



**UNIVERSITY
OF ALBERTA**



2024-2030

Ignite

Strategic Directions for Arts Impact

JULY 23, 2024

This document offers a visionary framework to which the entire Faculty of Arts community has contributed. It is an expression of how we see ourselves, what we value, and where we want to have impact. It is not presented as a prescriptive plan. The Faculty of Arts is a large, vibrant, and wonderfully diverse faculty. It includes nearly 8,000 students, over 800 employees, and 15 departments spanning a multitude of disciplines across the humanities, social sciences, and the fine and performing arts. Our community also includes over 57,000 alumni, many Professors emeriti, and countless friends and community partners.

This document offers strategic directions along which each Arts constituency, department, or unit may articulate their own detailed action plans, with corresponding outcomes and metrics, rooted directly in their particular needs and aspirations. The actions we take under the auspices of our strategic directions shall be informed by the overarching strategic plans of our University, such as *Shape; Braiding Past, Present, and Future*; and *Forward with Purpose*.

Our mission and what we value

Arts disciplines are core to the vitality, reputation, and impact of any research-intensive university. Globally, the top-ranked universities excel in humanities, social sciences, and the fine and performing arts.

As a faculty community, we seek to elevate the impact and the relevance of Arts disciplines, both within the University of Alberta, and across our local, national, and global societies. By investing in people, relationships, and spaces, we will emerge as one of the very best Arts faculties in the country and the world. We will continue to be known for the quality of our programs, the boundary-expanding nature of our research and creative work, our attentive and responsible approach to student experience, and the integrity and humility of our deep commitments to social justice and transformation. In continuity with our strategic commitments of the past, we want the Faculty of Arts to ignite change for good in the world.

All that we do individually, and collectively as a community, is rooted in our values. These values inform our actions and our work as teachers, researchers, creators, performers, employees, students, activists, and friends of the Faculty of Arts.

As a community, we value:

- academic integrity and rigour
- truth and reconciliation
- good relations with all Indigenous peoples and their lands
- equity, diversity, inclusion, and accessibility
- freedom of expression and academic freedom
- peaceful assembly and non-violent speech and protest
- engaged citizenship and critical discourse
- the discovery and preservation of knowledge
- the dignity of all human beings

By investing in people, relationships, and spaces, we will enhance our standing as one of the very best Arts faculties in the country and the world.

Direction 1:

The Arts community must be rooted in good relations

We recognize ourselves as a diverse yet distinctive community whose identity should be firmly rooted in good relations with Indigenous peoples and their lands; with students and all people who seek knowledge; with Arts faculty members and staff; with Arts alumni and emeritus colleagues; and with external community partners and friends.

Our diverse faculty brings great value to our research, our academic programs, our partnerships, and the experience we offer to students and members of the Arts community. We embrace and practice the principles of equity, diversity, decolonization, and inclusion. We believe that every student, instructor, researcher and staff member deserves the opportunity to find a home and to thrive in the Faculty of Arts.

Our goals are to:

- Support a strong sense of belonging, empowerment, collective responsibility, and stewardship in all members of the Faculty of Arts community.
- Provide equitable opportunities for Indigenous, Black, and all Arts community members to access the spaces and the resources they need in order to succeed.
- Build connections with our donor and alumni communities in order to advance our priorities around Indigenization, equity, diversity, inclusion, and student success.
- Strengthen our connections with employers and community partners to provide mutually beneficial experiential learning opportunities.
- Establish new relationships with international partners and be a welcoming and supportive home for international students.
- Be an employer of choice, known for our supportive environments, meaningful career pathways, and the high value we ascribe to all employees in the Arts community.
- Continue to provide and expand upon our high-quality student services in support of engagement, retention, and graduation.
- Honour our ongoing commitments to the success of Indigenous scholars, staff, students, and alumni while promoting research, creative activity, and teaching that respectfully engages with Indigenous peoples and Indigenous ways of knowing.
- Demonstrate our impact by promoting Arts stories and achievements to new and existing audiences.
- Offer recognition and support for all academic staff as the ones who build and deliver our world-class academic programs.

Direction 2:

High-quality and innovative education is the foundation of who we are as a faculty

Education is the foundation of who we are as a community, and each of us as teachers, learners, or staff members should see ourselves reflected in the educational mandate of the faculty.

We are committed to creating and delivering the highest quality academic programs that will prepare our students to make change for good through research, creation, performance, and critical thought, and by illuminating injustices and cultivating a deeper understanding of our social, global, and environmental context. We embrace pedagogical and curricular innovation to ensure the career readiness of our students and cultivate their ability to address the challenges we face as a society, both now and in the future. Faculty of Arts graduates use their education to profoundly impact all aspects of our world as future leaders, artists or professionals.

Our goals are to:

- Deliver world-class academic programs that respond to the needs of our society.
- Cultivate safe and innovative learning environments that enable all students to succeed.
- Embrace pedagogical and curricular innovation to ensure the career readiness of our students and cultivate their ability to address the challenges we face as a society
- Create flexible opportunities for students to enhance their education through community-engaged and work-integrated learning.
- Increase and diversify opportunities for students to develop employment-oriented skills and support their transition from the classroom to the workforce.
- Develop additional interdisciplinary teaching opportunities and program options, both within Arts and with other faculties.
- Encourage the expansion of international educational experiences for students and faculty.
- Incorporate Indigenous ways of thinking and knowing and anti-racist methodologies and practices into our teaching.
- Provide resources that enable instructors to be responsive to technological advances, societal changes, and the needs of learners.
- Support a culture of sharing teaching innovations and insights among the instructor community.
- Encourage the scholarship of teaching and learning and the implementation of best practices into our classroom spaces and pedagogy.

Direction 3:

We shape the world through our work in research, creation, and performance

Our work as researchers, creators, and performers shapes the world in which we live.

With a critically informed lens we illuminate and interrogate complex problems and conditions in our society, through our data-informed research, critical thought, creative storytelling, and artistic creation and performance. Our research community is privileged to include Indigenous, Black, racialized, and gender diverse students, staff and faculty who contribute multiple and inclusive perspectives. As a Faculty of Arts we believe that our relevance is defined by the transformative human and societal impact of our work.

Our goals are to:

- Broaden the understanding and appreciation of research that involves and impacts communities and the value of community-engaged research.
- Expand support for research and creative projects that explore equity, diversity, inclusion, intersectionality, anti-racism, decolonization, and Indigenization.
- Support an increase in the number of both faculty members with external funding and overall funding applications to the federal Tri-Council funding agencies, the Canada Foundation for Innovation, the Canada Council for the Arts, and other external funding sources.
- Encourage funding applications that prioritize support for paid research training of undergraduate and graduate students.
- Provide students with research experiences that cultivate transferable skills for future career success.
- Improve our communication about the value and impact of the full range of research and research creation happening throughout the Faculty of Arts.
- Enhance the visibility and impact of research achievements through various modes of dissemination and public outreach.
- Highlight and support our Centres and Institutes as catalysts for national and international research on campus and beyond.
- Invest in professional development opportunities that enhance skills in research knowledge mobilisation and outreach.
- Identify new opportunities for Indigenous, Black, and racialized researchers, and support research and creative activities that impact their communities.

Translating our strategic directions into action

Our strategic directions and the associated goals are meant to be a supportive guide for every academic department, administrative unit, and centre/institute in the Faculty of Arts.

In relation to these strategic directions, each unit will be encouraged to collaboratively develop an annually updated Arts Impact Plan (AIP). The AIP will offer an overview of the unit-level actionable objectives, initiatives and projects that have been identified as a priority by the unit, as well as any indicators or metrics for success where appropriate. Importantly, the AIP will indicate the ways in which each unit-level priority honours the strategic directions and the associated goals of the Faculty of Arts (recognizing that each direction and goal is going to be differentially relevant depending on the mandate of the unit).



Leading with Purpose.



**UNIVERSITY
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Faculty of Arts

6-5 Humanities Centre
Edmonton, AB
Canada T6G 2E5

uab.ca/arts