Strategic Plan

2013 - 2016
OVERVIEW

McGill University’s Student Services’ (Student Services) three-year Strategic Plan describes the unit’s purpose, values, vision, goals, and objectives. This plan is designed to provide a unified and consistent vision for our direction and actions over time.

Strategic planning involves ongoing evaluation of the critical knowledge bases that inform Student Services’ work, including:

- Stakeholder and community needs;
- Changes in the social, political, physical, and economic environment;

Our capacity issues to meet emerging needs within Student Services and McGill as a whole will be informed by:

- Analysis of the implications of policy, program, and service choices.
- Informed collaboration with students.

This plan will guide Student Services’ work over the next three years. The plan will be reviewed annually to ensure responsiveness to emerging contexts and conditions.
CORE PURPOSE AND VALUES

*Student Services’ core purpose is the unit’s reason for being, and its core values consist of the essential and enduring principles that guide Student Services’ planning and practices.*

**Core Purpose:**
To promote and support student success and well-being.

**Core Values:**
All of our statements, actions, policies, and practices are aligned with student services’ core values. These values are the drivers of our planning and service delivery, and they guide our daily interactions and decision-making.

**INTEGRITY**
Student Services demonstrates integrity through reliable, consistent, fair, and ethically driven service, which is guided by our commitment and responsibility to students.

**STUDENT-CENTREDNESS**
Students are our raison d’etre. We advocate supporting student well-being and success in our interactions with campus and community partners. We welcome and encourage ongoing input and feedback from students to ensure that their needs and perspectives inform our planning and service delivery.

**TRANSPARENCY**
We provide evidence-based information and deliver it in a manner that is relevant and sensitive to the needs of students and other partners, and that respects University policies.

**INCLUSIVITY**
We work to foster a campus community in which all are treated as equal and respected members. Through respect for diversity, our team maintains an unbiased consideration and regard for the rights, values, and beliefs of all people.
COLLABORATION
As a team of professionals specializing in Student Services, sharing knowledge and leveraging resources are essential aspects of our commitment to service excellence and community engagement.

ACCOUNTABILITY
We honour our commitments to students, the University, our professional orders, and other partners in the development and delivery of all areas of our services, including policies, procedures, and decision-making processes. We prioritize our use of resources based on multiple means of feedback and measurable goals, and we use the best available metrics to assess the performance of our services. The results of these assessments inform our strategic and operational planning and are publicly available.

SUSTAINABILITY
Student Services is engaged in a process of change in which our use of resources are guided by responsible stewardship and social, environmental, and economic accountability.
VISION, GOALS, AND OBJECTIVES

Vision:

*Student Services promotes student success and wellbeing by engaging, inspiring, advocating, and modeling practices that support a culture of student-centredness.*

Goal 1:
To be proactive and responsive to student needs.

Objectives:
1. Student Services’ staff will stay abreast of the latest trends, research, etc. in higher education at local, national and international levels
2. Regularly assess program offerings to students.
3. Ensure that evidence-based, transparent decision making is executed for program and service delivery.

Goal 2:
To enhance partnerships at all levels of the community.

Objectives:
1. Identify existing and potential partnerships (includes external McGill partners.
2. Develop a strategy to connect with partners.
3. Develop partnerships that best suit the needs and interests of each stakeholder and/or issue.
**Goal 3:**
To maintain a culture of sustainability.

**Objectives:**
1. Promote practices that ensure the future economic viability of Student Services (e.g., explore external funding, alternate funding models).
2. Promote practices that ensure the future environmental resources (e.g., maximizing use of technology, going electronically and reducing paper; reducing the non-reusable resources; carbon footprint offset).
3. Promote practices that ensure the social sustainability (e.g., Universal design, inclusivity initiatives, anti-oppression initiatives).

**Goal 4:**
Foster ongoing and progressive development of staff professional needs

**Objectives:**
1. Foster a shared understanding and expectations of service excellence among staff.
2. Celebrate and recognize successes
3. To share successful practices at local, national and international level.
4. Ensure access and availability of opportunities for ongoing professional development.
Each Service comprising Student Services will produce a three-year Plan by the end of the 2013-2014 academic year, and these Plans will guide the development of each Service’s annual plans and budgets. The Student Services Strategic Plan serves as a point of reference for each Service’s planning process, and as an important tool in the Services’ collective progress towards operationalizing its vision.