



MEMORANDUM, DCD #13, 2010-11

To: Department Chairs

Date: January 14, 2011

From: Rick Halpern, Dean and Vice-Principal (Academic)

A handwritten signature in black ink, appearing to be 'RH' or similar initials.

Re: Academic Planning: Implementation Plans

As discussed this past Fall (see DCD#6 and DCD#8), the next stage in the academic planning process is the development of staged, detailed, implementation plans.

In addition to a discussion of your department's vision, implementation plans must outline in detail the means by which the department proposes to realize its goals and aspirations for the next five years. Thus, plans should include:

- A vision statement that indicates:
 - The current state of the department and where the department wishes to be in five to seven years;
 - Undergraduate program strength and curricular innovation;
 - Where possible, the development of new graduate programs;
 - Research clustering and intensiveness, how these might be augmented and how complementary fields might emerge;
- A complement proposal, with positions prioritized and staged over the next three to five hiring cycles;
- A discussion of undergraduate and graduate program enrolment goals, indicating both enrolment capacity with current resources and how and where the department might begin to expand with the provision of extra resources;
- A discussion of departmental advancement priorities for the current campaign.

Please submit your plans to Lesley Lewis by **Monday, February 14.**