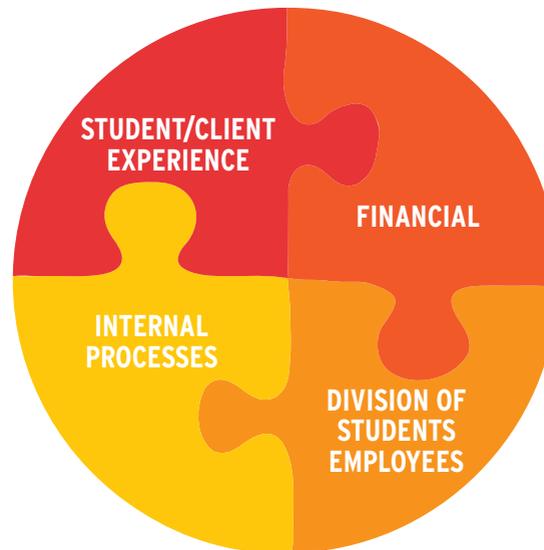


## STRATEGIES & ASSESSMENT MEASURES TO ACHIEVE OUR GOALS

The **DIVISION OF STUDENTS** at York University provides services, programs and facilities that foster academic success, engagement and personal development. Responsible for the activities and resources that affect students' lives outside the classroom, staff in the Division develop and manage policies and procedures that proactively respond to student issues. We collaborate with partners across the Keele and Glendon campuses to recruit, retain and graduate high-quality, career-ready students.

Our objectives and priorities are measured using a balanced scorecard. We achieve success through an integrated focus on the following four perspectives:



**We must have success in all four areas to meet our 2018 vision.**

Details about the Division of Students are available through the Office of the Vice-Provost Students website.

[go.yorku.ca/vpstudents](http://go.yorku.ca/vpstudents)

## DIVISION OF STUDENTS STRATEGY FOR SUCCESS

Five-year strategic plan (2013-2018)

- Aboriginal Student Services
- Athletics & Recreation
- Career Centre
- Communications
- Counselling & Disability Services
- Office of the University Registrar:
  - Recruitment & Admissions
  - Registrarial Services
  - Student Client Relations
  - Student Financial Services
  - Student Systems
- Office of the Vice-Provost Students
- Student Community & Leadership Development
- Student Community Relations

# FIVE-YEAR STRATEGIC PLAN

## DIRECTION



### Vision

Partners in Student Success



### Mission

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.



### Values

Respect, Excellence, Innovation, Collaboration, Accountability, Care, Inclusion

## PRIORITIES: STUDENT SUCCESS

### STRATEGIC ENROLMENT MANAGEMENT

**2018:** York has achieved optimum enrolment through a strategic, planned approach that aligns with the University Academic Plan, White Paper and Faculty Plans.

### FIRST-YEAR EXPERIENCE

**2018:** All first-year students have access to programs that support their personal transition to York and foster their continuing success and engagement.

### FINANCIAL SUPPORT

**2018:** We provide the financial assistance our students need to meet their academic goals.

### DEVELOPMENT

**2018:** We offer co-curricular programs and services that empower our students to seek out and engage in leadership and career-development opportunities.

## ENABLERS: VALUING PEOPLE & RESOURCE INTEGRATION

### VALUING PEOPLE Building Culture: Living Our Values

**2018:** We live our values, as experienced by our students, clients, partners and ourselves.

### VALUING PEOPLE Employee Engagement & Development

**2018:** Divisional Employee Engagement reaches a significant five-year high and every employee has an active development plan.

### RESOURCE INTEGRATION Organizational Effectiveness & Awareness

**2018:** The role of the Division of Students at York University is clear to students, clients, Faculty partners and Divisional employees. Our structures, systems, communications, facilities and processes are positioned to provide service excellence.

# ROADMAP FOR CHANGE

Mapping change to ensure a solid start and quick wins.

YEAR 1

Making change and solidifying early wins.

YEAR 2

"Into the groove" and consistent tracking and benchmarking.

YEAR 3

Building on successes and continuous improvement.

YEAR 4

Celebrating successes, identifying new opportunities and planning for the future.

YEAR 5

# WE'RE INTO THE GROOVE

## DIVISION OF STUDENTS STRATEGIC PLAN 2013-2018 – “THE HALFWAY MARK”

As we launch, develop and re-shape both new and existing services, programs and facilities within the Division of Students, we are taking positive, impactful steps toward achieving our strategic five-year goals. Here's a look at some of our accomplishments so far.

### STRATEGIC ENROLMENT MANAGEMENT

#### Enabling Student Success

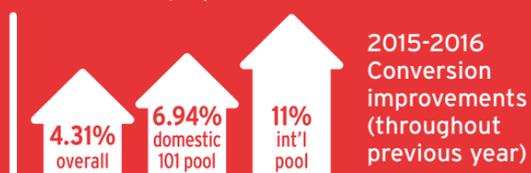


Launched “Wellness Tool Kit” across all disability services with tips for students on maintaining good physical and mental health.

- The Office of Student Conflict Resolution changed its name to Office of Student Community Relations (OSCR) to reflect an increased focus on broader support for students with complex issues and on streamlined service delivery.
- “What Can I Do with My Degree” resources completed for 98 programs.
- Initiation of a Mental Health strategy for York; delivered Mental Health 101 and 201 training to orientation leaders, peer mentors and faculty/staff.
- Increased student-athlete academic results: 129% increase in academic All-Canadians; 10% increase in first-year sessional GPA; 47% reduction in athletes on academic warning; 85% reduction in athletes facing required withdrawal.
- 96% of first-year students with Autism Spectrum Disorder (ASD) supported by ASD Demonstration Project were retained and progressed to their second year of studies.

#### Admissions, Recruitment & Marketing Advancements

- Redesigned the Integrated Voice Response System to provide clearer information/ options to prospective and current students; implemented real-time wait times for Client Services displayed on the web.



- Digital Ad campaign geo-targeted using social media (311 conversions = \$3.8M ROI 2014-2015).
- Developed and launched a suite of Divisional templates (signage, print collateral, digital collateral).
- Partnered with CPA to develop Open Your Mind brand/awareness campaign; organized focus groups to test concepts and messaging.
- Enhancements to CRM: events, tours, lead management all in one system.
- Development of an institutional five-year SEM plan and directional enrolment goals; creation of a SEM site and enrolment toolkit.

### FINANCIAL SUPPORT

- Piloted an on-campus employment onboarding program for Work/Study students.
- Increased automatic entrance scholarships at the highest level by 17% and added Student Life Awards for incoming students with GPAs above 75%.



Initiated Financial Literacy events/fairs in partnership with the York community.

### FIRST-YEAR EXPERIENCE

#### New Initiatives

- Developed targeted career programming and modules for first-year students.



Launched YU Belong Campaign, engaging hundreds of faculty and staff volunteers to help welcome the incoming class during the first two weeks of term.

- Hosted a First-Year Experience in the Classroom symposium for faculty and staff with keynote speaker Vincent Tinto.
- Developed First-Year Experience (FYE) Case for Change and Recommendations; provided learning-skills consultation and collaboration on delivery of FYE workshops and resources.

#### Program Expansions



**YU START**  
7 Faculties  
6,000 incoming students



Presented at several international conferences regarding YU START's model of success.

- Expanded summer transition program and first-year transition credit course for students with disabilities.
- Implemented an expanded residence orientation program and curriculum for those new to the community.
- Shifted Orientation toward an evidence- and outcome-based model led by 1,200 volunteer student leaders.
- Significantly expanded Parent & Family supports, tripling the amount of parents and family members engaged.

### STUDENT LEADERSHIP & CAREER DEVELOPMENT

#### Accolades and Accomplishments

- Won the JVS Leaders in Employment Award for Post-Secondary Institutions Who Best Support Students with Career Employment Services.
- One of three finalists in a nationwide competition for Innovation by a Career Centre.

## YU connect

20,000+ USERS  
190,000+ SERVICE HOURS

- Engaged and supported 350+ clubs, 18 student governments and 20+ levied groups.
- Largest contingent of student leaders from any institution attended NIRSA Region III Lead-On conference for campus recreation leaders.

#### New Developments

- Organized a Mental Health Conference for 200+ student leaders and safeTALK training for nearly 1,000 faculty, staff and students.
- OSCR actively supported student leadership through increased opportunities for participation on University Tribunals and Peer Support Teams.



Developed career and skills identification content for the “Leader Within” workshop that will serve as a key component of the pan-university Student Leadership & Career Development strategy.

### BUILDING CULTURE: LIVING OUR VALUES

- SCLD launched #WeAreYU Wednesdays.
- Organized first VPS-TV strategy update.

**I ♥ U** Approved as an official YU university logo

- Divisional values added to all job postings and interviews and incorporated into training.
- YU SHINE eCard program launched.
- Completed a \$1.2 million renovation to main change rooms in Tait McKenzie and included a gender-neutral space.

### EMPLOYEE ENGAGEMENT & DEVELOPMENT

- Conducted employee focus groups and action planning for the engagement driver of “Feedback”.
- Trained all Divisional people managers in a series of workshops on Leadership, Coaching & Performance Management.



Rolled out Division-wide objective-setting and performance-management process to bolster clarity, communications and feedback; delivered employee sessions on setting objectives to 120+ staff.

- Added TV monitors in the Call Centre for staff to observe number of calls, wait times, agents etc.

### ORGANIZATIONAL EFFECTIVENESS & AWARENESS

- Re-organized several units in the Division to form a “Student Success” team/unit to better align with the University's IIRP goals and to further support SEM, FYE and Leadership & Career goals.
- Revamped Personal Counselling Services (PCS) intake process for effective triage and to reduce wait times.
- Sport & Recreation changed its name to Athletics & Recreation to better reflect mission and mandate and completed a major department re-organization.
- Re-organized communications units in OVPS and OUR to better support the Divisional mandate and strategic direction.
- Increased use of group intake procedures and drop-in sessions and increased use of peer mentors to support students with disabilities.
- Working with external consultants to improve the 105 Admissions process.
- Created a welcome centre for student recruitment called the “Discover York: Campus Visit & Tour Centre” and upgraded the Great Room for Registrarial Services.
- Added a new artificial turf field in the York University stadium.



Pan Am/Parapan Am Games Stadium completed and successful hosting of Pan Am/Parapan Am Games Track & Field events, along with the Parapan Am

#### Opening Ceremonies

- Resources aligned with the VPS Strategic Plan and IRP goals.
- \$2 million in special funding acquired to support recruitment, retention and student support/success programs and activities.
- OSCR moved from a manual case-management process to an automated conduct, care and support system to better assist with student success.

**THIS IS LION PRIDE**

2013, 2014, 2015 OUA Men's Soccer Champs  
2014, 2015 CIS Men's Soccer Champs  
2014 CIS Men's Track & Field Champs  
2014 OUA Women's Tennis and National Tennis Champs

**YORK**  
UNIVERSITÉ  
UNIVERSITY