At the Faculty of Arts at the University of Calgary, we strive to engage, inspire and discover. Our mission is to reflect on the world and our place in it through critical inquiry, creative practices and collaborative exploration.

The Faculty of Arts is a vast and multidisciplinary academic community. Some of our researchers are conducting cognitive neuroscience at the Foothills Hospital, while others are choreographing exquisite dance performances. Likewise, some of our students are training to master Earth-space technologies, while others are learning the vocabulary and grammar of ancient languages. Rather than a challenge, we see this diversity as our strength. Across our 12 departments and two schools, we seek to create an environment where our students, faculty and staff foster critical thinking, engage as global citizens, and collaborate as leaders, bold innovators and creative practitioners.

The University of Calgary is a global intellectual hub in Canada’s most enterprising city. The Faculty of Arts is home to highly motivated educators, researchers and students who have the critical and technical skills, as well as the creative knowledge and spirit, to make sense of our rapidly changing and increasingly globalized world. As the largest teaching faculty and the site of exceptional scholarly and creative activity, the Faculty of Arts is central to the Eyes High goals of sharpening our focus on research and scholarship, enriching the quality and breadth of learning, and engaging with the community. We are excited about promoting a distinctive student experience, and our commitment to citizenship, diversity and inclusion helps build a healthy and respectful campus culture for all.

I’m proud to introduce this strategic plan, which will focus our energies and set our course for the next five years — from 2017-22. This plan is the result of extensive consultation over many months, comprising over 300 points of contact along the way. Undergraduate and graduate students, faculty, staff, alumni and community leaders all contributed to this strategy by participating in focus groups, online surveys and through written feedback. This plan reflects the aspirations and desires of a highly heterodox academic community united around the goals of critical inquiry, creative practices and collaborative exploration.

This strategic plan is built upon three priorities:

- critical and creative research, teaching and learning
- engaging communities
- citizenship, diversity and inclusion

For each of these priorities we’ve worked hard to identify meaningful goals, doable actions, key responsibilities and measurable outcomes. We’re laser-focused on excellence and driven to succeed. Through the implementation of this strategic plan and the realization of its goals, the Faculty of Arts at the University of Calgary will make a momentous difference in the lives of our students, faculty, staff and alumni, and in our community, nation and the world.

I’m incredibly excited to see what the next five years will bring as the Faculty of Arts embraces this opportunity to engage, inspire and discover.

Thank you for being part of our journey.

Richard Sigurdson
Dean, Faculty of Arts
UNIVERSITY OF CALGARY
This strategy is the culmination of several months and many modes of consultation, from focus groups, workshops, retreats and conversation circles to online surveys and free-form feedback. Undergraduate and graduate students, faculty, staff, alumni and community leaders contributed to this strategy through 36 in-person consultations and more than 300 points of engagement between September 2016 and March 2017.

OUR PLANNING PROCESS


To know the world and our relationship to it through critical inquiry, creative practices and collaborative exploration.

To promote participatory citizenship through informed discussion and evidence-based approaches.

EXCELLENCE
Commit to the highest standards in our work.

OPEN-MINDEDNESS
Transcend one’s own perspectives and understand those of others.

CREATIVITY
Employ imagination and originality to generate new ideas, relationships and practices.

INTEGRITY
Be honest and principled.

CURIOSITY
Desire to engage with the world around us.

DIVERSITY
Recognize the value of individual and collective differences to promote a culture of inclusivity and respect.
For Charlene Elliott there’s more than meets the eye when it comes to food packaging and the marketing of foods to children. Elliott is the Canadian Institutes of Health Research (CIHR) Canada Research Chair in Food Marketing, Policy and Children’s Health. She is focused on “food communication”—food marketing, packaging, and policy—in the context of children’s health. From nutritional quality, nutritional appeals and symbolic marketing of food, to consumer perceptions and actions, her research addresses the impact of different types of marketing appeals to dietary habits, the promotion of health and the prevention of disease.

Initially intrigued by the reframing of food as a form of entertainment, Elliott’s research has expanded significantly. Current projects include documenting the transformation of food marketing to children over time, exploring teenager responses to food marketing messages, analyzing the promotion of fruits and vegetables using “Big Food” marketing techniques and assessing the possibilities of media literacy as a strategy for combating food marketing messages. Elliott has also developed evidence-based Media Literacy & Food Marketing lesson plans (based on the findings of her research grants) that are being taught in schools in three provinces in partnership with a not-for-profit organization.

With a joint appointment to the Faculty of Kinesiology, Elliott is known for her interdisciplinary and cross-sectoral collaboration. Elliott’s advocacy in the area of food marketing and packaging has resulted in invitations to contribute to policy by Health Canada, the World Health Organization, advocacy groups, and others, and has initiated new areas of inquiry related to baby foods, food packaging and food literacy.

Elliott’s work in improving the quality of life for Canadians was recently recognized with our country’s highest scholarly honour—in 2016 she was inducted as member of the College of New Scholars, Artists and the Scientists of the Royal Society of Canada.
PRIORITY I

**Critical and Creative Research, Teaching and Learning**

Our students, faculty and staff are critical thinkers, engaged global citizens, collaborators, bold leaders and innovators, and creative practitioners. The Faculty of Arts will be a dynamic hub of critical and creative research, teaching, learning, artistic expression and collaboration across and within disciplines. We seek to nurture talent, employ imagination and foster ambition to understand the world, assess our place in it, generate new ideas and modes of expression and help find solutions to the challenges facing the world.

**OUR GOALS**

1. We will increase the quality and impact of Arts research and scholarship by fostering a culture of critical and creative inquiry, debate, imagination, discovery and entrepreneurial thinking. We will increase support for grants and scholarships for our faculty, postdoctoral scholars, students and academic units. We will showcase disciplinary and interdisciplinary research and enhance our physical and research creation infrastructure. We will ensure that Faculty of Arts scholarship reaches a diversity of audiences, responding to our various communities in innovative ways to share mutual expertise.

2. We will design and promote meaningful learning opportunities responsive to the most current scholarship on pedagogy. We will continue to support inquiry- and practice-based, experiential and collaborative learning in our academic programs and promote innovative and entrepreneurial, interdisciplinary and independent thinking. We will provide opportunities for students to engage in research and ensure that program outcomes speak to current expectations for post-secondary education in the Arts.

3. We will promote, celebrate and reward teaching excellence and expertise. The Faculty of Arts will support innovations in teaching practices. We will recognize and reward quality, high-impact, pedagogically sound instruction.

4. We will prepare our students for a variety of academic and non-academic careers. We will develop major maps, professional and one-year master's programs, certificates and diplomas to facilitate student career options. We will expand ties with the community to fortify transferable skills and expand work-integrated learning opportunities to better prepare our students for future opportunities.

**KEITH YEATES**
Department of Psychology
Keith Yeates’ research on concussions, brain injuries and neurological disorders in children is improving treatment for young patients in Calgary and globally.

**NANCY CHICK**
Department of English
University Chair of Teaching and Learning
The faculty’s first teaching professor, Nancy Chick leads initiatives on the scholarship of teaching and learning (SoTL) to help instructors understand and improve student learning.

**KEN MACMILLAN**
Department of History
Ken MacMillan’s receipt of the prestigious 3M National Teaching Fellowship, in addition to many other accolades, is testament to his outstanding dedication to student learning and education leadership.

**POSSIBLE HIGHLIGHTS**

My First Professional Exhibition
My First Professional Exhibition is an innovative competition in which one student in the art department’s studio concentration secures a solo exhibition at a gallery in Calgary, a crucial step toward an artist’s success.

**LINDSAY DODDGER-MURPHY**
Department of Classics and Religion
Lindsay Doddger-Murphy’s interdisciplinary project on experiential teaching and learning in classics is enhancing student learning experiences across campus.

**ALAN BELL**
School of Creative and Performing Arts
Member of the Order of Canada, Royal Society of Canada Fellow and Juno Award winner, Alan Bell believes curiosity and imagination are best served by humanistic, scientific and, above all, artistic investigation.

**ROBERT OXOBY**
Department of Economics
Economist — and accomplished musician — Robert Oxoby founded the Calgary Behavioural and Experimental Economics Lab, a multidisciplinary facility that supports research, teaching and policy applications involving controlled experiments.
Scott Jasechko’s research focuses on the impact of climate change on one of the most important resources on the planet — fresh water. He explores how changes to the global climate impact the ways that precipitation transforms into river water or groundwater and how those changes affect both humans and other terrestrial life forms.

“My research aims to provide foundational findings that will help us find enough water to reduce water stresses on humans, while also reducing impacts on ecosystems,” says Jasechko.

For Jasechko, collaboration is critical to researching such a complex issue. “Many of the world’s ‘wicked water problems’ are so intertwined that they require an interdisciplinary approach.”

According to Jasechko, the broad scope of the Faculty of Arts has also benefited his research: “Within the faculty I’ve been exposed to a diverse group of individuals. It is a tremendous experience to work with colleagues who disseminate their research in different and sometimes non-traditional ways. Doing so continues to get me excited about alternative ways to approach my research, ask new questions and forge new partnerships.”
Engaging Communities
The Faculty of Arts comprises a variety of communities, both external and internal. Engaging our communities in the vision, mission and values of our faculty builds lasting connections between our students, faculty, staff, alumni, community partners and supporters. Engaged faculty and staff take pride in their work, are innovative and productive, and contribute to the initiatives of the faculty. Engaged students are passionate about their learning. An engaged Faculty of Arts fosters well-being in the workplace and promotes shared values based on mutual respect.

1. We will build a strong external Faculty of Arts community by fostering mutually beneficial partnerships with and among our constituents. We will provide more opportunities to share faculty and community expertise as well as for alumni and community members to engage with students and faculty. Within the Faculty of Arts, we will regularly report development priorities and progress and we will better communicate research findings to the public.

2. We will foster engagement and well-being within the Faculty of Arts by supporting an inclusive work environment for students, faculty and staff. We will ensure broad-based participation in faculty governance, enhance internal communications, and provide more systematic support for specific staff groups. We will champion the university’s Campus Mental Health Strategy and encourage healthy workplace strategies.

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Petra Dolata is a storyteller by nature and by vocation. As a historian, she studies events of the past to explore the issues of today and their impacts on the future. Dolata looks to the 1970s energy crises, energy integration in Europe and North America, and oil and gas exploration in Arctic Canada to show how these different histories of energy affect the role energy plays today in society and politics.

As the co-convenor of the Energy in Society working group at the Calgary Institute for the Humanities (CIH), Dolata investigates how governments address energy security nationally and internationally, but also how people within societies are dealing with uncertainty and dependence on outside forces. She hopes that a thorough knowledge of energy history will facilitate energy literacy — an understanding of our energy use and production, and specific decisions of the past that make it difficult to pursue new ways to produce energy.

Dolata’s discussion of energy security as a powerful story that continues to influence politics happens both on campus and in the local community where she has frequently been invited to participate in public discourse on the topic through public lectures in the History Matters series and at the Petroleum History Society.

Originally from Germany, Dolata is an accomplished researcher with diverse international experience. Her appointment as a Tier II Canada Research Chair is a testament to her commitment to excellence in research, while her varied experience adds global perspective to the University of Calgary.

Dolata is inspired by the constant discovery that comes from working with colleagues from various disciplines. “We remain learners ourselves as we continue our research and consider new collaborations. That’s what makes the humanities strong — the learning never stops.”
Citizenship, Diversity and Inclusion

The Faculty of Arts values citizenship, diversity, equity and inclusion. We are committed to understanding cultural and social differences both locally and globally, and to promoting equal rights and opportunities across our constituencies.

We will integrate an international and inter-cultural dimension into our programs and partnerships. We will decolonize our academic programs and build meaningful partnerships with Indigenous communities within and beyond the Treaty 7 region and the Métis Nation of Alberta Region III. We will continue to welcome those with diverse life experiences and respectfully explore difficult topics, conversations and ideas.

Indigeneity, diversity and inclusion will be woven into the fabric of our research, academic programs, student experience and community relationships.

OUR GOALS

1. We are committed to internationalizing the Faculty of Arts. Under the leadership of a new associate dean international, we will finalize and implement a Faculty of Arts internationalization strategy.

2. We will embark on the journey of decolonizing and indigenizing the Faculty of Arts’ academic programs through the inclusion of Indigenous knowledge, voices, critiques, practices, scholars, students and materials by creating a Faculty of Arts Indigenous Strategy responsive to the recommendations of the Truth and Reconciliation Commission (TRC), the Treaty 7 and Métis Nation of Alberta Region III, and to Indigenous issues globally. We will attract a senior academic as director of our International Indigenous Studies program and further develop our partnership with the university’s Native Centre.

3. We will commit to building a genuinely diverse community in the Faculty of Arts and deliberately seek ways to increase equity and diversity in all of its facets including, but not limited to ethnicities, religions, gender identities, sexual orientations, abilities and backgrounds. Under the leadership of the dean’s office, we will promote an inclusive climate, raise awareness of unconscious bias, and offer opportunities to learn about mentorship and inclusive pedagogies.

HIGHLIGHTS

PRIORITY III

ALVIN HO

Student

Alvin Ho exemplifies international learning with a summer exchange to the Chinese University of Hong Kong in 2016, acceptance to the immersive 2017 Japanese Language & Culture program and an exchange to Ryukoku University in Japan to follow.*

CORA VOYAGEUR

Department of Sociology

Working with the Banff Centre, Cora Voyageur guides Indigenous Women in Leadership, a unique program that provides Indigenous community leaders with opportunities to address challenges and build leadership expertise.

MELANEE THOMAS

Department of Political Science

For her research on gender inequality in party politics, Melanee Thomas received the Canadian Political Science Association’s prestigious 28 Viktors Prize – twice — and was named Top 40 Under 40 by Avenue Calgary.

DANIELA NAVIA

Alumna (BHSC ‘11, MA ‘15)
Department of Anthropology and Archaeology

Daniela has received international recognition for her award-winning thesis: Uncovering Colonial Legacies: Voices of Indigenous Youth in Child Welfare (dis)placements. The thesis was turned into a film that is generating critical discussion on issues faced by Indigenous children and youth.*

CORI ROYAL

Department of Sociology

Working with the Banff Centre, Cora Voyageur guides Indigenous Women in Leadership, a unique program that provides Indigenous community leaders with opportunities to address challenges and build leadership expertise.

MUSHEGH ASATRYAN

School of Languages, Linguistics, Literature and Cultures

Mushegh Asatryan brings international experience and a PhD in Islamic Studies from Yale University to the Arabic Language and Muslim Culture program, where he studies the interrelations among religion, culture and society in the Islamic Middle East.

JESSALYNN KELLER

Department of Communication, Media and Film

Jessalynn Keller is reframing the discussion of rape culture through research into how girls and women use digital media technologies to challenge this cultural phenomenon.

* Image Credit: ‘Four Directions’ by Tyler Blackface, youth collaborator for Uncovering Colonial Legacies Project

* Image Credit: Wendy Ng
The preservation of traditional Indigenous art forms is just one of Judy Anderson's goals. The desire to honour her son through art, though, is one of the central themes in her practice. Anderson is an assistant professor in the Department of Art, focused on the combination of contemporary and traditional ways of making art. Partnering with her son, Cruz Anderson, she applies traditional beading techniques to elaborate graffiti pieces created by her son. During a Fasting Ceremony in 2006, Anderson was told to honour Cruz. At age ten, he had just been introduced to graffiti in an art class, and was drawn to the letter structure and individual expression it allowed. Graffiti may seem like a relatively new form of artistic expression. However, Anderson points out the origins of the word graffiti mean "to scratch into." The act of etching, or scratching into, has been part of Indigenous culture "since the beginning," she says. Quoting Jackson Two Bears, Anderson comments, "Traditionally we've always been contemporary people." Quick to differentiate graffiti from vandalism, Anderson believes her focus on graffiti makes her more accessible to her students. A form of self-expression in itself, graffiti implies open-mindedness, starts conversations and bridges the generation gap between teacher and student. Through the development of Indigenous courses, Anderson will be offering a traditional class in January 2018 in addition to her painting and directed study courses. Prior to that, she will participate in an artist residency at RMIT University in Australia, where international artists are invited to develop links with innovative cultural networks and to contribute to the discourse around contemporary art.