



Student Mental Health and Well-being Strategy Final Report

Prepared by: Collective Results Inc. | February 2026



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MESSAGE FROM THE COLLEGE

At Canadore College, student success extends beyond academic achievement. We recognize that mental health and well-being are fundamental to learning, personal growth, belonging, and overall student success.

This Student Mental Health and Well-being Strategy reflects our commitment to creating a campus environment where students feel supported, connected, respected, and empowered to thrive. Developed through extensive consultation with students, faculty, staff, and community partners, this strategy establishes a shared vision and collective direction for strengthening student mental health and well-being across all Canadore campuses.

Mental health is a shared responsibility. Through collaboration, innovation, and continuous learning, we will work together to create a healthy campus community where all students have equitable opportunities to succeed.

ACKNOWLEDGEMENT

The development of this strategy was made possible through the leadership and collaboration of many individuals. Special thanks are extended to Collective Results for facilitating the strategy development process and supporting the engagement, analysis, and planning that informed this work.

Sincere appreciation is also extended to the steering committee members—Shawn Chorney, Jeannette Miron, Shawna Nielsen, Matthew Wilmot, Michael Johns, Kindra McMillan, Gerald McComb, Alanah Swietek, Sagar Tiwari, Scruti Panicker and Julie Gervais—for their dedication, expertise, and thoughtful contributions throughout the process. Their guidance helped ensure the strategy reflects the needs, priorities, and aspirations of the Canadore College community.

The College also gratefully acknowledges the staff, faculty, students, and community partners who shared their experiences and perspectives, providing the valuable insights that shaped this strategy.

EXECUTIVE SUMMARY

Student mental health and well-being are essential components of academic success, personal development, and meaningful participation in campus life.

In 2025, Canadore College undertook a comprehensive review of student mental health and well-being supports through engagement with students, faculty, staff, and community partners. The insights gathered identified strengths to build upon and opportunities to enhance how mental health and well-being are promoted, supported, and integrated across the student experience.

The resulting Student Mental Health and Well-being Strategy establishes a five-year framework focused on four interconnected priorities:

- 1. Building Student and Staff Mental Health Efficacy
- 2. Expanding Meaningful Co-design and Internal Collaboration
- 3. Delivering Inclusive and Accessible Mental Health Support
- 4. Growing External Partner Connections

Together, these pillars provide a roadmap for strengthening student well-being, enhancing collaboration, increasing access to support, and creating a campus culture where every student can thrive.

Canadore College Student Mental Health and Well-being Strategy Overview





PROJECT DESCRIPTION

Canadore College worked with Collective Results to develop their new student mental health and well-being strategy. Throughout the process, Collective Results worked closely with Canadore College's Student Experience & Success Team to develop the strategy. Collective Results established several touch points throughout the project to connect with Canadore College's project leads to ensure the content developed was authentic to their voices, that the project moved forward efficiently and to their level of satisfaction.

STRATEGY PLANNING APPROACH

Collective Results divided the strategy planning process into five phases:

1. Project pre-planning
2. Engagement sessions
3. Development of the strategy
4. Strategy quality check
5. Strategy finalization and key performance measures

Project Pre-Planning

Collective Results met with Canadore College's project leads to review the project scope and confirm expectations. Important background information and helpful resources were shared with Collective Results to become familiar with Canadore College.

Engagement Sessions

Collective Results completed extensive engagement with internal and external members to gather important insight and context that would be used to inform the foundations of the strategy. Internal members included Canadore College staff, faculty and students. External members included community partners. A combination of online surveys, focus groups and drop-in discussions were used to collect information.

A thematic analysis was conducted to synthesize findings from the different sources to bring forward a high-level summary of the contextual factors and potential focus areas. These findings informed the foundational elements of the mental health and well-being strategy. The following high-level themes were presented to the strategy planning steering committee as potential focus areas for consideration in developing the new student mental health and well-being strategy:

- Inclusive, equitable, and trauma-informed support: Create welcoming, culturally safe environments and embed equity principles in all structures and programs to reduce systemic barriers and foster belonging.
- Improved access to and delivery of service: Strengthen service capacity and remove barriers to access through clear pathways, extended hours, and varied delivery formats.
- Protective factors and mental health literacy: Anchor the strategy in upstream promotion, and skills building for students and staff/faculty as a whole-person approach to care.
- Awareness, communication and feedback loops: Use consistent branding, innovative outreach, and continuous feedback to keep students informed, engaged, and promote openness about discussing mental health on campus.
- Codesign, co-delivery and collaborative approach: Expand peer led supports and formalize collaboration among students, staff/faculty, and community partners.
- Diversity in campus well-being activities and delivery: Offer a diverse portfolio that reaches different interests and learning styles, including stress relief and community building activities.
- Address core stressors and unhealthy coping strategies: Directly tackle biggest student stressors and mitigate harmful coping patterns through targeted supports and skill building.





Development of the Strategy

Canadore College assembled a strategy steering committee that participated in a series of facilitated discussions with Collective Results to develop the strategy. The committee consisted of a multidisciplinary group of Canadore College leadership staff, faculty, and student representatives. The process took place over four phases: developing positioning statements, forming strategy pillars, defining strategy goals and outlining strategy actions. Collective Results engaged in theme refinement and concept development in collaboration with the Canadore College Student Experience & Success project team in between facilitated sessions. A review of the refinement work was shared with the steering committee at the start of the next facilitated session. The draft strategy was shared with the Canadore College Student Experience & Success project team for review and revision.

Strategy Quality Check

Collective Results engaged the Canadore College steering committee in a quality check process to seek feedback and ensure the draft strategy was meeting certain criteria, including:

- **Clarity:** Does the overall strategy clearly communicate what we wish to achieve and how we will get there? (i.e., Is there any jargon or vague language that needs to be clarified?)
- **Relevance:** Is the overall strategy well positioned within the current context and rooted in what we learned from the engagement findings? If not, what is missing or underdeveloped?
- **Alignment:** Do the actions, goals and positioning statements align within a pillar? Do all the pillars, goals, and actions align across the strategy at the right altitude?
- **Feasibility:** Do the goals and actions in the draft strategy seem realistic to implement given the current resources and capacity available?
- **Focus:** Does the current strategy feel focused enough or does it feel like we are trying to do too much (i.e., too many priorities)? Are there any aspects you would remove or consolidate?
- **Inspiration:** Does the draft strategy inspire confidence and excite you for what the next 5 years could look like for student mental health and well-being?
- **Visibility:** Are the secondary themes visible enough throughout the draft strategy, woven in as goal statements or potential actions?

Based on the feedback collected, minor adjustments and clarifications were made to the draft plan. Collective Results met with the Canadore College Student Experience & Success project team to discuss final revisions from the quality check.

Strategy Finalization and Key Performance Measures

Collective Results revised the draft strategy to incorporate all the feedback collected through the quality check process. The draft strategy was shared with the Canadore College Student Experience & Success project team for review and final approval. Collective Results provided suggested key performance indicators (KPIs) for each of the strategy goals to support ongoing monitoring and reporting on the strategy's progress.

STRATEGY DEVELOPMENT PROCESS

Collective Results facilitated three sessions with the Canadore College steering committee to develop the new student mental health and well-being strategy.

Session one was a 4-hour session that took place in-person on the Canadore College campus. The session consisted of sharing the results of the engagement sessions that led into developing positioning statements. The positioning statements helped to provide the sightline between contextual information and what your organization wants to strive towards in the plan.

Session two was a 2-hour session held virtually and focused on further refinement of those positioning statements which led to a discussion on drafting strategy pillar themes from those positioning statements. Strategic pillars represent the “big buckets” of work that anchor the strategy.

Session three was a 2-hour session held virtually and focused on drafting strategy goals and actions for each pillar. The goals provide clear direction on what your organization wants to be different at the end of the plan whereas the actions are nested under each goal and provide the smaller and actionable steps on how you will work towards the goals.



FINAL STRATEGY

Outlined below is the final Canadore College Student Mental Health and Well-being Strategy. Table 1 provides the overview of the four pillars, positioning statements and goal statements. Table 2 provides the full strategy including the actions for each goal.

Please note, these actions can (and should evolve) as the plan unfolds during implementation to be responsive to the changing context over the years. This may involve tweaking existing actions, removing actions or adding new strategic actions to meet the goals. Thus, the actions are not included in the overview table.

Table 1. Canadore College Student Mental Health and Well-being Strategy Overview

Building Student and Staff Mental Health Efficacy We will improve student and staff mental health literacy and awareness to help students build motivation, self-sufficiency, and confidence in managing challenging situations. • Strengthen our campus community’s understanding of mental health through a trauma-informed lens • Help students develop life skills that build resiliency and support their pursuit of academic and personal success now and beyond college • Foster a campus culture where students feel comfortable talking about mental health and seeking support	Expanding Meaningful Co-design and Internal Collaboration We will strengthen shared responsibility for mental health and well-being by actively partnering with students, staff, faculty, and internal collaborators to co-design responsive programs, improve coordination, and enhance the student experience across the Canadore community. • Partner with students to create relatable and meaningful well-being programs that reflect their experiences • Continue ongoing dialogue with students and staff to ensure our mental health initiatives remain responsive and relevant • Enhance internal coordination to create clear and visible pathways that make it easier for students and staff to navigate support
Delivering Inclusive and Accessible Mental Health Support We will strengthen clear, inclusive pathways for students to access culturally responsive, individualized mental health and well-being support, alongside campus spaces designed to be grounded in safety, equity and belonging and responsive to diverse student needs. • Strive to provide flexible and equity-informed ways for students to access the support that fits their needs • Help our campus community understand the student mental health supports available and how to access them • Create and nurture campus spaces where students can connect that feel welcoming, supportive and affirming	Growing External Partner Connections We will foster new connections and continue to strengthen collaboration with external partners to find innovative ways to work together to collectively support student mental health and improve access to services available on campus and in the broader community. • Deepen our community partnerships to collectively provide support for students’ mental health on campus and in the community • Build new connections with diverse community organizations to broaden the supports and opportunities available to students.

Our Vision

We will foster a thriving campus community where student mental health and well-being supports are strengthened through shared responsibility, guided by student voices, and rooted in meaningful collaboration.

Guiding Principles

Through the facilitated sessions with the steering committee, key principles were identified as important concepts derived from the engagement findings to weave across the four pillars of the strategy. They appear in the form of goals and actions. These key principles are:

Equity, diversity, inclusion and accessibility

- To acknowledge the intersection with mental health

Flexibility

- Value of adaptability and being responsive to evolving student needs

Innovation

- Creative solutions to address challenges as well as novel partnership ideas

Awareness

- Acts as an important first step for mental health help-seeking behaviour

Communication

- Importance of regular two-way conversation between students and staff

Co-design

- Collaborative approach improves buy-in and ensures supports reflect student need



CANADORE COLLEGE STUDENT MENTAL HEALTH AND WELL-BEING STRATEGY

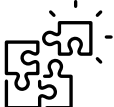
Introduction: This Canadore College Mental Health and Well-being Strategy is designed to be responsive to student needs while remaining aligned with available funding, institutional priorities, and existing resources.

Table 2. Student Mental Health and Well-being Strategy

Pillar 1: Building Student and Staff Mental Health Efficacy		
Positioning Statement: We will improve student and staff mental health literacy and awareness to help students build motivation, self-sufficiency, and confidence in managing challenging situations.		
Goal Concept	Goal Statement	Potential Actions
 Mental Health Literacy	We will strengthen our campus community's understanding of mental health through a trauma-informed lens	1. Integrate relevant mental health literacy and response training using best-practice, evidence-informed, trauma-informed approaches into new staff orientation, including role clarity and referral pathways. 2. Provide ongoing, role-appropriate professional learning opportunities for staff and faculty to strengthen their capacity to respond to student mental health needs. 3. Encourage the creation and maintenance of affinity groups to support the well-being of underrepresented students. 4. Offer accessible mental health literacy workshops and training opportunities for students curricular and co-curricular channels.
 Life Skills	We will help students develop life skills that build resiliency and support their pursuit of academic and personal success now and beyond college	1. Provide accessible life skills and coping strategies workshops for students that build resilience, emotional regulation, time and workload management, financial literacy and stress-management skills. 2. Encourage and equip staff and faculty to intentionally promote life skills learning opportunities through curriculum-embedded activities, co-curricular programming and timely referrals to student supports. 3. Establish transition support pathways to help support students' transition from college to the workforce.
 Mental Health Awareness	We will foster a campus culture where students feel comfortable talking about mental health and seeking support	1. Create inclusive, facilitated opportunities for students to engage in open dialogue, ask questions, and share perspectives that normalize mental health conversations (e.g., workshops, panels, forums). 2. Provide transparent and culturally informed communication about mental health initiatives. 3. Develop and share positive, strengths-based mental health messaging that addresses common questions or concerns about mental health, help-seeking and reinforces that support-seeking for mental health is confidential, separate from academic or immigration processes and a normal part of well-being and success.

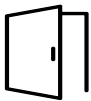
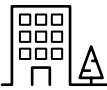
Pillar 2: Expanding Meaningful Co-design and Internal Collaboration

Positioning Statement: We will strengthen shared responsibility for mental health and well-being by actively partnering with students, staff, faculty, and internal collaborators to co-design responsive programs, improve coordination, and enhance the student experience across the Canadore community.

Goal Concept	Goal Statement	Potential Actions
 Co-design	We will partner with students to create relatable and meaningful well-being programs that reflect their experiences	1. Expand experiential and applied learning opportunities through student-designed and led mental & well-being workshops. 2. Explore and support program-level peer mentorship and peer leadership initiatives that enhance connection, belonging, and well-being. 3. Find ways to support and promote student-led well-being activities (e.g., cultural celebrations, recreational activities, interest clubs)
 Communication	We will continue ongoing dialogue with students and staff to ensure our mental health initiatives remain responsive and relevant	1. Prioritize the use of regular, light-touch student feedback mechanisms (e.g., pulse surveys, mid-semester check-ins) to monitor emerging well-being needs and trends. 2. Host intentional engagement opportunities with students to gather feedback on the implementation and impact of mental health and well-being strategy initiatives. 3. Provide and promote clear and accessible mechanisms for students, staff, and faculty to raise concerns, share observations, or identify emerging mental health needs in a timely manner. 4. Leverage multiple technology-enabled solutions (i.e., online, in-person, text, phone) to streamline service pathways and increase entry points.
 Coordination	We will enhance internal coordination to create clear and visible pathways that make it easier for students and staff to navigate support	1. Clarify and align roles and responsibilities across departments involved in mental health and well-being to reduce duplication and improve referral efficiency. 2. Review and revise the impact of academic policies/practices on the quality of mental health service pathways to enhance student experience. 3. Establish an internal cross-functional steering group to monitor emerging student mental health trends, share best practices, and support coordinated planning and decision-making. 4. Develop and maintain a clear referral guide for staff and faculty to support timely, appropriate navigation to mental health and well-being supports for students. 5. Ensure meaningful student representation in the co-development and review of mental health-related policies, procedures, and service pathways

Pillar 3: Delivering Inclusive and Accessible Mental Health Support

Positioning Statement: We will strengthen clear, inclusive pathways for students to access culturally responsive, individualized mental health and well-being support, alongside campus spaces designed to be grounded in safety, equity and belonging and responsive to diverse student needs.

Goal Concept	Goal Statement	Potential Actions
 Access	We will strive to provide flexible and equity-informed ways for students to access the support that fits their needs.	1. Explore the feasibility of extending mental health and well-being program availability beyond traditional daytime and weekday hours. 2. Strengthen and expand non-clinical mental health and well-being supports that are responsive to equity-deserving student populations. 3. Continue to offer and enhance multiple modes of program and service delivery (e.g., in-person, virtual, group-based, self-directed). 4. Co-design culturally responsive programs informed by student voice and lived experience (e.g., Indigenous-led circles and culturally grounded supports). 5. Establish and promote a clear, centralized initial point of contact (“front door”) for students seeking mental health and well-being support.
 Awareness of supports	We will help our campus community understand the student mental health supports available and how to access them.	1. Co-design mental health and well-being promotional messaging and outreach strategies informed by student voice and preferred communication channels. 2. Improve the clarity, navigation and accessibility of mental health and well-being information shared through various mediums (i.e., website, digital platforms, social media). 3. Share timely, consistent information with staff and faculty about available mental health and well-being supports to support effective promotion and referral. 4. Highlight mental health and well-being supports available during orientation and key transition points throughout the academic year.
 Spaces	We will create and nurture campus spaces where students can connect that feel welcoming, supportive, and affirming	1. Co-design mental health and well-being spaces in partnership with students and staff to ensure they are accessible, culturally responsive, and informed by lived experience. 2. Support access to welcoming, supportive mental health and well-being spaces across campus locations that respond to student needs.

Pillar 4: Growing External Partner Connections

Positioning Statement: We will foster new connections and continue to strengthen collaboration with external partners to find innovative ways to work together to collectively support student mental health and improve access to services available on campus and in the broader community.

Goal Concept	Goal Statement	Potential Actions
 Existing Partnerships	We will deepen our community partnerships to collectively provide support for students' mental health on campus and in the community	1. Develop a clear bi-directional referral pathway with community partners to show the link between campus and community mental health supports. 2. Increase mutual awareness by sharing information with community partners about what mental health services Canadore College has available for students. 3. Create structured opportunities for community partners to engage with students on campus in ways that are purposeful, coordinated, and aligned with institutional priorities (e.g., information sessions, workshops, events) 4. Explore opportunities to co-facilitate student-focused mental health and well-being initiatives with community partners that complement on-campus supports and respond to student needs. 5. Assess feasibility of a community partner planning table to share information, stay current on emerging student trends or needs and discuss solutions to challenges. 6. Identify and map local mental health and well-being community organizations.
 New Partnerships	We will help our campus community understand the student mental health supports available and how to access them.	1. Explore potential co-funding and resource-sharing opportunities with external partners to support the development or enhancement of mental health and well-being initiatives. 2. Find ways to collaborate with partners to provide EDI training opportunities for shared learning and dialogue with partners to strengthen equity-, diversity-, inclusion-, and accessibility-informed practices that enhance the student experience in community settings. 3. Establish new partnerships with organizations serving equity-deserving groups to broaden access to student mental health services in the community and help to address social determinants of health (e.g., food insecurity)



MEASURING SUCCESS

Progress will be monitored through a combination of institutional data, student feedback, service utilization trends, and key performance indicators.

Measures may include:

- Student awareness of available supports
- Mental health literacy participation rates
- Student satisfaction and engagement
- Help-seeking behaviours
- Referral and service utilization data
- Retention and persistence indicators
- Community partnership activity
- Canadian Campus Wellbeing Survey results
- Equity and accessibility outcomes

Annual reporting will support continuous improvement and accountability.

Governance and Accountability

Successful implementation of this strategy requires shared leadership and coordinated action across the institution.

Oversight will be provided through established governance structures, with ongoing collaboration among:

- Students
- Faculty
- Staff
- Student Success Services
- Academic Schools
- Human Resources
- Campus partners
- Community organizations

Regular review processes will ensure that priorities remain aligned with student needs, institutional goals, and emerging trends.

Implementation Framework

This strategy will be implemented through a phased, multi-year approach supported by annual operational planning.

Implementation priorities will be informed by:

- Student feedback
- Institutional data
- Emerging trends
- Available resources
- Community needs
- Continuous evaluation

A separate implementation plan will identify annual priorities, timelines, responsibilities, performance measures, and resource requirements.

The College is committed to reviewing progress regularly and adapting actions as needed to ensure meaningful impact and sustainability.

Looking Forward

Mental health and well-being are foundational to student success.

Through collaboration, innovation, inclusion, and shared responsibility, Canadore College will continue building a campus community where students feel connected, supported, empowered, and able to achieve their goals.

Together, we will create a culture where well-being is embedded throughout the student experience and where every student has the opportunity to thrive.

GREAT THINGS HAPPEN HERE