

Faculty of Arts Strategic Plan
Annual Report, 2014-5

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 2014-5

Section of Plan	Goal	Action Taken	Planned or Potential Future Action to Achieve Goal
2.2 Identity, Values and the Importance of Arts	Raise awareness of the importance of Arts	Revamped the Arts website to improve content, look and navigation Created a Faculty of Arts video Created an Arts Twitter feed Engaged in more extensive external advertising, such as through newspapers and on the LRT	Development of a multimedia page Improve department websites Train and provide resources for personnel to effectively use the Omnivex and other means of publicizing faculty events
		Obtained an Omnivex for EA building for internal promotion Revised the Faculty of Arts brochure to reflect the addition of Justice Studies Engaged in more external events, such as the FUNDHY Arts Festival and the Who’s Frank anti-bullying initiative Created an external subscription list to draw more people from the community to Arts events Established the MRU Arts	Continue efforts to expand the profile of Arts external to Mount Royal and to build a more active Arts alumni network As recommended by the Arts Strategic Advisory Board, create an omnibus speakers series to raise awareness

		Series with the University of Calgary Press with an editorial board appointed in 2014	
Each department, supported by the Faculty, enjoys the programmatic, administrative, and intellectual latitude to fully harness its potential	<p>Shifted control over budgets for Coordination and Advising to the Department level rather than funds being held in the Faculty office</p> <p>Shifted a greater percentage of the Arts Innovation Fund to departments</p> <p>Created a pilot programme in Anthropology of an embedded advisor</p>	<p>Periodic reviews to ensure that funds are divided equitably</p> <p>Consider revising the Faculty of Arts Advising Office to better enable departments to have more autonomy and support in their advising roles</p> <p>Establish an ad hoc Arts Statistics Courses committee, which will explore relationships between all statistics course offered in the Faculty of Arts so that programmatic autonomy is guaranteed</p> <p>Establish an ad hoc Honours committee to assess honours programmes in the Faculty of Arts, with an eye to revising policy to better enable and support programmatic autonomy</p>	
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	<p>Established a Faculty of Arts Engagement Survey</p> <p>From the initial survey results, the Faculty of Arts established an Undergraduate Students Assistance Fund, and, through its Diversity Committee, produced a Faculty Statement on Equity</p>	<p>The survey tool will be improved in 2015</p> <p>Bring the Equity Statement to AFC for potential ratification after it has been examined by Legal Services, Dean's Council and other bodies determined by the</p>	

	<p>mutual respect, positive relationships between co-workers, shared responsibility and commitment, opportunities for personal and professional growth, a work-life balance, fairness and transparency in decision-making, and recognition for contributions.</p>		<p>Provost</p>
	<p>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</p>	<p>Pursued a policy of matching course offerings more closely with student demand</p>	<p>If necessary, due to budget constraints, de-emphasize courses that do not support majors and minors</p> <p>Continue to protect small class sizes</p> <p>Continue looking for changes that can best serve departmental administrative needs in the most cost effective way</p>
<p>2.4. Institutional Budgetary Context</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</p>	<p>Realigned the instructional budget to what courses ran the previous year</p> <p>Discouraged faculty from taking on students for Independent Studies or Directed Readings courses as a means of protecting regularly scheduled classes</p> <p>Pursued department amalgamations: Justice Studies and Policy Studies were merged to create the</p>	<p>Further reduce the incoming Undeclared cohort to stream more students into degree majors</p> <p>Encourage further conversion of Open Studies and Undeclared FLEs to degree programs</p> <p>Establish entry quotas for each major</p> <p>Lobby the Provost to</p>

	faculty and maintain strong fill rates in order to reduce the number of cancelled classes.	Department of Economics, Justice and Policy Studies and members of the Department of Languages and Cultures were placed in the Department of Humanities and the Department of English along disciplinary lines	place authority in the Faculty Dean into which a student was admitted to grant or deny the transfer of that student to another faculty
3.0 Re-Allocating Resources	Establishing an Arts Innovation Fund	Completed	Continue to monitor through the DAG to ensure funds are used effectively
4.0 Support for Teaching	Encourage holistic assessment of teaching	TC reports indicate that the spirit of this recommendation is being followed	This is in the purview of Department TCs and must follow the provisions of the Collective Agreement
	Encourage faculty to teach both introductory and senior courses	Departments report no problems about faculty distribution of workload spread between different levels of instruction	Continue encouraging such a distribution of workload as reflecting Faculty values. Departments may deviate from this pattern if there is agreement within the unit.
	Prioritize and support pedagogical innovation through List A and other funding mechanisms	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”	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 Aboriginal peoples.” Funds for such activities will also be possible to obtain through the new Associate Vice-President, Teaching and Learning
	Develop a plan	Discussions have occurred	Consider a Faculty-wide

	<p>for teaching international field schools</p>	<p>with several departments and at 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 greater difficulty reaching the required minimum to run</p>	<p>approach on the total number/sequencing of Field Schools</p>
	<p>Teaching Exchanges</p>	<p>Explored this possibility with the University of Calgary in the area of Women and Gender Studies</p> <p>Explored teaching exchanges with St. Mary's University in Nova Scotia (the Dean met with St. Mary's' Provost and followed up with St. Mary's' Dean of Arts)</p>	<p>Efforts continue to develop such opportunities, including to provide MRU Arts professors with the chance to teach a graduate seminar</p>
<p>5.0 Support for Research</p>	<p>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 undergraduate student researchers</p>	<p>Measurement with regard to this goal has not occurred, though grant success has markedly increased</p> <p>Inception of a Faculty of Arts Research Committee to monitor and report on research-related needs</p>	<p>Track and report on grant money, publications and other scholarly activity achieved since 2012</p> <p>Create a mentoring system within the Faculty where successful grant applicants offer advice to those making applications</p> <p>Consider providing a colleague who has had success with grant applications with release time to read and comment upon all grant applications, though such a possibility may proceed through the Office of the Associate Vice-President,</p>

			Research, Scholarship and Community Engagement
	<p>Create more opportunities for Tri-Council funding</p>	<p>Through List A, the Faculty provides a total of 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 five-year grant with the same annual minimum funding</p> <p>Success with Tri-Council and other sources of funding has increased notably</p> <p>The Faculty will continue providing 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>	<p>Work with the Office of Research Services to carry some of this load, especially since Tri-Council funding brings to the institution supplemental indirect funding</p>
	<p>Increase recognition and support for faculty-directed student research</p>	<p>Arts has provided funding to support summer NSERCs</p>	<p>Lobby Research Services to develop a small pool of funds, specifically for professors to hire Research Assistants</p>
	<p>Create more space for research projects</p>	<p>Completed construction of the first phase of the Psychology Innovation Centre</p> <p>An application to complete phase two was submitted but deferred due to budget constraints</p>	<p>Work to obtain approval from MRU's Expansion Committee of \$350,000 for Phase Two of the Psychology Innovation Centre</p> <p>Work with the Office of Research Services to locate more space for</p>

		Renovation of space for the new Interior Design degree program will occur in summer 2015	research across campus
	Lobby for greater support for conference travel	No success in this area	Consider using a portion of the Arts Innovation Fund for this purpose, though this past year the success rate for conference support through FDC was high
	Obtain better IT support for research	Some Departments used their allotment from the Arts Innovation Fund to make IT purchases A comprehensive report was sent to IT on deficiencies with respect to facilities in EA building	Work with the Arts Research Committee to produce a report for the Provost on shortages in IT and how this impacts research performance
	Celebrate research within the Faculty of Arts	Established an Arts award for Outstanding Scholar Installed a cabinet on the 3 rd floor of EA to display scholarship-related accomplishments	Have more public displays of Faculty research achievements, perhaps at the Arts Welcome Back event and at Student Research Day Petition the Office of Research Services to do a better job of displaying scholars on their website
6.0 Service	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	Some work occurred this past year in Sociology-Anthropology, Languages and Cultures, Humanities, English, Policy Studies, Justice Studies, Psychology and Interior Design	Work with HR to ensure that the new Administrative Officer position maximize efficiencies in the Faculty of Arts

	resources are in place		
	Decrease service responsibilities during the intersession	This has been pursued as part of the Collective Bargaining process, such as by establishing a flexible vacation period	Continue to express the Faculty's support for initiatives in this area
	That the number of annual AFCs be reduced from 8 to 6 unless extra business is required	Implemented in the 2013-4 academic year	Continue with this schedule Consider creating a system for on-line voting if an AFC could be replaced by a single vote on an uncontentious motion
	That tenurable colleagues be permitted to serve on more committees within a more streamlined and efficient service structure	Evident in more committees such as for the Arts Advisory Board, Research Committee, MRU Arts Series editorial board and Arts Awards and Distinguished Speakers Series	Continue to enhance this trend to appropriate committees
	That committees delegate tasks prior to meetings so that colleagues come with completed proposals	Evident with some committees, such as TCs and Arts Diversity Committee	Continue to encourage this trend, where appropriate
	That the Dean endorse the principal of faculty providing more precise, and less lengthy, reports, including individual annual reports	Continued the trend started in 2013-4 Considerable progress was made through the Collective Bargaining process to shorten and simplify the faculty annual report	Continue to encourage this trend, where appropriate.
	Departments look to reduce the number of required committee memberships	Under consideration from departments	Solicit progress and suggest approaches through the DAG

7.0 Analyze and identify factors which help or hinder student success	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	Not yet implemented	Seek implementation in 2015
	Create a fund to assist with student travel to present at conferences and to support student-led academic events	Some select students have received support, both from the Faculty and from MRU's Pengrowth fund	Consider expanding the Undergraduate Student Assistance Fund to help in this area
	Coordinate with Research Services and the Vice-President, Academic, to help fund the production of an annual, substantive, interdisciplinary undergraduate peer-reviewed Arts journal	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
	Create new awards for outstanding student achievements and contributions at the department and Faculty level	Established the Arts Citizenship Cup and new awards for outstanding contributions in Psychology and Sociology-Anthropology	Try to create such new awards in every department
	The Faculty will coordinate more closely with MRU's enrollment services to build	This has occurred in some departments such as Languages and Cultures, English and Humanities Have engaged in talks with	Seek to establish the dual credit pathway and opportunities for advanced standing as a means of attracting highly qualified

	<p>stronger connections to high school guidance counsellors and to section heads/teachers responsible for areas that link to Arts programs</p>	<p>the Lycée Louis Pasteur to create advanced standing for graduating students from its high school program, particularly in Languages</p> <p>Have worked with the Calgary Board of Education to try to establish dual credit pathways for students specializing in Spanish</p>	<p>applicants to Arts</p> <p>Work with the Office of Student Success to address institutional effects on advising and retention issues in Arts</p>
	<p>The Dean will establish regular meetings with the leaders of Arts student clubs to enhance communication and to identify concerns and needs</p>	<p>Implemented in 2013-4 though this declined in 2014-5</p>	<p>Reinvigorate this activity</p>
	<p>The Associate Dean will work with Department Chairs to increase the frequency of courses that have high student demand</p>	<p>Not implemented yet in a formal way</p>	<p>Consider initiating this approach in 2015-6, led by the Associate Dean, in consultation with the Chairs</p>
	<p>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</p>	<p>A report was prepared for the Office of Risk Management on all “risk” factors in the Faculty of Arts</p>	<p>Work with the International Office to try to formalize approaches for national-based field schools</p>

8.0 Program Review	Fulfil the CAQC requirements for program review	CACQ self-study completed for Spanish, and external assessors will visit in late-May 2015	Work towards completion of self-studies for History, Policy Studies, English, and Sociology as per schedule
9.0 Program Development	Lobby for the allocation of Open Studies and University Entrance Option seats to the Faculty of Arts	For the 2014-5 academic year, initially 75 FLEs (which acquaints to 100 heads) were converted from Open Studies to degree programs in the Faculty of Arts. This has been supplemented to support the proposed new degree majors in Philosophy and Business Economics	Convert Undeclared spots to support new degree majors
	Reduce from 20 to a maximum of 10 courses the amount of time a student can be in Arts before declaring a major	Implemented	Seek to assess if this strategy is increasing the number of students entering and persisting in Arts majors
	Reduce the cohort of Arts students remaining as “undeclared” and encourage students to declare their major earlier	<p>For the 2014-5 academic year, a cap of 200 spots was placed on incoming students who could enter as “undeclared”</p> <p>Discussion and general support has been expressed in DAG for further reduction of the incoming “undeclared” cohort, especially in light of a comprehensive report from Arts Advising indicating that a relatively small minority of undeclared students complete an Arts major</p>	<p>Implement future cuts to the Undeclared cohort, subject to AFC approval</p> <p>Work with the AVP of Enrollment Services to establish intake quotas for each degree major in the Faculty of Arts</p>
	Restructure low enrolled programs	A proposal was completed to reduce requirements for the Spanish major from 16 to 14 courses, in part to increase fill rates in low-enrolled courses and sections. The proposed	Bring forward the proposal on Spanish and look at other areas, as needed

		revised major fully conforms to CAQC standards.	
	Work with Enrolment Services and University Advancement to create effective marketing	<p>The past year brought more extensive marketing of the Spanish Major, and other programs in Languages and Cultures</p> <p>Partnered with Enrollment Services, Marketing and Communications and the Office of the Provost to launch more extensive advertising for Arts and to announce the new Bachelor of Interior Design</p>	Try to establish greater administrative support within Arts, specifically to enhance marketing and promotion
	Pursue transfer opportunities, though with clear benefits to MRU Arts	Established a fully-funded bridging program with three Alberta colleges from their Interior Design diploma programs into the new Bachelor of Interior Design	Consider other opportunities, but only if not a financial drain
	Evaluate the creation of new majors	<p>Approval of the Bachelor of Interior Design</p> <p>Completed the Part A proposal for the Philosophy major for the Ministry of Innovation and Advanced Education</p> <p>Completed Part A and Part B (for CAQC) proposals for the new major in Business-Economics</p> <p>Nearing completion of Letters of Intent for new degree majors in Environmental Humanities and Religious Studies</p>	<p>Have final submissions placed before (and hopefully approved by) the government of the Philosophy and Business-Economics majors</p> <p>If permitted internally, start the Part A and Part B proposals for degree majors in Environmental Humanities and Religious Studies</p> <p>Continue to explore the potential of joint programming with the University of Calgary in the area of Women and Gender Studies</p>
10 - Funding	Four-year Bachelor of Interior Design	Received \$340,000 in ongoing operational funding and \$1 million for capital costs from the Provincial Government	Utilize funding to ensure successful degree implementation for September 2015

	Interdisciplinary Chair on Teaching and Research in Resource Management and Policy	This has been adapted to create an Institute for Policy Initiatives	Continue to develop this concept, and cultivate potential donors in coordination with University Advancement
	Create a Centre for Excellence on Teaching and Research on Aboriginal Issues	The Provost has established a Task Force to examine an institution-wide initiative around Aboriginal education and Indigenizing the Academy	Work with the Task Force and the Provost to support these initiatives
	Establish a Psychology Innovation Centre	Construction was completed in summer 2014 of phase one	Work to obtain the projected \$315,000 needed to complete phase two of the Centre
	Ensure the long-term sustainability of the Writers in Residence Program and the Centennial Reader	Money was put in the Department of English budget to continue with both initiatives, though funding for the <i>Centennial Reader</i> was reallocated for other, related, priorities.	Monitor to ensure that department funding is adequate
	Attract donations for service learning opportunities	Some initiatives were supported through the Arts Innovation Fund	Work with MRU's Service Learning Coordinator to provide support – including monetary support – to expand opportunities in this area. Arts will sponsor a speaker for the 2016 Canadian Alliance of Service Learning Conference that Mount Royal will host.
	Ensure institutional resources for the updating of the Language Labs	A capital request was submitted for a new extensive computer-based audio system	Continue to work through MRU's capital fund to proceed with updates
11.0 –	Assess the Allocation of	No progress in this area	Continue to work with the Provost and Physical

Institutional Space	Space and Expand as Necessary		Resources to explore possibilities, namely in areas like the 2 nd floor of EA, by the present Department of Justice Studies, for which a request was made in 2014-5 for better space utilization
12.0 Outreach	Establish an Arts Advisory Board and alumni chapters	<p>An Arts Strategic Advisory Board was established and conducted meetings in 2014-5</p> <p>Coordinated with and shared funding with the Alumni Office to have an end-of-year event, at Convocation, to enhance opportunities for a continuing relationship with Arts graduates</p>	Board members have offered to assist with events in 2015-6, such as a planed Arts Career Day
	<p>Publicize the achievements of the Faculty of Arts, more specifically:</p> <p>(a) Lobby for the opportunity to present bi-annually to the MRU Board of Governors on Faculty initiatives, achievements, plans and priorities</p> <p>(b) The Dean will lobby for a Communications Officer position to be shared with another Faculty</p> <p>(c) The Faculty of</p>	<p>No progress was made with opportunities to present to the Board of Governors</p> <p>A proposal was made to the Provost to establish a half-time Communications Officer in the Faculty of Arts. This is still being explored in conjunction with the new position of Administrative Officer</p> <p>The proposal of an annual showcase, including to sell student work in Interior Design, was brought before the Interior Design Advisory Board. There is interest, though the past year has seen the department fully engaged in completing and obtaining approval for the new Bachelor of Interior Design</p>	Continue efforts and development in these areas, and related domains outlined in this report

	<p>Arts office will work with the Department of Interior Design to create an annual event where students will be able to sell their creations</p> <p>(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, Calgary's Chinese Cultural Centre, and Mount Royal's International Office to raise awareness of Arts programs in languages</p> <p>(e) The Faculty, led by the Dean, will lobby the university to create a MRU branch of Discovery University</p>	<p>The Department of Languages and Cultures continued to engage in significant outreach to such organizations, as well as by hosting a number of cultural events on campus</p> <p>Possible initiatives with Discovery University was brought to the attention of MRU's Coordinator of Service Learning</p>	
	<p>Improve our presence on the web</p>	<p>Significant improvements were made to the Faculty of Arts website and those of several departments</p>	<p>Focus efforts on improving department websites, such as to create fulsome faculty</p>

	<p>(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</p> <p>(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</p>	<p>No progress was made in coordinating with Career Services in cross-promotional web work, in large part due to significant budget cuts that resulted in the loss of a designated Coop liaison for Arts in Career Services</p>	<p>profiles and success stories from alumni</p>
	<p>Create awards and organize events that highlight the Faculty of Arts:</p> <p>(a) Organize events like talks and workshops in the broader community, such as at cultural centres, the “Y” and other such places</p>	<p>Held a number of community events the past year, such as involving Wab Kinew and Mark Kingwell (the latter at the Martha Cohen Theatre), as well as at various branches of the Calgary Public Library and seniors/retirement facilities</p> <p>Several events attracted significant media attention, such as front page and full page media coverage in the <i>Calgary Herald</i> and <i>Calgary Sun</i>, respectively, of the</p>	<p>Continue to build on efforts in this area, including by more actively pursuing partnerships at MRU and in the external community (for which members of the Arts Strategic Advisory Board have indicated a commitment to assist)</p>

	<p>(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</p> <p>(c) The Faculty will establish an annual lecture and award ceremony to recognize a champion of the Arts and Social Sciences</p>	<p>Who's Frank anti-bullying initiative held at Centennial High School</p> <p>Worked with the Coordinator of the Service Learning Program and the AVP of Enrollment Services 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 was inaugurated. The initial recipient was Dr. Andrea Lunsford of Stanford University</p>	
	<p>12.5 – Create and Distribute Promotional Materials</p>	<p>The Faculty of Arts brochure was updated to reflect the addition of Justice Studies</p>	<p>Update and expand printed material as needed, and as budgets permit</p>
	<p>12.6 – Encourage Outreach to Aboriginal Communities, including by:</p> <p>(a) Working with the Iniskim Centre, enrollment services, and student services to coordinate approaches to maximize support for and the retention of Aboriginal students</p> <p>(b) Encourage</p>	<p>Partnered with the Iniskim Centre and SAMRU to bring the widely known Aboriginal writer and media personality, Wab Kinew, to Mount Royal</p> <p>Continued to financially assist the highly successful Treaty Seven Field School</p> <p>Through the Innovation Fund, support was provided for the award winning MRU-based Aboriginal Speakers Series and other events to expand awareness of Aboriginal Peoples and issues</p> <p>Efforts to Indigenize the</p>	<p>Continue to expand efforts to link with FMNI communities, also with the goal of reaching 7% Aboriginal enrollment in the Faculty of Arts as endorsed by AFC</p>

	<p>incorporation of Aboriginal learning styles, like oral tradition</p> <p>(c) Coordinate with the Iniskim Centre to help attract prominent Aboriginal speakers to campus</p> <p>(d) Arrange outreach activities to Calgary Secondary and Middle schools with a high proportion of Aboriginal students, as well as to Aboriginal organizations, to build relationships and trust</p> <p>(e) Arrange an annual visit of Aboriginal youth to the Faculty of Arts to meet professors and students, and to tour MRU facilities</p> <p>(f) Explore the possibility of a course taught on a native reserve</p> <p>(g) Attempt to arrange service learning placements on</p>	<p>curriculum are being spearheaded through the Office of the Provost</p> <p>Outreach efforts were made to Forest Lawn High School and Ernest Morrow Middle School (each with high Aboriginal enrollment) to arrange joint initiatives, but this has not yet generated concrete results</p> <p>A proposal was made to SAMRU for a jointly funded Aboriginal-related award. However, SAMRU already offers such a prize, university-wide.</p>	
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	<p>native reserves</p> <p>(h) Establish an award for an Aboriginal and a non-Aboriginal student who performs exemplary service in increasing understanding between the two communities and for promoting Aboriginal success</p>		
<p>13.0 - Recognition</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 for teaching and scholarship</p>	<p>Prizes were established and first awarded in 2014. This past year saw a significantly increased number of nominations.</p> <p>The faculty continues to perform very well in competitions for university-wide awards and in having its members recognized and honoured by external associations and organizations as recorded in the “congratulatory notes” sent to AFC and on the Faculty website</p>	<p>Encourage more nominations, both for internal and external opportunities, not only of professors but also students</p>