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:

**STUDENT/CLIENT EXPERIENCE**

**FINANCIAL**

**INTERNAL PROCESSES**

**DIVISION OF STUDENTS EMPLOYEES**

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*

---

**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

YEAR 1
Mapping change to ensure a solid start and quick wins.

YEAR 2
Making change and solidifying early wins.

YEAR 3
“Into the groove” and consistent tracking and benchmarking.

YEAR 4
Building on successes and continuous improvement.

YEAR 5
Celebrating successes, identifying new opportunities and planning for the future.
**STRATEGIC ENROLLMENT 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 strengthening cross-institutional relationships.
- “What Can I Do with My Degree” resources completed for 98 programs.
- Institution 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 study.

Admissions, Recruitment & Marketing Advancements

- Redesigned the Integrated Voice Response System to provide clearer information, improved communication with prospective and current students; implemented real-time wait times for Client Services displayed on the web.
- 2015-2016 Conversion improvements (throughout previous year)
  - 6.94% (110/1,600)
  - 11% (228/2,200)
  - 1.31% (61/4,700)
- 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.
- Enhanced one-to-one communication for students with disabilities, tripling the amount of parents and family members engaged.

FINANCIAL SUPPORT

- Plooted an on-campus employment onboarding program for York 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

Preceding at 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 1,000 volunteer student leaders.
- Significantly expanded Parent & Family support; bolstered the amount of parents and family members engaged.

**STUDENT LEADERSHIP & CAREER DEVELOPMENT**

Accolades and Accomplishments

- Won the JAC’s 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.
- Presenter at 1st Annual YMCA/CANP Parish, Diocese of Northern Ontario Director’s Conference.
- Presented at several international conferences for the Division of Career Development.
- Won the “Leadership Development Award” for the 2015-2016 Academic Year.
- Created the “Change Agent of the Year” award.

New Developments

- Developed and launched a suite of Divisional communication templates (signage, print collateral, digital collateral).
- Created a series of workshops on Leadership, Coaching & Performance Development.
- Developed and launched a suite of Divisional communication templates (signage, print collateral, digital collateral).
- Created a series of workshops on Leadership, Coaching & Performance Development.
- Developed and launched a suite of Divisional communication templates (signage, print collateral, digital collateral).
- Created a series of workshops on Leadership, Coaching & Performance Development.

**BUILDING CULTURE; LIVING OUR VALUES**

- SCLD launched #WeAreYU Wednesdays.
- Developed a set of mentoring guidelines and best practices.
- Improved relations with external partners.
- Partnered with CPA to develop Open Your Mind awareness campaign.
- Launched #WeAreYU Wednesdays.

**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 Development.
- Rolled out Division-wide objective setting and performance management process to bolster clarity, communications and feedback; delivered employee sessions on setting objectives to 120+ participants.
- 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 IRP 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 component a major department re-organization.
- Re-organized communications units in OVPS and DUR 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 Registration.
- Added a new artificial turf field in the York University Stadium.

**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 programs, services 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.