

Energizing Arts: Engage - Inspire – Discover

Faculty of Arts Strategic Plan

2017-2022

Our Vision:

- Engage • Inspire • Discover

Our Mission:

- 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.

Our Values:

- 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.

Priority I: Critical and Creative Research, Teaching and Learning

Our students, faculty and staff are critical thinkers, engaged global citizens, collaborative partners, 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 Goal:

- 1. We will increase the quality and impact of Arts research and scholarship by fostering a culture of critical and creative inquiry, debate, imagination, and discovery.***

Our Actions:

- a. Increase grant success for faculty, grad students, units and centres (Tri-council, non-Tri-council, international, local and provincial, seed funding).**

- b. Review grant overhead practices.
- c. Encourage and increase visibility of interdisciplinary research centres and groups including, but not limited to, those focused on grand challenges.
- d. Enhance the physical infrastructure over the short, medium and long terms.
- e. Develop a research technology plan in conjunction with current University initiatives.
- f. Incentivize and support knowledge transfer/mobilization, innovation and entrepreneurial thinking.

Portfolio: Associate Dean Research, Graduate Education and Faculty Development; Associate Dean Research and Infrastructure; Vice Dean; IT Partner; Research Grants and Awards Facilitator.

Timeline: 2017-2019 (a, b, c, d, e, f), measured annually after implementation.

Measurable Outcomes: Hire another research facilitator; establish 2016 baseline figures and track award application and measure success rate (a); establish policy on overhead practices to address researchers' concerns (b); create recommendations regarding interdisciplinary initiatives through a committee (c); establish space/facility prioritization plan and track resources and completed projects associated with infrastructure improvements (d); establish data storage and sharing policy (e); establish 2016 baseline figures for transfer/mobilization, innovation and entrepreneurial thinking and allocate a funding envelope for these projects and measure their impact on a yearly basis develop an Arts-specific framework for incentivizing and supporting knowledge transfer/mobilization, innovation and entrepreneurial thinking; create an Arts award for knowledge transfer, community engagement and/or innovation (f).

Our Goal:

- 2. ***We will design and promote meaningful learning opportunities responsive to the most current scholarship on pedagogy.***

Our Actions:

- a. Develop mutually beneficial partnerships with the range of pedagogical expertise the University has to offer.
- b. Define program outcomes and graduate attributes to respond to current expectations for post-secondary education in the Arts.
- c. Support inquiry-based, experiential and collaborative learning in our academic programs, where appropriate, to promote innovative and entrepreneurial, interdisciplinary and independent thinking.
- d. Provide regular opportunities for all students to engage in research projects within and beyond their academic programs.

Portfolio: Associate Dean Teaching and Learning; Associate Dean Undergraduate Programs and Student Affairs; Associate Dean Research and Infrastructure; Associate Dean Research, Graduate Education and Faculty Development; Academic Units.

Timeline: Measured annually (a); 2021 (b); measured annually (c, d).

Measureable Outcomes: Count contacts between Arts faculty and units offering pedagogical expertise across campus (a); track timely completion of academic unit curriculum reviews and implementations (b); establish 2016 baseline support for inquiry-based, experiential and collaborative learning and improve and track impact on an annual basis (c); establish one inclusive, multidisciplinary scholarly forum for students to present their research on an annual basis (d).

Our Goal:

3. ***We will promote, celebrate and reward teaching excellence and expertise.***

Our Actions:

- a. Provide more opportunities to develop effective teaching practice and classroom excellence.
- b. Support initiatives on effective teaching methods and practices.
- c. Provide support for applications for teaching grants and awards.
- d. Recognize and reward high-quality teaching and research on teaching and learning.

Portfolio: Associate Dean, Teaching and Learning; Associate Dean Undergraduate Programs and Student Affairs; Teaching and Learning Committee; Academic Units.

Timeline: 2018 (a); ongoing (b); measured annually (c); 2018 and annually (d).

Measureable Outcomes: Count number of academic units sponsoring teaching and learning series (a); count number of units experimenting with new methods that enhance teaching and learning effectiveness (i.e. teaching squares, peer evaluation (b); add a second research and grants facilitator to support proposal preparation, teaching and learning grants, scholarship and awards acquisition; establish 2016 baseline support and count teaching award application and success rates (c); add one award to the Faculty of Arts specifically for the integration of teaching and learning (d).

Our Goal:

4. ***We will prepare our students for a variety of academic and non-academic careers.***

Our Actions:

- a. Create professional and one-year Masters programs, as well as certificates and diplomas where appropriate (i.e. cross-cultural competencies, culture industries, international languages, policing and security, etc.).
- b. Establish major maps that provide advice on academic, international, and extracurricular opportunities and career planning focused on individual programs.
- c. Expand work-integrated learning opportunities with local governments, boards, non-profit organizations, businesses, etc., to fortify transferable skills and increase networks.
- d. Create student community engagement and service awards to recognize their non-academic achievements.
- e. Prepare and mentor students for procuring competitive fellowships, internships, leadership positions and initiatives.

Portfolio: Associate Dean, Research, Graduate Education and Faculty Development; Associate Dean Teaching, Learning and Student Engagement; Associate Dean Undergraduate Programs and Student Affairs; Arts Student Centre; Teaching and Learning Committee; Academic Units.

Timeline: 2019-2022 (a); 2017-18 (b); annually measured 2017-22 (c); annually measured 2017-2022 (d); ongoing.

Measureable Outcomes: Number of new professional and one-year Masters programs (a); number of major maps completed (b); number of placements measured annually (c); number of awards measured annually (d); number of fellowships, internships, etc. (e).

Priority II: 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 and our 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.

An engaged Faculty of Arts will also fully integrate with the Calgary community and realize the potential of our students, faculty and staff in a respectful environment.

Our Goal:

- 1. We will build a strong external Faculty of Arts community by fostering mutually beneficial partnerships with and among our constituents.**

Our Actions:

- a. Develop an external communication and engagement plan to share Faculty and community expertise.
- b. Provide more on- and off-campus opportunities for alumni and other community members to engage with our students and faculty.
- c. Provide regular opportunities to communicate development priorities and progress both externally and within the Faculty of Arts.
- d. Develop training opportunities for Faculty of Arts members to better communicate and translate their research.

Portfolio: Dean; Director of Communications; Communications Team; Director of Development.

Timeline: 2018 (a); ongoing (b); at minimum annually (c); ongoing (d).

Measureable Outcomes: Develop communication and engagement plan; use of online communities, on-line webinar series, YouTube channels (a, b); regularly communicate development initiatives and

successes at Faculty Council and in the Annual Report (c); number of media workshops offered and track media participation of Arts Faculty (d).

Our Goal:

- 2. We will foster engagement and well-being within our Faculty by supporting an inclusive work environment for students, faculty and staff.***

Our Actions:

- Ensure broad-based faculty, staff and student participation in governance and leadership to facilitate input on policies, procedures and initiatives.
- Provide more proactive systematic support and development opportunities for specific staff groups.
- Develop an internal communications plan.
- Clearly communicate roles and responsibilities regarding website support.
- Champion the University mental health strategy and encourage healthy workplace strategies.

Portfolio: Dean; Vice-Dean; Director of Communications; Communications Team; Academic Units.

Timeline: Immediate (a); 2018 (b); ongoing (c); immediate (d); 2017-18, annually (e).

Measurable Outcomes: Implement inclusive representation in academic unit and faculty governance documents (a); establish learning networks for specific staff groups (i.e. managers, undergrad program administrators, grad program administrators, etc.) (b); number of Arts success stories in external and internal media (c); templates that share roles and responsibilities for website development among department communications committees and the Communication Team (d); create a standing committee to champion the University mental health strategy and track events and initiatives for students, faculty and staff (e).

Priority III: Arts 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 communities and constituencies.

We will integrate an international and intercultural 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 Metis 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 Goal:

- 1. We are committed to internationalizing the Faculty of Arts.***

Our Actions:

- a. Complete the Faculty of Arts Internationalization Strategy.
- b. Appoint an Associate Dean, International.
- c. Implement the Faculty of Arts Internationalization Strategy.

Portfolio: *Vice Dean, Associate Dean, International (after appointment).*

Timeline: *2017-18 (a); 2017-18 (b); 2017-2022 (c).*

Measureable Outcomes: *Pass the Internationalization Strategy through Full Council in Fall 2017 (a); appoint an Associate Dean, International (b); implement the Internationalization Strategy, including, but not limited to: creating a website to publicize internationalization activities, projects and opportunities; developing and supporting strategic international partnerships; developing further supports for international students registered in Arts; increasing Arts student participation in study abroad programs by promoting the programs and offering scholarships for study abroad; recognizing both internationalization at home and abroad through an embedded certificate in internationalization and/or cross-cultural competencies; creating an English language pathway program for international students to enter the Faculty of Arts; increasing international grant and awards success and research partnerships (c).*

Our Goal:

- 2. ***We will embark on the journey of decolonizing and indigenizing our Faculty's academic programs through the inclusion of indigenous knowledge, voices, critiques, practices, scholars, students and materials.***

Our Actions:

- a. Create a Faculty of Arts Indigenous Strategy responsive to the Treaty 7 and Metis Nation Region 3, the recommendations of the Truth and Reconciliation Commission, and to indigenous issues globally.
- b. Further develop our existing partnership with the University's Native Centre, particularly in support of the Aboriginal Students Access Program.
- c. Appoint a senior academic as Director, International Indigenous Studies program.

Portfolio: *Dean; Vice Dean; Associate Dean Undergraduate Programs and Student Affairs; Native Centre.*

Timeline: *2018-19 (complete and pass - a); 2019-22 (implementation – a); ongoing (b), July 2017 (c).*

Measureable Outcomes: *Complete, pass and implement the Arts Indigenous Strategy: create and continue to support meaningful and mutually beneficial partnerships with indigenous communities, organizations, schools and post-secondary institutions within and beyond Treaty 7 and Metis Nation III regions; increase indigenous research engagement through research stations on Treaty 7 reserves and in other locations; increase the indigenous student, faculty and staff ratios within the Faculty of Arts; establish an indigenous knowledge keeper presence in the Faculty; offer education and training for faculty and staff on the integration of indigenous knowledges, voices, and ways of knowing and teaching into our academic programs; systematically involve new indigenous faculty in reviewing program goals and content, including models for land-based education (a); establish 2016 baseline figures and measure*

enrolment in the Aboriginal Students Access Program in cooperation with the Native Centre (b); conclude search for Director, International Indigenous Studies Program (c).

Our Goal:

- 3. *We will commit to building a genuinely diverse community in our Faculty 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.***

Our Actions:

- a. Appoint an Associate Dean, Equity and Diversity.
- b. Promote an inclusive institutional climate that reflects, respects and celebrates diversity.
- c. Raise awareness of unconscious bias, equity and diversity issues among faculty, students and staff.
- d. Establish training opportunities for mentoring all faculty toward tenure, promotion and over the course of their careers.
- e. Provide resources for effective inclusive pedagogies that support the learning of all students.

Portfolio: Vice Dean; Standing Committee on Equity and Diversity; IT Partner; Associate Dean, Equity and Diversity (after appointment); Associate Dean Teaching, Learning and Student Engagement.

Timeline: 2017-19 (a), 2017-19, ongoing stats collection (b); ongoing (c), annually (d), annually (e)

Measureable Outcomes: Appoint an Associate Dean for Equity, Diversity and Inclusion: (a); collect, publish and advertise a list of all Arts courses in the area of diversity, equity and social justice; create a certificate in this substantive area; collect data and report on equity and diversity trends using reporting tools (b); offer and track training sessions to recognize, eliminate and report oppression, discrimination and harassment; invite the Office of Diversity, Equity, and Protected Disclosure for sessions to understand and support diverse communities identities; build equity and diversity systematically into our hiring practices and track and measure as appropriate (c); number of workshops for administrative leadership of the Faculty (d); number of training sessions re. inclusive pedagogies (e).