Strategic Planning Project Update

GRC Meeting

November 30, 2022

Strategic Planning

a **process** of

envisioning a desired future and

setting **high-level direction** to achieve it

Strategic Planning

At Home

goals

day to day

how best to get there

high level direction

For GSA

Strategic Planning

Operational Planning and Action

overall direction

shorter term planning

3 year guidance

specific actions

ongoing reflection and adjustments

Project Phases

Mar to Aug

PHASE 1:

Organizational Assessment & Environmental Scan

Shared understanding of current state

- internal interviews: outgoing Executives, Staff, AVP Labour
- GRC jamboard and survey
- GSA Annual Survey
- GSA Volunteer Survey
- external interviews: UofC, UofA
- staff and Board meetings

Oct to Dec

PHASE 2:

Strategic Plan Development for 2023 to 2026

High level guiding document

Working Group
- 1 Executive
- 3 staff
- 2 GRC members
- 3 SLT members
- 2 graduate students

Feedback: GRC, staff, Executives

Dec onwards

PHASE 3:

Implementation & Monitoring Plan

Key initiatives and work plans

- GSA Executives and Staff
- Committees

Phase 1:
Organizational Assessment & Environmental Scan

TO BUILD ON

Strengths

- peer-based, approachable
- appropriate scope of services
- important advocacy gains
- positive working relationships with UCalgary and FGS
- community building and events
- People! GRC, SLT, volunteers, staff, Execs

Opportunities

- uniquely positioned to gather and assert student voice
- valued by UCalgary as an essential organization
- LDL as a touchpoint with graduate students

TO ADDRESS

Weaknesses

- breadth and depth of student engagement and organizing
- relationships with DGAs
- transparency and accountability to students
- role clarity and sustained focus through transitions
- advocacy capacity building

Challenges

- financial challenges facing students
- mental health challenges facing students
- projected growth and diversity of grad students

Phase 2:
Strategic Plan Document

Vision   the desired future

Mission   the GSA's purpose; how it works towards the vision

Values   principles to guide all actions and decision-making

What We Do   core strategies or areas of work

Priorities   overarching goals to advance the GSA's mission

What Did We Hear?

Vision

A community of highly engaged and thriving UCalgary graduate students.

Mission

Ensuring needed services, communities, growth opportunities and advocacy are available and accessible for all UCalgary graduate students.

Values

Diversity, Equity, Belonging and Accessibility

Student Voice

Balanced Well-Being

Transparency and Accountability

Collaboration

What Did We Hear?

What the GSA Does

Deliver Valued Services
Address graduate student needs that are not met elsewhere.

Advocate Student Priorities
Champion understanding of graduate student experiences and influence supportive change.

Connect and Build Community
Support student-led initiatives that foster connections within and across academic disciplines and personal backgrounds.

Offer Growth Opportunities
Provide networking, skill building, volunteer and leadership opportunities that enhance graduate student growth.
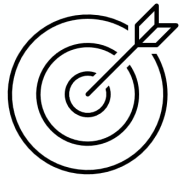
What Did We Hear?

Priorities for 2023-2026

Strengthen Student Engagement
Ensure diverse voices inform GSA services and advocacy.

Address Critical Barriers to Thriving
Alleviate financial barriers, mental health barriers, and other emergent challenges through service delivery, collaboration and advocacy.

Grow Impact
Build organizational capacities to serve the growth and diversity of UCalgary's graduate student community.

The GSA represents the collective voice of UCalgary graduate students.

We support your journey with services, advocacy, community building and growth opportunities.

Strategic Planning Document DRAFT

2023 to 2026

Vision   A community of highly engaged and thriving UCalgary graduate students.

Mission   Ensuring needed services, communities, growth opportunities and advocacy are available and accessible for all UCalgary graduate students.

Values
- Diversity, Equity, Belonging and Accessibility
- Student Voice
- Balanced Well-Being
- Transparency and Accountability
- Collaboration

What We Do
- Deliver Values Services
- Advocate Student Priorities
- Connect and Build Community
- Offer Growth Opportunities

Priorities
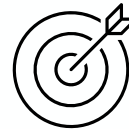
Broaden and Deepen Student Engagement
Ensure diverse voices inform GSA services and advocacy.

Address Critical Barriers to Thriving
Alleviate financial barriers, mental health barriers, and other emergent barriers through service delivery, collaboration and advocacy.
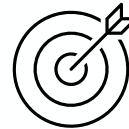
Grow Impact
Build organizational capacities to serve the growth and diversity of UCalgary's graduate student community.

How Will It Be Used?

Strategy Document

Strategy is about a wide set of issues and what is needed because of those issues.

A strategy document should serve as a frame for decision making.

It should help you screen out what you won't do,

prioritize what you will do, and how.

An iterative process to plan what the GSA will accomplish towards its strategic goals and values each year.

2023 to 2026

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What We Do
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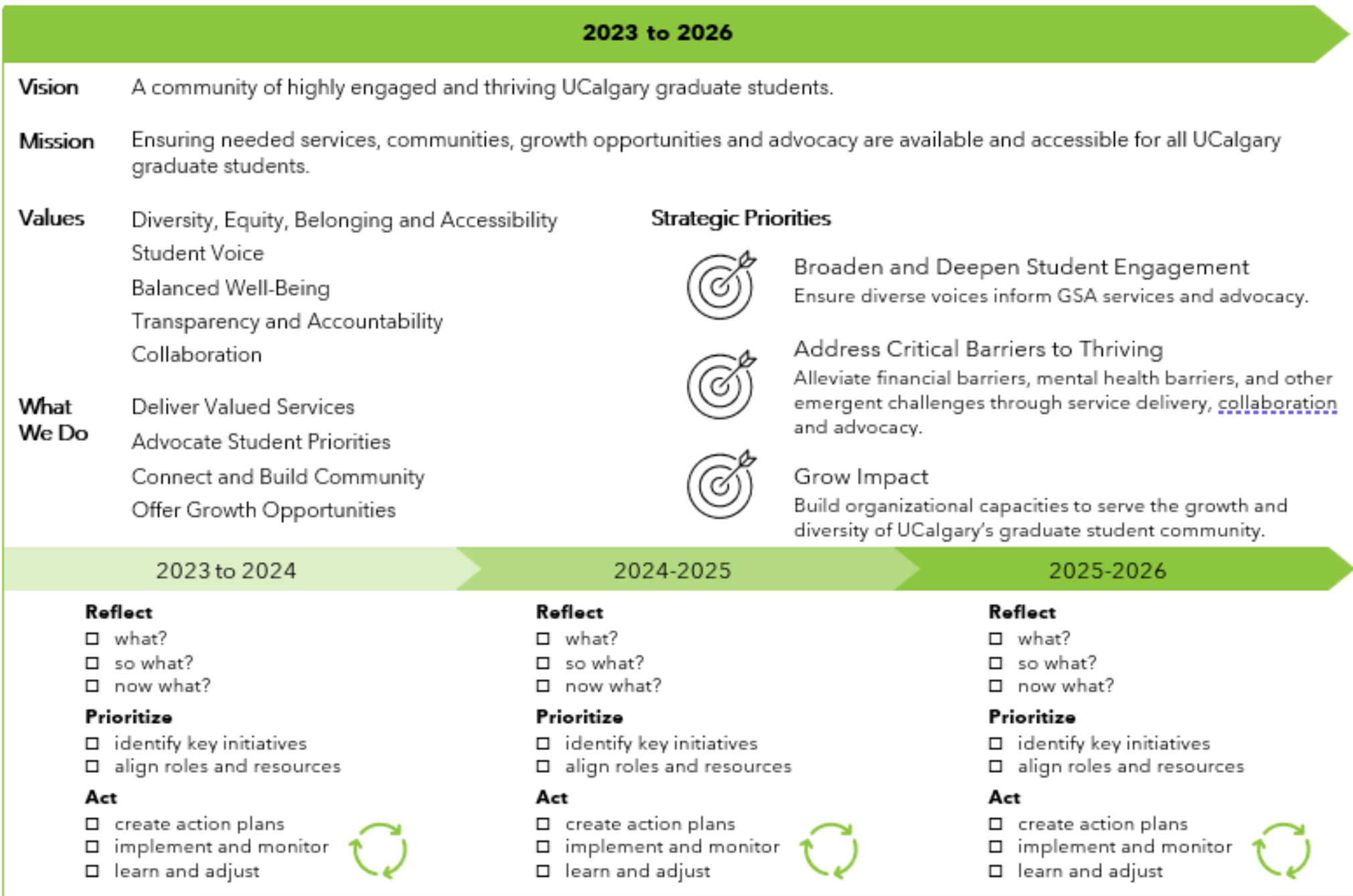- Offer Growth Opportunities

Strategic Priorities

Broaden and Deepen Student Engagement
Ensure diverse voices inform GSA services and advocacy.

Address Critical Barriers to Thriving
Alleviate financial barriers, mental health barriers, and other emergent challenges through service delivery, collaboration and advocacy.

Grow Impact
Build organizational capacities to serve the growth and diversity of UCalgary's graduate student community.

2023 to 2024	2024-2025	2025-2026
Reflect	**Reflect**	**Reflect**
☐ what?	☐ what?	☐ what?
☐ so what?	☐ so what?	☐ so what?
☐ now what?	☐ now what?	☐ now what?
Prioritize	**Prioritize**	**Prioritize**
☐ identify key initiatives	☐ identify key initiatives	☐ identify key initiatives
☐ align roles and resources	☐ align roles and resources	☐ align roles and resources
Act	**Act**	**Act**
☐ create action plans	☐ create action plans	☐ create action plans
☐ implement and monitor	☐ implement and monitor	☐ implement and monitor
☐ learn and adjust	☐ learn and adjust	☐ learn and adjust

Reflect

What?

    Q. What worked well in achieving priorities and values?

    Q. What did not work as well as expected? What still needs to be addressed?

    Q. What do we know about current student priorities? What is changing and staying the same?

So What?

    Q. What sense do we make of this information?

    Q. What do we want to achieve to advance priorities and values?

Now What?

    Q. What initiatives might help and which should we prioritize?

Small Group Conversations

Q1.   Does this guiding document capture what YOU expect from the GSA as a graduate student and GRC member?

- If yes, how?
- If no, what is missing?

Q2.   Are the values appropriate and essential for guiding the GSA's conduct, its decision making, and what it works towards?

- Please comment on why or why not.

Next Steps

- Feedback on draft Strategic Plan 2023-2026
  - GRC google form
  - Input from GSA Staff, Executives
  - Feedback reviewed by Working Group, revisions as necessary

- Vote on Strategic Plan 2023-2026 at January GRC Meeting

- Share final Plan

- Reflection and implementation planning with GSA Staff and Executives