



UNIVERSITY OF  
CALGARY

FACULTY OF ARTS

# Strategic Planning Process

May 18, 2016

- The process of building a plan (product) that includes good strategy (awareness and action)
- Turns goals and strategies into formal, documented steps that can be implemented.

# Why do we need a strategic plan?

- Provides roadmap to achieve Arts' vision and purpose
- Communicates Arts' goals and priorities over the next 5 years
- Supports effective planning in our units
- Provides a forum to discuss the “big picture” and share our different perspectives
- Identifies what a successful faculty of Arts looks like
- Enhances the perceptions of our community partners
- Fosters a distinct Arts identity and builds cohesion
- Cultivates ownership of and commitment to our vision, mission and goals

- Develop a shared **vision** that describes what the faculty hopes to accomplish in the long term.
- Develop a **mission** that clearly articulates the organization's purpose and reason for existence.
- Identify the core **values** that serve to guide the faculty's perspective as well as its actions.
- Complete a **situational analysis** to identify context and factors that may impact the faculty's ability to achieve its vision and goals.
- Develop strategic **goals** for the next 5 years to move the faculty closer to its vision.
- Identify the **strategies, actions, and metrics** that the faculty will implement to achieve its goals.
- Provide opportunities to **engage stakeholders** in providing input for the development of the strategic plan.

- An aspirational description of what our faculty would like to achieve or accomplish in the mid-term or long-term future.
- Faculty of Arts Vision:  
**Engage • Inspire • Discover**

- Describes the purpose for the organization or why the organization exists
- Describes what makes the organization unique
- Answers three questions:
  - What do we do?
  - How do we do it?
  - For whom do we do it?
- Faculty of Arts Mission:

**To know the world and our place in it  
through discovery,  
creative practice and  
collaborative explorations.**

- Fundamental beliefs that guide actions, judgments, and decision making across situations.
- Faculty of Arts Values:

**Open-Mindedness**

**Creativity**

**Integrity**

**Achievement**

**Curiosity**

**Diversity**

- Outcome based statements that describe what the faculty hopes to achieve in order to move closer to its vision
- Key areas that the faculty will focus on over a set period of time (focus our resources, energies, efforts, time etc.)
- Short or long term
- Programs, services, and resources should be aligned for the achievement of goals



- Specific, detailed steps or activities to *DO* in order to accomplish the broader strategy
  - Which area, which step or activity
  - Who is responsible
  - Time frame (start and finish dates)
  - Resources required
  - Performance measures

## ■ Faculty of Arts Strategic Planning Process

1. Committee Structure
2. 2016 Sessions
  - A. May 18 – Overview (K. McQuillan)
  - B. End of August – Full day retreat
  - C. Sept. – Oct. – Working Group Subcommittees
  - D. November Reading Days – Fall retreat
3. Nov. – Steering Committee Draft
4. Dec. – Draft to the entire planning committee

- Committee Structure:
  - Chair
  - Co-Chairs
  - Steering Committee
  - Subcommittees
  - Role of the Facilitator

- Subcommittee's focal areas:
  - Graduate Education
  - Research
  - UG Programs, Teaching, Learning and Enrolment
  - Community and Development
  - Internationalization, Indigenization, Diversity
  - Faculty Engagement (staff, students, faculty)

- Subcommittees' tasks:
  - Connect with existing committees across the faculty
  - Where appropriate, hold focus groups, town halls
  - Gather data from consultations
  - Synthesize and analyze relevant University and Faculty data, plans and documents
  - Provide a report to the full Strategic Planning Committee (template to be provided)

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