

FACULTY OF  
ARTS AND SCIENCE

# Strategic Plan



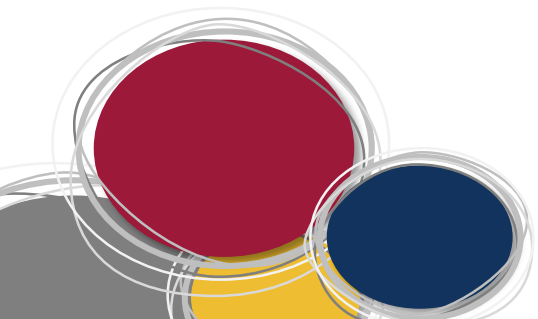
# MESSAGE FROM THE DEAN

Arts and Science is the largest Faculty at Queen's University and one of a dozen in the country. Its range and scope are critical to excellence in the academic, student and staff experience. This strategic plan, the first for Arts and Science at Queen's, sets out clearly articulated pathways to strengthening and expanding our vision in the 21st century.

In the Fall of 2018, the Faculty began development of a strategic plan through a series of [consultations](#) involving online surveys, formal submissions from academic departments and student associations, as well as focus groups and town halls involving staff, undergraduate and graduate students, new faculty members, program coordinators and department heads, Faculty Board members, and alumni. Two working groups were established, [Strategic Planning](#) and [Equity Advisory](#), to review and synthesize these wide-ranging submissions.

As a result of everyone's work, we have a clear vision and a set of principles, priorities, recommendations and metrics reflecting your significant input. I would like to thank my colleagues for their acumen, time, and care.

We have much to do as we embark on this thoughtful and ambitious vision for our Faculty.

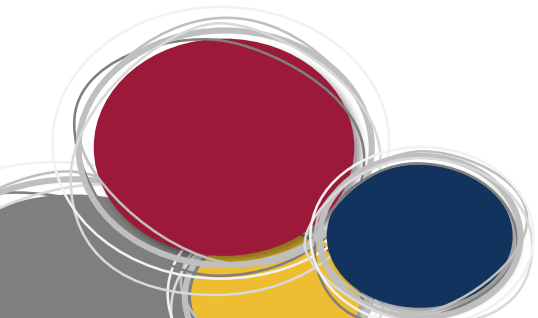


# LAND ACKNOWLEDGEMENT

The Faculty of Arts and Science sits on the traditional lands of the Haudenosaunee and Anishinaabe peoples.

Ne Queen's University e'tho nońwe nikanónhsote tsi nońwe ne Haudenasaunee tánon Anishinaabek tehatihsnónhsahere ne óhontsa Gimaakwe Gchi-gkinoomaagegamig atemagad Naadowe miinwaa Anishinaabe aking.

We are grateful to be able to work, study, learn and teach on these lands.





## our **VISION**

The **Faculty of Arts and Science** aspires to be a thriving, equitable and inclusive scholarly community committed to innovative disciplinary and interdisciplinary research and teaching. Our goal is to inspire curiosity and to collaboratively engage with multiple forms of knowledge that span local and global contexts.



# guiding **PRINCIPLES**

**As a unified Faculty of Arts and Science with a strong sense of shared purpose, we are committed to the following principles:**

- Equity, diversity, inclusion including anti-racism, decolonization and Indigenous resurgence
- Excellence in teaching, research and service
- Transparency, accountability and fairness
- Continuous learning, professional development and global engagement

# strategic PRIORITIES

Strengthen our  
**RESEARCH**  
PROMINENCE

Enrich the  
**STUDENT**  
EXPERIENCE

Transform  
our **SPACES**

## our **VISION**

The **Faculty of Arts and Science** aspires to be a thriving, equitable and inclusive scholarly community committed to innovative disciplinary and interdisciplinary research and teaching. Our goal is to inspire curiosity and to collaboratively engage with multiple forms of knowledge that span local and global contexts.

Support our  
**PEOPLE**

# Strengthen our **RESEARCH** PROMINENCE

**Support original, innovative and impactful research and scholarship that promotes curiosity, creativity and social engagement**

- Enable a dynamic research environment and the development of exceptional scholarship through the active recruitment of, and support for, graduate students, post-doctoral fellows and faculty including those who reflect traditionally excluded groups and knowledges
- Provide students at all stages with access to a wide variety of research opportunities to enable them to experience fully the excitement of investigation and knowledge sharing
- Stimulate a culture of research through enhanced support and the celebration and promotion of our achievements



Strengthen our  
**RESEARCH**  
PROMINENCE

# Strengthen our **RESEARCH** PROMINENCE

## Sample Recommendations

- Diversifying the Arts and Science Community through policy, curriculum innovation and hiring
- Implementing research communications plan
- Creating deliberative strategies for research awards
- Pursuing strategies that increase collaborative research opportunities and community based, public, global, and applied research opportunities.
- Programming to support graduate students and post doctoral fellows research promotion
- Improving teaching and research supports available to students and faculty
- Training and support programs for faculty and staff
- Identifying funding pool to support targeted research initiatives that crosses disciplines and provides support for global research opportunities.
- Supporting graduate and undergraduate research opportunities (MITACS, NSERC, Arts and Science Undergraduate Research Fund)

## Sample Metrics

- External funding
- Contributions to non-traditional knowledge mobilization
- Impact of scholarship
- Inclusion of faculty on collaborative research grants
- Usage of MITACS (Accelerate & Global Links)
- Increase the number of graduate students and post docs



Strengthen our  
**RESEARCH**  
PROMINENCE



# Enrich the **STUDENT** EXPERIENCE

**Offer a unique learning environment that fosters a culture of intellectual enquiry and that is open to questioning received knowledge inside and outside the classroom**

- Foster inclusive and culturally diverse communities that provide mentorship, support and enhanced opportunities for students to engage with each other, staff and faculty
- Offer programs that engage intellectual curiosity within and beyond Western knowledge frameworks while developing foundational and professional skills through curricular and co-curricular experiences
- Promote opportunities for students to explore how different disciplines address common challenges as a means to broaden perspectives and facilitate interdisciplinary thinking



Enrich the  
**STUDENT**  
EXPERIENCE

# Enrich the **STUDENT** EXPERIENCE

## Sample Recommendations

- Diversifying the Arts and Science Community through policy, curriculum innovation and hiring
- Developing new competencies and awareness of transferable skills
- Enhancing collaborative research opportunities for students
- Increasing access to non-traditional graduate research formats and knowledge mobilization opportunities
- Increasing Indigenous learning spaces
- Enhancing access to the Queen's Biological Station
- Increasing cleanliness of Arts and Science space
- Advancing cross-faculty curricular initiatives (4th year community projects)
- Implementing graduate supervisory support and training programs
- Creating responsive and agile programming for continuous learning
- Providing intercultural awareness and sexual violence training for faculty, staff, teaching assistants, and students
- Programming to support graduate students and post doctoral fellows research promotion

## Sample Recommendations Cont.

- Creating opportunities for faculty, staff, and students to come together and explore wellness strategies and integrate wellness into everyday life
- Improving teaching and research supports available to teaching assistants and faculty
- Training in inclusive pedagogy for instructors and teaching assistants
- A more student-centered model for the provision of academic support services

## Sample Metrics

- National Survey on Student Engagement (NSSE) Scores
- Canadian Graduate and Professional Student Survey (CPGSS) Scores
- Teaching culture change through TRESTLE survey
- Development and launch of a continuous education portfolio
- Digital student services strategy developed and approved
- Theme-based Interdisciplinary courses developed and offered



Enrich the  
**STUDENT**  
EXPERIENCE

# Transform our **SPACES**

**Create accessible and inspiring facilities and infrastructures that catalyze learning, discovery, collaboration and community**

- Secure and manage resources to support and enhance our work, social and learning spaces, prioritizing areas of strategic need and environmental sustainability
- Review and develop infrastructures to support the Faculty's commitment to learning and research excellence
- Re-imagine spaces that foster Indigenous and culturally-diverse communities and pedagogies



Transform  
our **SPACES**

# Transform our **SPACES**

## Sample Recommendations

- Increasing Indigenous learning spaces
- Enhancing access to the Queen's Biological Station
- Increasing cleanliness of Arts and Science space
- Implementing a Faculty Space Planning Committee to assist in reviewing the space audit results and prioritizing areas of strategic need for investment
- Reviewing graduate student space utilization and allocation

## Sample Metrics

- Funds secured to improve space
- Increased Indigenous spaces
- Building cleanliness
- Faculty mission can be carried out without requiring off-campus space
- Space Planning Committee formed and active
- Increase space for graduate students



Transform  
our **SPACES**

# Support Our **PEOPLE**

## **Build and sustain healthy learning and working environments that foster community, mental health and well-being**

- Make wellness a priority among FAS communities by engaging culturally diverse practices of wellness with empathy, sensitivity and respect
- Address structural inequalities that are barriers to wellbeing
- Envision and develop environments for inspiration, creativity, professional development and continuous learning



Support our  
**PEOPLE**

# Support Our PEOPLE

## Sample Recommendations

- Diversifying the Arts and Science Community through policy, curriculum innovation and hiring
- Developing new competencies and awareness of transferable skills
- Increasing Indigenous learning spaces
- Increasing cleanliness of Arts and Science space
- Enhancing training on sexual violence
- Implementing graduate supervisory support and training programs
- Providing intercultural awareness and sexual violence training for faculty, staff, teaching assistants, and students
- Creating opportunities for faculty, staff, and students to come together and explore wellness strategies and integrate wellness into everyday life
- Improving teaching and research supports available to teaching assistants and faculty
- Training and support programs for faculty and staff

## Sample Recommendations Cont.

- Training in inclusive pedagogy for instructors and teaching assistants
- A more student-centered model for the provision of academic support services
- Updating academic regulations to make processes simpler and language more accessible
- Better coordination of graduate communication and activities

## Sample Metrics

- Intercultural competency training participation
- Employee engagement scores
- Number of FAS community events held
- Faculty retention rates



Support our  
**PEOPLE**

# Strategic Plan

## **Strategic Plan Working Group**

Barbara Crow, Dean (Chair)

Gordon Smith, Vice-Dean

Marc Dignam, Science representative

Christine Sypnowich, Humanities representative

Marcus Taylor, Social Sciences representative

Zsuzsa Csergo, Social Sciences representative

Heather Drouillard, Staff representative

Leo Erlikhman, SGPS representative

Sagal Sharma, ASUS representative

Erik Lockhart (Facilitator, Smith School of Business)

## **Equity, Diversity, Inclusivity Faculty Advisory Group**

Lisa Guenther (Philosophy)

Adnan Husain (History)

Samantha King (Gender Studies)

Beverley Mullings (Geography)

Dylan Robinson (Faculty of Arts and Science)

Barrington Walker (History)

