

DIVISION OF STUDENTS  
PARTNERS IN STUDENT SUCCESS



2018-2020

# 2-Year Strategy Report

Division of Students

[vp.students.yorku.ca](http://vp.students.yorku.ca)

# STRATEGY OVERVIEW

 <h2>VISION</h2> <p>Partners in Student Success</p>	 <h2>MISSION</h2> <p>To advance York University's mission by providing services, programs and facilities that foster academic success, student development and an engaged community. We support and inspire students to contribute as global leaders.</p>	 <h2>VALUES</h2> <table border="0"> <tr> <td>Respect</td> <td>Excellence</td> </tr> <tr> <td>Accountability</td> <td>Collaboration</td> </tr> <tr> <td>Innovation</td> <td>Care</td> </tr> <tr> <td>Inclusion</td> <td></td> </tr> </table>	Respect	Excellence	Accountability	Collaboration	Innovation	Care	Inclusion	
Respect	Excellence									
Accountability	Collaboration									
Innovation	Care									
Inclusion										

The plan's duration is aligned by design with the University Academic Plan, the Strategic Mandate Agreement 2018-2020 and President Lenton's three core deliverables:

STRATEGIC ENROLMENT MANAGEMENT				
	Recruitment	Enrolment	Retention	
PRIORITIES	<b>ADVISING</b> Provide high quality, timely, accessible, accurate student advising delivered with accountability and care.	<b>WELL-BEING</b> Create and sustain a healthy and well University.	<b>ACCESS</b> Reduce or eliminate barriers to student access to all educational programs and services offered at York University.	<b>MARKHAM</b> Establish resources, systems and processes to launch and support student services at the Markham campus.
	<b>ORGANIZATIONAL EFFECTIVENESS &amp; AWARENESS</b> Foster a culture of open communication, continued growth & development, highly engaged staff, efficient management systems and effective facilities/environment.	<b>SERVICE EXCELLENCE</b> Foster a culture and mindset that places students at the centre of every interaction.	<b>ENGAGEMENT</b> Provide opportunities for employees to connect with our strategic plan, goals and values in order to understand their specific contributions to York's success, recognize their accomplishments and promote well being.	<b>ASSESSMENT</b> Advance the Division's mission by committing to evidence-based decision making and using data to strengthen our strategic pillars.
ENABLERS				

# PRIORITIES

## ADVISING

- 
**EFFECTIVE DOCUMENTATION ACROSS ADVISING**  
 Civitas launched for undergraduate advisors on March 16, 2020. Civitas allows priority interventions, documents interactions across different advising and student service units, and **enables more effective referrals and follow-up.**
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**POP-UP ADVISING FAIRS**  
 8 Pop-Up Advising Fairs throughout 2019-20 were a convenient, informal way for students to learn about academic program pathways. **Staged in high-traffic locations – with more than 2,700 student/staff interactions** – these Fairs familiarized students with Academic Advising services and provided just-in-time delivery of services and cross-collaboration with advisors from different units.


**CURRICULUM MANAGEMENT SYSTEM (KUALI CMS)**  
 Curriculum Management System (Kuali CMS) under development as sole source of course and program requirements: 7 Faculties currently in production. **Kuali CMS will feed other outputs, ensuring students, staff and faculty see the same content wherever they look.**


**YU START PROGRAM**  
 YU START program expanded to **include Winter and Summer entry points.**

## WELL-BEING

We continue to create and sustain a healthy and well University by working towards a well-being framework.


**AVERAGE WAIT TIMES DECREASED**  
**95.75% decrease in average wait time** before first visit with Student Counselling & Development staff after December 2018 introduction of walk-in service model: from 7–10 days down to 30 minutes.  
  
 Student Accessibility Services drop-in appointment times and streamlined intake processes have **decreased service wait times by weeks** even as the number of students registered with SAS continues to increase.


**CANNABIS EDUCATION**  
 Residence Life and Health Education & Promotion **educated students on lower-risk recreational use of cannabis** after its 2018 legalization: workshops, tabling, residence programming, and online content. With Vice-President Finance & Administration, completed community consultations and collected **~5000 survey responses on cannabis policy.**



# ACCESS

Widening student access to our campus resources begins with recruiting students to our campuses. Beyond our international recruitment strategy, we have re-envisioned and harmonized our recruitment collateral — print viewbooks, Future Students website, offer letters and digital/physical materials at recruitment events like the annual Ontario Universities' Fair, Spring Open House, and Fall Campus Day — to emphasize the student experience and stories told with students' own words.



## BECOMING YU

The **Becoming YU program (becomingyu.yorku.ca)** sets a framework for students to identify meaningful goals and skills to achieve those goals. We plan to expand this program on our campuses to:

- Increase the students in the program.
- Surpass the average number of high-impact practices among 4th-year comprehensive university students in the next National Survey of Student Engagement (NSSE).



## EARLY RETENTION PROGRAM

The Early Alert Retention Program uses midterm grades to identify and **provide additional care, advising and resources to students at risk of further underperformance.**



## READY, SET, YU!

Facilitated by our Atkinson Centre for Mature and Part-time Students, **this program supports new students who — without specialized interventions and support — would not otherwise access postsecondary education.** It connects these students with caring people who understand the obstacles to their academic and personal goals.



## RESIDENCE DEMAND MODEL

Beginning Fall 2018, **our new residence demand model** has forecasted and guided space allotment for new, returning, international and domestic students. Current projections look ahead to Fall 2021.



## OFF-CAMPUS HOUSING WEBSITE

The **Off-Campus Housing website (offcampushousing.yorku.ca)** was launched to help connect our community members to property listers outside of our campus. It also includes basic tips for newer renters on safety and finding suitable accommodations within their budget.



## INDIGENOUS FRAMEWORK

Of the > 70 potential Divisional action items identified in 2018 during the pan-University Indigenous framework consultation, 15 were prioritized for 2019-2020. Examples include the **new Indigenous Admission Statement** and input on to the replacement for the current Student Information System.



## THE CENTRE

The **Centre for Sexual Violence Response, Support & Education ("The Centre")** was established in July 2018.

# INTERNATIONALIZATION

Our internationalization strategy plan articulates directions and priorities, captures the University's overall activity, provides strategic alignment for partnerships (with fewer agreements) and considers expanded mobility based on input from Faculty partners.



## YORK INTERNATIONAL

**York International found a new home within our Division in 2018**, creating a more direct connection to share expertise and align efforts between units that recruit and support international students.



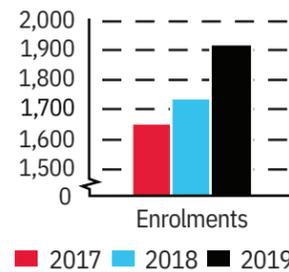
## CONSULTATIONS

Consulted towards an internationalization and global engagement strategy. The second draft of the internationalization strategy was composed in Spring 2020.



## INTERNATIONAL RECRUITMENT STRATEGY

Growth in international undergraduate applications, offers, and enrolment for the last three years. **The number of international undergraduate offer acceptances increased by 5% from 2017-18 to 2018-19, and by a further 10% from 2018-19 to 2019-20.**



# ENABLERS

## ORGANIZATIONAL EFFECTIVENESS & AWARENESS

We are re-organizing Divisional processes, tools and staff development around a goal of clarity and optimal function — even under non-optimal conditions.



## STUDENT INFORMATION SYSTEM (SIS)

The Student Systems Renewal Project (SSRP) will **modernize and optimize a decades-old records database and application architecture**, based on consultations with stakeholders from across the University.



## STUDENT MOBILITY & PARTNERSHIP MANAGEMENT PLATFORM

Student Mobility & Partnership Management Platform, piloted in December 2019, **will house all international partnership agreements as well as student mobility programs** (exchange, summer abroad, summer internships). Range of global learning opportunities for students expanded, with more students participating in international opportunities for Fall and Summer programs.



## UPDATED DIVISIONAL CONTENT

Harmonized Divisional website design and content will provide **more modern, seamless and scalable user experiences.**



## REVIEW OF CODE OF STUDENT RIGHTS & RESPONSIBILITIES

Consultative review of the Code of Student Rights & Responsibilities will **help improve this important document that outlines individual rights and community expectations for student behaviour.**



## TARGETED EMAIL DISTRIBUTION & ANALYTICS

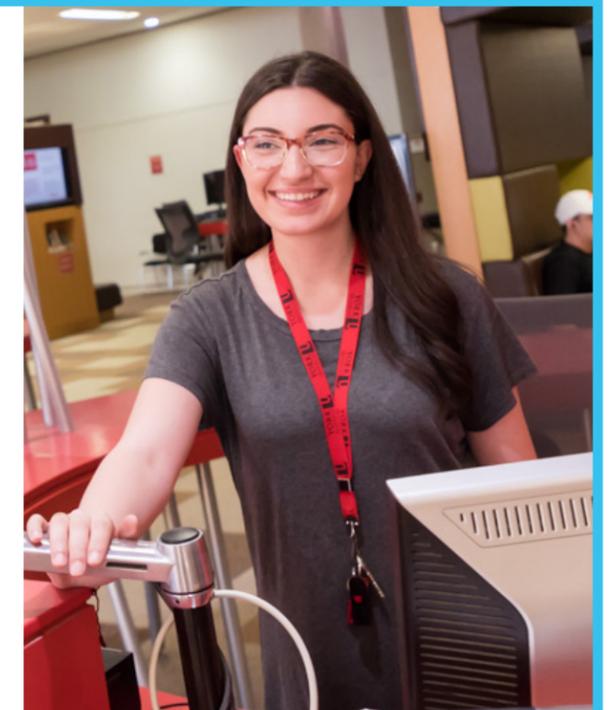
The ClickDimensions / Microsoft Dynamics CRM **allows us to target email messages based on SIS data**, to analyze and retain general email performance and specific user engagement statistics, and to experiment with different content versions.

## BUILDING FOUNDATIONAL LIFE-LONG SKILLS

### ALESSIA LODUCA

- BEd '20 Concurrent Education and BA '20, English and French
- York Engaged Student (YES), Learning Skills Services, 2016-2020
- Mentor, Faculty of Education Student Association (FESA), 2018-2020
- Director of Events, Association des Étudiants Francophone et Francophile de York, 2018-2019

"I've learned so many valuable lessons as a Learning Skills Peer. I have become an ambassador for life-long learning, which has supplemented my desire to be a teacher. I have learned so much about the foundational skills that support life-long learning, like time management, critical thinking and presentation skills, all of which have helped me tremendously as a student. I was also able to build confidence, something that I undeniably lacked in my first couple years at York."



# SERVICE EXCELLENCE

## COMMUNICATIONS STRATEGY FOR UPPER-YEAR STUDENTS

Developing a communications strategy targeting upper-year students that will help keep them on track with academic requirements, remind them why they originally chose York and foster pride and deeper connection to the University.

## SAVY

Launched in January 2020, SAVY is our new Student Virtual Assistant based on the IBM Watson AI platform. SAVY learns from student engagement: so far it has held **18,000+ distinct user conversations, and 8,000+ just in the first half of September 2020.** SAVY currently replies with confidence to approximately 80% of inputs, and regular data reviews by SAVY's human handlers are helping to quickly identify and fill remaining gaps in SAVY's knowledge base.

## VIRTUAL LINE MANAGEMENT

The Virtual Line Management application (QLess) lets students remotely access and add themselves to queues at some key student service locations, freeing them up to do other things while they await an appointment and providing data about student needs and service use tendencies.

**2,705** Total QLess appointment tickets issued to students during Winter 2020 Back to School period (Jan. 6-17, 2020)

## SERVICE EXCELLENCE & WAYFINDING STRATEGY

As part of our overall Service Excellence and Wayfinding Strategy, we are finding ways to increase student awareness of and access to targeted, timely information and services.

# ENGAGEMENT

Student success relies in part on staff who are experts in and engaged with their job roles. Staff must also be continual learners, keeping pace with developments within and beyond their specific unit.

## DIVISIONAL INITIATIVES

Divisional initiatives are underway to ensure all staff have meaningful and actionable individual development plans.

## EXPANDING ENGAGEMENT

Engagement doesn't just exist within the Division, it expands to the surrounding community through initiatives like:

- **York 9FC Soccer Team playing at Lions Stadium since April 2019,** fostering connections between the University and the 55,000 youth in York Region who play soccer.
- **Athletics & Recreation fundraisers** for Dahlgren's Diabeauties and Diabetes Awareness Night, Mark Cross Memorial Fundraiser Event, Jane and Finch Community Centre's Adopt-a-Family Program.

## EMPLOYEE LEARNING PROGRAM

We continue to expand our employee learning program to provide opportunities for Divisional staff and campus partners to learn, collaborate and share best practices and ideas. These include Lunch & Learn sessions and a Professional Development Week offered in summer session offering topics relevant to student well-being, equity, diversity and inclusion, and service excellence.

## WHAT DID YOU LIKE ABOUT PD WEEK?

INSIGHTFUL  
CONNECTING  
NEW  
POSTIVE ENERGY  
RELEVANT  
SHARING  
LEARNING

CHALLENGING  
INTERACTIVE  
GREAT  
COMMUNITY BUILDING  
HANDS-ON ACTIVITIES  
SOCIALIZATION

GOOD TOPICS  
COMMUNITY DIVERSE  
GREAT  
COMMUNITY BUILDING  
HANDS-ON ACTIVITIES  
SOCIALIZATION

PEOPLE  
ENGAGING  
REFRESHING  
COLLABORATIVE  
POSITIVE  
FLEXIBLE

## RESIDENCE LIFE CHALLENGE

**\$11,921** raised through Residence Life challenge, with donations to Keep Toronto Warm, Covenant House, Mark Cross Fund and Peace by Peace.

# ASSESSMENT

We cannot gauge our needs or our successes without candid, careful and accurate measurements. Identifying key outcomes and defining how to measure them is part of our 5-Year Strategic Plan consultation process. Knowing what data is already available can encourage creative and responsible applications of that data.

## INSTITUTIONAL DATASET ONBOARDING

Familiarize Divisional staff with institutional datasets — such as the National Survey of Student Engagement (NSSE), Benchmarking and the Employee Engagement Survey — to encourage and facilitate data-driven decision making at all levels.

## NATIONAL COLLEGE HEALTH ASSESSMENT (NCHA)

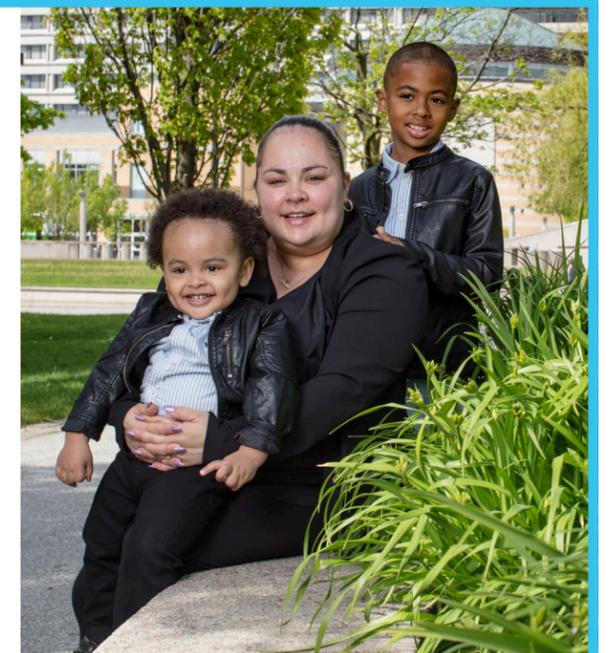
The National College Health Assessment (NCHA) Climate Survey is an internationally-recognized instrument that asks students about their health habits, behaviours, and perceptions. The data from our 2019 survey will allow us to make recommendations and change implementations based on responses that come unfiltered from students.

## SUPPORTED BY COMMUNITY

### LISA MARACLE

- BA '18, Multicultural and Indigenous Studies, Faculty of Liberal Arts and Professional Studies
- Previous Studies: Bridging Program for Women
- Receptionist, Centre for Aboriginal Student Services

“The Centre for Aboriginal Student Services (CASS) has been a huge support for me in completing my studies, as I am the first person in my family to attend university. I'm part of a community that has given me a sense of belonging in this journey at York. CASS is also a place where my children and I can take part in cultural teachings and ceremonies. Now my kids also have a sense of belonging to their Indigenous culture and know that they too can attend university one day.”



# DIVISION OF STUDENTS UNITS

## ATHLETICS & RECREATION

Varsity Athletics  
Campus Recreation  
Intramurals  
Business Development

## COMMUNITY SUPPORT & SERVICES

Sexual Violence Support/Education  
Critical Incident Response  
Office of Student Community Relations

## COMMUNICATIONS & MARKETING

Future & Current  
Student Communication  
Strategic Communications  
Digital Marketing

## ORGANIZATIONAL EFFECTIVENESS & SUPPORT

Human Resources  
Finance  
Service Excellence

## YORK INTERNATIONAL

International Student Services  
International Partnerships  
Mobility Immigration Specialists

Divisional staff dedicated to  
the success of York's students

# 400+

## OFFICE OF UNIVERSITY REGISTRAR

Recruitment & Admissions  
Student Financial Services  
Student Records & Scheduling  
Student Systems  
Student Client Relations

## STUDENT SUCCESS

Advising  
Career Centre  
Learning Skills

## STUDENT ENGAGEMENT

Student Community &  
Leadership Development  
Indigenous Student Services  
Residence Life  
Student Policy  
Transfer & Mature Student Services

## STUDENT COUNSELLING, HEALTH & WELL-BEING

Short-term Counselling  
Personal Development Workshops  
Crisis Intervention

## STUDENT ACCESSIBILITY SERVICES

Academic Accommodation  
Assistive Technology