**AGENDA**

**Dean Faculty of Arts and Science**

**Meeting:** FAS Strategic Plan Working Group  
**Date & Time:** Fri., Nov 2, 2018  
9:00-10:30am

**Location:** Dunning Hall Room 136  
**Chair:** Barbara Crow, Dean

**Committee members:**  
Gordon Smith, Vice-Dean  
Marc Dignam, Science representative  
Rebecca Manley for Christine Sypnowich, Humanities representative  
Marcus Taylor, Social Sciences representative  
Heather Drouillard, Staff representative  
Leo Erlikhman, SGPS representative  
Brett Hynes for Sagal Sharma, ASUS representative

**Other attendees:**  
Erik Lockhart, Facilitator, Associate Director of the Queen’s Executive Decision Centre  
Heather Woermke, Executive Director, Finance and Operations  
Cormac Evans, Director, Strategic Initiatives

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<th>Discussion Item</th>
<th>Designate</th>
<th>Attachments</th>
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<tr>
<td>1. Welcome and Chair’s Remarks</td>
<td>Barbara Crow</td>
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<td>2. Strategic Plan approach, work plan, and timeline</td>
<td>Erik Lockhart</td>
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<td>3. Role of Committee</td>
<td>Barbara Crow</td>
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<td>4. Confirm consultation questions for in person sessions</td>
<td>Erik Lockhart</td>
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**Next Meeting:** Monday, January 21, 2019
**Strategic Plan work plan and timeline**

Work plan and timeline is designed to meet the objective of having an approved plan in place before the start of the 2019-20 academic year

**Timeline**

- **November - December**
  - Consultations
  - Drafting Committee confirmed

- **January - February**
  - Strategic Plan drafting
  - Update to January Faculty Board

- **February 2019**
  - Preliminary presentation to Faculty Board for input

- **March 2019**
  - Final strategic Plan presented to Faculty Board for approval

**Meeting schedule**

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<th>Day</th>
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| Friday | 2-Nov | 9:00-10:30 | Introductions  
Overview of process  
Finalize questions for consultation session |
| Monday | 21-Jan | 9:00 - 12:00 | Strategic Plan drafting session                                                      |
| Monday | 28-Jan | 1:00 - 4:00 | Strategic Plan drafting session                                                      |
| Friday | 1-Feb | 9:00 - 12:00 | Strategic Plan drafting session                                                      |
|       | 15-Feb |         | **Faculty Board meeting**                                                            |
| Monday | 18-Feb | 9:00 - 11:00 | Strategic Plan drafting session                                                      |
| Monday | 4-Mar  | 9:00 - 11:00 | Review draft strategic plan document                                                 |
| Monday | 11-Mar | 9:00 - 11:00 | Finalize strategic plan document for Faculty Board                                  |

**15-Mar** **Faculty Board meeting**
Roles and Responsibilities of Strategic Planning Working Group Members

The Purpose of the Strategic Planning Working Group:

The purpose of the Strategic Planning Working Group (SPWG) is to develop, on behalf of and in consultation/collaboration with all at the Faculty of Arts and Science, a 2019-2022 strategic plan for the Faculty. In doing so, the SPWG will look to build upon the University’s mission and vision, as well as identify key strategic goals and actions that the Faculty should focus on, at a Faculty-wide level, over the next 3 years. The committee will be chaired the Dean, Barbara Crow and Erik Lockhart from the Smith School of Business will act as a facilitator.

Role of All SPWG Members:

All SPWG Members will be expected to:

- Champion the strategic planning process
- Be objective and take a faculty-wide view of issues being discussed
- Be effective communicators
- Read meeting material before attending the meetings to ensure that the committee can have full and informed discussion of agenda items
- Discuss, comment, and provide input on draft documents presented at SPWG meetings and via email outside of the meetings
- Participate in consultation events/activities on drafts of the strategic plan

Role of the SPWG Chair:

The Chair of the SPWG will:

- Be impartial and support an equal and fair consideration of all items and opposing views
- Flexibly lead the committee through its meeting agendas
- Act as the working group’s lead spokesperson and lead presenter for consultation events/activities.

Role of SPWG Facilitator and Support Staff:

The SPWG facilitator is Erik Lockhart (Smith School of Business). The role of the SPWG Facilitator and the support staff, is to support the SPWG in its work and ensure that progress is kept on track.

Specifically, the facilitator and support staff are responsible for:

Meeting support: • scheduling all meetings • working with chair to form the meeting agendas and papers • minuting all meetings • providing drafts of the strategic plan for the SPWG to review and provide feedback on;

Consultations: • coordinating, on behalf of the SPWG, all consultations with the broader campus and community on drafts of the strategic plan;

Data collection/analysis: • ensuring that the working group has all necessary information (e.g. reports, background information) to inform their discussions • undertaking data analysis/information resulting from the consultation process;

Communications: • ensuring that communications about progress with strategic planning are issued to the broader campus and community in a timely and effective manner • ensuring that Faculty’s strategic planning web pages are maintained and updated as appropriate • acting as the first point of contact for all questions in relation to strategic planning process;

Term of SPWG membership:

Membership term of the SPWG will be for six months – forming in November 2018 and disbanding in April 2019 following recommendation and approval of the 2019-2022 Strategic Plan to Faculty Board.
Consultation questions for in person sessions

Core questions for all consultation sessions

1. Imagine it is 2024 and the Faculty of Arts and Science has been successful. What does success look like?

2. What do you see as the top five priorities for the Faculty of Arts and Science to ensure the Faculty achieves success and why?

3. If you had a magic wand, what would be the first three things you would change?

4. What are the three or four most significant issues needing our attention right now?

For discussion: Potential Audience Specific Questions (time permitting)

Faculty, Staff, Management session:
- How can we foster healthy, respectful and productive relationships between members of the FAS community? What would this look like for faculty, staff & students? Note: The accelerated pace of change can seem overwhelming. What should we do to ensure that we face that change from a position of stability, embracing successes, but reinforcing our foundations?

Public/Mixed
- What are the things that you value most about the FAS? What do we do that you like and think we should keep doing? What are we not doing that we should be doing?

Students
- Academic experience: in what ways can we improve the academic, learning experience?
- Overall student experience (non academic life): In what ways can we improve and enrich the overall student experience? E.g. culture, wellness, mental health, support, diversity