

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

**UNIT:** School of Continuing Studies

**PLAN ID:** 1343

## 1. 21st Century Learning

### Introduce new online delivery for YUELI programs

**Action/Strategy:**

Develop and pilot online program curricula

**Measures/Metrics/Milestones:**

Meet established timeline

**Evaluation Status:**

 Completed

### Research and development for YUELI

**Action/Strategy:**

Activate the research and development process to assess opportunities for new programs and related businesses

Research and recommend an approach (bursary vs. scholarship vs. other) for price-sensitive markets by Aug. 2021

**Measures/Metrics/Milestones:**

Launching one or more products in F23.

Pilot in at least 1 market by January 2022.

**Evaluation Status:**

 Progressing

### Re-establish our contract training business for language programs in a virtual world.

**Action/Strategy:**

Finalizing negotiations pertaining to the Hong Kong on-line business opportunity

Assess the viability of B2B (non-institutional) contract opportunities, develop strategy, process and tools to support development.

**Measures/Metrics/Milestones:**

\$100k in revenue

**Evaluation Status:**

 Completed

### Implement immersion programs online with Japanese partners and expand sales into other markets.

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Promote the immersion program in target markets with probability of new enrolments for S21 intake; pilot online model

Winter21 (10 students online), Summer22 (30 students online), W22 (30Ss online), S23 (40Ss online); revenue impact? / \$120k revenue lift in F22

Completed

**Grow domestic CPE revenue from PT professional programs**

**Action/Strategy:**

Submit a minimum of 1 business case twice annually (winter / fall)

Successfully bring 2 programs to market each year

Adapt programs to be OSAP eligible (~6 short programs) subject to approval by Provincial govt.

**Measures/Metrics/Milestones:**

Increase by 30% from F21

**Evaluation Status:**

Not Evaluated

**Develop and implement a sustainable B2B business (contract training sales funnel + B2B Block sales).**

**Action/Strategy:**

Launch B2B with D2L Wave

Build a sales pipeline (16 leads/month, 4 proposals month)

Develop and implement Account Management program with current block seat clients and PAC

**Measures/Metrics/Milestones:**

Minimum \$300,000 annually by 2022  
> 2 executed contracts per year

**Evaluation Status:**

Not Evaluated

**Drive enrolments from prospective students and alumni by deploying a technology and human enabled career support ecosystem.**

**Action/Strategy:**

Source and deploy a tech-driven platform (CareerBrain)that correlates CPE programs to their identified skills/competency gaps, along with relevant market info (comp, job growth, etc.) including integration with CRM

Source and deploy a career services portal that provides real-time tech-driven solutions along the career services lifecycle

**Measures/Metrics/Milestones:**

CareerBrain - 10% increase in program enrolment and boost the school's brand awareness

**Evaluation Status:**

Completed

**Develop and implement a comprehensive plan that optimizes the opportunities from moving into our new building in F22 (including building capacity).**

**Action/Strategy:**

June 2022

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Plan regarding physical move of office from current to new facility., including a contingency plan (e.g., technology not working properly)

Plan completed Aug 2021

 Progressing

## Increase digital engagement and acquisition by strengthening our digital marketing experience, positioning York to compete in new market conditions

### Action/Strategy:

Review digital audit conducted by Education Dynamics (11/21) and create strategic roadmap of digital improvements to be implemented in 2022 including recommendations of web site updates, SEO, SEM


Conduct analysis of programmatic ad buys and create streamlined strategy for our general awareness and program ad campaigns

Develop new landing pages to drive stronger acquisition for our Winter 2022 general awareness campaign

### Measures/Metrics/Milestones:

Boost conversions by 10% over Fall, 2021 campaign (April 30, 2022)

### Evaluation Status:

 Progressing

## Accelerate marketing efforts for ELI market to support international recruitment efforts

### Action/Strategy:

Develop key brand messages to position ELI in the York SCS in core markets


Prioritize and update key collateral materials to drive recruitment

Update website to reflect new brand messaging

### Measures/Metrics/Milestones:

Identify key markets/channels that require translation to a maximum of two for FY23/ three FY24 ii. Create project plan for translation projects and channels for FY23 by April, 2022

### Evaluation Status:

 Progressing

## 3. From Access to Success

### Improve our value proposition by raising the quality of our instruction.

#### Action/Strategy:


Initiatives to address instructor resourcing issues / talent pool (e.g., Increase diversity; workload issues, recruitment campaign; etc.)

Initiatives for existing Instructors (e.g., PD, community, teacher training, assessment gaps/action plans, etc.)

#### Measures/Metrics/Milestones:

Consistently have at least one additional instructor (spare) per course

#### Evaluation Status:

 Progressing

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**Better engage our external advisory members to maintain relevant curriculum, experiential education opportunities, leveraging employer brands, instructor recruitment, hiring of grads and corporate training opportunities.**

**Action/Strategy:**

Short Term: Move PAC engagement in promotion and media relations from ad-hoc to more structured approach.

Longer Term: Standardize and operationalize a communication, stewardship, renewals and consultation cycle with PAC

**Measures/Metrics/Milestones:**

Participation rate increase in employer survey >34%  
# engagements/PAC member in our activities > 2/year

**Evaluation Status:**

 Progressing

**Develop and implement adaptive competency-based learning based on a clearly articulated digital learning roadmap.**

**Action/Strategy:**

Complete the digital learning roadmap, which addresses adaptive learning based on competencies, technology requirements, and the internal HR structure required to support it.

**Measures/Metrics/Milestones:**

Complete roadmap by November 2021

**Evaluation Status:**

 Completed

**Improve and communicate the YUELI value proposition by designing and implementing engaging, online extra-curricular opportunities to bring English language students together in innovative ways.**

**Action/Strategy:**

Explore inter-departmental event collaborations (e.g., UNHack)

Develop virtual tours of extra-curricular event

Identify the items that we can deploy in the following areas quickly:

Driver #1 Community;

Driver #2 Academics;


Driver #3 Virtual campus experience (knowing what is being offered by YU, & tailoring them)

(Reference EAD Pillars of Success paper)

**Measures/Metrics/Milestones:**

25% increase in (participation in online extra-curricular activities)/(# students online) in 22 vs W21

**Evaluation Status:**

 Completed