

**Faculty of Arts Strategic Plan**  
**Annual Report, 2015-6**

As per the provisions in the 2013-8 Faculty of Arts Strategic Plan, each May (or at the last AFC of the academic year), the Dean will present a report card to Arts Faculty Council (AFC) identifying successes and ongoing challenges with respect to this Strategic Plan. Accomplishments in previous years will normally not be recorded on the annual report. In several areas, overall goals have been achieved; still, work continues to further enhance results. The report card will be posted on the Faculty website as an appendix to the 2013-8 Strategic Plan.

Below are listed actions in the 2015-6 academic year and plans for 2016-7 with respect to the Faculty of Arts Strategic Plan.

In 2017, a committee will be struck to start the process of devising a new five-year plan to run until 2023.

Section of Plan	Goal	Action Taken	Planned or Potential Future Action to Achieve Goal
<p><b>2.2</b> <b>Identity, Values and the Importance of Arts</b></p>	<p><b>Raise awareness of the importance of Arts.</b></p>	<p>Created Arts multimedia page.</p> <p>Significant upgrading made to Department websites.</p> <p>Web photographs incorporated of most faculty members.</p>	<p>Expand the multimedia page, such as with videos centring on administrative staff and “a year in the life of Arts.”</p> <p>Further improve department websites.</p>
		<p>Created Arts Speakers Series webpage.</p> <p>Utilizing EA omnivex to promote Arts events to the internal community.</p> <p>Engaged in more external events, such as the Indigenous Speakers Series, hosting the Calgary Peace Prize, Arts Distinguished Speaker at the Plaza Theatre and hosting Romeo Dallaire as</p>	<p>Continue efforts to expand the profile of Arts external to Mount Royal and to build a more active Arts alumni network, including an Arts Alumni Advisory Group.</p>

		<p>part of the 2016 Congress of the Humanities and Social Sciences.</p> <p>Expanded external subscription list to draw more people from the broader community to Arts events.</p> <p>First book to soon appear in the MRU Arts Series with the University of Calgary Press. Two others should be submitted for review in 2016-7.</p>	
	<p><b>Each department, supported by the Faculty, enjoys the programmatic, administrative, and intellectual latitude to fully harness its potential.</b></p>	<p>Shifted expenditure of 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>Pilot program in Sociology and Anthropology of an embedded advisor continues to be working exceptionally well.</p> <p>Established an ad hoc Arts Statistics Courses committee to explore relationships between all statistics course offered in the Faculty of Arts so that programmatic autonomy is guaranteed.</p> <p>Established an ad hoc Honours committee to assess Honours programmes in the Faculty</p>	<p>Periodic reviews to ensure that funds are divided equitably.</p>

		of Arts, with an eye to revising policy to better enable and support programmatic autonomy. It has resulted in revised policies to reflect actual practices within departments.	
	<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 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.</b>	<p>Passed Faculty of Arts Statement on Employment Equity.</p> <p>Passed Faculty of Arts Endeavour Funds for Contract Professors and Support Staff.</p> <p>Expanded the amount of funding available through the Faculty of Arts Undergraduate Student Assistance Fund.</p> <p>Implemented second round of the Faculty of Arts Engagement Survey. The survey tool was revised to obtain more meaningful feedback.</p>	Work to better address issues of diversity and respectful communication within the Faculty as identified in the Engagement Survey.
	<b>Find efficiencies, without compromising quality, so that colleagues can focus more on teaching and research and feel energized to pursue</b>	Restructured the Spanish degree to reduce required courses while maintaining CAQC requirements to obtain greater sustainability. Changes were endorsed in the 2015 external review, though CAQC raised some concern over the rapidity	If necessary, due to budget constraints, de-emphasize courses that do not support majors and minors Review the sustainability of the Spanish major, and adjust as necessary.

	<p><b>interesting, and innovative, service projects.</b></p>	<p>with which alterations were implemented.</p>	<p>Continue to protect small class size.</p> <p>Look to expand high demand course offerings, particularly in Spring, to establish a new revenue stream.</p> <p>Explore the possibility of arranging for a portion of extra revenue generated through expanding high demand courses to be placed in the Faculty of Arts budget to support initiatives that benefit all departments and students.</p>
<p><b>2.4. Institutional Budgetary Context</b></p>	<p><b>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.</b></p>	<p>Continued realigning instructional budgets to the number of courses that 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>Established intake caps for Policy Studies and Sociology. Revised the intake cap for Psychology. These will be reviewed annually to ensure that the aim of pursuing sustainability of all programs is met.</p>	<p>Continue reducing the incoming Undeclared cohort to stream more students directly into degree majors.</p> <p>Look to establish appropriate and sustainable quotas for all majors, including new ones that are created.</p>

<b>3.0 Re-Allocating Resources</b>	<b>Establishing an Arts Innovation Fund.</b>	Expanded the renamed Endeavour Fund to Contract Professors and Administrative Support Staff.	Continue to monitor through the DAG to ensure funds are used effectively.
<b>4.0 Support for Teaching</b>	<b>Encourage holistic assessment of teaching.</b>	Reports indicate that the spirit of this recommendation is being followed.	N/A
	<b>Encourage faculty to teach both introductory and senior courses.</b>	Departments report no problems about faculty distribution of workload spread between different levels of instruction.	N/A
	<b>Prioritize and support pedagogical innovation through List A and other funding mechanisms.</b>	DAG has distributed these expanded funds (secured through 2015 collective bargaining) to ensure support of teaching innovation, as well as research and service activities.	Continue current practice, though resist central pressures to use List A for program reviews.
	<b>Develop a plan for teaching international field schools.</b>	Discussions have occurred 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 attaining the required minimum to run. Some improvements have occurred.	Initiate a more concerted effort, spearheaded by DAG, to address the proper number, sequencing and frequency of field schools to ensure the success of those launched.

	<p><b>Pursue teaching exchanges.</b></p>	<p>Work has continued with the University of Calgary, namely with the Dean of Arts, who is supportive, though there has been reticence within departments there.</p> <p>Efforts have been launched to create a joint Chair with the University of Calgary in Women and Gender Studies. A large part of the responsibilities of this Chair will be to enhance inter-university collaboration, ideally leading to the establishment of a joint major.</p>	<p>Continue efforts in both areas.</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 undergraduate student researchers.</b></p>	<p>Established with the Office of Research, Scholarship and Community Engagement a two-year pilot project whereby course releases provided by the Faculty of Arts are matched for colleagues who receive external funding worth at least \$15,000 per annum (as specified in the Faculty of Arts Strategic Plan).</p>	<p>Look for resources to establish a mentoring system within the Faculty of Arts 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, edit, and comment upon all Faculty of Arts grant applications -- though the Office of the Associate Vice-President, Research, Scholarship and Community Engagement has done some contracting out to provide similar service.</p>

			Initiate a concrete plan to track progress towards a 20% increase in research intensity.
	<b>Create more opportunities for Tri-Agency and other external funding.</b>	<p>Through List A, the Faculty provides a total of three hours reassigned time for external grants of 1-3 years duration worth at least \$15,000 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>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 external funding.</p>	Continue present policy.
	<b>Increase recognition and support for faculty-directed student research.</b>	<p>Funding has been provided to support summer NSERCs.</p> <p>Budgets permitting, AFC passed an expansion of funding available through the Undergraduate Student Assistance Fund.</p>	Lobby Research Services to develop a pool of funds for professors to hire Research Assistants.
	<b>Create more space for research projects.</b>	<p>Approval for construction of Phase 2 of the Psychology Innovation Centre. This will complete the \$1.6 million project.</p> <p>Completion of a \$1.1 million renovation of space to support the new BA in Interior Design.</p>	Work with the AVP of Research, Scholarship and Community Engagement to locate more space for research across campus.
	<b>Lobby for greater support for conference travel.</b>	Substantial increase to FDC funding occurred	Continue lobbying the Provost for such funding as the recent

		through the reallocation of unused sabbaticals.	increase will not persist with greater utilization of sabbaticals.
	<b>Obtain better IT support for research.</b>	Departments have used their allotment from the Arts Innovation/Endeavour Fund to make IT purchases.  Report was sent to the CIO of IT on areas needing improvements.	Produce a report for the Provost on shortages in IT and how this has an impact on research performance.
	<b>Celebrate research within the Faculty of Arts.</b>	Continue displaying/publicizing achievements in the Faculty, as well bestowing honours/awards.	Have more public displays of Faculty research achievements, perhaps at the Arts Welcome Back event and at Student Research Days.  Establish an Arts award for outstanding student research/scholarship.
<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>	Departments report a satisfactory situation in this area.	Continue to monitor and to prevent any centralization of services without Department approval.
	<b>Decrease service responsibilities during the intersession.</b>	This has been pursued as part of the collective bargaining process, including by establishing a more flexible vacation period.	Continue to express the Faculty's support for improvements in this area.

	<b>That the number of annual AFCs be reduced from 8 to 6 unless extra business is required.</b>	Implemented in the 2013-4 academic year.  AFC passed a system for on-line voting in specific, time sensitive emergency situations.	Continue and adjust as necessary.
	<b>That tenurable colleagues be permitted to serve on more committees within a more streamlined and efficient service structure.</b>	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. This cannot apply to areas like Department Tenure Committees.	Continue to develop as appropriate.
	<b>That committees delegate tasks prior to meetings so that colleagues come with completed proposals.</b>	No longer specifically identified as a problem, though feedback from the 2016 Arts Engagement Survey indicated a notable number of colleagues believed that expectations related to service are too onerous.	Consider organizing a forum to explore means of increasing efficiency with respect to service.
	<b>That the Dean endorse the principle of faculty providing more precise, and less lengthy, reports, including individual annual reports.</b>	No longer specifically identified as a problem, though feedback from the 2016 Arts Engagement Survey indicated a notable number of colleagues believed that expectations related to service should be reconsidered.	Consider organizing a forum to explore means of increasing efficiency.
	<b>Departments look to reduce the number of required committee memberships.</b>	Under consideration from departments.	Consider organizing a forum to explore means of increasing efficiency.
<b>7.0 Analyze and identify</b>	<b>The Associate Dean will arrange an annual survey of senior students to identify what</b>	Ran into difficulties in soliciting feedback from graduating students due to CASL legislation.	Seek implementation in 2016-7. This might be done as part of individual department surveys to gather more

<b>factors which help or hinder student success</b>	<b>aspects of Arts programs they consider strongest and areas or approaches that require improvement.</b>	Department of Psychology has been running a student exit survey and recently sent out a department-wide survey for feedback to inform its program review.	comprehensive and nuanced information.
	<b>Create a fund to assist with student travel to present at conferences and to support student-led academic events.</b>	Some students have received support, both from the Faculty of Arts and individual departments (such as through the Arts Endeavour Fund) and from MRU's Pengrowth fund.	Consider utilizing and/or expanding the Undergraduate Student Assistance Fund to help in this area, should budgets permit.
	<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 - have 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.  If there is interest, the Faculty will work with the Office of Research, Scholarship and Community Engagement to share the costs of producing such a 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 work in Psychology and Sociology-Anthropology. This builds upon initiatives taken previously in areas that include Philosophy, History, Religious Studies and Women's Studies.	Try to create such new awards in every department.
	<b>The Faculty will coordinate more closely with MRU's Enrollment Services to build stronger</b>	This has occurred in some departments such as English, Languages and Cultures, and Humanities.	Work with the AVP Teaching and Learning to establish more dual credit pathways and opportunities for advanced standing as a

	<p><b>connections to high school guidance counsellors and to section heads/teachers responsible for areas that link to Arts programs.</b></p>	<p>Worked with the AVP of Teaching and Learning to coordinate with the Calgary Board of Education to establish dual credit pathways for students specializing in Spanish (to build upon an existing initiative in English).</p> <p>From work with Calgary High Schools through the Who's Frank anti-bullying initiative, the Faculty of Arts will, in coordination with MRU's Enrollment Services, be the lead sponsor in May 2015 at the Alberta Student Leadership Forum which will bring 1100 exceptional grade 11 students, as well as teachers and guidance counsellors from across the province to Centennial High in Calgary. This represents an excellent opportunity for profile building and recruitment.</p>	<p>means of attracting highly qualified applicants to Arts.</p> <p>Work with the Office of Student Success to improve advising and retention in Arts.</p> <p>Work with professors to implement more effective outreach/recruitment – particularly to High Schools - to increase yield rates in Arts.</p>
	<p><b>The Dean will establish regular meetings with the leaders of Arts student clubs to enhance communication and to identify concerns and needs.</b></p>	<p>Implemented in 2012-3, though student group involvement is different year-to-year. Out of meetings in 2015, the Faculty of Arts office provided support to student societies seeking to rename the English/Humanities students' resource room to commemorate First Peoples and to attract/help fund visiting speakers.</p>	<p>Continue efforts, including by inviting SAMRU representatives to be part of these meetings.</p>

	<p><b>The Associate Dean will work with Department Chairs to increase the frequency of courses that have high student demand.</b></p>	<p>Presented a proposal to increase the frequency of such courses, particularly during spring, as a means of generating revenue.</p>	<p>Seek implementation in Spring 2017. Areas that show the greatest promise – given excess student demand and large numbers of student Letters of Permission to take courses at other institutions, like online through Athabasca – are Psychology, Economics, and Justice Studies.</p>
	<p><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></p>	<p>A report was prepared for the Office of Risk Management on all “risk” factors in the Faculty of Arts.</p>	<p>Continue work with the International Office and the Office of Risk Management to formalize approaches for national-based field schools (though without any additional student fees), and to better assess risk categorizations for travel to various destinations.</p>
<p><b>8.0 Program Review</b></p>	<p><b>Fulfil the CAQC requirements for program review.</b></p>	<p>CACQ self-study completed for Spanish. External assessors provided a very positive report. CAQC reaffirmed the Spanish degree as meeting all requirements, though raised questions about the expeditious nature of revisions to improve its sustainability.</p> <p>Completed the regular program review for Policy Studies and external assessors will visit in May 2016.</p>	<p>Work towards completion of self-studies for History, English, Justice Studies Anthropology and Sociology as per schedule.</p>

<h2>9.0 Program Development</h2>	<p><b>Lobby for the allocation of Open Studies and University Entrance Option seats to the Faculty of Arts.</b></p>	<p>Open Studies seats have been reallocated to support proposed degree majors in Philosophy and Business Economics. Degree proposals for the Ministry of Innovation and Advanced Education (Philosophy and Business Economics) and CAQC (Business-Economics) were delivered to the Office of the Provost in Fall 2015, but have not yet been submitted.</p>	<p>Seek submission of degree proposals so the assigned Open Studies seats (currently parked in other degrees) can be utilized as intended.</p>
	<p><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></p>	<p>Implemented. Some areas report positive enrollment results from this initiative and from the implementation of intake caps in high demand areas.</p>	<p>Continue monitoring impact to move to desired results.</p>
	<p><b>Reduce the cohort of Arts students remaining as “undeclared” and encourage students to declare their major earlier.</b></p>	<p>For the 2015-6 academic year, a cap of 200 spots remained in place on incoming Arts students who could enter as “Undeclared.”</p> <p>DAG remains in support of further reducing the Undeclared cohort to make room for additional cost-neutral or low-cost majors.</p> <p>AFC approved new intake quotas for 2016-7 as follows: 150 in Psychology, 120 in Sociology, and 42 in Policy Studies (in addition to pre-existing intake quotas of 108 in Justice Studies, and 42 in Interior Design).</p>	<p>Implement future cuts to the Undeclared cohort, subject to AFC ratification, as new degree proposals move through the approval process.</p> <p>Monitor the impact of intake quotas to ensure the desired result of achieving sustainability of all majors, and adjust as necessary, including in light of establishing new majors.</p> <p>Add quotas for remaining majors.</p>

	<b>Restructure low enrolled programs.</b>	A proposal was approved to reduce requirements for the Spanish major from 16 to 14 courses to enhance sustainability. The revised major fully meets CAQC standards. It was passed by AFC, APPC and GFC.	Assess if the new program design enhances sustainability.
	<b>Work with Enrolment Services and University Advancement to create effective marketing.</b>	<p>The Dean's office sent correspondence to accepted students welcoming them into the Faculty of Arts and inviting them to request further information and to make a personal visit. Several students have followed up.</p> <p>Have created multimedia material – highlighting professors, Arts administrative staff, Arts alumni and various initiatives – for the web and other forms of recruitment.</p> <p>University Advancement helped secure a small donation to support the Calgary Peace Prize ceremony that is tied to MRU Arts.</p>	<p>Develop a video and brochure on “a year in Arts” to highlight numerous, dynamic initiatives undertaken in the Faculty.</p> <p>Work with Enrollment Services, University Advancement and the Faculty of Arts Strategic Advisory Board to expand opportunities for the Dean and interested faculty to promote Arts at more public venues – including to pursue fundraising.</p>
	<b>Pursue transfer opportunities, though with clear benefits to MRU Arts.</b>	Established a bridging program with the 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.
	<b>Evaluate the creation of new majors.</b>	Approval of the Bachelor of Interior Design.	Submit proposals to the government for approval of new majors

		<p>As noted above, completed the Part A proposal for the Philosophy major for the Ministry of Innovation and Advanced Education. Completed Part A and Part B (for CAQC) proposals for the major in Business-Economics. Both await submission from the Office of the Provost. Currently, the government has placed a moratorium on new degrees at MRU.</p> <p>Letters of Intent completed for internal approval of new majors in Religious Studies and Environmental Humanities. Both require approval in principal from the Provost to proceed further.</p> <p>With three representatives from Arts, including the Dean, on the hiring committee, an application has gone forward to the federal government for a Canada Research Chair in Indigenous Studies. It is expected that this person will also contribute to a planned degree major in Environmental Humanities.</p> <p>Completed a proposal for a Minor in Creative Writing.</p> <p>Continued discussions with the Office of the Dean, Faculty of Arts, at</p>	<p>in Business-Economics and Philosophy.</p> <p>Obtain internal approval to develop formal proposals for the government for new majors in Religious Studies and Environmental Humanities. Both degrees have been developed as largely cost neutral by utilizing existing resources.</p> <p>Seek internal approval of the minor in Creative Writing.</p> <p>Continue efforts to build capacity in Indigenous Studies with the intent to pursue a degree major.</p> <p>Continue to explore the potential of joint programming with the University of Calgary in the area of Women and Gender Studies. Seek creation of a joint MRU Arts-UCalgary Chair in Women and Gender Studies.</p> <p>Make strong, data-driven cases to the Provost for more full-time tenure-track hires in Arts.</p> <p>Establish a hiring plan to support Indigenization and the creation of a major in Indigenous Studies.</p>
--	--	---	---

		the University of Calgary, for a joint Major in Women and Gender Studies, as well as for a joint Chair in Women and Gender Studies.	One tenure-track position in Indigenous Studies is planned for 2016-7.
<b>10 - Funding</b>	<b>Four-year Bachelor of Interior Design</b>	Received \$340,000 in ongoing operational funding and \$1 million for capital costs from the Provincial Government.  New ID degree started in September 2015.	All renovations, new hirings, and the bridging program will be in place by September 2016.
	<b>Establish an Interdisciplinary Chair on Teaching and Research in Resource Management and Policy.</b>	This has been adapted to create an Institute for Policy Initiatives.  This proposal, as well as several others, have been presented to MRU's new Director of Development to start fundraising strategy.	Continue to develop this concept, and cultivate potential donors in coordination with University Advancement.  With a new Director of Development, Director of Government Relations and, it is anticipated, a new Director of University Advancement soon in place, have the Dean far more actively involved in fundraising for the Faculty.
	<b>Create a Centre for Excellence on Teaching and Research on Indigenous Issues.</b>	The Provost moved to create a comprehensive Indigenous Strategic Plan that includes Indigenizing the Academy.  Arts substantially contributed to momentum in this area as two of its professors played a central role in writing the strategic plan; the Faculty helped fund an Indigenous Speakers Series; and Arts,	Support Indigenization and more extensive outreach to high schools with a higher-than-average enrollment of Aboriginal Youth. In this respect, efforts are underway to have the 2017 Who's Frank initiative take place at Forest Lawn High School.

		through its Peace Studies Initiative, attracted the Calgary Peace Prize to MRU that in 2016 was bestowed on the Commissioners of Canada's Truth and Reconciliation Commission.	Expand work with the Iniskim Centre to arrange visits by Indigenous youth to the Faculty of Arts.  Continue working towards the goal of 7% Indigenous enrollment in the Faculty of Arts.  Recruit adult learners, as a comparatively high proportion of Indigenous students are older.
	<b>Establish a Psychology Innovation Centre.</b>	Construction was completed in summer 2014 of Phase One.  Approval was secured of Phase Two. Completion will occur over the summer of 2016.	Final completion of this project.
	<b>Ensure the long-term sustainability of the Writer in Residence Program, the <i>Centennial Reader</i> and the WordFest partnership.</b>	Money was put in the English budget to continue with these initiatives, and other related priorities. WordFest and the Writer in Residence program continue to bring exceptional authors to campus. The <i>Centennial Reader</i> project has since been wound down.	Monitor to ensure that department funding is adequate.
	<b>Attract donations for service learning opportunities.</b>	Some professorial initiatives were supported through the Arts Innovation/Endeavour Fund.  Arts provided funds to assist the 2016 conference of the Canadian Alliance of Community Service Learning to take place at MRU.	Work with MRU's Service Learning Coordinator to provide support – including monetary support – to expand opportunities in this area.

	<b>Ensure institutional resources for the updating of the Language Labs.</b>	Approval of a \$40,000 capital project for a new computer-based audio system. However, IT is still working out technical challenges in its implementation.	Continue to work through MRU's capital fund to proceed with updates.
<b>11.0 – Institutional Space</b>	<b>Assess the allocation of space.</b>	Minor improvements for the location of individual faculty.	Continue working with Physical Resources to explore possibilities, as requested by Faculty, and to monitor the reconfiguration of classrooms to maintain MRU's commitment to personalized learning.
<b>12.0 Outreach</b>	<b>Establish an Arts Advisory Board and alumni chapters.</b>	Continued work with the Arts Strategic Advisory Board, such as in devising plans for outreach. Several Advisory Board members participated as speakers in a Faculty of Arts Career Day.  Continued organizing a Faculty of Arts social for convocating students, including to obtain contact information to keep them informed as alumni and to invite them to Arts events.  Sent a personal congratulatory letter from the Faculty Office to each Arts graduate.  Completed and posted a video highlighting success stories among Faculty of Arts alumni.	Continue efforts to obtain support from the Alumni Office for Faculty of Arts activities to enhance existing and create new alumni chapters, as well as to reach out more effectively to Arts graduates.
	<b>Publicize the achievements of the Faculty of Arts, more specifically:</b>	No progress was made with opportunities to present to the Board of Governors.	Continue efforts, including by departments, through the Arts Advisory Board, and via promotional material,

	<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, Calgary's Chinese Cultural Centre, and Mount Royal's</b></p>	<p>Hosted events on campus, as well as in the broader community, several with funding from the Faculty of Arts, that raised knowledge of and the profile of Arts (e.g. in Policy and Justice Studies, hosting the Alberta Spanish Language Teachers, the Arts Distinguished Speaker at the Plaza Theatre, hosting Romeo Dallaire and a workshop on teaching History as part of the 2016 Congress of the Humanities and Social Sciences).</p> <p>Modest funding was reallocated in the Faculty of Arts office to enhance support for web development.</p>	<p>to enhance knowledge/recognition of the Faculty of Arts.</p> <p>Work with the Department of Interior Design to initiate an annual showcase of creative works.</p>
--	--	--	--

	<p><b>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</b></p>	<p>Significant improvements continued to be made to the Faculty of Arts website and those of several departments, including faculty/administrative staff photos, audio and video components, and a password protected resource page for Faculty (e.g with funding application forms, committee charters, policies, and AFC agendas/minutes).</p> <p>Career Services has worked to support the Faculty's development of an Arts Career Day.</p>	<p>Continue efforts to keep the web dynamic and current, including through the Arts Twitter feed.</p> <p>Enhance the Faculty of Arts Career Day, including through incentives for colleagues to help organize the event.</p>

	<b>to help with their career development.</b>		
	<p><b>Create awards and organize events that 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>Arts supported several community events this past year, a number of which received notable coverage on radio, TV and newspapers/magazines, such as the Department of English, Languages, and Cultures’ Life Writing Project, Who’s Frank, and other initiatives cited in this report. Fall 2016 will bring to MRU the 4<sup>th</sup> iteration of the Under Western Skies interdisciplinary conference. Faculty and Administrators also gave several public talks on their academic expertise, such as at Telus Spark and various branches of the Calgary Public Library.</p>	<p>Create web and paper-based publicity listing the expertise of professors who are willing to interact with the media and/or to speak at public events.</p>
	<b>12.5 – Create and Distribute Promotional Materials.</b>	<p>The Faculty of Arts brochure was updated and revised.</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 Services, 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 ways of knowing, like oral tradition.</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 Indigenous organizations, to build</b></p>	<p>Continued to financially assist the highly successful Treaty Seven Field School.</p> <p>Helped fund the 2<sup>nd</sup> year of the Indigenous Speakers Series.</p> <p>Helped advance a proposal from Arts student societies to rename the Humanities/English resource room to commemorate First Peoples.</p>	<p>Continue to expand efforts to link with FMNI communities, including to arrange visits by Indigenous youth to campus, also with the goal of reaching 7% Indigenous enrollment in the Faculty of Arts as endorsed by AFC.</p> <p>Increase efforts at Indigenous recruitment, including by going to reserves.</p> <p>Continue providing monetary support to bring speakers to campus to advance the process of indigenization.</p> <p>Offer to hold DAG meetings and work towards establishing a course and/or lectures by professors on the land of the Tsu Tina, Kainai and/or Siksika and Nakoda Nations.</p> <p>See 9.0 and 10.0 for further initiatives.</p>
--	--	---	---

	<p>relationships and trust.</p> <p>(e ) Arrange an annual visit of Indigenous 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 being taught on a reserve.</p> <p>(g) Attempt to arrange service learning placements on 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 Aboriginal 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</p>	<p>Prizes were established and first awarded in 2014. The past year saw a significantly increased number of nominations.</p> <p>The Faculty continues to perform very well in competitions for</p>	<p>Encourage more nominations, both for internal and external opportunities, not only of professors but also staff, students, and alumni.</p>

	<p><b>Team; and (iii) Outstanding Service.</b></p> <p><b>(b) Encourage nominations for Mount Royal awards as well as for external prizes for teaching and scholarship.</b></p>	<p>university-wide awards and in having colleagues recognized and honoured by external associations and organizations as recorded in the “congratulatory notes” sent to AFC and on the Faculty website.</p>	<p>Create a Faculty of Arts Outstanding Student Scholarship Award.</p>
--	--	---	--