SL Strategic Plan Strategic Priorities Post Consultation Draft V2

The Student Life Mission, Vision and Values

Mission

To enrich the university experience for and with students by fostering learning, growth, connection, communities, and support

Vision

That every student finds a sense of belonging, realizes their potential, and flourishes on their journey at the University of Toronto and beyond

Values

Indigenous knowledge, Truth and Reconciliation

Equity, Diversity, Inclusion, Access and Belonging

Centering Health & Well-being

Relationship & Community

Life-long, Life-wide Learning and Growth

Responsive Organization

(Descriptive language for each value exists from the previous strategic plan)

Our Values → Our Connections

	What we aspire towards		
Core Value	***For our Students***	***For our Institutional Partners***	***For our fellow Student Life Staff***
Indigenous Knowledge, Truth & Reconciliation	Fostering culturally grounded environments that center Indigenous student success and honour diverse lived experiences.	Respectfully partnering within and across Divisions to advance the Wecheehetowin Report commitments and integrate Indigenous perspectives intentionally.	Actively educating ourselves on colonial histories and realities, honour Indigenous ways of knowing, and embed restorative practices into our work.
Equity, Diversity, Inclusion, Access & Belonging	Designing accessible, anti-oppressive programs and services that meet students where they are and build a deep sense of belonging.	Advocating for systemic accessibility and equity, sharing best practices to ensure seamless, inclusive student experiences across U of T.	Cultivating an inclusive workplace where all identities are celebrated, barriers are mitigated, and every staff member is empowered to thrive.
Centering Health & Well-being	Embedding holistic health, mental wellness, and resilience into our programs to empower students throughout their academic journey.	Championing a university-wide culture of care, collaborating with academic and administrative Divisions to build healthy environments.	Prioritizing psychological safety, mutual care, and work-life balance, supporting one another so we can sustainably support others.
Relationship & Community	Supporting vibrant, welcoming communities and meaningful connections where every student feels seen, heard, and valued.	Nurturing collaborative, long-term partnerships built on shared goals, open dialogue, and mutual accountability.	Building strong team connections through trust, active listening, open communication, and genuine mutual respect.
Life-long, Life-wide Learning & Growth	Delivering impactful co-curricular opportunities that foster personal growth, leadership, and essential skills for life beyond university.	Supporting consistent knowledge exchange between institutional partners; building our shared capacity to create enriched learning experiences	Fostering continuous professional development, curiousity, reflective practice, and a supportive environment for innovation.
Responsive Organization	Actively seeking and listening to evolving student needs and continuously adapt our offerings to provide timely, relevant support.	Aligning our priorities with institutional goals, acting as agile, dependable, and strategic partners across campus.	Adapting flexibly to dynamic staff and operational needs, communicating feasibility and actions with clarity, empathy and transparency.

Our Values → Our Strategic Priorities & Commitments

Our values are the foundational principles that inform how we engage with one another and the work that we do. Our values also serve as decision-making principles to ensure our commitments and actions are reflective of our shared mission. As we move towards the next five years (2027 – 2031), we have developed the areas of strategic focus (priorities) for our work as an organization and our key goals (commitments).

Our Values	• What principles guide our decisions/efforts?
Our Priorities	• Where should we most focus our efforts?
Our Commitments	• What are the desired outcomes of our efforts?

Our Strategic Priorities

For the 2027 – 2031 Strategic Plan, our **Strategic Priorities** focus on building our organizational capacity and enhancing specific efforts in the evolution and delivery of our programs and services for U of T students.

For each Strategic Priority, included is a definition of success along with key commitments to guide efforts over the next five (5) years. Student Life is committed to progress on these outcomes and will track impact and share with the wider university community.

Beyond listed commitments within this plan, the diverse set of units that make up Student Life may have ***nested commitments and goals*** to support development and growth within these priorities.

Facilitating Academic Success & Future Readiness

Defining Success

Students who engage with Student Life programs, services and resources are better positioned to learn and achieve self-directed goals within their academic journey; becoming more prepared to meet the moment in a rapidly changing world.

Commitments

- Improve student capacity to navigate academic requirements by embedding resources throughout various Student Life offerings to support the growth of students' learning capacity and metacognitive skills

- Strengthen student (and staff) digital fluency by curating, developing and delivering standardized workshops, toolkits, and resources on ethical and impactful AI use in a variety of different operational and learning domains

- Expand student participation in high-impact co-curricular learning; offering more structured resources and programming that directly provides (or supports the execution of) experiential learning and community engagement

Advancing Reconciliation

Defining Success

Indigenous sovereignty and self-determination anchor the work at Student Life; where reconciliation is actively practiced through sustained, Indigenous-led partnerships, meaningful power-sharing, and programs and services that uphold Indigenous autonomy, communities, and ways of knowing.

Commitments

- Further embed Indigenous perspectives, knowledge systems, and priorities into Student Life programs, services, and decision-making processes

- Partner directly with Indigenous students to co-design programs, services, and community spaces that respects their autonomy, honour relationships and supports expressed needs

- Strengthen Student Life staff ability to learn, support and appropriately engage with Indigenous-informed approaches

Enhancing Navigation & Access

Defining Success

Student Life can facilitate clearer, more intuitive and equitable access to our resources; enabling students to engage with our supports and services with greater confidence and understanding.

Commitments

- Increase student awareness of Student Life supports and programming by improving how information about Student Life services and opportunities are structured, communicated, and shared

- Improve student wayfinding of Student Life resources and opportunities by enhancing cross-unit collaboration, referral pathways, and shared knowledge of our services

- Highlight focus areas for operational and system improvement by empowering staff to leverage student feedback to identify access points and/or barriers within Student Life

Prioritizing Well-Being & Belonging

Defining Success

Student Life intentionally cultivates inclusive environments, supportive networks, and proactive resources that mitigates barriers to belonging and empower students to manage their well-being.

Commitments

- Create, maintain and expand peer-supported networks, experiences and spaces - empowering students to build meaningful social and community connections and reduce isolation

- Expand and enhance culturally relevant approaches to program, service and resource delivery that supports the diverse dimensions of student health and well-being

- Embed health promotion and well-being principles into core Student Life operations by equipping staff across all units to integrate holistic wellness, mental health awareness, and burnout-prevention practices into program design, service delivery, and student interactions

Strengthening Staff Development & Organizational Capacity

Defining Success

Student Life invests in its staff and its operational infrastructure; staff are empowered to be creative, curious, high-impact change agents who leverage a curated suite of tools, services and resources to deliver exceptional, empathetic, and seamless support for students.

Commitments

- Expand equitable opportunities for continuous professional learning, ensuring staff across different roles and units have more dedicated time and resources to build competencies that enhance both career growth and service delivery.

- Deepen the connection between our organizational shared services and our front-line student units by embedding collaboration into unit-level planning; providing alignment on resource allocation and allowing units to coordinate based on shared understanding

- Maximize organizational capacity by cultivating strategic institutional and community partnerships that foster bi-directional learning and resource sharing to broaden the reach and impact of Student Life offerings

Appendix: Priorities & Commitments → Next Actions

The Strategic Plan outlines the values, priorities and commitments for Student Life. From this, it is critical for all Student Life units staff to connect these organization-wide strategic priorities to their specific planned operational objectives.

At launch of the Strategic Plan, a set of complementary tools and offer a facilitated process and structure to support unit operational planning in alignment with the priorities and commitments of the Strategic Plan will be available. Some current high-level ideas include:

- A structured strategic alignment worksheet
- A Day of Planning
- Organization-wide mid-cycle huddles
- Standardizing Objective/KPI formation
- A Day of Learning "Priorities Townhall"

During this stage of the consultation phase, we want to solidify next steps so that the Strategic Plan will be operational at launch.

The actions that stakeholders will take to achieve impact within our organizational priorities will take different forms. This speaks to our organizational ***Enabling Drivers***.

Our Values	• What principles guide our decisions/efforts?
Our Priorities	• Where should we most focus our efforts?
Our Commitments	• What are the desired outcomes of our efforts?
Our Drivers	• *What is needed to support our efforts?*

Enabling Drivers speak to "supportive elements" – ***what does one need to support successful attainment of their objectives/goals?*** These can include but are not limited to:

- Leveraging Data and Narrative Storytelling
- Staff Wellness Activities
- Cross-functional Partnerships
- Ethical AI Utilization

Additional work will be done to support units in characterizing leveraged Enabling Drivers.