



YORK UNIVERSITY

SINCE 1890



A STRATEGIC PLAN FOR YORK UNIVERSITY
2023-2028

SEIZING OUR FUTURE 2028

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INTRODUCTION

"Seizing our Future," delivered by President Smith and endorsed by the York University board of trustees, examines an overarching goal of reaching strategic priorities that align with elevating the newly named University while keeping in step with the York University Mission Statement. "Seizing our Future" has seven priorities, which drive institutional improvement and vision, look externally and internally, and are labeled: Student Success, Community Engagement, Diversity and Belonging, Faith Development, Institutional Effectiveness, Campus Improvements, and Employee Experience.

A green paper titled President's Vision was presented to the board of trustees spurring action to create a well-rounded strategic plan. From this vision, a task force, surveys, board of trustees brainstorming, leadership discussions, employee feedback, and student input framed institutional needs and directives.

York University consulted a previous planning process, which suggested a timeline of five to seven years, and created this document with the goal to reach most initiatives by the year 2028. In 2022 the board implemented the name change from York College to York University, and continued progress has been at the forefront.



The Strategic Plan has never wavered from the mission statement and uses York University's Mission Statement to guide the creation of a vision, core values, priorities, and goals. The York University Mission Statement is: To transform lives through Christ-centered education and to equip students for lifelong service to God, family, and society. Thus, York University's institutional Values are:

Transform: York University exists to support God's transformational work in the lives of people. Curricular and co-curricular programs and experiences intend to lead the entire community to a positive expression of spiritual values.

Serve: Service is the means by which people of God live out their faith. Christ calls us to live service expressed by faith, both locally and globally, as we respond to opportunities and to the needs of others.

Equip: A rapidly changing professional, social, and technological environment dictates that each student is encouraged to apply critical thinking and knowledge integration skills and to evaluate changing circumstances in the context of faith.

Educate: Academic discovery is a God-honoring endeavor characterized by the pursuit of truth and inquiry within the context of intellectual disciplines. The responsible handling of academic freedom provides Christian scholars opportunities to explore both a diverse world and their faith.



PRESIDENT'S LEADERSHIP



The President's Vision Document challenged the board of trustees to view the following challenges and create the strategic priorities as pillars of the strategic plan. The vision asked the board to construct the priorities more comprehensively, considering practical ways to implement faith in action, robust academic programs, improve graduation rates, improve job placement rates, comprehensive athletic programs, maintain a balanced budget and have an excellent work environment. A visual aid panel list of ideals was created, documenting measurable goals. This strategic plan document will move through the following steps: 1. Process for Plan Development, 2. Statement of Priorities, 3. Implementation Process. 4. Progress Evaluation Process

01

PROCESS FOR PLAN DEVELOPMENT

After the President's Vision Document was drafted, the Vision Document was revised into a list of priority categories that are to be broken down into goals for which can be implemented, have resources allotted, and attainably be measured. Collecting feedback from all angles of campus stakeholders was a priority for the institution when building the strategic plan. Feedback from the following entities was collected featuring opinions and anecdotes from undergraduate students, graduate students, faculty, staff, board members, graduates, friends of the University, and parents of university students.

Feedback collected was analyzed in multiple ways asking if the University met assessment standards of exceeding, meeting, approaching, or below expectations in alignment with the institution's assessment process. Qualitative responses were collected for suggestions of improvements or ideas. Once data from the feedback was gathered, a task force was asked to analyze and rank the input, with the mission and seven priorities in mind, to create an implementation and evaluation process.



02

STATEMENT OF PRIORITIES

The seven priorities of the strategic plan with a brief description are as follows:

Student Success

- Enhance and expand academic programs that align with emerging fields and industry demands.
- Implement student-centered initiatives to improve retention, graduation rates, and post-graduation outcomes.
- Develop comprehensive support services to address students' physical, mental, spiritual, and emotional well-being.
- Review mentoring and counseling programs to guide students through their academic journey.
- Provide financial aid and scholarship opportunities to reduce barriers to higher education.



Community Engagement and New Opportunities

- To create meaningful partnerships, foster strong relationships with local businesses, organizations, and government entities.
- Establish service-learning programs that provide students with hands-on experiences while addressing community needs.
- Offer outreach programs to engage with underrepresented groups and promote access to education in alignment with community goals and the University's mission.

Diversity and Belonging

- Create an inclusive campus environment that celebrates YU's diversity statement and values the contributions of all individuals.
- Continue implementing diversity training and educational programs to promote cultural competence and sensitivity.
- Increase recruitment efforts to attract students and faculty from diverse backgrounds.
- Attracting international students enrich the campus community.
- Offer consistent study abroad programs and internships as opportunities to promote global awareness and cultural exchange.





Faith Development

- Strengthen and promote the integration of faith, spirituality, and ethics in university education programs and campus life.
- Support students, faculty, and staff's personal and spiritual growth through faith-based activities, professional development, and reflection opportunities.
- Encourage dialogue and understanding to foster a robust spiritual community.

Institutional Effectiveness

- Conduct feasibility studies and planning for York University's next campaign.
- Investigate grants to assist with academic resources and program developments.
- Grow endowments tactically.
- Improve assessment of programs.
- Research attainable recruitment goals and messaging for enrollment for continuously changing student climates.

Campus Improvements

- Upgrade and expand campus facilities to meet the evolving needs of the campus-wide community.
- Invest in technology to enhance learning experiences.
- Improve accessibility and sustainability of campus infrastructure.

Employee Experience

- Invest in faculty development, research opportunities, and innovative teaching methods across various disciplines.
- Promote interdisciplinary training and development or research opportunities to address complex societal challenges.
- Encourage collaboration between faculty, students, and external partners to drive innovation.
- Review policies, procedures, benefits, and promotional processes to continue to provide employment satisfaction, industry standards, and equality opportunities.
- Improve campus internal processes and procedures to create effective and continue manageable workloads.

