

**GLENDON STUDENT SERVICES
BUSINESS/UAP IMPLEMENTATION PLAN**

A) Vision “Students First”

B) Unit Mandate : Glendon Student Services

We are a bilingual team dedicated to helping Glendon students succeed by providing a full range of student affairs services on York’s Glendon Campus. We partner with our Keele campus colleagues on major university initiatives and programs to ensure a smooth cross-university experience.

C) Core Responsibilities

- Offer a full range of student affairs support for student organizations, clubs and government and work with these student groups to plan major events including Discover Glendon (orientation), clubs conference and the hosting of prominent speakers.
- Coordinate the Glendon exchange program, which focuses on francophone and espanophone language exchange opportunities with leading European institutions including La Sorbonne and Université Libre de Bruxelles.
- Operate and organize athletic programming primarily through the 55,000-square-foot Glendon Athletics Centre (Proctor Field House).
- Develop and curate Glendon Gallery expositions and openings to promote an artistic and cultural understanding and awareness.
- Recognize academic excellence through celebration events.
- Provide individual personal and career counselling, group programs, and disabilities services.
- Offer a whole range of financial aid through the Office of Glendon Financial Services.

D) Planning Context

1. a sense of renewal at the Glendon campus with our planned renovations and creation of the Glendon School of Public Policy. We are also seeing an increase in the number of student clubs and activities.
2. Greater coordination and partnering on student affairs activities with members on the Keele campus (e.g. Code of Conduct).
3. Introduction of professional residence life management and coordination model will enhance residence experience. Glendon will have a full-time Residence Life Coordinator.
4. Our commitment to bilingual services has challenges and opportunities.

E) Guiding Principles

- Provide professional, responsive, student-centred service.
- Respect and support needs of diverse groups.
- Engage stakeholders through consultation and collaborative planning.
- Emphasize accountability and continuous improvement.

- Support Glendon's unique bilingual mission

As well, Glendon Student Services supports the Division of Students' commitment to:

- supporting the University's Academic priorities and fulfillment of its Mission
- developing student-centered operations at the University
- creating an environment where students can excel inside and outside of the classroom
- accessible education
- professional, accountable service delivery
- responding to new opportunities

F) Priorities

Priority 1: Enhancing students' experience and personal and academic success in a bilingual setting.

Specific Objectives /Strategies	Actions	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
<p><i>Associate Principal, Student Services</i> 1.Strengthen bilingual experience of students</p>	<p>a) Set aside funds for bilingual events organized and planned by students. b) Encourage students to plan bilingual events c) Support students to market their event d) Work with RLC to start a bilingual program in residence e) Support the Francophone Centre located next to the new Student Lounge</p>	<p>a) students become more comfortable planning bilingual events b) increased attendance at those events c) increased bilingual events by substantive measurable amount</p>	April 2009	<p>a) Associate Principal's office b) Student Affairs</p>		4 6
<p><i>Financial Services</i> Increase number of award opportunities for Glendon students</p>	<p>Increase awareness of funding opportunities. Lobby Friends of Glendon and Development for additional resources and creation of new awards</p>	5 % increase in bursaries/scholarship dollars awarded to Glendon students	April 2009	Glendon Student Financial Services		4
<p><i>Arts and Culture</i> Increase student's participation in cultural & artistic events</p>	<p>a) Increase collaborate with representatives of cultural affairs positions from: Protem, GCSU, Glendon Musical Ensemble. c) Create series of bilingual presentations about arts. d) Collaboration with Recruitment Office to bring in potential students to our events.</p>	<p>a) Increase of the number of attendants at art & cult. events by substantive measurable amount b) Help the Glendon Musical Ensemble increase to 2 shows next year. c) Increase student participation by substantive measurable amount</p>	April 2009	<p>Artistic & Cultural Affairs Students Services Students Affairs</p>		4 8
<p><i>Glendon Student Affairs</i> 1. Develop targeted supports for Mature, Part-time and Transfer Student population</p>	<p>1. a) Hire Peer Coordinator to facilitate activities for M/PT/T students b) Develop and expand Orientation program to include speakers from ACMAPS, a student panel and networking reception</p>	<p>1. a) More activities for M/PT/T students b) Greater student satisfaction through engagement c) Retention</p>	September 2008	<p>a) Student Affairs b) Student Services</p>		4

Specific Objectives /Strategies	Actions	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
2. Enhance Programs and Communications with Student Clubs and Levy-funded Organizations	2. a) Continue and improve “Clubs Conference” and “Student Organization Transition Workshop” Initiatives b) Implement Student Organization Advisory Group	2. a) Student clubs and organizations are better equipped to operate b) Increased Bilingual events on campus c) Increased collaboration between groups and number of meetings by substantive measurable amount d) develop and implement term of reference for Student Organization Roundtable	Through April 2008	a) Student Affairs b) Student Services		4
<i>Glendon Athletics Club (GAC)</i> #1: Enhance GAC operational effectiveness	a) Implement VPS GAC review results b) Review, document, standardize, implement and retrain staff on SOPs c) Enhance Fiscal Management d) Enhance Facilities Management e) Enhance customer service skills training; create and implement survey	a) Focussed operations aligned with divisional objectives and UAP b) Trained staff; SOP signed off; alignment wit ESA, university and unit policies and procedures c) 3-Yr rolling plan redeveloped; ECR income and processes reviewed and review outcome implemented d) New scoreboard; new gym floor/repairs; enhanced pool environment; enhanced maintenance e) Annual training and review; increased standings in applicable surveys	Various as defined by VPS pending review December 2008 Pending review Various Training: prior to Sept-08; Review Dec-08; both annual	Director, and Glendon Athletic Club staff Director, and Glendon Athletic Club staff Director GAC, SCD Budget staff, GAC Client Svs respbl. Mgr Various pending review; VPFA fiscal accountability and VPFA op service accountability Various		4 8 4 5
#2: Promote and increase York student and internal York community (staff, faculty) Sport	a) Promote the GAC at student orientation sessions in September	a) Increased percentage of Glendon students who become GAC members by substantive measurable	April 2009	a) GAC staff b) Student Affairs		

Specific Objectives /Strategies	Actions	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
and Rec participation at the Glendon Athletic Club	<ul style="list-style-type: none"> b) Expand the content of the GAC welcome packages sent to residences c) Focus on “educating” the students in health, wellness and fitness d) Implement a “Student Wellness Program” e) Review fees for instructional programs f) Perform a student survey to determine usage of and areas of use within the GAC 	<ul style="list-style-type: none"> b) Increased student participation in instructional programs by substantive measurable amount c) Increased awareness of what the students either currently use or would like to see at the GAC 				
<i>Glendon Counselling and Career Centre</i> a)Alignment of counselling and disabilities services on both campuses	Work with other directors and consultants to select recommendations to pursue, develop plan of implementation assemble project teams	Easier access of services by students Closer similarity of services on both campuses	ongoing	Counselling Director		4, 8
b) Promote Glendon Career and Counselling Services o Glendon constituents	<ul style="list-style-type: none"> a) development of central website b) Revisions to GCCC website c) Increase outreach programs in residence and day student community 	<ul style="list-style-type: none"> a) central website live/functional b) streamlined information/revisions implemented: increase in hits to site c) number of outreach programs increased by substantive measurable amount 	<ul style="list-style-type: none"> a) Dec-08 b) Dec-08 c) Apr-08 	Counselling Directors Glendon Counselling Staff, ITS		4
c) Liaise with ACCESS York and other offices on campus to facilitate implementation of York’s accessibility program	Analyse and review accessibility opportunities	Review completed recommendations	April-08	Counselling Director and Staff		2

Priority 2: Building a culture of personal and civic responsibility.

Specific Objectives /Initiatives	Actions/Strategies	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
<i>Arts and Culture</i> Enhance the operational effectiveness of Work and Study positions for the Glendon art gallery	a) Develop and implement a operational plan and training for the Work and Study positions for the Glendon art gallery b) Design and implement survey regarding customer use	a) Vision and plan communicated/training staff; plan operationalized	a) Sept-08 b) Apr-08	Artistic & Cultural Affairs		4
<i>Glendon Student Affairs</i> 1. Collaborate with SCDR to educate Faculty on student code of conduct and dispute resolutions processes	a) Develop and deliver educational workshops.	a) measure number of staff trained and track content of training	December 2008	a) Student Services b) Student Affairs c) Academic Departments		8

Priority 3: Creating community capacity to manage students in crisis.

Specific Objectives /Initiatives	Actions/Strategies	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
<i>Student Financial Services</i> Review operational effectiveness of service delivery.	Restructure delivery of services; adapt front counter Prepare protocol for office regarding students in crisis Get professional development for staff on how to deal with students in crisis	Increase student satisfaction regarding lack of privacy when dealing with personal issues Better end results when dealing with students in crisis	October 2008	Glendon Student Financial Services	Interim measures must be undertaken before Glendon rebuild done. Funding required	4,8
<i>Glendon Student Affairs</i> 1. Enhance Glendon's response to students in crisis	Collaborate with Financial Services, Counselling, and SCDR staff to develop a comprehensive process, procedures and protocols to respond to students in crisis that align, merge and are consistent with Keele campus processes	Formal document created; staff trained (results; faster, comprehensive response to Critical Incidents; improved student support)	September 2008	a) Student Services b) Student Affairs c) Financial Services d) Career and Counselling Centre e) SCDR f) Residence Life		4, 8

Priority 4: Championing the “Students First” campaign.

Specific Objectives /Initiatives	Actions/Strategies	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
<i>Associate Principal, Student Services</i> 1. Lead and implement the “Student First” campaign at Glendon	1. Collaborate with SCD to mirror and adjust actions to a Glendon environment	a) See SCD results/measurables	April 2009	All Students Services Sectors		4, 7, 8

Priority 5: Build an Environment of Personal Accountable Service

Specific Objectives /Initiatives	Actions/Strategies	Expected Results/ Measureables	Results Timeline	Responsible Division/ Body/ Position	Comments	UAP Priority Supported
<i>Student Financial Services</i> 1. Enhance crossover relationship with RO/SFS at Keele. 2. Enhance customer service responsiveness.	1. Participate in more meetings at the Keele campus.	1. Increased participation in Keele meetings by substantive measurable amount.	Apr-08	Glendon Student Financial Services		8
	2. Implement OSAP cross-training at both Keele and Glendon; align training for consistent deliverables.	2. Increased number of workshops held at Glendon and Keele by substantive measurable amount.	Apr-08	Glendon Student Financial Services		
	3. Continue to lobby with ministry officials as part of joint communication committee to ensure that the needs of all post secondary students are being addressed.	3. Decrease in student error due to non clarity of application forms or lack of understanding on funding options available. Fewer over awards/restrictions for Glendon students	March 2009	Glendon Student Financial Services		7,8,4
	1. Create a web based venue as a mechanism for customer service feedback; including FAQ, online postings and other web-based technological support services.	1. Implement a bilingual version of “Ask an Expert.” For Glendon students (obtain funding for translation) 2. Utilize FARRAC 3. Implement bilingual FAQ and explore other options (i.e. blogs)	October 2008	Glendon Student Financial Services	Need IT support	

G) Relationship of Institutional/Divisional/Unit Priorities to Government and Agency Goals

H) Institutional/Divisional/Unit Budget Summary