

**Faculty of Arts Strategic Plan**  
**Annual Report, 2016-7**

As per the provisions in the 2013-8 Faculty of Arts Strategic Plan, “each May, the Dean will present a report card to Arts Faculty Council (AFC) identifying successes and ongoing challenges with respect to this Strategic Plan. The report card will be posted on the Faculty website as an appendix to this document.”

Below is listed are the intended goals over the five year plan and actions taken in 2016-7

Section of Plan	Goal	Action Taken	Planned or Potential Future Action to Achieve Goal
<b>2.2 Identity, Values and the Importance of Arts</b>	<b>Raise awareness of the importance of Arts</b>	<p>Created Faculty of Arts videos of administrative staff and alumni as well as a “Year in the Life of Arts” video</p> <p>Established an Experts on Call webpage</p> <p>Created a new Faculty of Arts brochure</p> <p>Held Peace Prize event at Jack Singer Hall</p> <p>Had the Faculty of Arts partner with the Alberta Student Leadership Forum</p> <p>Moving to create new alumni chapters in History and Psychology</p> <p>A trial information pamphlet was created for Sociology, with an intention to develop ones for all majors</p>	<p>Enhance department websites</p> <p>Continue efforts to expand the profile of Arts external to Mount Royal and to build a more active Arts alumni network</p> <p>Create pamphlets for each major</p>
	<b>Each department, supported by the Faculty, enjoys the programmatic,</b>	Shifted control over budgets for Coordination and Advising to the Department level rather	Maintain this pattern as resources permit

	<p><b>administrative, and intellectual latitude to fully harness its potential</b></p>	<p>than funds being held in the Faculty office</p> <p>Shifted a greater percentage of the Arts Innovation Fund to departments</p> <p>The <i>Ad Hoc</i> Statistics Committee provided input in the creation of a report that argues “statistics” courses in the Faculty of Arts should not be taught by statistics instructors outside of the Faculty of Arts</p> <p>The <i>Ad Hoc</i> Honours Committee saw its work completed as honours information was made programme specific, thereby reducing Arts-specific guidelines</p>	
	<p><b>The Faculty of Arts wants to be recognized as an employer of choice where people look forward to coming to work, as they view the Faculty as valuing and encouraging mutual respect, positive relationships between employees, shared responsibility and commitment, opportunities for personal and professional growth, a work-life balance, fairness and transparency in</b></p>	<p>Established a \$10,000 Innovation Fund for contract professors; \$10,000 professional development fund for administrative staff; and expanded support from \$5,000 to \$10,000 for the Undergraduate Students Assistance Fund</p> <p>Transferred course allocations in some departments to more closely match student demand, without increasing class size</p>	<p>Continue in 2018 with the Faculty of Arts Engagement Survey</p>

	<p><b>decision-making, and recognition for contributions</b></p> <p><b>Find efficiencies, without compromising quality, so that colleagues can focus more on teaching and research and feel energized to pursue interesting, and innovative, service projects</b></p>		<p>Continue this strategy, including to maintain our focus on delivering personalized learning</p>
<p><b>2.4. Institutional Budgetary Context</b></p>	<p>The Faculty will work to streamline course offerings to correspond to what is required for degree completion and to maintain program integrity. The goal is to provide a more regular rotation of courses among faculty and maintain strong fill rates in order to reduce the number of cancelled classes</p>	<p>Same as 2.1 above</p>	<p>Further reduce the incoming Undeclared cohort to stream more students directly into degree majors</p> <p>Encourage further conversion of Open Studies and Undeclared FLEs to support degree programs</p> <p>Establish entry quotas for each major</p>
<p><b>3.0 Re-Allocating Resources</b></p>	<p><b>Establishing an Arts Innovation Fund</b></p>	<p>Completed</p>	<p>Continue to monitor through the DAG to ensure funds are used effectively</p>
<p><b>4.0 Support for Teaching</b></p>	<p><b>Encourage holistic assessment of teaching</b></p>	<p>TC reports indicate that the spirit of this recommendation is being followed</p>	<p>This is in the purview of Department TCs and must follow the Collective Agreement</p>
	<p><b>Encourage faculty to teach both introductory and senior courses</b></p>	<p>Departments report no problems about faculty distribution of workload spread between different levels of instruction</p>	<p>Continue encouraging such a distribution of workload</p>

	<p><b>Prioritize and support pedagogical innovation through List A and other funding mechanisms</b></p>	<p>There continues to be List A support in this category, namely for “developing and marketing niche areas to create greater appeal for students and to better distinguish departments to a wider audience”</p>	<p>Under the expanded resources for List A, the Faculty will continue to provide, where possible, support for “exploring the viability of offering on-line courses and developing pedagogical approaches for target groups such as Indigenous peoples.”</p>
	<p><b>Develop a plan for teaching international field schools</b></p>	<p>Discussions have occurred within several departments and at the DAG about better sequencing field schools so as not to saturate the market, especially in the current weakened budgetary climate in which field schools are having difficulty reaching the required minimum to run</p>	<p>Consider a Faculty-wide approach on the number/sequencing of field schools. This has also been addressed through the office of the AVP Teaching and Learning</p>
	<p><b>Teaching Exchanges</b></p>	<p>Explored this possibility with the University of Calgary in the area of Women and Gender Studies</p>	<p>Look to finalize this arrangement through creation of a joint degree in Women and Gender Studies for which an inter-university committee is being established</p>
<p><b>5.0 Support for Research</b></p>	<p><b>Within five years, the Faculty of Arts aims to achieve a 20% increase in research intensity, namely in total publications, conference presentations, successful grant applications, and engagement with</b></p>	<p>Measurement with regard to this goal has not occurred, though grant success has markedly increased</p> <p>Arrangement reached whereby the office of the Associate Vice-President Research, Scholarship and Community Engagement matches course release</p>	<p>Produce a report for the AVP of Research, Scholarship and Community Engagement on research support needs in the Faculty of Arts</p>

	<b>undergraduate student researchers</b>	provided by Arts to colleagues who receive major external grants	
	<b>Create more opportunities for Tri-Council funding</b>	<p>Through List A, the Faculty provides three hours reassigned time for a Tri-Council grant of 2-3 years duration worth at least \$10,000 per annum for the MRU researcher, and a total of six hours of reassigned time for a 4-5 year grant with the same annual minimum funding</p> <p>Success with Tri-Council grants and other sources of external funding has increased notably</p> <p>The Faculty provides three hours of reassigned time to a full-time colleague who takes the lead in organizing a conference with at least \$20,000 in Tri-Council funding</p>	Continue these strategies
	<b>Increase recognition and support for faculty-directed student research</b>	Enhanced support for the Undergraduate Student Assistance Fund	Seek to partner with the Office of Research, Scholarship and Community Engagement to increase support in this area
	<b>Create more space for research projects</b>	Completed final phase of the Centre for Psychological Innovation	Look for opportunities in coordination with the Office of the AVP Research, Scholarship and Community Engagement to create more research space, especially with vacated space as the library relocates

	<b>Lobby for greater support for conference travel</b>	Changes to the Collective Agreement will reduce funding in 2017-8	Consider using a portion of the Arts Endeavour Fund for this purpose
	<b>Obtain better IT support for research</b>	Some departments used their allotment from the Arts Innovation Fund to make IT purchases  IT has visited Arts and is better aware of needed support	Seek to increase IT support to purchase programs (like SPSS) to assist research
	<b>Celebrate research within the Faculty of Arts</b>	Have created new awards and displays	Create a community speaking series to showcase Arts research  Have more public displays of faculty research achievements, perhaps at the Arts Welcome Back event and at Student Research Days
<b>6.0 Service</b>	<b>Create efficiencies for service, namely that departments undertake an annual audit of their service work and report briefly to the Dean with recommendations on creating efficiencies and ensuring proper resources are in place</b>	Some work occurred this past year in Sociology-Anthropology	Allow this to be department driven, which has proven successful
	<b>Decrease service responsibilities during the intersession</b>	This has been pursued as part of Collective Bargaining	Continue to express the Faculty's support for initiatives in this area
	<b>That the number of annual AFCs be</b>	Implemented	Continue with this schedule

	reduced from 8 to 6 unless extra business is required		
	That tenurable colleagues be permitted to serve on more committees within a more streamlined and efficient service structure	Achieved	No further action required
	That committees delegate tasks prior to meetings so that colleagues come with completed proposals	Evident with some committees, such as TCs and the Arts Diversity Committee	Continue to encourage this trend, where appropriate
	That the Dean endorse the principle of faculty providing more precise, and less lengthy, reports, including individual annual reports	Achieved, including through the CA	Continue to encourage this trend, where appropriate
	Departments look to reduce the number of required committee memberships	Implemented as appropriate	Revisit if necessary
<b>7.0 Analyze and identify factors which help or hinder student success</b>	The Associate Dean will arrange an annual survey of senior students to identify what aspects of Arts programs they consider strongest and areas or approaches that require improvement	Implemented in some areas, and developing in others	Seek to expand, if necessary, beyond information attained through CUSC and NSSE
	Create a fund to assist with student travel to present at conferences and to	Select students have received support, but on an ad hoc basis	Such a program is being piloted through the Office of the AVP Research, Scholarship

	<b>support student-led academic events</b>		and Community Engagement
	<b>Coordinate with Research Services and the Vice-President, Academic, to help fund the production of an annual, substantive, interdisciplinary undergraduate peer-reviewed Arts journal</b>	Faculty and Department support – both financial and academic - has been provided to student-run department-based journals and newsletters in Sociology-Anthropology, Psychology, English and Humanities	Continue to work with Arts student clubs to gauge interest in a Faculty-wide interdisciplinary journal
	<b>Create new awards for outstanding student achievements and contributions at the department and Faculty level</b>	Established the Arts Citizenship Cup and new awards for outstanding contributions in Psychology, Sociology and Anthropology	Try to create such new awards in every department
	<b>The Faculty will coordinate more closely with MRU's enrollment services to build stronger connections to high school guidance counsellors and to section heads/teachers responsible for areas that link to Arts programs</b>	Have worked with the Calgary Board of Education to try to expand dual credit pathways  Have established a partnership with the Alberta Student Leadership Forum that brings Arts before some 1000 grade 11 student leaders and their guidance counsellors from across the province	Seek to expand dual credit pathways
	<b>The Dean will establish regular meetings with the leaders of Arts student clubs to enhance communication and to identify concerns and needs</b>	Implemented in 2013-4 though level of student involvement varies annually	Seek to invigorate this activity



	<b>The Associate Dean will work with Department Chairs to increase the frequency of courses that have high student demand</b>	Implemented across Academic Affairs in 2016-7	Continue this activity, including in Spring session
	<b>Work with the International Office and the Office of Risk Management to ensure that Canadian-based field school opportunities enjoy the same institutional support and safeguards as international ventures</b>	Like other areas of Academic Affairs, an annual report was prepared on “risk” factors in the Faculty of Arts	Work with the International Office and the AVP Teaching and Learning to try to formalize approaches for domestic field schools
<b>8.0 Program Review</b>	<b>Fulfil the CAQC requirements for program review</b>	Successful CACQ self-studies completed for Policy Studies, Sociology, Anthropology, English and Psychology	Work towards completion of self-studies for History and Justice Studies as per schedule
<b>9.0 Program Development</b>	<b>Lobby for the allocation of Open Studies and University Entrance Option seats to the Faculty of Arts</b>	For the 2014-5 academic year, 75 FLEs (which equates to 100 heads) were converted from Open Studies to degree programs in the Faculty of Arts. This was to support proposed new degree majors in Philosophy and Business Economics	Continue to work towards implementation of these degrees
	<b>Reduce from 20 to a maximum of 10 courses the amount of time a student can be in Arts before declaring a major</b>	Implemented	No further action required
	<b>Reduce the cohort of Arts students</b>	Implemented	Consider further reducing from the

	<b>remaining as “undeclared” and encourage students to declare their major earlier</b>	A report was generated analysing enrollment problems with “undeclared” students in the Faculty of Arts	current level of 200, especially to re-allocate FLEs to support proposed new degrees
	<b>Restructure low enrolled programs</b>	Spanish degree was suspended because of low enrollment  The Spanish minor was reconfigured and proposed as the Spanish Language and Latin American Studies minor, which is designed to attract a broader group of students	Consider adjustments to other areas, as needed
	<b>Work with Enrolment Services and University Advancement to create effective marketing</b>	Created a new brochure and coordinated on Arts being publicized at the Alberta Student Leadership Forum	Try to establish greater administrative support within Arts, specifically to enhance marketing/promotion
	<b>Pursue transfer opportunities, though with clear benefits to MRU Arts</b>	Established a fully-funded bridging program with three Alberta colleges from their Interior Design diploma program into the new Bachelor of Interior Design  Exploratory talks with College of the Rockies and Red Crow Community College  Transfer agreement moving ahead with Old Sun Community College	Consider other opportunities, but only if not a financial drain
	<b>Evaluate the Creation of New Majors</b>	Resubmitted the Part A proposal for the Philosophy major to Provost’s Office  Completed Part A and Part B proposals for the new major in Business-	Continue to work with the Provost’s Office to achieve new degrees  Continue to pursue joint programming with the University of Calgary in the area of

		<p>Economics. Revisions requested; awaiting data from the Provost's Office and the AVP of Enrolment Management</p> <p>Completed and revised Letters of Intent for new degree majors in Environmental Humanities and Religions and Cultures. Template being changed by the Provost's Office</p> <p>Approved new minors in Peace Studies and Creative Writing</p> <p>The Spanish Language and Latin American Studies minor proposed</p> <p>Establishing an inter-university committee for the proposed joint BA with the University of Calgary in Women and Gender Studies</p> <p>All of the existing degrees, except for the BID, were altered to better align their curricula with the changes to the revised <i>Program Definition Policy</i> in such a way as to maintain their autonomy</p>	Women and Gender Studies
<b>10 - Funding</b>	<b>Four-year Bachelor of Interior Design</b>	Completed, including with a new \$1.5 million teaching space	No further action required
	<b>Interdisciplinary Chair on Teaching and Research in Resource</b>	This has been adapted to create an Institute for Policy Initiatives	Continue to develop this concept, and cultivate potential donors in coordination

	<b>Management and Policy</b>		with University Advancement
	<b>Create a Centre for Excellence on Teaching and Research on Aboriginal Issues</b>	Subsumed within the Indigenous Strategic Plan	No further action required
	<b>Establish a Psychology Innovation Centre</b>	Completed	Develop its capacity
	<b>Ensure the long-term sustainability of the Writers in Residence Program and the <i>Centennial Reader</i></b>	Completed, though the department discontinued the <i>Centennial Reader</i> .	Monitor to ensure that department funding is adequate
	<b>Attract donations for service learning opportunities</b>	Subsumed within the Office of the AVP Teaching and Learning	Encourage expanded professorial development in CSL and help to create a university co-Curricular Record
	<b>Ensure institutional resources for the updating of the Language Labs</b>	Capital funding was received but the system was not compatible with MRU's resources	Discontinue as the Department indicates the system is not essential
<b>11.0 – Institutional Space</b>	<b>Assess the Allocation of Space and Expand as Necessary</b>	No progress in this area	Continue to work with the Provost and Physical Resources to explore possibilities
<b>12.0 Outreach</b>	<b>Establish an Arts Advisory Board and alumni chapters</b>	Arts Advisory Board established and its members have helped with numerous activities, like securing Jack Singer Hall for the Calgary Peace Prize and participating in the Arts Career Day  Expanded the Arts alumni subscription List  Organizing more Alumni events including to establish new chapters	Expand alumni-related planning to other disciplines

		in History and Psychology	
	<p><b>Publicize the achievements of the Faculty of Arts, more specifically:</b></p> <p><b>(a) Lobby for the opportunity to present bi-annually to the MRU Board of Governors on Faculty initiatives, achievements, plans and priorities</b></p> <p><b>(b) The Dean will lobby for a Communications Officer position to be shared with another faculty</b></p> <p><b>(c) The Faculty of Arts office will work with the Department of Interior Design to create an annual event where students will be able to sell their creations</b></p> <p><b>(d) The Faculty will work with organizations such as the Calgary Multicultural Centre, Alliance Française, Centre de Ressources Francothèque, Hola Calgary, Canadian Colombian Professional Association,</b></p>	<p>Increased resources has been placed into communications, with more material resulting</p> <p>No opportunities were made available to present to the Board of Governors, though the Board Vice-Chair attended a DAG meeting where she listened to presentations about and received information on activities in each department</p> <p>Although the Interior Design showcase was not achieved, Interior Design students were involved in redesigning rooms for a women’s shelter and at a home run by Calgary Reads</p> <p>Through faculty, several events were organized with Calgary ethnic associations</p> <p>The Discovery University initiative should proceed through the Community Service Learning program</p>	<p>Continue efforts and developments in these areas, and related domains, as outlined in this report</p>

	<p><b>Calgary's Chinese Cultural Centre, and Mount Royal's International Office to raise awareness of Arts programs in languages</b></p> <p><b>(e) The Faculty, led by the Dean, will lobby the university to create a MRU branch of Discovery University</b></p>		
	<p><b>Improve our presence on the web</b></p> <p><b>(a) Departments will be encouraged to create more user-friendly, informative and dynamic websites, such as by making it easier for students to learn about the different specializations of professors. The websites should also provide answers to FAQs, including in video format</b></p> <p><b>(b) In co-operation with Career Services, the Faculty will establish a webpage where students can market their skills to help with their career development</b></p>	<p>Significant improvements were made to the Faculty of Arts website and those of several departments (namely Experts on Call page and significant multimedia)</p> <p>Shared administrative position with Career Services likely to be established</p>	<p>Continue efforts and developments in these areas</p>
	<p><b>Create awards and organize events that</b></p>	<p>Held a number of community events the</p>	<p>Continue efforts in this area, namely to raise</p>

	<p><b>highlight the Faculty of Arts</b></p> <p><b>(a) organize events like talks and workshops in the broader community, such as at cultural centres, the “Y” and other such places</b></p> <p><b>(b) Under the direction of the Associate Dean, and in coordination with the Registrar’s Office, the Faculty will seek to develop a Certificate in Service Learning for approval by AFC</b></p> <p><b>(c) The Faculty will establish an annual lecture and award ceremony to recognize a champion of the Arts and Social Sciences</b></p>	<p>past year, such as involving G. Willow Wilson, Candy Palmater, Dr. Kim TallBear, as well as at various branches of the Calgary Public Library and seniors/retirement facilities (like the Life Writing Project)</p> <p>Several events attracted significant media attention, such as the Who’s Frank anti-bullying initiative held at Nelson Mandela High School and the Calgary Peace Prize awarded to Doug Roche</p> <p>Worked with the Coordinator of the Service Learning Program and the AVP of Enrollment Management to place a Service Learning notation on a student’s transcript who completes a minimum of three courses designated as Service Learning</p> <p>The Arts Distinguished Speakers Series is now well established</p>	<p>the recognition and reputation of Arts</p>
	<p><b>12.5 – Create and Distribute Promotional Materials</b></p>	<p>The Faculty of Arts brochure was updated and a new one with faculty profiles was produced</p> <p>An information pamphlet was created for Sociology, with an intention to develop ones for all majors</p>	<p>Update and expand printed material as needed, and as budgets permit</p>

	<p><b>12.6 – Encourage outreach to Indigenous communities, including by:</b></p> <p><b>(a) Working with the Iniskim Centre, enrollment management, and student services to coordinate approaches to maximize support for and the retention of Indigenous students</b></p> <p><b>(b ) Encourage incorporation of Indigenous learning styles and ways of knowing</b></p> <p><b>(c) Coordinate with the Iniskim Centre to help attract prominent Indigenous speakers to campus</b></p> <p><b>(d ) Arrange outreach activities to Calgary Secondary and Middle schools with a high proportion of Indigenous students, as well as to FNMI organizations, to build relationships and trust</b></p> <p><b>(e ) Arrange an annual visit of Indigenous youth to the Faculty of Arts</b></p>	<p>Renamed the Humanities and English Resource Room to honour First Peoples</p> <p>Moving to establish articulation agreements with Old Sun and Red Crow Community Colleges</p> <p>Field School to Rankin Inlet established</p> <p>Brought several Indigenous scholars to campus, and to speak to the broader community</p>	<p>Continue to expand efforts in coordination with Enrollment Management and the Iniskim Centre to link with FNMI communities, particularly in High Schools, to reach the goal of 7% Indigenous enrollment in the Faculty of Arts as endorsed by AFC</p> <p>Support initiatives in Mount Royal’s new Indigenous Strategic Plan</p>
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	<p>to meet professors and students, and to tour MRU facilities</p> <p>(f ) Explore the possibility of a course taught on a First Nations reserve</p> <p>(g) Attempt to arrange service learning placements on First Nations reserves</p> <p>(h) Establish an award for an Indigenous and a non-Indigenous student who performs exemplary service in increasing understanding between the two communities and for promoting Indigenous success</p>		
<p><b>13.0 - Recognition</b></p>	<p>(a) Establish an ad hoc committee to set criteria for annual Faculty of Arts prizes in the following categories: (i) Teacher-Scholar; (ii) Academic Team; and (iii) Outstanding Service</p> <p>(b) encourage nominations for Mount Royal awards as well as for external prizes</p>	<p>Internal prizes established</p> <p>Faculty continue to perform increasingly well in competitions for university-wide awards and in being recognized and honoured by external associations and organizations</p>	<p>Encourage more nominations, for both internal and external opportunities, not only of professors but also students</p>

	<b>for teaching and scholarship</b>		
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