

# YSGS Strategic Plan 2020-2025

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The YSGS Strategic Plan outlines four key goals and nine central strategies over the next five years that build on the values and priorities identified in Ryerson University's [Academic Plan](#) 2020-2025, as well as YSGS's vision, mission, and purpose.

## **Vision**

YSGS strives to be an internationally-renowned graduate school that offers strong, differentiated programming, attracts and retains top domestic and international students, and provides all students with top-quality educational experiences and support.

## **Mission**

YSGS facilitates and supports a culture that recognizes, promotes, and values graduate students and excellence in graduate education as a shared priority throughout Ryerson University. We do this by providing collaborative, thoughtful, and progressive academic and administrative leadership that emphasizes program quality and excellence in student experience and support.

## **Purpose**

YSGS champions the integral role that graduate education plays in advancing Ryerson's SRC reputation and impact and establishes holistic support services and opportunities for graduate students to prepare for professional excellence.

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## **Key Goals**

YSGS has four key goals over the next five years. These are intended to support and help advance the five key priorities identified in Ryerson University's [Academic Plan](#) 2020-2025.

### **1. *Building a community and culture of inquiry***

With graduate students as our top priority, we will continue to foster an engaged and interconnected community that reflects our diverse spectrum of people, programs, and ways of knowing. We will facilitate and support multidisciplinary collaborations, domestic and international partnerships, community engagement, and exchanges of different views and perspectives. We will promote graduate education as a core and shared responsibility among students, programs, faculty, staff, and alumni.

### **2. *Elevating excellence in graduate education***

Thriving graduate cultures are built by faculty and programs committed to challenging the status quo by thoughtfully and creatively pushing the limits of knowledge, discovery, and teaching in the pursuit of excellence. We must continue our efforts in this regard as the quality of our programs directly affects our ability to attract and retain top students, post-doctoral fellows, and faculty members from Canada and around the world. This not only ensures that our graduates are equipped for personal and professional success but also furthers Ryerson's reputation and aspirations for the future.

### **3. *Attracting and retaining outstanding graduate student/postdoctoral talent while building strong alumni relations***

Exceptional students are the lifeblood that fuels graduate education. The reputation of our university, the quality of our programs and supervisors, and the strength of our culture of inquiry are all critical to attracting and retaining outstanding domestic and international graduate students, as well as post-doctoral fellows. Our increasingly competitive landscape demands that we do more to distinguish ourselves with highly strategic, coordinated, multi-modal recruitment, retention, and communication plans, as well as stronger ties with alumni.

### **4. *Leading academic and administrative supports and services***

The efficient and effective delivery of high-quality graduate education is essential for Ryerson's evolution as a research-intensive university. We will continue to be innovative and collaborative leaders committed to evidence based decision-making, best practices, first-rate service standards, and building structures that support graduate education.

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## Strategies

The YSGS vision, mission, purpose, and key goals provide high-level direction for the strategies that will be implemented over the next five years. A non-comprehensive and evolving list of strategies is below.

### **1. Strengthen graduate student funding.**

YSGS will continue to pursue different forms of domestic and international graduate funding through internal and external sources as well as evaluating and redeploying existing funding as appropriate. YSGS will work with University Advancement to secure endowments to support graduate students. Additionally, YSGS will support students with scholarship applications, such as the Tri-Agency, Vanier, and Trudeau programs.

### **2. Support graduate program improvement and development.**

YSGS will support the development of well-differentiated, high-quality new programs. YSGS will manage the allocation of domestic targets across programs, including exploring fungibility between undergrad and graduate slots. We will also work to establish Faculty-based targets for international students in collaboration with the University Planning Office. YSGS will support existing programs in the timely completion of their reviews, emphasizing the need for constructive, reflective, and forward-looking reviews. To support program developments and enhancement, YSGS will develop resources for greater flexibility in program delivery, experiential learning and online education at the graduate level.

### **3. Enrich graduate student engagement and graduate student supports.**

YSGS will explore ways to enhance our existing initiatives, such as GRADTalks, GRADcafé, GRAD Contests, 3MT® and the new Tri-Mentoring program pilot, as well as exploring the development of new interdisciplinary student engagement initiatives. YSGS will support opportunities for students to gain experience within their professional communities. YSGS will support both online and in-person engagement activities, leadership development, career development, and graduate student professional development. YSGS will work with Zone Learning to explore entrepreneurial opportunities for students.

### **4. Improve recruitment, communications, and alumni efforts.**

Partnering with University Relations, YSGS will develop comprehensive communications to support graduate student recruitment, community building, and brand awareness. YSGS will implement innovative approaches that encourage outstanding applicants to choose Ryerson. With University Advancement, YSGS will establish outreach initiatives that focus on developing alumni networks and increased giving.

### **5. Advance collaborative initiatives with the Office of the Vice-President Research and Innovation (OVPRI).**

Together with OVPRI, YSGS will work to enhance engagement and collaboration with post-doctoral fellows and visiting researchers. YSGS will work to engage all members of the research community in their support of graduate studies including onboarding, along with holistic and other supports that will, in turn, provide graduate students with greater learning opportunities and mentorship. YSGS will work to further support SRC activities at Ryerson.

### **6. Further embed the principles of equity, diversity, and inclusion and Indigenization throughout graduate studies.**

Working with our graduate programs and the Office of the Vice-President of Equity and Community Inclusion, YSGS will explore options for further embedding EDI in all aspects of graduate studies including the admissions process, program requirements, student experience, and student funding.

### **7. Continue to build and enhance relationships with Faculties, Associate Deans, and Programs.**

YSGS will continue to work with Deans, Associate Deans, and Graduate Program Directors and Administrators to establish and maintain a comprehensive knowledge of policies and procedures across YSGS functions, share best practices, provide thorough onboarding, and enhance leadership development.

### **8. Advocate for interdisciplinary graduate program resources.**

YSGS will continue to champion the delivery needs of its interdisciplinary graduate programs including appropriate hires and cross-appointments of RFA members to teach, supervise, and carry out service activities.

### **9. Enhance academic and administrative structures and supports.**

YSGS will develop further data, statistical, and analytical support to Faculties and programs to support planning and decision-making. YSGS will regularly review internal and university-wide policies, processes, and systems to ensure that the needs of programs are being met and that faculty members and Associate Deans are receiving appropriate support. On-going staff development and training will ensure that YSGS provides timely, high-quality administrative support.