We will offer integrated, experiential, and student-centred programs at the undergraduate and graduate levels that inspire transformative learning, cultivate the life of the mind and foster engaged citizenship.
OBJECTIVES

I. Reinvigorate the Arts Honors programs to provide challenging opportunities for hands-on research and mentoring

II. Generate program learning outcomes in order to guide program changes and help our students appreciate what they are expected to know, understand, and demonstrate through their learning

III. Strengthen support systems for experiential learning, including global interactions, community service-learning, and work-integrated learning, in undergraduate and graduate programs

IV. Enhance our graduate programs to equip our students with the skills and credentials to prepare them for a variety of academic and professional careers

V. Review and improve how effective and inspiring teaching is fostered and rewarded

VI. Reinvigorate the Arts Honors programs to provide challenging opportunities for hands-on research and mentoring

THINGS WE’VE ACCOMPLISHED

• Developed Honors direct-entry strategy, so students can apply directly from high school

• Increased experiential learning opportunities such as work-experience, study abroad and community service-learning

• Created ARTS 101, an online game for potential students to focus their interests in Arts

• Reorganized advising in Undergraduate Student Services to be student-facing and focused

• Created new programs and new certificates in response to student and industry demand:
  - BA in Modern Languages and Cultural Studies
  - MA (course based) in History of Art, Design and Visual Culture
  - Expanded the BA in Criminology
  - MA in Policy Studies
  - BA in Media Studies
  - MA (course-based) in Philosophy
  - BFA in Drama (Production) with three second-level specializations: Design, Stage Management, and Technical Production
  - Applied Social Science Research Certificate
  - Certificate in Ethics
  - Certificate in Archaeology
We will enable high-quality research and creative activity that contribute to the public good.
OBJECTIVES

I. Encourage and enable increased collaborative and cross-disciplinary research and creative activity

II. Support and profile research and creative activities that inspire public discussion of complex issues

III. Develop networks of research and creative activity by identifying, developing, and providing a set of established and emerging signature areas of research, research creation and teaching

IV. Enhance supports for the successful pursuit of external funding that contributes to reputation-defining research and creative activities

V. Encourage community-engaged research and creative activity that extend the reach, effectiveness, benefit and value of our Faculty-community connections

THINGS WE’VE ACCOMPLISHED

• Launched five of seven Signature Areas:
  • Digital Synergies
  • Language, Communication, & Culture
  • Mediating Science & Technology
  • Synergies and Practices in Artistic Research/ Research Creation
  • Stories of Change

• Achieved a higher success rate (63% in 2019 competition year) on SSHRC Insight Grants than the national average

• Reorganized advising in Undergraduate Student Services to be student-facing and focused

• Prioritized Equity, Diversity and Inclusion to ensure full representation of all groups in awards, grant applications and committee structures

• Improved communication of the social value and impact of the full range of Arts research and research creation
GOAL

We will build an equitable, diverse, engaged and vibrant Faculty of Arts community.
OBJECTIVES

I. Enhance equity by recruiting and supporting faculty and staff who reflect diverse perspectives

II. Recruit a more diverse range of students, thereby enriching our learning environments and programs

III. Support Academic Teaching Staff by recognizing and rewarding educational leadership, curriculum development and outstanding teaching

IV. Cultivate engagement and collegiality at all levels in our Faculty

V. Foster a culture of excellence by enriching learning and professional development opportunities for our staff and faculty

THINGS WE’VE ACCOMPLISHED

- Completed a governance review to ensure efficiencies and effectiveness of decisions
- Created the Equity, Diversity and Inclusion (EDI) committee to establish meaningful goals and best practices for EDI initiatives
- Developed a training process for new hires, to provide support when starting a new role
- Launched recruitment strategies to diversify our international student population, including initiatives in Africa and South America
- Planned and implemented information sessions about the university’s new Sexual Violence Policy
- Established the Academic Teaching Staff Evaluation Committee to ensure representation and regular reviews for Academic Teaching Staff
- Developed a leadership program for new department executives

DECEMBER 2019
GOAL

We will foster vital and enduring relationships with our alumni, community partners and donors.
OBJECTIVES

I. Increase and sustain reciprocal community relations and engagement

II. Work with alumni and community partners to explore research and learning opportunities that strengthen Faculty-community relations while addressing community-identified concerns

III. Increase and deepen engagement with our alumni to create an involved, motivated group of advocates and champions.

THINGS WE’VE ACCOMPLISHED

• Conducted an Arts-specific survey to better understand our alumni’s perceptions and needs

• Developed new programs for young alumni such as job preparation and networking opportunities

• Continued new outreach to stakeholders through events including Dean’s Breakfast and mixer series across Canada

• Renewed several agreements with foreign governments and organizations in support of our Centres and Institutes
We will increase the presence and support the success of indigenous scholars, staff, and students while enriching research, creative activity, and teaching that respectfully engages with indigenous knowledges and communities.
OBJECTIVES

I. Develop and implement Arts strategies for recruitment and retention of Indigenous faculty and staff

II. Develop and implement Arts strategies for recruitment and retention of Indigenous students

III. Create a plan for integrating Indigenous content in Arts curricula and encourage pedagogical approaches that value Indigenous voices and ways of knowing

IV. Encourage and appropriately reward mutually beneficial research collaborations involving researchers and Indigenous communities

THINGS WE’VE ACHIEVED

• Increased Indigenous students to 234 (3.8% of Arts undergraduate students; goal is 5%)
• Hired 35 new faculty members since 2017, 23% of new hires who were Indigenous, bringing us to a total 3.7% (goal 5%)
• Created Arts Working Group on Indigenous Initiatives (AWGII) to develop strategies to support recruitment, programming and supports for Indigenous staff, faculty and students

• Developed new Faculty Evaluation Committee standards for engaged community research
• Renamed Institute of Prarie and Indigenous Archaeology to emphasize Indigenous community engaged research
• Formalized the Canadian Indigenous Languages and Literacy Development Institute as an academic institute
GOAL

We will support our people and sustain our programs by attracting and stewarding appropriate resources.
OBJECTIVES

I. Secure and manage the Faculty’s resources to sustain, enhance, and promote our mission, vision and goals

II. Ensure that our learning spaces, facilities, and infrastructure meet the current and evolving needs of the Faculty

THINGS WE’VE ACCOMPLISHED

• Implemented Health and Safety survey, policies and procedures
• Completed multiple infrastructure upgrades in our 12 buildings across North Campus
• Conducting a space inventory
• Several departments enhanced audio visual equipment in classrooms, labs and meeting areas
• Enhanced security monitoring
• Prepared processes to implement the university’s new budget model
• Finalized campaign fundraising priorities
• Raised $12,122,975 in philanthropic giving to support research, teaching and learning

STRATEGIC PLAN: MIDTERM REPORT
RESOURCES & INFRASTRUCTURE

DECEMBER 2019