

Strategic Planning - Setting Graduate College Priorities

Wojtek Chodzko-Zajko



**THE GRADUATE
COLLEGE**

**UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN**

Strategic Planning





Before You Start

1. University Strategic Plan
2. Immediate or Urgent Challenges
3. Graduate Education Core Functions
4. Engage your Key Stakeholders
5. What Strategic Planning Process that fits your culture



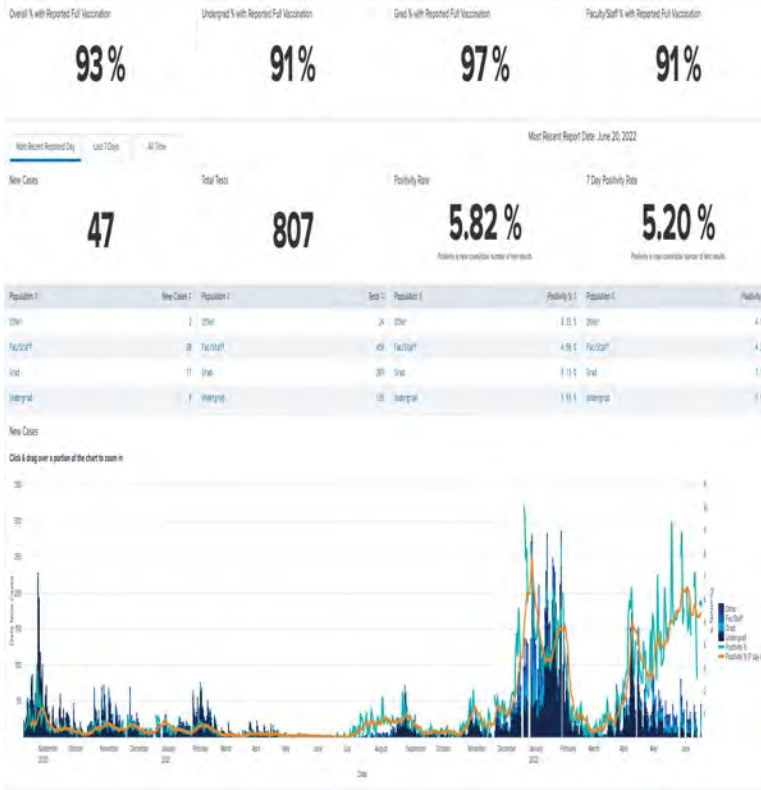
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Factors to Consider Before You Start

1. **University Strategic Plan**
2. Any Immediate or Urgent Challenges
3. Graduate Education Core Functions
4. Engage your Key Stakeholders
5. What Strategic Planning Process that fits your culture

Shield Testing Data

Results for University of Illinois, Urbana-Champaign.
 Once linking to this site will not work. To share please use <https://shieldui.illinois.edu/shieldui-data>
 For more explanation of the data displayed on this dashboard, visit the following URL: <https://shieldui.illinois.edu/campuswide/shieldui-data-explainer/>



Factors to Consider Before You Start

1. University Strategic Plan
2. Immediate or Urgent Challenges
3. Graduate Education Core Functions
4. Engage your Key Stakeholders
5. What Strategic Planning Process that fits your culture

Five Core Functions

ACADEMIC SERVICES

Admissions & Registration, Records & Petitions, Thesis Deposit

POLICIES & PROGRAMS

Degree Requirements, New Programs, Policies

FINANCIAL SUPPORT

Fellowship Appointments, Grad College Fellowships, External Fellowships

STUDENT SUCCESS

GradMAP, Professional Development, Proposal Writing, Problem Solving

COMMUNICATIONS

GradLinks, e-bulletins, Website, Social Media, Blog, Student/Alumni Stories

Factors to Consider Before You Start

1. University Strategic Plan
2. Any Immediate or Urgent Challenges
- 3. Graduate Education Core Functions**
4. Engage your Key Stakeholders
5. What Strategic Planning Process that fits your culture



GRADUATE COLLEGE COMMITTEES

- [Graduate College Executive Committee](#)
- [Council for Associate/Assistant Deans on Graduate Education \(CADGE\)](#)
- [Administrative Advisory Group \(AAG\)](#)
- [Fellowship Board](#)
- [Students Advising on Graduate Education \(SAGE\)](#)

Factors to Consider Before You Start

1. University Strategic Plan
2. Any Immediate or Urgent Challenges
3. Graduate Education Core Functions
- 4. Engage your Key Stakeholders**
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Factors to Consider Before You Start

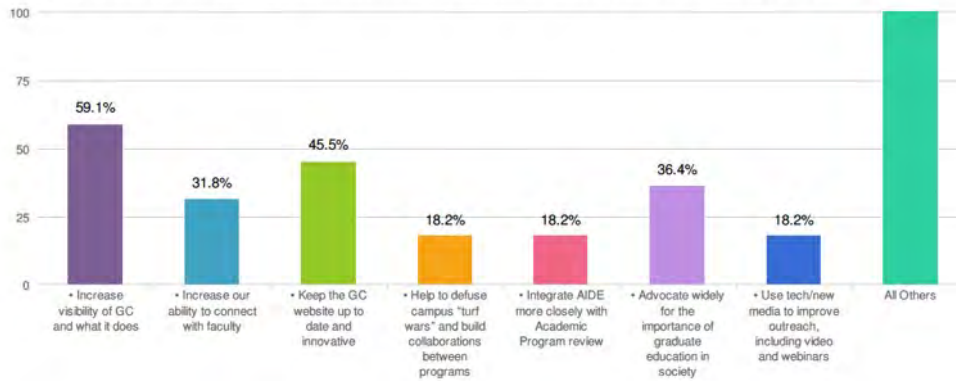
1. University Strategic Plan
2. Any Immediate or Urgent Challenges
3. Graduate Education Core Functions
4. Engage your Key Stakeholders
5. Select the Strategic Planning Process that fits your culture

Strategic Planning Steps

1. Establish Aims and Objectives
2. Determine Scope and Timeline for your plan
3. Consult widely
4. Conduct an Environmental Scan or Survey prior to the first retreat
5. Retreat 1 – Give everyone a voice, explore the “big picture”
6. Circulate notes, invite feedback, encourage alternative points of view
7. Retreats 2-3 – Identify priorities, develop short, mid, and long-term action steps
8. Share and refine draft plan, seek input, adjust as needed



18. PLEASE SELECT YOUR TOP TEN MOST IMPORTANT THINGS THAT WE COULD DO BETTER.



Value	Percent	Count	Statistics	
• Increase visibility of GC and what it does	59.1%	13	Total Responses	22
• Increase our ability to connect with faculty	31.8%	7		
• Keep the GC website up to date and innovative	45.5%	10		
• "Flip" the GC workshops (i.e. ask participants to review materials online prior to workshops)	0.0%	0		
• Help to defuse campus "turf wars" and build collaborations between programs	18.2%	4		
• Integrate AIDE more closely with Academic Program review	18.2%	4		
• Advocate widely for the importance of graduate education in society	36.4%	8		
• Use tech/new media to improve outreach, including video and webinars	18.2%	4		
• Tell more stories of student and alumni success	31.8%	7		
• Increase diversity of the GC student population	36.4%	8		
• Develop a strategy for fundraising, Foundation relations, and alumni outreach	31.8%	7		
• Continue to grow Fellowship opportunities	36.4%	8		
• Track which students get external awards	9.1%	2		
Total		22		

Initial Survey/ Environmental Scan

Retreat One – Keep it Simple



All Input Welcomed

Circulate Summaries/Seek Feedback

ROLE: PROVIDES ADVICE, SUPPORT, AND PROFESSIONAL DEVELOPMENT TO GRADUATE STUDENTS

(4.57/5.0)

Three things we do really well:

1. Generating additional funding
2. "The buck stops here"
3. Empathy

Three action steps we can take to do even better

1. Updating the website

What can we measure to know how well we are doing?

Survey

ROLE: PROVIDES ADVICE AND SUPPORT TO GRADUATE FACULTY (4.09/5.0)

Three things we do really well:

1. Managing processes
2. Expertise (mentoring workshops)
3. Good rapport

Three action steps we can take to do even better

1. Connecting with faculty
 - a. Quick response
 - b. Proactive
 - c. Communicating resources (especially to new faculty)
 - d. Annual meeting attendance
 - e. Justifying our existence

What can we measure to know how well we are doing?

Survey

ROLE: PROVIDES ADVICE AND SUPPORT TO GRADUATE PROGRAMS AND ACADEMIC DEPARTMENTS

(4.63/5.0)

Three things we do really well:

1. Shepherd proposals
2. Expertise
3. Process, standards, and policy

Retreats 2-3

Build buy-in

Work towards consensus

Be patient

TABLE THEME: *Community* **FACILITATOR:** *Ellen*

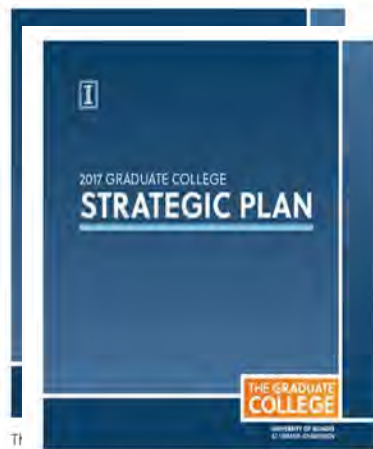
1. What does the Graduate College (or campus) do well to support students in this area?

2. Are there gaps? If so, where?

3. Are there questions about what students need in this area?

Sticky notes include:

- SUDAN (class)
- Bringing groups & events together
- SAGE
- GSAW
- Need to bring groups to grad college
- FOCUS: Post-grad, Williams, etc. What supports?
- Social Media
- CONNECTING
- WHAT IS THIS PLACE? WHAT HAPPENS HERE?
- WHAT DOES IT LOOK LIKE? WHAT DO PPL DO HERE?
- WELCOMING
- ACCEPT THAT YOU ARE HERE NOW.
- Discoverability of groups & opportunities
- Overcoming "Silos"
- Online - connecting to the physical space of campus
- Virtual Space - all students
- Physical space - Evans stud Center
- CREATE AN "UMBRELLA" SHARED SPACE FOR ONLINE DISCUSSIONS
- OK TO LINGER HERE
- CHAIRS TABLES IN FRONT PORCH
- CHAIRS TABLES BY BACK DOOR
- TAKE ADVANTAGE OF THE BIGGER COMMUNITY
- "SLACK" ONLINE COMMUNITY + SLACK + INDIVIDUAL VIEWS
- Grand College Signage
- ENGAGE IN YOUR "EXTRA-CURRICULAR" ACTIVITIES
- Personal/Scientific Relationships
- Find something outside work - permission to
- BE A PART OF THE COMMUNITY NO MATTER WHERE YOU ARE
- HIGHLIGHTING "SHARED" EXPERIENCES - TOUCH POINTS
- Student-led initiatives - like Slack, groups, etc
- CONFERENCE "APPS" F&S'S MODEL
- Do we have more programs or need to get word out?
- How many stud have families?
- How do online stud define community?
- YOU BELONG HERE
- Sense of belonging
- I BELONG HERE
- KNOWING



The Graduate College's 2017 Strategic Plan is now available. The publication comes after a collaborative strategic planning process, led by Dean Wojtek J. Chodsko-Zajko, that began last December. Graduate College staff, members of the Graduate College Executive Committee, and graduate students from SAGE (Students Advising on Graduate Education) participated in four brainstorming sessions centered around questions such as:

- Why is graduate education important for the nation, world, and our university?
- What are the key roles played by the Graduate College?
- What does the Graduate College do well?
- What are areas for improvement?
- What are ways to measure success?

At key points throughout the process, surveys were also sent to Directors of Graduate Study and other stakeholders for input. The process culminated in eight action areas:

- Metrics & Dashboard: compile data and present metrics related to graduate education
- Innovative Academic Programs: assist academic units in developing and revising degree programs
- Diversity: broaden participation in graduate education
- Student Experience: enrich student experience and promote student wellness
- Student Success: prepare students to thrive in and beyond graduate school
- Coordination with Campus Units: support efficient administration of graduate programs
- Staff Development: promote professional growth and expertise in graduate education
- Visibility: improve the visibility of the Graduate College and our graduate students

See the [electronic pdf](#) to learn more about each of these action areas. A limited number of hard copies are available on request.

If you have questions or would like a hard copy, please contact the Graduate College at graduatedean@uillinois.edu.

Screenshot

Key Questions Addressed

Why is graduate education important for the nation, world, and our university?

What are the key roles played by the Graduate College?

What does the Graduate College do well?

What are areas for improvement?

What are ways to measure success?



The Graduate College 2021 Strategic Plan is now available. The publication comes after a collaborative spring/summer process, led by Dean Wayne S. Chubb, began last December. Graduate College staff, members of the Graduate Strategic Executive Committee, and graduate students from SACG (Students Advancing on Graduate Education) participated in four focus-group sessions and numerous questions such as:

- Why is graduate education important for the nation, world, and our university?
- What are the key roles played by the Graduate College?
- What does the Graduate College do well?
- What are areas for improvement?
- What are ways to measure success?

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See the [appendix](#) to learn more about each of these action areas. A limited number of hard copies are available on request.

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Screenshot

Action Steps Selected

- **Metrics & Dashboard:** compile data and present metrics related to graduate education
- **Innovative Academic Programs:** assist academic units in developing and revising degree programs
- **Diversity:** broaden participation in graduate education
- **Student Experience:** enrich student experience and promote student wellness

Student Success: prepare students to thrive in and beyond graduate school

- **Coordination with Campus Units:** support efficient administration of graduate programs
- **Staff Development:** promote professional growth and expertise in graduate education
- **Visibility:** improve the visibility of the Graduate College and our graduate students



A Tradition and Future of Excellence



The year 2017 marks the 150th anniversary of the University of Illinois at Urbana-Champaign and 125 years of graduate education on our campus. Established 1892, the then-called Graduate School was created to ensure the high quality of an Illinois graduate degree and to provide fellowship support for graduate students. While much has changed since then, our dedication to delivering world-class graduate education has not.

Throughout the past year, the Graduate College underwent a comprehensive strategic planning process that included Graduate College staff as well as members of the Graduate College Executive Committee and our student advisory group, SAGE. Together, we considered how best to continue providing excellence in graduate education in the 21st-century landscape of higher education. We identified strengths and areas for change, and we explored all possible ways to increase efficiency without adversely impacting service.

These conversations helped us to realign our organizational structure in order to better address our core service functions and to lay out a series of eight action areas that will guide our work in the coming months.

What follows on these pages gives an overview of how we envision taking excellence in graduate education beyond the first 100 years.

Sincerely,

Wjciech J. Chodnicki, PhD
Dean, Graduate College
Shubert and Ann Carlson Khan Professor in Applied Health Sciences

Our Core Functions

ACADEMIC SERVICES

PROVIDING EXPERTISE & EFFICIENCY
Graduate admissions, records & registration, petitions, thesis deposit

PROGRAMS & POLICY

SUPPORTING QUALITY & INNOVATION
Degree requirements, new programs, academic policies

FINANCIAL SUPPORT

SECURING FUNDING FOR GRADUATE STUDENTS
Fellowship appointments, Graduate College fellowships, external fellowships

STUDENT SUCCESS

OFFERING TAILORED PROGRAMMING & RESOURCES
GradMAP, professional & career development, proposal writing, problem solving

COMMUNICATIONS

ENGAGING WITH STUDENTS, FACULTY & STAFF
E-bulletins/newsletters, website, social media, blog, student/alumni stories



Samantha Knoll
PhD Mechanical Science & Engineering (MS&E)

Recipient of the 2016 Graduate College Leadership Award and former student member of the Graduate College Executive Committee

Our Mission

The Graduate College provides campus-wide leadership for the advancement of graduate education; promotes **excellence, integrity, and equity** in all graduate programs; and serves the scholarly and professional needs of prospective and current graduate students from **recruitment and admission through graduation**. We work with graduate faculty and staff to establish academic policies and programs designed to **assure quality and support student progress**.



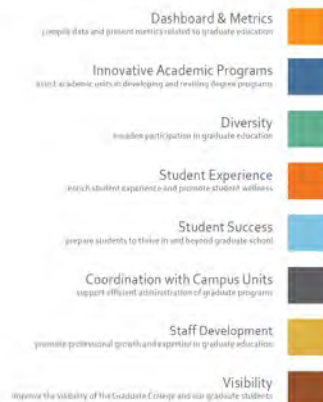
2017 GRADUATE COLLEGE STRATEGIC PLAN

THE GRADUATE COLLEGE

UNIVERSITY OF ILLINOIS
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Eight Action Areas

Through a series of strategic planning activities with Graduate College staff, the Graduate College Executive Committee and our graduate student advisory group, the following eight areas were identified as priority action areas for continued excellent in graduate education.



Dashboard & Metrics

Develop Key Metrics

Working with partners across campus, the Graduate College is creating a succinct set of metrics for graduate education on our campus. These metrics will focus on key aspects of graduate education at the campus, college, and unit level.

Our goal is to provide an easy-to-use metric set that drives graduate education decisions. These scorecards will help units in future planning by having available data to evaluate and understand strengths and areas for growth.

The following core metrics are among those identified as being central to the mission of graduate education:

- Admissions selectivity and yield
- Enrollment demographics
- Doctoral student retention rates
- Doctoral student time to degree
- Master's student 2-year graduation rate
- Distribution of assistantships by type
- Source and type of funds for students
- External fellowship funding
- Career placement

Creating and sharing a centralized source of data related to graduate education will help programs maintain excellence while seeking new opportunities to deliver high-quality and innovative graduate education.

Exercise One

What are the key roles played by the Graduate College?



Exercise Two

In what areas could your graduate college improve?





Questions?