



Shaping Arts' Next Century at UBC

Faculty of Arts Strategic Plan 2019-2024





A note from the Dean of Arts

The Faculty of Arts at UBC has embarked on an ambitious second century. This plan sets out our faculty's goals and strategies, and identifies new opportunities for research excellence, transformative learning, local and global engagement, and collaboration.

Our students, staff, faculty, alumni, and community partners participated in developing the university-wide plan — *Shaping UBC's Next Century* — which informs and complements our faculty plan. We support and embody all aspects of the UBC Strategic Plan, notably its themes of inclusion, collaboration, and innovation:

Inclusion: The conversation that advances the world socially, culturally, and scientifically is, by necessity, one that integrates diverse perspectives and approaches. We have long been fiercely devoted to an inclusive and accessible approach. We study issues of diversity and equity, as well as advocate for and implement these values. We are especially committed to the inclusion of historically underserved, marginalized, and excluded populations.

Collaboration: The creative and performing arts have always been collaborative exemplars, and many of our social scientists work naturally in global, interdisciplinary teams. Our disciplines that depend on the work of individual scholars also provide possibilities for productive, interdisciplinary collaborations — from the digital humanities to issues of health and wellbeing, sustainability, Indigeneity, and migration.

Innovation: Too often, innovation is considered a simple translation of technical and scientific discovery into commercialized forms. But a truly innovative society requires a culture and a social structure that supports innovation in areas such as migration, taxation, urban geography and demography, ethics, media, and trade. We embrace new opportunities for study, problem-solving, and knowledge exchange within and beyond the academy.

We aim to provide demonstrable and measurable goals to which we can be held accountable. We will chart our progress toward the goals embodied in the plan and capture our impact for external reviews and annual reports. I invite you all to contribute as we embark on a new century of engagement and innovation.

Professor Gage Averill
Dean, Faculty of Arts

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Our commitment

We are dedicated to making the Faculty of Arts the top Arts faculty in Canada and within the top 20 in the world over the next 10 years. To accomplish this, we must support current practices while enhancing our programs and research, especially in UBC's four core areas: Research Excellence, Transformative Learning, Local and Global Engagement, and People and Places. Our scale and diversity are great assets: we can facilitate interdisciplinary research and teaching, and provide our students with the resources needed to achieve success and effect change in the world.



Our responsibility

We recognize our responsibility to our students and the people of British Columbia to provide high-quality, high-impact, and accessible education as well as leading-edge research, knowledge mobilization, public scholarship, and opportunities for lifelong learning.

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Our impact

As the leading Arts faculty in Western Canada, our global reach, intercultural expertise, and international connections bring innumerable economic, cultural, and social advantages to the province, including the training of subsequent generations to engage globally and contribute to a diverse environment. An Arts degree remains the best passport to career flexibility and is a powerful tool in the life-readiness of our students.



Arts by the Numbers

25 Departments, Institutes, and Schools

24 Interdisciplinary Programs

Encompassing the humanities, social sciences, creative and performing arts, and professional schools

7 Venues for Creative and Performing Arts

Museum of Anthropology, Belkin Art Gallery, Chan Centre for the Performing Arts, Frederic Wood Theatre, School of Music, Old Auditorium, Audain Art Centre

8 Faculty of Arts Service Units

Arts Advising, Arts Instructional Support and Information Technology, Arts Communications, Arts Finance Group, Arts Co-operative Education Program, Arts Internship Program, Arts Development and Alumni Engagement, Office of Regional and International Community Engagement (ORICE)

Arts People

STUDENTS

14,188

undergraduate students

5,066

international students

1,858

graduate students

121

countries represented within our student body

FACULTY AND STAFF

1,013

faculty

538

tenure-stream faculty

603

staff

ALUMNI

102,831

living alumni

14,840

engaged alumni

Engaged alumni continue their relationship with UBC after graduation by volunteering on campus, donating, and attending events worldwide

\$19.3M

total funds raised by Development & Alumni Engagement in 2018

Arts Research, Learning, and Engagement

RESEARCH EXCELLENCE

\$26.9M
in annual research
funding

26
active Canada
Research Chairs

75
Royal Society
of Canada Fellows

8
Guggenheim Fellows
(2000-2018)

15
Officers and Members
of the Order of Canada
(2000-2018)

EXPERIENTIAL LEARNING

528
Arts Co-op placements

123
Arts Internship
placements (2018)

651
Arts students
participated in a
Go Global experience

387
students participated
in community engaged
learning activities

Facilitated by the Office of Regional
and International Community
Engagement (ORICE)

Indicators of Excellence

Although international rankings are imperfect, they provide one measure of our reputation and achievement. Most of our departments rank in the top two in Canada and many are among the top 5-to-20 in the world. As for our broad divisional areas of study, UBC's social sciences ranked 28 in the world by the 2018 *Times Higher Education Rankings*; the humanities ranked 49, and Economics (with Business) ranked 19. In the influential *QS World University rankings*, our iSchool ranked the best in the world (making us the only Canadian university to rank number one overall in any subject), Geography ranked 4, and Psychology ranked 16.

Bucking a trend throughout North America, demand for a UBC Arts education has grown both domestically and internationally, and we are one of the few such faculties to be growing in faculty numbers, space, and staffing.

Our faculty members win on average over 50 major prizes annually. We generate more positive media coverage of achievements in research, public scholarship, and education than any other UBC faculty, speaking to our strengths in the public dissemination and translation of knowledge.



Strategies and goals

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CORE AREA ONE

Research Excellence



STRATEGY 1

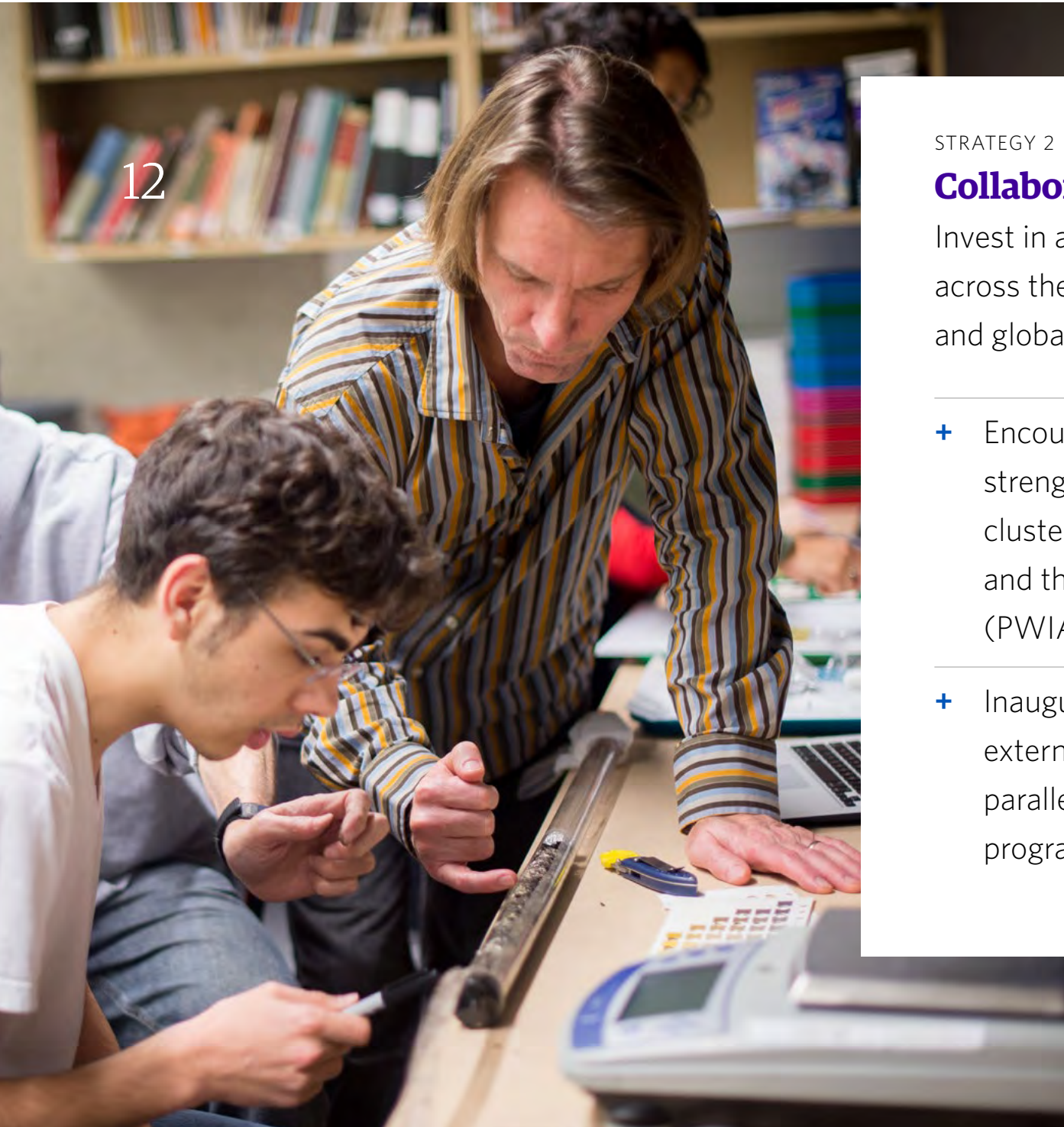
Research Culture

Strengthen our position as Canada’s leading social science research university and build on the strong foundation of our research in the humanities and creative and performing arts.

- + Follow the CAN strategy: celebrate achievements; apply for grants; nominate faculty for awards.
- + Provide better coordination for the nomination of faculty research awards and prizes and enhance recognition of research and award success.
- + Increase the number and quality of grant applications through enhanced administrative support.
- + Improve tracking of research successes and publications. Create capacity to provide analytics on publications, awards, and citations.



- + Host Congress 2019 to promote the strengths of UBC Arts research.
- + Provide Dean of Arts Research Awards (semester buy-outs) for research projects.
- + Support faculty in competing for a Canada-150 Chair, Presidents’ Excellence Chairs, and new Canada Research Chairs, and use anticipated Canada Research Chair vacancies to advance our research priorities.
- + Improve support for our centres and our named and funded chairships and professorships.



STRATEGY 2

Collaborative Research

Invest in and support collaborative research practices across the Faculty of Arts, the university, and with local and global partners.

- + Encourage our faculty members to form and strengthen research networks, collaborations, and clusters for support under UBC’s Excellence Fund and the Peter Wall Institute for Advanced Studies (PWIAS).
- + Inaugurate a Public Humanities Hub for external-facing humanities research and seek parallel support to the UBC research cluster program for humanities researchers.
- + Develop mechanisms to support centres and institutes, virtual and otherwise, that further Arts collaborations and support departments, schools, and institutes that have interdisciplinary connections within their units.
- + Increase collaboration with the Centre for Digital Media at the Great Northern Way campus and explore additional joint hires.
- + Further cross-campus collaborations on “wicked” issues and build connections between major lectures offered in Arts, for example, the Lind Initiative, the Dean of Arts Lecture, and series’ associated with centres, with those sponsored by the PWIAS, Green College, and UBC Connects.

STRATEGY 3

Knowledge Mobilization

Create and mobilize knowledge exchange beyond the academy.

- + Encourage greater participation in innovation initiatives both within and external to the university, including e@UBC and the UBC Knowledge Exchange. Enhance feedback loops to public and private sector employers.
- + Grow the UBC School of Public Policy and Global Affairs (SPPGA), its integration with other faculties at UBC, and its impact on global policy.
- + Seek funding to expand the Institute for Future Legislators into a national network.



- + Support the development of Arts-based scholarly journals.
- + Use the Dean of Arts Lectures to reinforce grassroots interdisciplinary research initiatives from the faculty.
- + Continue to encourage, celebrate, and showcase the impact of our public scholarship through communications and storytelling.

CORE AREA TWO

Transformative Learning





STRATEGY 4

Educational Excellence and Renewal

Facilitate innovative, student-focused teaching practices.

- + Redesign degree requirements to align with faculty priorities, situating requirements as meaningful learning opportunities, not boxes to tick.
- + Enhance and evaluate systems to assist students in navigating degree programs, and map interdisciplinary pathways through the curriculum.
- + Build on our Program Learning Outcomes, map how students fulfill outcomes, and assess their effectiveness, providing students with agency and clarity regarding their learning during and beyond their degree.
- + Collaborate with the Faculty of Graduate and Postdoctoral Studies to improve graduate curriculum renewal and program outcomes at the departmental level.
- + Create incentives and rewards for excellence in teaching within the faculty.
- + Enhance staff support and resources for curriculum renewal and design.

STRATEGY 5

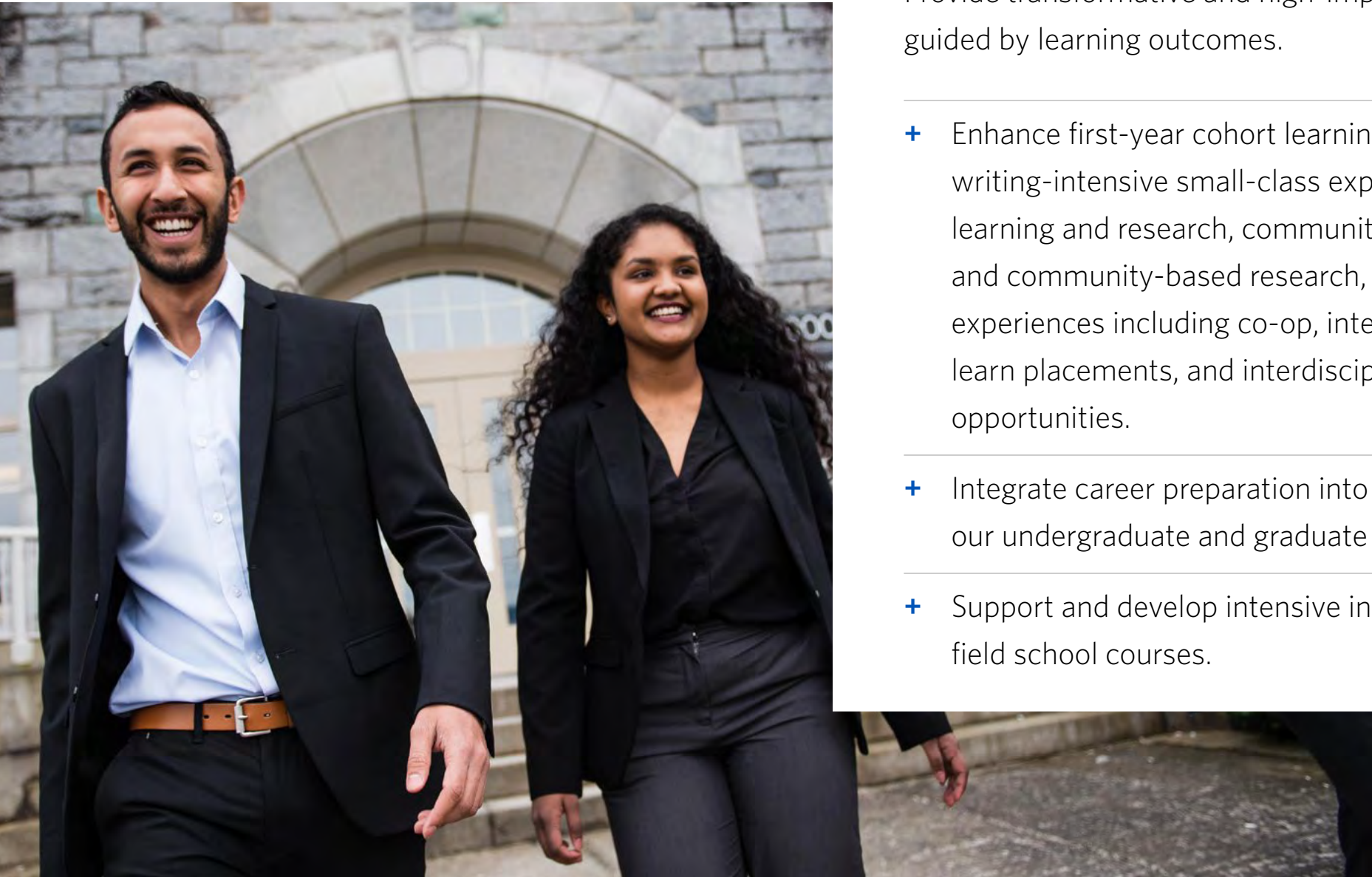
Program Design

Renew our academic offerings, find areas of niche strength and emerging societal need, and foster a culture of innovation and flexibility in teaching and educational design.

- + Strengthen the Masters of Public Policy and Global Affairs (MPPGA) degree.
- + Expand and enhance the Writing Studies program to develop academic writing and communications curricula in collaboration with other faculties.
- + Inaugurate the new stream in the Master of Data Science in Computational Linguistics.
- + Support the launch of the Language Sciences program.

- + Collaborate with the Faculties of Science and Medicine to develop an undergraduate Neuroscience program.
- + Launch a new interdisciplinary program in the Study of Religion.
- + Explore new undergraduate minors, joint degrees with other faculties, international dual degrees, and certificates.





STRATEGY 6

Experiential and Practical Learning

Provide transformative and high-impact education guided by learning outcomes.

- + Enhance first-year cohort learning communities, writing-intensive small-class experiences, global learning and research, community-service learning and community-based research, and practical experiences including co-op, internships, work learn placements, and interdisciplinary research opportunities.
- + Integrate career preparation into the fabric of our undergraduate and graduate programs.
- + Support and develop intensive interdisciplinary field school courses.

- + Develop best practices for experiential learning and community-based experiential learning (CBEL) from UBC faculty, staff, and the community.
- + Recognize the diversity of community-based learning including the need for sustained development of relationships.
- + Explore the integration of case studies involving external partners into the curriculum.
- + Continue to support the adoption of Arts Co-op Program graduate student initiatives.
- + Collaborate with the Faculty of Graduate and Postdoctoral Studies to reimagine the PhD program and support the Public Scholars Initiative.
- + Develop curricular and co-curricular opportunities for student career development.
- + Improve our ability to track student employment data after graduation.

STRATEGY 7

Student Experience

Create a personalized, responsive, structured, and supportive student experience.

- + Move from a disciplinary approach to academic integrity issues to one that promotes the importance of ethical scholarship, for example, the Teaching and Learning Enhancement Fund project, Our Cheating Hearts.
- + Work with the university and the Faculty of Science to pilot student retention activities.
- + Enhance student support through the assessment and redesign of Arts Academic Advising Services, and enhance support for students at academic risk.
- + Develop flexible and personalized learning plans for students.



- + Support students in assembling portfolios including curricular, co-curricular, and extracurricular achievements and experiences.
- + Improve waitlist procedures through input into the upcoming Workday Student Information System.

CORE AREA THREE

Local and Global Engagement



STRATEGY 8

Public Relevance

Exchange knowledge and expertise widely and engage in reciprocal partnerships with the community.

- + Educate students in and by communities locally, nationally, and internationally, while tackling issues ethically and productively.
- + Elevate the creative and performing arts as a core element of UBC’s identity and as a vehicle to enrich the student experience and engage with the community.
- + Provide lifelong learning through UBC Extended Learning, including the Vancouver Summer Program, Future Global Leaders Program, digital-distance courses and certificates, and career education.
- + Support and enhance Humanities 101, our outreach program that offers free university-level education to low-income communities in Vancouver.
- + Improve storytelling through video content to engage external audiences, promote student learning and volunteer engagement, and share our research and public scholarship.

STRATEGY 9

Indigenous Engagement

Expand and enhance Indigenous research and teaching initiatives, increase understanding of First Nations and Indigenous cultures and histories, and supportively and respectfully engage with Indigenous peoples, advancing the recommendations of the UBC Indigenous Strategic Plan and the Truth and Reconciliation Commission.

- + Increase Indigenous faculty and staff hiring, student enrolment, and retention.
- + Explore a new Arts degree requirement on power and place that includes Indigeneity.
- + Create a Diploma in Arts for Indigenous students transitioning to university.
- + Survey current curriculum for Indigenous histories, knowledges, and perspectives.

- + Increase engagement with Musqueam, Squamish, and Tsleil-Waututh communities.
- + Provide support for the Indian Residential School History and Dialogue Centre.
- + Support community-based engagements with Indigenous peoples in research and teaching, for example, Dechinta: Bush University Centre for Research and Learning.
- + Implement the new major and minor in First Nations and Endangered Languages and participate in a provincial consortium on Indigenous languages.





STRATEGY 10

**Intercultural, Diverse,
and Inclusive Understanding**

Cultivate diversity and inclusion among students through study, reflection, debate, and action across cultural differences.

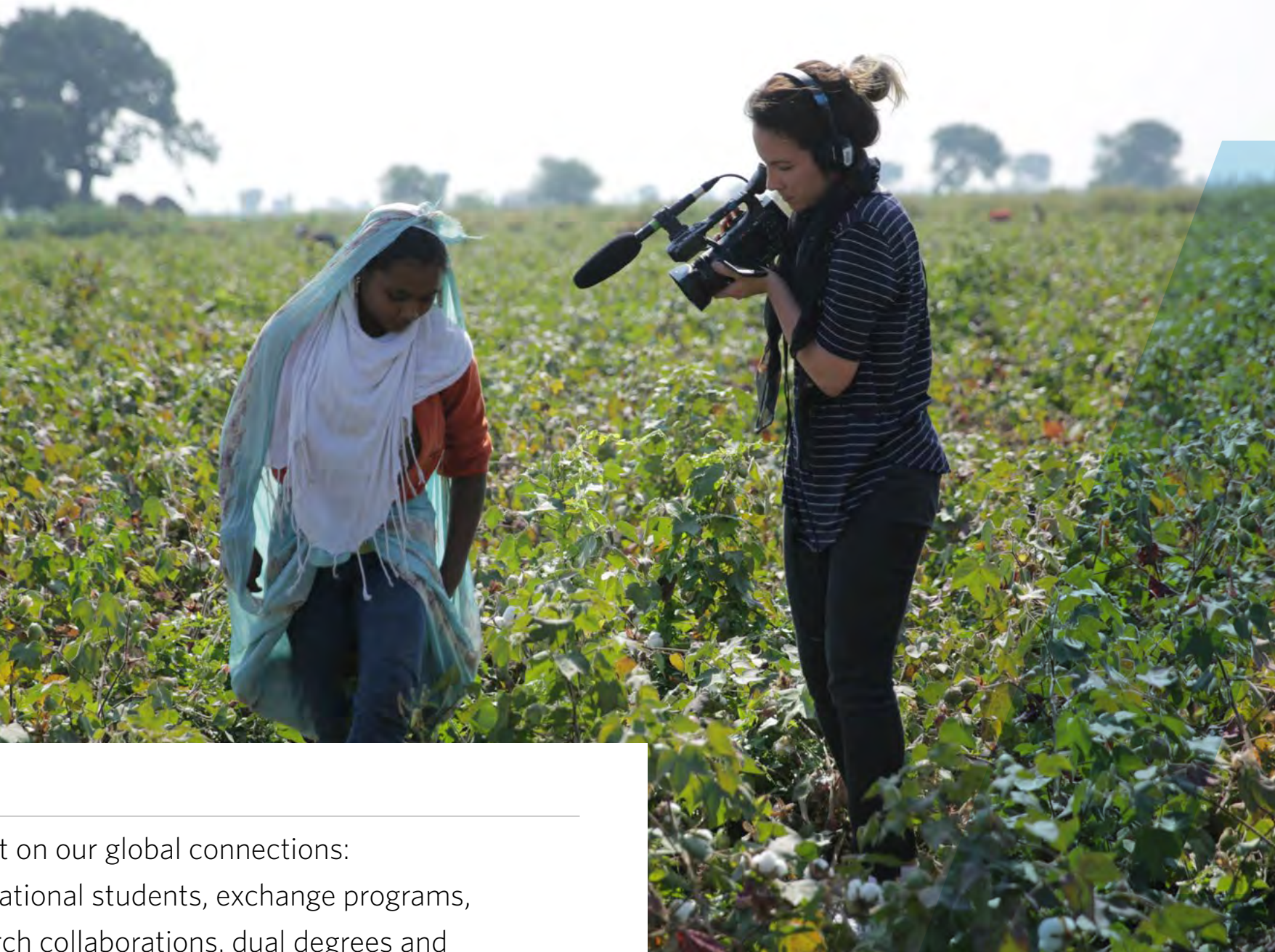
- + Building on the strengths of our international and multicultural student body, renew our curriculum to address the complexities of diversity, inclusion, and intercultural communication.
- + Provide our students with the opportunity for intercultural experiences in the classroom, in the university, in our local communities, and globally.
- + Work with the Asian Canadian Community Engagement Committee to create a 5-to-10-year vision for the university’s commitment to advancing understanding of Asian Canadians.
- + Support UBC’s Student Diversity Initiative.
- + Strengthen the impact and cross-campus relevance of the Institute for Gender, Race, Sexuality and Social Justice and the Institute for Critical Indigenous Studies. Build on initiatives in inclusion, restorative justice, and environmental justice.

STRATEGY 11

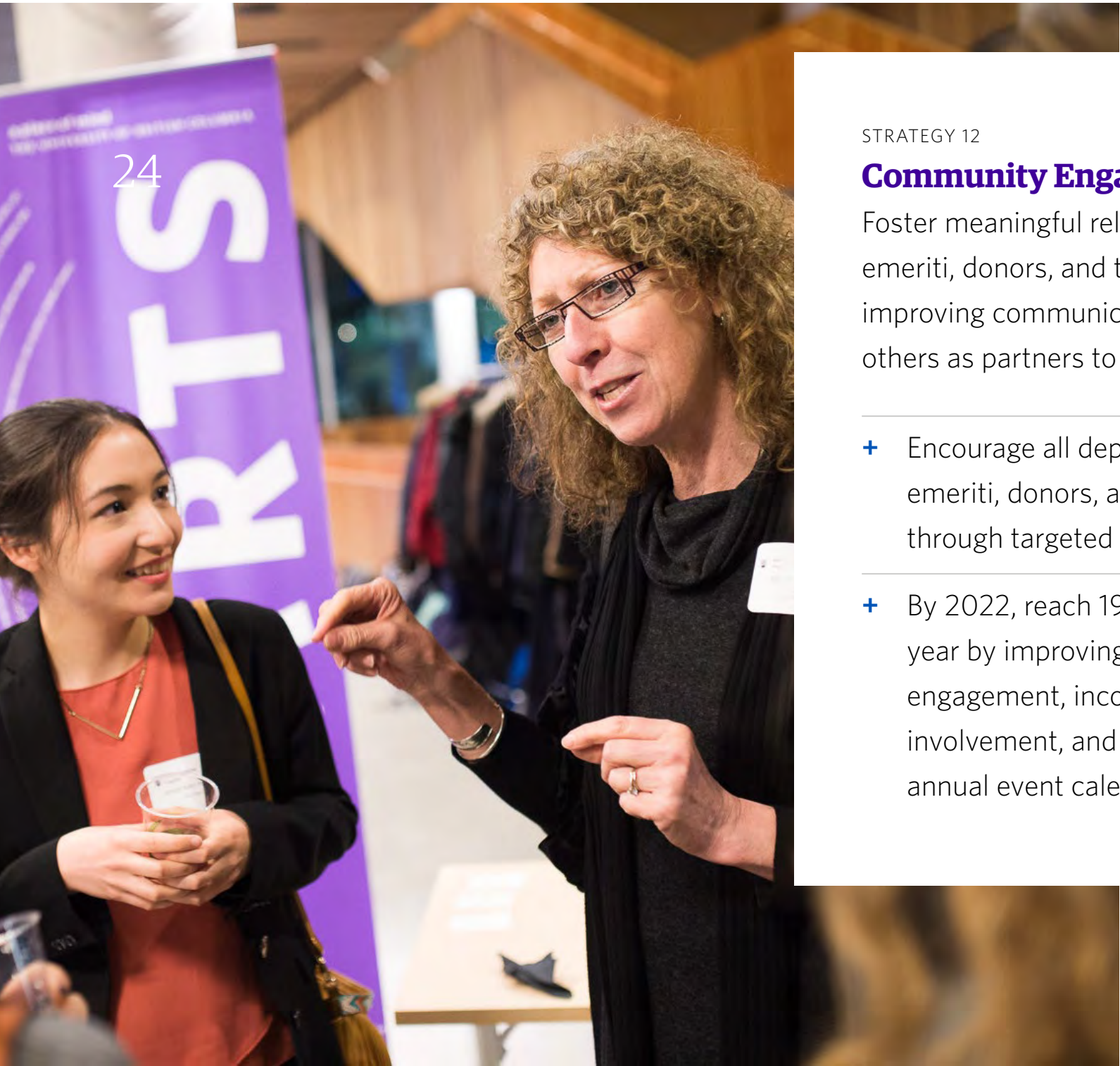
International Engagement

Further internationalize our curriculum allowing students to explore the global dimensions of their areas of study, excel in international work, and engage with communities around the world.

- + Include a global dimension in all new programs of study, drawing on the strengths of our international student body and faculty, especially with the Asia Pacific, for example, the six regional centres within the Institute for Asian Research.
- + Enhance support for international community-engaged learning and international co-operative education programs.
- + Expand partnerships with universities abroad for exchange, joint programs, and research, such as our successful dual-degree program with Sciences Po.



- + Report on our global connections: international students, exchange programs, research collaborations, dual degrees and partner degrees, and summer programs.
- + Expand Vancouver Summer Programs for international students.



STRATEGY 12

Community Engagement

Foster meaningful relationships with alumni, emeriti, donors, and the external community by improving communications, outreach, and engaging others as partners to achieve shared aspirations.

- + Encourage all departments to engage alumni, emeriti, donors, and the external community through targeted communications and events.
- + By 2022, reach 19,000 Arts Alumni contacts per year by improving our ability to report on alumni engagement, incorporating indices of depth of involvement, and encouraging units to develop annual event calendars for their alumni.
- + Renew the Dean’s Advisory Board with an active volunteer membership, and create connections to community advisories for many of our schools and departments.
- + Implement the Arts Career Exploration Plan, a program of activities to create connections between students and alumni.
- + Continue to engage alumni as employers, co-op program sponsors, internship placements, and participants in problem-based projects.
- + Invite Arts emeriti to undertake a Faculty of Arts history project.

People and Places



STRATEGY 13

Inclusive Excellence

Invest in faculty and staff resources to increase excellence, enhance research and teaching, build a diverse and inclusive community, and nurture a culture of respect.

- + Hire 70 new full-time, tenure-track faculty positions to accommodate enrolment growth.
- + Increase recruitment of diverse faculty members to better reflect our student body and community.
- + Reduce sessional teaching to the minimum required for flexibility in course assignment, while maintaining opportunities for graduate student teaching and employing appropriate adjunct faculty for professional expertise.
- + Implement evidence-based strategies and programs to support student diversity.

- + Increase Arts equity training for Heads & Directors and search committees.
- + Explore and remedy barriers to equity among racialized and Indigenous faculty and conduct Early Years Faculty Experience Survey to improve pre-tenure experiences.
- + Participate in the UBC pilot study on gender and faculty workload.
- + Support staff wellness and work-life-balance initiatives, paying attention to concerns that emerged in the Workplace Survey.



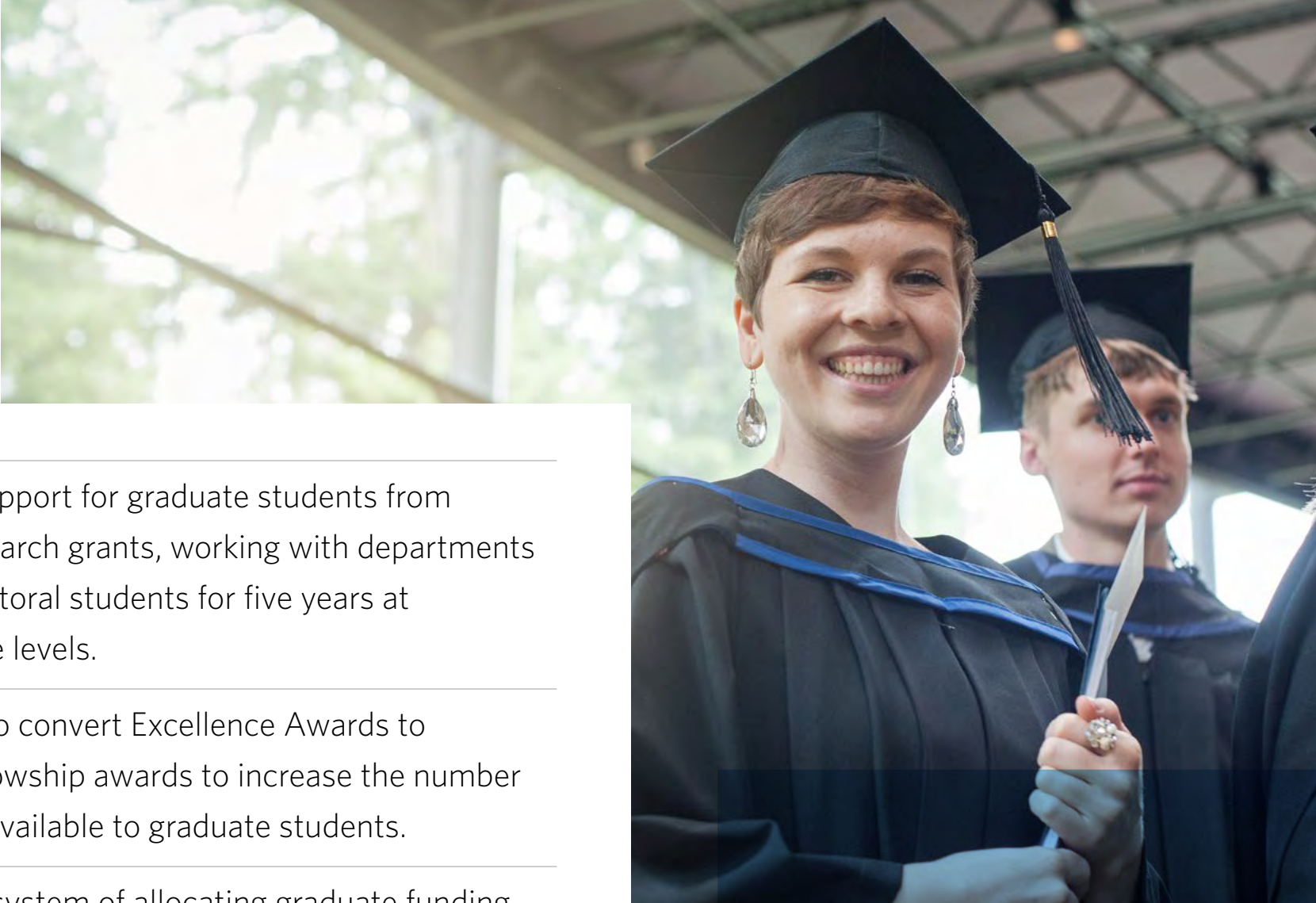
STRATEGY 14

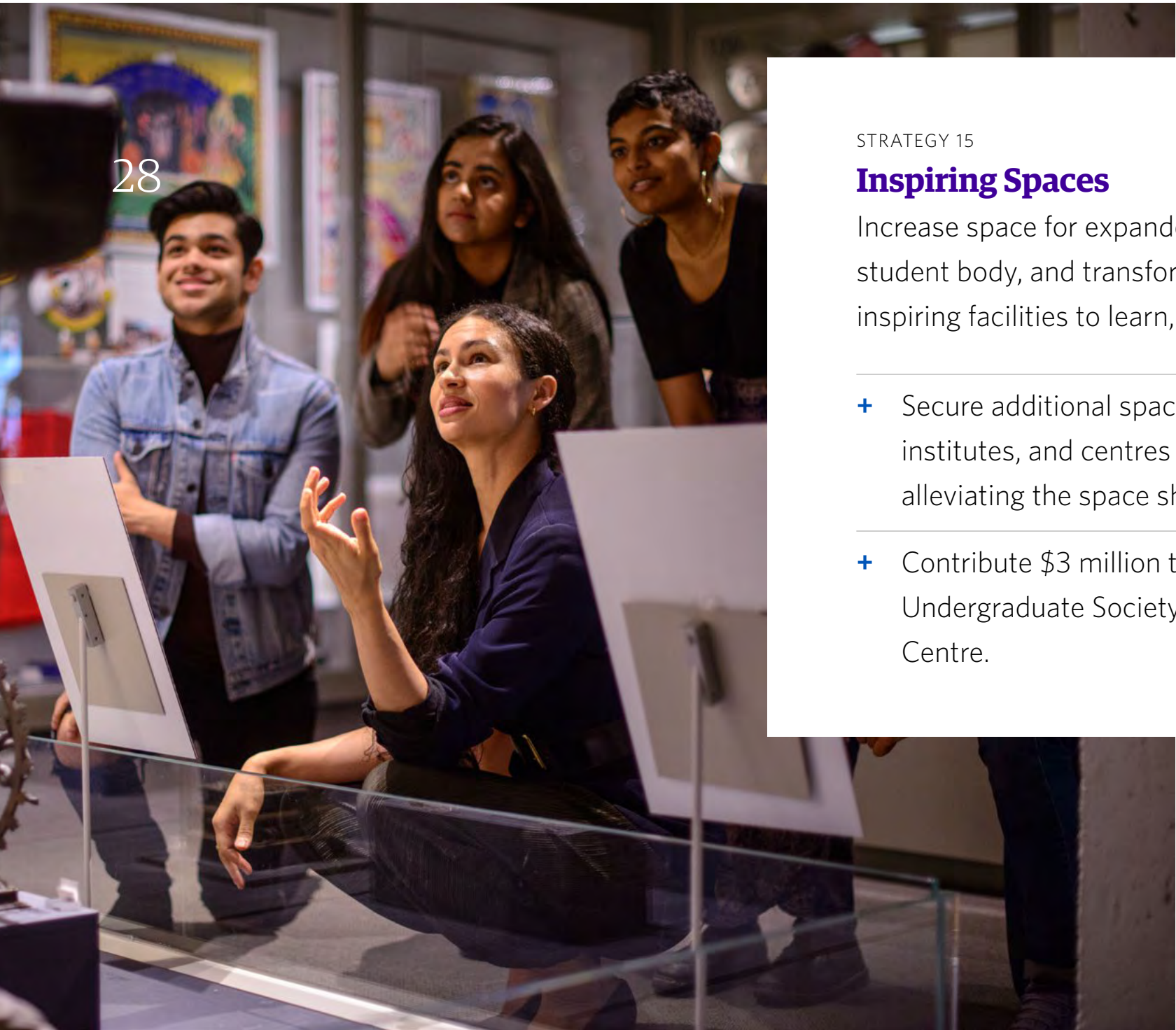
Student Support

Make degrees affordable for all who qualify for and desire a university education, and support the academic experience and the health and wellbeing of our students.

- + Commit \$1 million in Arts funding to match Blue & Gold Campaign bursaries for our students.
- + Work with the Arts Undergraduate Society and the Vice-President Students office to improve support for student mental health and wellbeing, especially to reduce wait times and expand counselling services.
- + Increase Arts funding for graduate students to \$2.5 million per year and consider additional support.
- + Increase graduate Teaching Assistant support by adding 27 two-term positions.

- + Increase support for graduate students from faculty research grants, working with departments to fund doctoral students for five years at competitive levels.
- + Advocate to convert Excellence Awards to 4-Year Fellowship awards to increase the number of awards available to graduate students.
- + Revise the system of allocating graduate funding to departments to enhance equity.
- + Fundraise for and establish new graduate awards, and seek private philanthropy to match and leverage Provincial Graduate Fellowships.
- + Work with the Faculty of Graduate and Postdoctoral Studies to align new awards with graduate program needs.





STRATEGY 15

Inspiring Spaces

Increase space for expanded programs and a growing student body, and transform current spaces into inspiring facilities to learn, teach, and research.

- + Secure additional space for departments, schools, institutes, and centres to fulfill their missions, alleviating the space shortage faced by many units.
- + Contribute \$3 million to help the Arts Undergraduate Society build an Arts Student Centre.

- + Complete the transformation of the Buchanan Tower as a home for humanities units.
- + Aggressively pursue university, provincial, and philanthropic support to renovate or replace buildings facing significant seismic risks.
- + Consolidate Arts student services in the future Brock Commons.
- + Work with Classroom Services to renovate classrooms into flexible learning spaces.
- + Fundraise for and build a Museum of Anthropology Theatre & Education Centre and a possible Asian Art Wing.
- + Renovate the Linguistics Totem Studios building, the fourth floor of Kenney building for Psychology, and provide a new home for the Cognitive Systems program in the Iona building.

STRATEGY 16

Systems Renewal

Demonstrate national leadership in administrative design to provide the highest level of operational and service delivery.

- + Review and renew all administrative procedures including Academic Planning & Budget; Promotion & Tenure; Promotion Through the Ranks; Peer Review of Teaching; and the Departmental Allocation Budgets to streamline processes, delegate more authority to departments, reduce duplicate and erroneous data entry, and create efficiencies.
- + Support the Integrated Renewal Program (IRP) through key secondments, financial support, and committee service.

- + Renew staffing and work processes to integrate with IRP/Workday in advance of the Workday implementation.
- + Review the relationship between Arts Instructional Support and Information Technology and UBC IT and the Center for Teaching and Learning Technology, working with units to enhance collaboration and strike an appropriate balance of integrated and distributed service.
- + Cluster key supports, for example, Finance, Human Resources, and Communications, to improve service to our units and prepare for the implementation of Workday.



30 Strategies and Goals at a Glance



CORE AREA ONE

Research Excellence

STRATEGY 1

Research Culture: Strengthen our position as Canada’s leading social science research university and build on the strong foundation of our research in the humanities and creative and performing arts.

STRATEGY 2

Collaborative Research: Invest in and support collaborative research practices across the Faculty of Arts, the university, and with local and global partners.

STRATEGY 3

Knowledge Mobilization: Create and mobilize knowledge exchange beyond the academy.

CORE AREA TWO

Transformative Learning

STRATEGY 4

Educational Excellence and Renewal: Facilitate innovative, student-focused teaching practices.

STRATEGY 5

Program Design: Renew our academic offerings, find areas of niche strength and emerging societal need, and foster a culture of innovation and flexibility in teaching and educational design.

STRATEGY 6

Experiential and Practical Learning: Provide transformative and high-impact education guided by learning outcomes.

STRATEGY 7

Student Experience: Create a personalized, responsive, structured, and supportive student experience.



CORE AREA THREE
Local and Global Engagement

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Public Relevance: Exchange knowledge and expertise widely and engage in reciprocal partnerships with the community.
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For more information, visit
strategicplan.arts.ubc.ca



THE UNIVERSITY OF BRITISH COLUMBIA
Faculty of Arts