

## VISION AND GOALS, 2025-2023

I have organized the present document around the University of Regina's current strategic plan, *All Our Relations: kahkiyaw kiwâhkômâkaninawak*. Indeed, many of the goals below derive from Arts' Vision and Priorities Towards 2025 plan, which was organized around the five pillars of the strategic plan, and approved by Faculty of Arts Council in early 2022. That plan had wide support across the Faculty, but ongoing University-level budget challenges delayed its implementation. The University's renewed financial health puts me into position as my first term as Dean finishes and over the course of my second term, should I be reappointed, to resume implementing aspects of the plan that we had to postpone. I sketch some of those goals below, and supplement them with new goals that have emerged in the intervening period. That said, I am well aware that the University will this year begin to develop its next strategic plan. Some of my goals below anticipate likely directions for the next strategic plan. However, Arts is creative and flexible. If the next strategic plan identifies priorities that do not align with this vision, we will work to find new possibilities in the overlap between the new strategic plan and Arts' core values and expertise.

### VISION

It may sound like a cliché, but members of the Faculty of Arts mean it when we characterize ourselves and our Faculty “as one who serves.” Service to society is the core ethos of our large and diverse faculty. Across thirteen departments and over forty programs, Arts members are deeply committed to the University's academic mission to seek truth and advance understanding in the service of society. We perform that mission using a dizzying array of methods and disseminate our results in a wide range of modalities.

My vision is that my colleagues' and students' diversity and deep principle thrive in a well-balanced liberal arts faculty that equally values and supports urgently needed professional programs and smaller curiosity-based programs. In my vision, students feel well supported and challenged regardless of their social location, and regardless of whether they are first-generation university students tentatively trying out higher education in a one-year certificate or top PhD students in highly competitive programs. In my vision, we continue to have the most vigorous collegial governance on campus because we are passionately committed to finding overlapping values and projects across lively disagreement, and to pursuing this work with courage and principle. In my vision, our relationship with the communities we serve is deep and meaningful, and is animated by a strong connection with place and a commitment to treaty values. In my vision, the Faculty of Arts is the site of creativity, playfulness and curiosity for everyone it serves, but those joyful affects bely the seriousness with which we undertake state-of-the-art research.

In sum, across difference, for a broad range of students, staff and faculty, through engaged teaching and learning, scholarship and governance, with playfulness and gravitas, but always with integrity, we do all that we do *as one who serves*.

## **GOALS**

### **Discovery**

- Develop and launch a new Bachelor of Arts and Science degree in collaboration with Faculties of Science, MAP and Continuing Education;
- Continue with five-year faculty complement plan in order to rebuild our faculty complement, with a focus on both excellence and on developing a cohort that reflects the diversity of our students, while ensuring appropriate and sustainable career-stage diversity;
- Improve curricular collaboration among Arts programs to support streamlined scheduling and while promoting trans-disciplinary teaching, learning, and scholarship. As part of this, develop graduate programs straddling the disciplines in order to build graduate teaching and supervision capacity, and enhance graduate students' cohort experiences, in programs that do not currently have graduate programs;
- Cultivate a culture of teaching and learning in which academic staff have the support they need to design their teaching and learning for the distinctive needs of our diverse student body and the radical new teaching and learning challenges and opportunities generated by emerging technologies;
- Continue to increase research intensity and external research grant success while fully valuing and supporting the diverse array of research methods, topics, and forms of dissemination across the Faculty.

### **Truth and Reconciliation**

- Work closely with the Office of Indigenous Engagement to implement across Arts as many action items as possible from the Indigenous Engagement strategic plan, *Tapwewin kwayaskwastâsowin*;
- Increase Indigenous representation in the Arts faculty complement, perhaps through participation in an institutional-level Indigenous cluster hire, and provide Indigenous academic staff members with the support they need to succeed and flourish;
- Continue to provide and support meaningful curricular and co-curricular education on Truth and Reconciliation, and treaty values, while working to model and live those values in the Faculty;
- Develop a thoughtful, sustainable approach to the Arts undergraduate Indigenous knowledge requirement across the disciplines that does not overburden Indigenous Studies (IS), appropriate IS's work and expertise, or water down Indigenous content;
- Follow Science's lead in partnering with Indigenous communities to support scholarship and learning that centres on Indigenous peoples and offers them multiple, flexible ways in to participation in and with the Faculty.

### **Environment and Climate Action**

- Develop and launch a new Climate and Environmental Justice graduate degree with one or more corresponding hires of Indigenous scholars to be part of the program;
- Establish a Climate and Environmental Justice living laboratory that allows students and researchers to work in and with community members across the groups (farmers, oil and gas workers, Indigenous communities) most immediately affected by the climate emergency;

- Identify Climate and Environmental Justice content and methods across existing Arts courses in support of a possible undergraduate credential while working closely with the Department of Geography and Environmental Studies to ensure that their work in the area is adequately supported;
- Emphasize sustainability in Arts processes and initiatives, including capital projects.

### **Well-being and Belonging**

- Strengthen the Arts Academic Integrity and Equity Team (AIET) in order to effectively manage the current LLM-caused academic integrity crisis within Arts while centering on equity, justice and empathy towards students accused of academic misconduct. Expand AIET remit to allow more upstream intervention to reduce the drivers of plagiarism and cheating;
- Improve student service within the Faculty, including for graduate students, so that students have the timely, accessible supports they need to succeed;
- Provide transparent student financial support, on-campus employment and paid internship opportunities; invest in better graduate student funding;
- Improve training and resources for department Heads and Arts administrative staff to ensure that they are well-supported in the crucial work they do for the Faculty;
- Co-locate administrative staff in hubs that allow for better cross-training, sharing of duties, specialization, and scheduling flexibility while retaining crucial touch-points between administrative staff and academic departments.

### **Impact and Identity**

- Continue to leverage our in-demand expertise in such needed areas as health, justice and policing, EDI-AO, climate and energy transition via targeted funding, contract and partnership proposals;
- Shine and spotlight on and nurture relationships with our faculty, students and alumni to better promote our strengths and impact within the University and broader society;
- Align Arts' community engagement and communications portfolios to optimize outreach and impact;
- Complete and implement strategic space plan to ensure well-used, appropriate, inspiring Arts spaces with an emphasis on accessibility, safety and sustainability;
- Update existing and create new awards, recognition programs, and employee development opportunities to celebrate and champion our students, staff and faculty members.

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