various Faculties and VP Academic about specific projects
 Multi-year data repository of student self-assessment data compiled and made accessible (as appropriate)
 Overseeing the integration of student self-assessment data into the Civitas system to facilitate identification of at-risk students based on non-cognitive measures

 On Track

5. Working in Partnership

5.1 Support the planning and business case for York University's Markham campus


Action/Strategy:

5.1.1 Develop enrolment planning reporting and analytics to help inform decision making and space planning for the new Markham campus

Measures/Metrics/Milestones:

Operating funding secured with Ministry
 Preplanning
 Revenue projection model scenarios created to support Markham campus
 Multi-year Undergraduate and Graduate Enrolment projections developed in consultation with Faculties
 Faculty Complement Plan completed
 Markham enrolment model integrated with institutional SEM
 International and domestic mix determined
 2021-22 Onward
 Enrolment target contracts distributed to Faculties (4 Faculties, UG & G)
 Annual enrolment scenarios developed and presented to Provost and Dean, and Deans Forum
 Markham continues to meet its annual enrolment targets
 Markham's business model strategy is sustainable (e.g. mitigate risk and follow through on original business plan)
 Markham's program development is informed by annual enrolment and resource scenarios

Evaluation Status:

 On Track

6. Living Well Together

6.1 COVID-19 Planning and Response Support

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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6.1.1 Assist with strategic positioning, enrolment and revenue modelling, new process and policy development pertaining to university response to the pandemic

Enrolment
 Develop COVID enrolment impact scenarios to inform decision-making of academic and resource planning throughout the pandemic
 Provide analytical and policy advice regarding potential enrolment and revenue supports to Faculties negatively impacted by the pandemic
 Ongoing presentations to Board and Senior Executive and COVID planning groups (e.g. UEC, Deans' Forum, Academic Continuity, Business Continuity, EOs etc.)
 Survey
 Develop internal Student Experience Survey, to understand the impact of COVID on York students
 Utilize the benchmark information to compare against the NSSE results from spring 2020
 Provide new information on current student experience
 Provide information on students' intentions (e.g. how has student experience changed and what evidence do we have about how students will behave in future)
 Explore HESA/Strategic Counsel survey of current and prospective students
 Budget
 Support institutional budget framework for COVID scenario responses with Finance and Provost Office
 Other
 Work with COU institutions to gather perspective and help inform York and system strategy
 Incorporate COU analysis where applicable
 Prepare briefings for MCU on COVID impacts, risks etc.

On Track

6.2 Cultivate a positive team and work environment that encourages staff engagement and development opportunities.

Action/Strategy:

6.2.1 Professional training, development and recognition of staff and team building

Measures/Metrics/Milestones:

Employees feel appreciated for their contributions
 Improved relationships between coworkers
 Employees strive to meet and/or exceed performance expectations
 Employees show a heightened level of commitment and interest to the institution
 Employees benefit by developing new skills and the university benefits from the additional expertise acquired

Evaluation Status:

On Track

6.3 Ensure proper financial management and governance of fiscal resources

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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6.3.1 Monthly monitoring and verification of cost centre activity (Transaction Detail Report)

Transaction Details report line items are accurate and accompanied by appropriate documentation
Monthly reconciliations are approved by the AVP

On Track

6.4 Evolve the Integrated Resource Planning (IRP) Framework and help build a culture of performance and accountability

Action/Strategy:

6.4.1 Support the alignment of planning across the University with the long term strategic direction set out in the White Paper, UAP, SMA and PVP IR Plan

Measures/Metrics/Milestones:

Cyclical
An integrated planning communication strategy is ongoing; communication with the university community on IRP priorities, activities, and accomplishments
IRP template is aligned to York's Mission, Vision, Core Deliverables, UAP Priorities and PVP IR Plan
UAP, SMA and PVP IR Plan strategies and metrics are embedded IR Plans and outcomes are clearly articulated
Learning, development and IRP support is provided to the planner community
The University's budget and planning processes are closely coordinated with and explicitly linked to its academic and strategic plans and priorities
Assessment and metrics are used to evaluate progress to towards academic and strategic priorities (mid-term & final)
IRP Documentation and Evaluation
Provide alternate IRP reporting options and support to the planning community
Continue to provide remote training to York employees that are new to IRP and ongoing technical training for InfoPath
Strategic Improvements
IRP Dashboards track Divisional & unit IR Plan information and allow the ability to create quick summaries ; dashboards significantly cut-down on the time it takes to create IRP reports and analyses (MS Power BI)
OIPA has partnered with HR to bring together planning (IRP) and employee performance processes (PDP) in a more integrated way for 2020 forward
A web-based IRP system has been implemented; planner community is trained; IRP system is fully adopted
Improved PDP and IRP integration; CPM staff and their employees understand how they connect to their units' objectives/strategies and the UAP

Evaluation Status:

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6.5 Fulfill accountabilities related to government reporting

Action/Strategy:

6.5.1 Develop effective processes to support government and sector reporting requirements related to CSRDE, CUDO, SMA and Enrolment (ERE) and Stats Canada.

Measures/Metrics/Milestones:

Cyclical:
 CSRDE:
 Cohort-specific retention and graduation rates calculated and submitted to the Consortium for Student Retention Data Exchange (CSRDE)
 Data is now available at the Faculty level for York
 CUDO:
 Developed and verified Common University Data (CUDO)
 Data has been published to York's CUDO website
 SMA:
 Dashboards dynamically track institutional and Faculty results against targets + enrolment contracts
 Dashboards are used at the Institutional and Faculty-level to track progress of SMA goals and objectives
 Dashboards provide Institutional metrics and targets and inform IR Plan strategies and measures
 Annual report-back to the Ministry is completed
 Support the development and systemization of data collection for SMA3 Experiential Education (EE) metric (Year 2 Activation - 2021-2022)
 Participating in system discussions and policy development with other institutions to inform COU recommendations for SMA3 and grant funding moving forward, and to determine likely scenarios for York given the pandemic
 Enrolment and Revenue:
 Data validations are completed
 Diagnostics developed to ensure accurate data
 ERE data for MTCU completed (June 30, July 17, Nov 1, Feb 1)
 Modeling different tuition framework options to anticipate university revenue for future years

Evaluation Status:

On Track

6.6 Improve access to data and analysis

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

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6.6.1 Create an Internal Repository of Dashboards for our internal stakeholders that will allow more access to readily-available, insightful data

The University acquires an institutional BI platform
 OIPA provides expert advice on the MS Power BI setup and infrastructure (e.g. UIT consults with OIPA)
 Data governance and policy framework in place
 Dashboard pilots are completed (e.g. Enrolment, Admission, NSSE, CGPSS)
 Internal use dashboards are published and the community has the ability to perform analyses and create custom reports

On Track

6.6.2 Maintain datasets to support reporting systems for units across the university to enable decision-making and resource allocations

Diagnostics on data completed
 Student Information Data, Financial and HR data is made available (e.g. PES, SIS, STAC, INFOMART, HR)
 Faculties and OIPA have access to reportable data

On Track

6.6.3 Provide ongoing maintenance & updates to Quick-Facts dashboards

Quick-Facts dashboards have little to no data anomalies
 Quick-Facts dashboards are updated and updates are communicated to users
 No major issues with the Quick-Facts updating process (back-end)
 Quick-Facts continues to track ~10-15k clicks/year

On Track

6.7 Improve institutional survey governance, coordination and administration

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

6.7.1 Develop a proposal for institutional survey coordination with community partners

University stakeholders' needs have been identified e.g. university survey results
 Governance framework and proposal informed by survey results
 Governance framework and proposal released for review
 Governance framework approved
 Established survey committee and TOR
 Survey governance coordination, and policy and procedures implemented (e.g. stakeholders are following process, utilizing structures and resources)

On Track

6.7.2 Support Economic & Social Impact Report Development

Provided background data to consultants
 Provided data to HESA
 Administered surveys to alumni May 2020
 Reviewed report findings
 Report completed - communication strategy being developed through working group (AVP OIPA)

On Track

6.8 Improve operational efficiencies and reduce duplication of effort


Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:


6.8.1 Maintain and update critical pages on the OIPA website; keep the content up to date and relevant

Website's web analytics is examined to determine performance and usability
 Content is updated and organized to best practices
 Majority of data is accessible to the YORK community through OIPA website
 Data Hub is up-to-date and is used as the University's central data repository

 On Track


6.8.2 Streamline OIPA's employee onboarding processes

Onboarding and orientation checklist has been documented; includes pre-arrival and arrival procedures for new employees, including systems access and technical setup (e.g. email is setup, passport York account created)
 New employees are provided with the hardware, technology and access to systems to perform their work (e.g. laptops are available, firewall permissions granted)
 Connections are established (e.g. in-office and remote setup)
 Standard Operating Procedures (SOP) indicate process roles and responsibilities
 Employee onboarding processes include most recent systems and procedures
 Alignment of human resources to operational and strategic needs (e.g. Rewriting and reframing job descriptions/duties)

 On Track

6.8.3 Track and capture project details to ensure that critical deadlines and information needs of the community are met

OIPA resources use the project management tool to capture their work/projects
 Monthly reports are generated and shared with the team
 Reports provide project durations by project status to improve throughput of work by focusing on flow
 AVP and Provost are informed of workload, resource capacity and critical work
 Improved reporting is achieved by leveraging the project portfolio functionality that align resources/projects to the UAP priorities
 New project reporting process and tracking methodology improves decision making and provides efficiencies for the unit and beyond

 On Track

6.9 Improve organizational engagement by creating explicit links between individual and staff team work to institutional priorities

Action/Strategy:

Measures/Metrics/Milestones:

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6.9.1 Acknowledge employee contributions and their role in moving forward York's academic and administrative priorities; Align the project management tool with Institutional priorities.

Employee contributions are recognized
 Reward and recognition occurs as close to the activity as possible to reinforce positive action and behavior
 Employees understand how their work aligns to University priorities
 Employees provide input/develop strategies for OIPA's IR Plan
 OIPA's IR Plan assists with employee PDP development
 Dependency for metric and evaluating is HR issuing the Employee Engagement Survey

 On Track

6.10 Improve performance and data-driven decision making


Action/Strategy:

6.10.1 Update & redesign the "Measuring Success – Progress Towards Plan" (Institutional Metrics Report)

Measures/Metrics/Milestones:

Functional leads across the University have identified key metrics to include in the institutional metrics report
 A new dashboard has been developed that incorporates new measures and targets set out in the UAP 2020-2025
 The 2020-2025 university performance scorecard is maintained and provides progress towards plans
 The report is used by Divisions/Faculties and units to evaluate progress against strategic and academic strategies

Evaluation Status:

 On Track

6.11 Lead the institutional data governance initiative

Action/Strategy:

6.11.1 Implement an institutional data governance framework

Measures/Metrics/Milestones:

Data governance roles, responsibilities and policies documented and approved
 Data infrastructure (e.g. domains, sub-domains, stewards, owners) developed
 Data definitions for each domain/sub-domain documented and approved
 Data stewardship committee in place
 Data security policies developed and approved
 Data quality process developed and approved
 Report catalogue developed for each domain/sub-domain (e.g. domain = HR)
 Data is accessible, accurate and secure
 Data is used by the institution to inform good decision making and influence the operations of the university

Evaluation Status:

 On Track

DIVISION: Division of the VP Academic and Provost
UNIT: Office of Institutional Planning & Analysis
PLAN ID: 1407

6.12 Position York for SMA3 negotiations with MTCU

Action/Strategy:

6.12.1 Provide advice on metric target, bands of tolerance and weighting strategies and enrolment corridor strategy

Measures/Metrics/Milestones:

Strategy Development
Reframing and reissuing of SMA3 in consultation with the President and Provost within the COVID context
Finalizing the SMA3
Negotiating the potential decoupling of funding and performance for one to two years
Develop corridor scenarios to maximize enrolment income and manage risk for 2020/21 to 2024/25 time period
SMA3 sub-group consultations: gathering insights on approaches and metric data trends
Develop scenarios with historical data and project future performance and risk
SMA lead for York. Member of SMA3 negotiation panel with MTCU
Coordinate SMA3 metric narrative and strategy with President's Office Metrics
Support the development and systemization of data collection for SMA3 Experiential Education (EE) metric (Year 2 Activation - 2021-2022)

Evaluation Status:

 On Track

6.13 SHARP implementation and operationalization

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost

UNIT: Office of Institutional Planning & Analysis

PLAN ID: 1407

6.13.1 Develop the systems, data, and reporting capabilities for the Institution and Faculties that support SHARP, and improve access and insight into SHARP data.

SHARP Budget Model Support
Tuition and Grant projection models are improved and tested
In-year tuition and grant projections for Faculties provided
Budget envelopes distributed to the Faculties for budget guidance using the current tuition framework
Data supports the allocation of resources between Faculties for teaching services provided to students (Inter-Faculty)
Decreased number of manual processes and length of time it takes for Faculties to do an analysis of their SHARP data
Teaching space is maintained and reports are generated
Maintain SHARP website
Continued discussions with SHARP Planning and Implementation Working Group (SPIWG); informs budget process decision-making at the Executive level
York maintains enrolment within SMA corridor by establishing intake targets and generating enrolment projections; Faculties are able to anticipate revenue
SHARP Budget Model Review
Plan developed to adjust revenue drivers coming from SHARP review
Cost allocation data available for SHARP 2 based on approved driver methodologies, data is used to develop SHARP budget envelopes

 On Track

6.14 Support and improve annual FT Faculty anomalies and equal pay exercise

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost

UNIT: Office of Institutional Planning & Analysis

PLAN ID: 1407

6.14.1 Collaboratively improve the existing anomaly and equal pay exercises for full-time faculty

Cyclical
 Annual analysis conducted, and reports generated for all Faculties
 Analyses results interpreted and communicated to Faculty Relations
 Procedures documented, and validation lists and reports distributed
 Support the grievance process and provide data to inform decision making and support negotiations
 Examine whether the university has systemic issues with pay equality for underrepresented groups
 Provide compensation to those who have been identified
 A fair and equitable compensation system is in place that supports the success of the organization
 Strategic Improvements
 New YUFA pay equity model created in collaboration with YUFA executive and Faculty Relations
 Underrepresented groups identified
 Reporting process addresses the business rules of the collective agreements/affiliation; YUFA, Librarian, Schulich and CLA
 Data validation and reporting process supports each category (4 affiliations)
 Provide objective advice on analysis

On Track

6.15 Support labour relations and Collective Bargaining processes

Action/Strategy:

6.15.1 Continuously improve data quality for CUPE 3903 contracts and full-time faculty

Measures/Metrics/Milestones:

Continuous cleaning and validating of part-time faculty data
 Continuous improvement of source data quality and accuracy is ongoing
 Systematized posting and hiring dates
 Monitored hiring process across all units, identify issues that cause delays
 Provided progress reports and highlighted areas for improvement

Evaluation Status:

On Track

6.15.2 Develop interactive academic staff data repository

Create historically accurate reports for all academic employee groups
 OIPA is working with Labour Relations
 Dashboard results provide access to historical data and detail

Progressing

DIVISION: Division of the VP Academic and Provost

UNIT: Office of Institutional Planning & Analysis

PLAN ID: 1407

6.15.3 Enhance data gathering, analytics and systems development to facilitate the needs for FT & PT Academic Collective Bargaining (YUFA, OHFA and CUPE)

A parameter-based interface is used to gather pension and benefit credit service data for annual processing
 Data needs for bargaining units are supported through reusable, and repeatable automated programs (systems)
 Continuous improvement of source data quality and accuracy is ongoing
 Data provided in timely manner to support negotiations effectively
 On an annual basis automated data snapshots are run on OCT 1st - these datasets are used for multiple reporting processes and mandatory Stats Canada reporting requirements
 Performing analysis and costing on proposed programs

On Track

6.16 Support planning, decision-making and governance at the University

Action/Strategy:

6.16.1 Provide information, analysis and advice to Provost, President and other PVP members

Measures/Metrics/Milestones:

Reports for Board Finance and Audit, Academic Resources, Senate, APPRC, EPG completed as requested by the Provost, VPFA and President
 Data is provided for President's Annual Report
 Data is presented into useful information that provides context, supports planning practices and decision-making for leadership

Evaluation Status:

On Track

6.17 Support the Institutional Administrative Benchmark Exercise

Action/Strategy:

6.17.1 Continuous improvement of the quality, access and understanding of benchmarking data

Measures/Metrics/Milestones:

Benchmark data is generated
 Cost/wFTEs/Service Effectiveness dashboards are maintained year-over-year
 Benchmarking data reviewed to ensure data integrity
 Benchmarking data structure and reporting is systematized
 Annual benchmark data comparison exercise identifies year-over-year differences, changes are made to the source data in partnership with Divisions/Faculties and units
 Units/Departments are using benchmark in decision-making
 Reports inform Senior-Level decision-making
 Resource sharing with Benchmark initiative

Evaluation Status:

On Track

6.18 Support the Service Excellence Program

Action/Strategy:

Measures/Metrics/Milestones:

Evaluation Status:

DIVISION: Division of the VP Academic and Provost

UNIT: Office of Institutional Planning & Analysis

PLAN ID: 1407

6.18.1 Improved data quality and access makes more deliberate decision making possible, and improves the service culture at the University

Service Excellence Program data are identified, reviewed and accurate
 Improved access and updates to data and information e.g. dedicated data repository for stakeholders
 Best practice dashboards are created; dashboard storytelling achieved
 Reports facilitate the decision-making process; opportunities for service efficiencies/improvements identified
 Improved efficiencies with reporting of data year-over-year
 Resource sharing with Service Excellence Program initiative

 On Track

6.19 Support the Student System Renewal Project (SSRP)


Action/Strategy:

6.19.1 Assist with planning and implementation as it pertains to data

Measures/Metrics/Milestones:

OIPA is a member of the SSRP committees: Architecture design committee, SSRP data management and governance, NextGen SIS Steering, NextGen SIS Evaluation Committee
 NextGen SIS RFP paper evaluation completed
 NextGen SIS RFP solution demonstrations completed
 NextGen SIS RFP evaluation and ranking completed
 Fit Gap process completed
 Data governance framework developed to support SSRP and align with institutional data governance framework/standards
 OIPA provides expert opinion as it relates to the design and implementation of SSRP
 Assist with data management architecture design for the SSRP
 NextGen SIS implementation underway

Evaluation Status:

 On Track

6.20 Support the University's Risk Management Strategy


Action/Strategy:

6.20.1 Streamline the KRI reporting exercise to the Board by developing a data repository process; and providing accurate and consistent metric information

Measures/Metrics/Milestones:

Developed and informed best way to track/record KRIs
 Support the development of risk management reports for the Board
 Data is reviewed and approved by AVP OIPA
 Bi-Annual data reports are provided to Internal Audit
 York's key risk values are presented to BOG
 The University is able to mitigate risk and initiate strategies to improve its KRI status

Evaluation Status:

 On Track

6.21 Support the University's charity tax return and insurance process

Action/Strategy:

6.21.1 Ensure accuracy of data and financial reporting requirements

Measures/Metrics/Milestones:

Collaborate with Finance.
 Generate the required data.
 Validation of data is completed

Evaluation Status:

 On Track

6.22 Respond to institutional needs of understanding the York community and to provide quality information as best as possible

Action/Strategy:

6.22.1 Consultation, conceptualization, survey design, deployment, analysis and dissemination

Measures/Metrics/Milestones:

Delivered survey instruments
 Collected survey data
 Generated and shared data-based insights
 Data provides context about community members and is used for planning purposes

Evaluation Status:

 On Track

6.23 Take a leadership role in developing and implementing a SEM data and intelligence vision, strategy and plan

Action/Strategy:

6.23.1 On-going support in the form of information, analysis and advice for central and Faculty-level SEM activities

Measures/Metrics/Milestones:

Strategic enrolment planning activities and resulting enrolment goals are informed by existing and planned SEM activities, and vice versa. Advanced predictive analytics are developed to help York meet its SEM goals and our students their academic goals. Quantitative and qualitative analyses are used to inform evaluations of SEM initiatives

Evaluation Status:

 On Track

7. Answering the Call

7.1 Achieve a prosperous, inclusive and sustainable society for all by 2030

Action/Strategy:

7.1.1 Support the Sustainable Development Goals (SDGs) set out in the UN agenda

Measures/Metrics/Milestones:

Provide analysis to inform decision-making and strategic direction

Evaluation Status:

 On Track