

FACULTY OF ARTS 2017-22 ACADEMIC STRATEGIC PLAN Update

DRAFT VISION AND MISSION

Based on comments received in the Phase 1 consultation, one combined mission and vision statement has been developed. While still considered “draft” until the final strategy document is completed, it currently reads:

The Faculty of Arts offers a rich variety of academic experiences in the social sciences, humanities, and fine arts; supports teaching, research, and creative activities that enhance our understanding of the world; and develops the skills and qualities essential to imagining and realizing our personal and collective potential. Students, staff, and scholars in the Faculty of Arts serve the public good by pushing the boundaries of creative expression, thinking, dialogue, and action on the most pressing issues of our day. We aim to extend our engagement with local, national, and global communities; expand our Faculty’s diversity; enrich experiential learning opportunities; and enhance fundamental, cross-disciplinary, and collaborative research and creative activities.

DRAFT VALUES

In Phase 1, respondents were asked to prioritize a long list of values that was generated from a strategic planning process in which the Working Committee participated, and to offer their own suggestions. Based on the feedback received, the following draft values statements for the Faculty of Arts have been developed:

- The Faculty of Arts values intellectual integrity, freedom of inquiry and expression, and the equality and dignity of all persons as the foundation of ethical conduct in research, teaching, and service. We are committed to academic freedom as fundamental to open inquiry, courageous and independent thinking, and the pursuit of truth.
- We value diversity, inclusivity, equality, and respectful relations across and among our peoples and disciplines.
- We value curiosity-driven inquiry, critical reflection, creativity and imagination, boldness and rigour, and productive opportunities for dialogue and collaboration. We are committed to deepening our engagement with the public good through the dissemination of knowledge and sharing of research creations.
- We value social responsibility, engaged citizenship, and social justice, and are committed to responsible relations with Indigenous peoples within and beyond our Faculty community.

DRAFT STRATEGIC GOALS (Focus of Phase 2 consultation)

1. TEACHING & LEARNING

- a. Continue to build support systems and provide resources for experiential learning, including global interactions and work-integrated learning, in undergraduate and graduate programs.

(Experiential learning in the Faculty of Arts spans a broad range of curricular and co-curricular educational experiences, such as Community Service-Learning (CSL), Arts Work Experience (AWE), co-ops and internships, study abroad, design thinking, creative innovation, performative practice, and undergraduate participation in faculty research. These intentionally structured learning activities take place in the community; in classrooms, studios, and laboratories; and in industry settings across local, regional, and international contexts. Common to these experiential learning experiences is the process of critical reflection on experience in light of theory, the development of professional capabilities, and/or personal learning.)

- b. Review and map curriculum to offer graduate and undergraduate students contemporary curriculum that is integrated, exciting, and competitive.
- c. Work to eliminate barriers to participation in recognized experiential learning activities, and ensure that every Faculty of Arts student has the opportunity to participate in these activities.
- d. Reinvigorate Arts' honors programs to provide challenging cohort-based opportunities for hands-on research and mentoring.
- e. Provide graduate students with an appropriate balance of quality professional development programming and academic training to prepare them for a variety of careers.
- f. Foster and reward effective and inspirational teaching.
- g. Expand the public's access to and engagement with Faculty of Arts' continuing educational programs and lifelong learning activities and experiences.
- h. Develop an appropriate balance between graduate certificate, master's and doctorate programs to ensure that graduate students have access to a variety of academic and career pathways.

2. RESEARCH

- a. Encourage faculty and instructors to integrate their research into experiential learning opportunities in order to enrich Faculty of Arts offerings for a diversity of students across multiple programs.
- b. Develop and champion new opportunities for undergraduate students and faculty to collaborate on research and creative activity.
- c. Support and recognize efforts to develop distinctive research and creative collaborations, and to engage in interdisciplinary research partnerships.
- d. Identify, develop, and promote a set of Faculty of Arts Signature Areas of research, [research creation](#), and teaching.
- e. Encourage and reward publications, exhibitions, and performance activities that facilitate reputation-defining knowledge dissemination at the national and international level.
- f. Develop a stronger culture of grant-seeking among faculty in order to facilitate expanded research agendas and to create opportunities to fund graduate student participation in research.
- g. Ensure the visibility of Arts research by developing appropriate measures of public impact on the local, national, and international community.
- h. Recognize and foster policy-relevant research, public discussion of complex issues, and other forms of engagement for the public good.

3. RESPONSE TO THE REPORT OF THE TRUTH AND RECONCILIATION COMMISSION (TRC)

- a. In response to the TRC, develop and implement Arts strategies for faculty, student and staff recruitment and retention.

- b. Respond to calls for Indigenous content in an Arts education, examining curriculum and pedagogies.

- c. Support the development of an Indigenous network for faculty, staff, and graduate students.

- d. Encourage and reward productive research collaborations with Indigenous researchers and communities.

- e. Strengthen our engagement with Indigenous communities to continue building mutually beneficial relationships and to inform our response to the TRC.

- f. Ensure adequate space is provided for the physical and cultural needs of Indigenous students, staff, and faculty.

4. DIVERSITY & EQUITY

- a. Improve Arts equity processes and procedures for recruiting and supporting faculty to ensure a diverse academy, representative of women, visible minorities, sexual and gender minorities, Indigenous peoples, and people with disabilities.
- b. Develop a strategy to attract and retain domestic students with diverse backgrounds and interests.
- c. Develop and implement a strategy to attract a broad range of international students from a diversity of countries and with different disciplinary interests.
- d. Ensure that awards and recognition for research and teaching represent the full diversity of our Faculty community.
- e. Foster and reward collaborations and partnerships that engage diverse communities.

5. STUDENTS, FACULTY & STAFF

- a. Improve faculty and staff engagement in the Faculty of Arts.
- b. Connect alumni and Faculty of Arts staff with student mentoring opportunities for experiential learning activities.
- c. Foster a culture of excellence by enriching learning and professional development opportunities for staff, faculty, sessional instructors, graduate students, and postdoctoral fellows.
- d. Improve the health, wellness, and safety of our students, faculty, and staff.

6. ALUMNI & EXTERNAL COMMUNITIES

- a. Recognize the accomplishments of our graduates through alumni awards and recognition, and share these accomplishments within and beyond the university community.
- b. Increase and deepen engagement with alumni in order to create an involved, motivated group of alumni: our advocates, champions, and potential donors.
- c. Develop strategies to connect alumni and students to further career development and student recruitment opportunities.

7. RESOURCES & INFRASTRUCTURE

- a. Cultivate and support an environment where we work collegially with each other and with our internal and external partners in areas of administration, governance, planning, systems, procedures, and policies that enable us to achieve the Faculty's mission and shared strategic goals.
- b. Secure and manage the Faculty's resources to sustain, enhance, and promote our mission and strategic goals.
- c. Ensure that our facilities and IT infrastructure meet the evolving needs of our Faculty and units.
- d. Foster a commitment to the social and environmental sustainability of Arts research, teaching and learning, and administration.