Introduction

The guiding principles proposed in this plan are collegial, progressive and aspirational, and the plan prepares the college to respond to new generations of students.

We identified 13 goals

Our Theme: Be Bold, Be Ambitious
Membership

Tenure track, medical faculty and adjunct professors are voting members and are encouraged to participate in the affairs of the college in addition to their commitment to graduate student and postdoctoral fellow supervision, teaching and research.

This is our college
CGPS Strategic Plan Development Timeline

2018 Jan-Mar: Framework Development
Development started with 4 concepts: (1) collaboration, (2) create more programs, (3) increase graduate population/attract top-of-class students, (4) improve graduate education experiences for all stakeholders leading to graduate a culture of graduate community; this lead the CGPS to 13 interconnected objectives as a framework of guiding principles. In parallel, the Provost lead a graduate studies working group consisting of senior college representatives to discuss graduate governance.

2018 Jun-Aug: Foundational Documents
CGPS adapted and revised language and concepts within the framework to align with stakeholder feedback, advice from the Provost and Secretary's offices, and the graduate studies working group. Budget forecasting was considered in the framework's pillars. Key performance indicators and scorecards were created to guide progress, and the aspirational plan before you today was created.

2017 December: Reflection & Collaboration
Reflection of CGPS past performance; identifying the relevance graduate studies has as a key building block for institutional growth and greatness. Collaboration with service units, graduate students, staff, and leadership began as CGPS developed a direction for its strategic framework with the objective of be bold, be ambitious.

2018 Mar-Jun: Awareness
Promoted awareness of the strategic framework and developed a forum for feedback; this was an integral step in CGPS' process. Framework was introduced at Executive levels, CGPS Faculty in May, presentations were made by the Dean in 14 college council meetings, the GSA representatives, TLSE support units and the library.

2018 Sept-Nov: Presentation of foundational documents
Executive, CGPS Council and other distribution points seeking feedback response rate. Documents were due to December 4, 2018 and proposed by CGPS faculty.
Commitment #1

Academic Greatness: Growth, Service & Flexibility

What do we mean by:

1. Robust student information systems
   - Register in multiple colleges at the same time
   - Systems and processes that support interdisciplinarity
   - Banner support for awards & scholarships

2. Support strategic enrolment management & recruitment
   - Centralized recruitment model
   - Commitment to growing & supporting a bigger student population
   - Focus on previously untapped areas
Commitment #1
Academic Greatness: Growth, Service & Flexibility

What do we mean by:

3. Commit to systems, policies & processes
   • Review policies for clarity, allowances for flexibility and adaptability

4. Create CGPS service standards
   • Effectively respond to stakeholder expectations
Commitment #2
Knowledge Creation: Innovation & Impact

What do we mean by:

5 Motivate & support program innovation
   • Inject Indigenization into program offerings for all graduate students; breaking down barriers and bias
   • Prepare students for non-traditional career paths through incorporation of soft-skill development

6 Expand international opportunities
   • Promotion of cotutelle programs
   • Review how we support visiting research students, study abroad opportunities and new arrivals at the outset of studies to completion (e.g. CSC students)
Commitment #2
Knowledge Creation: Innovation & Impact

What do we mean by:

7. Work toward multi-year planning
   - Multi-year course availability
   - Tuition modelling
   - Multi-year funding packages

8. Ensure program quality
   - Continue graduate program review, outcome implementation, follow-up on recommendations
Commitment #2
Knowledge Creation: Innovation & Impact

What do we mean by:

Support of postdoctoral fellows
- Policy creation
- Create opportunities through grant writing, career development, and industry engagement workshops
- Career transition planning
Commitment #3
Governance Rejuvenation: Culture & Community

What do we mean by:

10 Governance Structure Revisions
   • Revise current governance model to maximize collaborative potential

Provide role clarity
   • Empower graduate faculty to set policies that work best for business units using CGPS framework as a baseline
Commitment #3
Governance Rejuvenation: Culture & Community

What do we mean by:

12. Tell the college story
   • Tell the graduate community what our students do well and what CGPS does to serve our graduate community

13. Cultivate lasting relationships with alumni
   • Learning from past student accomplishments leading us to ensure the future of the CGPS being relevant for next generations
Strategic Plan

"If you don't know where you are going, it doesn't matter which way you go."

Cheshire Cat in Alice in Wonderland, Lewis Carroll