

**CHANGE**

**FOR**

**GOOD**



*The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.*

# MESSAGE FROM THE DEAN



The Faculty of Arts at the University of Alberta is a diverse, inclusive Faculty—a place for any individual to thrive or idea to be explored within the social sciences, humanities, and fine arts disciplines. Whether through skilled artistic expression, breakthrough research, strong community partnerships, or a passionate dedication to teaching and learning, Arts faculty, staff, and students act as a catalyst for societal change.

This five-year Academic Strategic Plan articulates the vision, mission, and shared values that form the bedrock of our Faculty. Building on the achievements of more than a century of teaching, learning, research, creative activity, and scholarship, it identifies the strategic goals and objectives that, over the next five years, will bring renewed focus to our work, and guide decision making and resource allocation.

This strategic plan supports and aligns with the University of Alberta's institutional strategic plan, *For the Public Good*. It has been guided by the work of a committee representing our key internal constituencies and informed through consultation with faculty, staff, students, and alumni. Feedback received from three online surveys, two town hall meetings, and numerous small group meetings were instructive in shaping this plan.

The goals we identify will ensure that our students are transformed by their studies and are prepared to face the complexities of a challenging world; Arts researchers and creative artists will extend the impact and reach of their discipline-defining knowledge and craft; Indigenous students, staff, and faculty will thrive and build new pathways to success for Canada's First Nations, Inuit, and Métis people; our Faculty will excel in an atmosphere of equity, diversity, and engagement and will build relevant and

essential connections to our supporters and champions near and far; and we will do so while stewarding the resources that sustain our continued success.

This Academic Strategic Plan is bold and aspirational. It positions the Faculty of Arts and our people for success, and prepares them to build a stronger society, to create a better world, and to share in change for good.

**LESLEY CORMACK**  
DEAN OF ARTS

# OUR MISSION & VISION

The Faculty of Arts offers rich academic experiences in the social sciences, humanities, and fine arts; engages in 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 thinking, creative expression, dialogue, and action on the most pressing issues. Over the next five years, 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.





## OUR VALUES

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, respect, and equity 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 contributing to the public good through the dissemination of knowledge and sharing of research creations.

The Faculty of Arts values social responsibility, engaged citizenship, and social justice, and is committed to respectful relations with Indigenous peoples within and beyond our Faculty community.

# TEACHING & LEARNING

## GOAL

**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 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



## RESEARCH & CREATIVE ACTIVITY



### GOAL

**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 promoting 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
- VI. Improve communication of the social value and impact of the full range of Arts research and research creation

# RESPECTFUL RELATIONS

## GOAL

**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



# OUR PEOPLE

## 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



## **ALUMNI & EXTERNAL COMMUNITIES**

### **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

## **RESOURCES & INFRASTRUCTURE**

### **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



# OUR NEXT STEPS

This Academic Strategic Plan represents a full year of planning and consultation. Designed to be bold and ambitious—and to align with the University of Alberta’s institutional plan *For the Public Good*—it builds on existing plans and initiatives, and proposes new areas of focus.

In November 2017, this plan was endorsed by Arts Faculty Council (AFC) as our path forward, and to serve as the foundation for the planning and allocation of resources over the next five years.

But our work is not done. With AFC endorsement of the key strategic goals, the stage is now set for faculty members and staff to work together, and in common purpose, to bring our Academic Strategic Plan to life. By thoughtfully planning and carefully developing supporting strategies, and executing plans to achieve these goals, we will move closer to achieving our Faculty’s mission and vision.

Our Academic Strategic Plan will be dynamic. Given the shifting expectations and pressures impacting post-secondary institutions, we can expect to make adjustments to reflect emerging needs and opportunities, and to ensure our Faculty’s strategic areas of focus remain relevant to the needs of students, our community, our nation, and the world.

We commit to a rigorous process of monitoring, evaluating, and communicating the progress made on this Academic Strategic Plan so that our faculty members, staff, students, alumni, and other interested parties are informed of significant adjustments and achievements.

We commit to change for good.

**THANK YOU FOR  
YOUR ONGOING  
SUPPORT AND  
INVOLVEMENT.**





**UNIVERSITY OF ALBERTA**  
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