

Faculty of Arts

2017–2022 Academic Strategic Plan: *Change for Good*

Final Report

INTRODUCTION

The Faculty of Arts' 2017–2022 Academic Strategic Plan, *Change for Good*, is nearing the end of its formal lifespan. This report reviews the mission, vision, and values of *Change for Good* and shares some key achievements and outcomes related to the Plan's core goals and objectives. Just as important as the achievements highlighted in this final report is the evidence that the values that animated *Change for Good* remain relevant to who we are as a Faculty community in 2022.

The planning process that resulted in *Change for Good* was initiated by former Dean Lesley Cormack in 2016. Dean Cormack sought input from faculty, staff, and students. Her goal was to develop an academic strategic plan that spoke to shared values, while outlining a vision for our collective success as a scholarly community. Full information on the 2017–2022 Academic Strategic Plan, including the 2019 midterm report, can be found on the [Faculty of Arts website](#).

CHANGE FOR GOOD: 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.

CHANGE FOR GOOD: 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 engaging with 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.

NOTE FROM THE DEAN

In 2017, former Dean Lesley Cormack committed to a new Academic Strategic Plan, Change for Good. Encompassing six strategic themes, each with twenty-four objectives, this plan made concrete commitments rooted in shared values. As Interim Dean over the past two years, I committed to the mission, vision, and values that animated Change for Good. While the unprecedented challenges of a global pandemic and unanticipated processes of transformation at the University of Alberta altered the context for our teaching, research, and creative activity, we have continued to make progress on most of the plan's core objectives. By remaining focused on acting in the best interest of our people, we ensured rich learning experiences for our students, important advances in research and creative activity, and an ongoing commitment to community engagement. We have continued to prioritize the values of social responsibility, engaged citizenship, social justice, and respectful relations.

Looking back over the past five years, I am proud of the many ways in which we have sought out difficult truths and pursued meaningful opportunities for reconciliation. The Faculty of Arts has expanded its commitment to Indigenous research, teaching and learning, and community engagement. Researchers in the Faculty of Arts are leaders in language revitalization. Members of the Arts community have also contributed to reckoning with truths about Indian Residential Schools. We took deliberate steps to fight racism and foster an equitable, diverse, and inclusive work environment, and we undertook the building of a zero-tolerance policy for all forms of sexual violence on campus. Following the February 24, 2022 Russian invasion, the Faculty community rallied in support of the Ukrainian community. On all these fronts, our commitment to social responsibility and to the values of diversity, inclusivity, and respect have guided our good works.

In keeping with Change for Good, we worked to strengthen our commitment to experiential learning, even while simultaneously transitioning to and from online learning during the pandemic. We continue to prove our dedication to improving and striving for teaching excellence, with the creation of the Arts Pedagogy Working Group and the development of learning outcomes for our academic programs. We continue to foster and build intellectual community and connect with the broader community by engaging on significant social and political issues through scholarly conferences and open events featuring high-profile speakers and inspiring public intellectuals. We continue to intensify and motivate collaborative cross-disciplinary research that impacts policy making, stimulates emerging societal discussions, and transforms our local and global communities.

While the Faculty restructured in the context of University of Alberta for Tomorrow (UAT) and the Service Excellence Transformation (SET) initiative, we have relied on collegial discussions to chart a course that will maximize our potential to thrive in the coming years. Even when making tough decisions, we have continued to be focused on protecting and advancing the place of Arts disciplines at the University of Alberta. We have remained committed to a mission and vision that positions our faculty, staff, and students to push the boundaries of thinking, creative expression, dialogue, and action. This commitment has never been more crucial.

Academic Strategic Plans outline goals and objectives and our success can be measured by related achievements. But they also articulate shared values, and these endure longer than our commitments to particular objectives. As we revisit Change for Good, I am struck by the continuing relevance of the plan's mission, vision, and values – they remain an accurate representation of who we are as a Faculty community. This final report on the 2017–2022 Arts Academic Strategic Plan assesses our shared progress on achieving certain goals, but it also reaffirms our identity and sense of purpose.

Steve Patten, Interim Dean
June 2022

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.

"In a time of global vulnerability, we effectively maintained a never-wavering student focus. We created the Arts Pedagogy Working Group (APWG) and the Arts Remote Teaching Support (ARTS) team to assist all Arts instructors to address the challenges of remote/online course delivery in response to COVID-19. In March 2020, most instructors successfully pivoted to remote learning, and then shifted again to bring students back to campus to safely resume in-person instruction, while also integrating students around the globe who continued with distance learning. And throughout the pandemic a small group of instructors continued to provide in-person learning in courses that could not be effectively delivered online. With the support of non-academic staff and teaching assistants, our continuing faculty members and Academic Teaching Staff worked hard to provide effective pandemic teaching. The inspiring efforts of the Arts Pedagogy Working Group during this period was central to our collective success."

Allen Ball, Associate Dean, Teaching and Learning

Key plan accomplishments include:

- Developed an Honors direct-entry strategy so that students can apply directly from high school, and in fall 2020 our first intake of the Honors Foundation Year yielded 14 students. In Fall 2021, we climbed up to 21 students registered in the Foundation Year and overall enrollment in the BA Honors increased from 217 in 2019, 310 in 2020, to 334 in 2021.
- Created new programs and certificates in response to student and industry demands: An MA (course-based) in History of Art, Design and Visual Culture; a BA in Modern Languages and Cultural Studies; an expanded BA in Criminology; an MA (course-based) in Philosophy; an MA in Policy Studies; a BA in Media Studies; a BFA in Drama (Production) with three second-level specializations: Design, Stage Management, and Technical Production; a Certificate in Ethics; a Certificate in Applied Social Science Research; a Certificate in Archaeology; a Minor in Business; a Certificate in Language Documentation & Revitalization; a Certificate in Sexuality Studies.
- Launched EXP+, an experiential learning hub to support strategic planning and collaboration among Arts Work Experience, Community Service-Learning, and Study Abroad Programs and to provide greater visibility to experiential learning in the Faculty.
- Established learning outcomes for programs across the Faculty of Arts; ongoing work will focus on preparing for provincially mandated performance indicators.
- Supported graduate students and programs with initiatives related to Faculty-wide graduate advising, workshops to help graduate students craft their CGSM applications, a new knowledge translation/mobilization course, and a pilot program to introduce Community Service-Learning components for graduate students.

RESEARCH AND CREATIVITY UPDATE

Goal: We will enable high quality creative activity and research that contribute to the public good

“Since 2017, we have received over \$42M in external research funding; we hold seven Canada Research Chairs (with an eighth CRC nomination currently under consideration) as well as a Canada 150 Research Chair awarded in 2018. We launched seven Signature Areas: Language, Communication, & Culture; Mediating Science & Technology; Shifting Praxis in Artistic Research/Research-Creation; Stories of Change; Digital Synergies; Futures of the Past; and Work, Employment and Labour Markets. Two of these Signature Areas were showcased at Congress 2021 under the umbrella of the newly created “Arts Intersectionality Studio.” An important addition to the Faculty’s thirteen Centres and Institutes is the Centre for Criminological Research (CCR), established in 2020. Another significant accomplishment involved revitalizing the Institute of Prairie Archeology as the renamed Institute for Prairie and Indigenous Archaeology (IPIA); this change punctuated our commitment to practicing archeology in the service of Indigenous communities, and is the first such institute in the world to adopt this approach.”

Marie Carrière, Associate Dean Research

Key Accomplishments include:

- Celebrated the induction of four Faculty of Arts researchers into the Royal Society of Canada.
- Achieved a higher success rate (63% in 2019 competition year) on SSHRC Insight Grants than the national average.
- Awarded four \$2.5M SSHRC Partnership Grants with an Arts researcher as the lead PI, and currently hold over \$4M in CFI JELF and Innovation Fund Grants.
- Prioritized and took action on equity, diversity, and inclusion to ensure full representation of all groups in awards, grant applications, and committee structures; prioritized EDI in research and award adjudication practices.
- Funded 70 Indigenous Research Projects (over the last 10 years) through the Kule Institute for Advanced Study (KIAS) for a total of \$833K. KIAS Cluster Grants, in light of the Truth and Reconciliation Commission’s Calls to Action, also encouraged the development of 20 proposals related to Indigenous research. KIAS also encourages comparative Indigenous research projects, especially those rooted in the Canadian experience. All proposals related to Indigenous research are adjudicated by an expanded Research Committee involving both Indigenous and non-Indigenous scholars.
- Inaugurated the Kule Scholars initiative specifically designed to create interdisciplinary projects around a theme. From 2020–2023, a cohort of five researchers will explore the theme of “Climate Resilience in the 21st Century.”
- Collaborated in University-wide development of institutional research priorities with Arts researchers heading up 3 of the 5 institutional interdisciplinary research signature areas, including the founding of Intersections of Gender (IG) and Situated Knowledges: Indigenous Peoples and Places (SKIPP).
- Welcomed three new Canada Research Chair appointments – CRC (Tier 1, pending) in Black Studies (English and Film Studies), CRC (Tier 1) in Feminism and Intersectionality (Political Science), and CRC (Tier 2) in Critical Disability Studies (Political Science) – and a Canada 150 Chair in Gender and Informatics (Women’s and Gender Studies/Media and Technology Studies).

OUR PEOPLE

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

“Building and advancing an equitable, diverse, engaged, and vibrant Faculty of Arts community is iterative and ongoing work for us all. Vigilance is necessary to continue to foster this culture. We have embraced this call. We established the Committee on Equity, Diversity and Inclusion (CEDI) to identify meaningful goals and better practices for initiatives. We conducted a series of conversations in the Faculty on equity, diversity, and inclusion (EDI) leading to the ‘Equity, Racial Justice, and Indigenous Initiatives’ Dashboard, launched in November 2021, along with key commitments and goals in hiring and retention, research and teaching, and staff and student support. Together, we have advanced an agenda leading to a number of recommended policy changes.”

Carrie Smith, Vice Dean

Key Accomplishments include:

- Established through collaboration and consultation a set of priorities and goals, including concrete steps for action, to work toward building an equitable and just Faculty of Arts community and publicly launched the Equity, Racial Justice, and Indigenous Initiatives dashboard to track progress.
- Adopted tenure-track and Academic Teaching Staff hiring guidelines that focus on inclusion, accessibility, transparency, and prioritize equity-deserving candidates; other employee types in progress.
- Approved recommendations to EDI-related changes in policy and processes for Arts Faculty Evaluation Committee (FEC).
- Examined and revised Arts teaching, research, and staff awards criteria through an Indigenous Initiatives & Equity, Diversity and Inclusion lens, and re-branded the Faculty of Arts’ Celebration of Excellence.
- Reviewed and revised Terms of References of Arts Faculty Council (AFC) Standing Committees to include targets for inclusion of equity-deserving members.
- Established Sexual Violence Policy (SVP) Implementation Committee, SVP flowchart, and SVP liaisons; ongoing training in Departments and with Faculty leaders.
- Built out training and professional development into Arts Leadership Forum with EDI initiatives a focus. & Launched Arts-wide meetings in 2021–2022 with Academic Teaching Staff (ATS) for community building and advocacy.
- Established a Faculty-wide graduate student group to better connect the Faculty office with graduate students, and graduate students across departments.
- Participated in the institution-wide Black Excellence Cohort hire 2021–2022 with a position in Transnational Feminist and Gender Studies (Women’s and Gender Studies).

ALUMNI AND EXTERNAL COMMUNITIES UPDATE

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

"We acknowledge that formalizing and engaging in Alumni relationship development goals has been made more challenging due to the COVID-19 pandemic and ongoing budget constrictions within the Faculty of Arts. However, we are delighted to report that our community engagement has been undeterred. We continue to grow and cultivate our community and alumni relationships. In May 2021, a podcast series titled 'BlackTalk' launched; this podcast provides a unique take on the Black experience to help people of all backgrounds reflect and challenge their thinking. Blacktalk.ca brings together scholars and community leaders from around the world through episodes that highlight new perspectives on anti-Black racism and Black achievement. And in spring 2022 the show 'Hold These Truths' examined anti-Asian racism in Canada and continued the discussion through expert panel discussions and community events in collaboration with the Edmonton Japanese Community Association."

Rebecca Nagel, Associate Dean, Student Programs

Key Accomplishments include:

- Produced multiple outreach events engaging Indigenous artists and elders. The Arts Working Group for Indigenous Initiatives (AWGII) established a network of Indigenous students, researchers, and community members both within and outside of the University of Alberta community. The group has also consistently made an effort to support Indigenous artistic contributions - including in 2021 the beginning of a series of live-streamed presentations ᐅᐱᐅᐅᐅᐅ ohpin'toyahk - We help each other up.
- Developed a Rapid Research Response four-part web-series to facilitate conversations on Indian Residential Schools by highlighting the voices of experts, community members, and faculty members across the University of Alberta, hosted by the Institute of Prairie and Indigenous Archaeology and the Kule Institute for Advanced Study (KIAS).
- Responded swiftly to the war on Ukraine in 2022 through sharing expertise and providing advocacy, with support and leadership of the Canadian Institute of Ukrainian Studies (CIUS), the Kule Folklore Centre (KuFC), the Wirth Institute, and the University of Alberta. Fundraising for humanitarian relief and disrupted Ukrainian scholars and students is ongoing. The Ukraine-Archives Rescue Team is actively responding to requests for assistance.
- Partnered with over 200 community organizations of all types and sizes in and around Edmonton, from small grassroots groups to large non-profit organizations in Community Service-Learning (CSL). These partnerships are vital to Arts programs, as they co-educate students in community issues and increase public awareness of key social issues.
- Arts donors gave approximately \$30M between 2017–2022 to provide sustainable revenue for Faculty and students, and
- Of the \$30M fundraised between 2017–2022, almost \$8.5M was donated by Arts alumni.
- Bolstered online programming in the Canadian Literature Centre in 2020–21 with the Brown Bag Lunch Podcast, Kreisel Lecture, and the annual Student Poetry Contest - engaging with over 13000 Arts alumni through interactive communications or 37 events between 2017–2022.
- Collaborated with the City of Edmonton to translate material in multiple languages to improve the accessibility of information, particularly for newcomers.

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.

“Since 2017 the Faculty of Arts created the Arts Working Group for Indigenous Initiatives (AWGII), which has worked hard to establish a network of Indigenous students, researchers, and community members both within and outside of the University of Alberta community. The group has also consistently made an effort to support Indigenous artistic contributions. We also increased the number of indigenous students studying in Arts, and expanded our hiring of Indigenous scholars and developed methods to aid in their success. In 2020, the working group held a workshop entitled ‘Indigenizing and Decolonizing Your Course.’ It involved exploring ideas and concepts around Indigenizing our courses through the use of Indigenous epistemologies. Through this event, participants learned strategies that they could use to Indigenize and decolonize the curriculum in order for it to be meaningful and impactful for all students.”

Kimberly Noels, Associate Dean, Graduate Programs

Key Accomplishments include:

- Increased Indigenous student population in Arts to 317 (4.4% of Arts undergraduate students, goal is 5%); BA in Criminology – approximately 9% of the 201 students in this program are Indigenous (Fall 2021) and the BA in Environmental Studies - approximately 14% of the 42 students in this program (Fall 2021) are Indigenous.
- Hired an Indigenous Engagement & Recruitment Specialist (Dec 2019) to do outreach in Indigenous communities, work with the central Indigenous recruitment team to recruit prospective students, and support and engage current/ongoing indigenous students.
- Integrated Indigenous content into over 100 courses across disciplines in the Faculty of Arts.
- Created Respectful Relations Fund, an initiative designed to provide modest funding in support of bringing Indigenous Elders and/or Indigenous cultural advisors to campus.
- Held over 15 specific events that engage Indigenous communities in a variety of knowledge translation, learning, artistic sharing opportunities, along with several casual social events aimed at relationship growth. The 2018 series, “Stories of Place,” provided opportunities to strengthen our knowledge and understanding of where we are situated as a settler institution in relation to the Indigenous histories of and connections to this place.
- Prioritized Indigenous initiatives across Arts Departments, Centres, and Institutes including highlighting the work the Canadian Indigenous Languages and Literacy Development Institute (CILLDI), the creation of the History and Classics Students' Truth and Reconciliation Commission Indigenous Essay (HCTRC) Prize worth \$1000, the Kule Folklore creation of the Indigenous Ukrainian Relationship Building Initiative and featuring Indigenous writers/speakers in faculty lectures such as the Kreisel Lecture.

RESOURCES AND INFRASTRUCTURE

Goal: We will support our people and sustain our programs by attracting and stewarding appropriate resources

“Low occupancy on campus accelerated several key projects from 2020–2022. Necessary environmental improvements were completed ahead of schedule. Most notably, HVAC mechanical upgrades to the heating system within Tory Tower are set to be completed by summer 2022. There were also HVAC mechanical upgrades to the Fine Arts Building. These projects will improve energy efficiency of the overall heating and cooling systems to create a more comfortable work environment for occupants. Also, Faculty of Arts’ organizational restructuring led to new shared administrative service units and subsequent changes to administrative spaces. The work of reimagining our administrative, department, and community spaces will continue in the coming years as part of a larger consolidation of space campus-wide.”

Eva Glancy, Faculty General Manager

Key Accomplishments include:

- Rectified multiple asbestos/abatement issues in the Fine Arts Building, including offices in Drama, Music, and Bleviss Laboratory Theatre.
- Identified accessibility issues and produced a recommendations guide for consideration by Facilities and Operations. An accessible washroom power assist button was installed on the main floor of the Old Arts building to increase maneuverability. Work is underway on a signage project with Art & Design students to address accessibility needs and identify staff location in Arts buildings.
- Finalized a more robust and comprehensive inspection and hazard identification and management system. Participated in the University’s first safety stand down. Revised the terms of our Health, Safety, & Environment Committee as part of our internal safety review.
- Completed a full space audit. Space planning will continue into 2022 and beyond, with the U of A space optimization strategy and associated initiatives
- A compilation of an AV inventory, and a priority list of upgrades is currently being completed as a first step in creating a new Arts Capital Plan. So far, equipment upgrades have been completed in Old Arts 4-30, Tory 2-39, Tory 14-28.
- The institution has initiated a multi-year evergreening plan to ensure the upkeep of computers and technology for faculty and staff.

CHANGE FOR GOOD: OBJECTIVES

- Checkmark (✓) marks a completed objective.
- Ongoing – Many objectives are, by their nature, ‘ongoing’ (and sometimes evolving) endeavors.

Status	Objectives	Areas
Ongoing	Reinvigorate Arts’ honors programs to provide challenging opportunities for hands-on research and mentoring	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.
✓	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	
Ongoing	Strengthen support systems for experiential learning, including global interactions, community service-learning, and work-integrated learning, in undergraduate and graduate programs	
Ongoing	Enhance our graduate programs to equip our students with the skills and credentials to prepare them for a variety of academic and professional careers	
Ongoing	Review and improve how effective and inspiring teaching is fostered and rewarded	
Ongoing	Encourage and enable increased collaborative and cross-disciplinary research and creative activity	RESEARCH AND CREATIVITY UPDATE Goal: We will enable high quality creative activity and research that contribute to the public good
Ongoing	Support and profile research and creative activities that inspire public discussion of complex issues	
✓	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	
Ongoing	Enhance supports for the successful pursuit of external funding that contributes to reputation-defining research and creative activities	
Ongoing	Encourage community-engaged research and creative activity that will extend the reach, effectiveness, benefit, and value of our Faculty-community connections	
Ongoing	Improve communication of the social value and impact of the full range of Arts research and research creation	OUR PEOPLE Goal: We will build an equitable, diverse, engaged and vibrant Faculty of Arts community.
Ongoing	Enhance equity by recruiting and supporting faculty and staff who reflect diverse perspectives	
Ongoing	Recruit a more diverse range of students, thereby enriching our learning environments and programs	
Ongoing	Support Academic Teaching Staff by recognizing and rewarding educational leadership, curriculum development, and outstanding teaching	

Ongoing	Cultivate engagement and collegiality at all levels in our Faculty	
Ongoing	Foster a culture of excellence by enriching learning and professional development opportunities for our staff and faculty	
Ongoing	Increase and sustain reciprocal community relations and engagement	ALUMNI AND EXTERNAL COMMUNITIES UPDATE Goal: We will foster vital and enduring relationships with our alumni, community partners, and donors.
Ongoing	Work with alumni and community partners to explore research and learning opportunities that strengthen Faculty community relations while addressing community-identified concerns	
Ongoing	Increase and deepen engagement with our alumni to create an involved, motivated group of advocates and champions	
Ongoing	Develop and implement Arts strategies for recruitment and retention of Indigenous faculty and staff	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.
Ongoing	Develop and implement Arts strategies for recruitment and retention of Indigenous students	
✓	Create a plan for integrating Indigenous content in Arts curricula and encourage pedagogical approaches that value Indigenous voices and ways of knowing	
Ongoing	Encourage and appropriately reward mutually beneficial research collaborations involving researchers and Indigenous communities	
Ongoing	Secure and manage the Faculty's resources to sustain, enhance, and promote our mission, vision, and goals	RESOURCES AND INFRASTRUCTURE Goal: We will support our people and sustain our programs by attracting and stewarding appropriate resources
Ongoing	Ensure that our learning spaces, facilities, and infrastructure meet the current and evolving needs of the Faculty	