UBC Okanagan

Strategic Plan 2019-2024

Faculty of Creative and Critical Studies

Contents

The Faculty of Creative and Critical Studies: Strategic Plan, 2019-2024

Faculty Overview

The Faculty of Creative and Critical Studies (FCCS) was formally established in 2005 with a mandate to foster an environment that promotes interdisciplinary scholarship, creative arts practice, and learning.

The Faculty brings together a wide range of academic disciplines and artistic practices: language training, literary studies, cultural studies, media and computational arts, digital humanities, art history, creative writing, visual, and performing arts. Our practices are wide-ranging, and often changing, broadly described as critical and creative humanities practices, but often reaching beyond even those boundaries.

The FCCS offers the following degree options:

<u>Bachelor of Arts</u> in Art History and Visual Culture; Creative Writing; Cultural Studies; English; French; French and Spanish; and Spanish (admissions suspended for the Major in Fall 2018)
<u>Bachelor of Fine Arts</u> in Visual Arts (admissions suspended for the Major in INTP)
<u>Bachelor of Media Studies</u>

We also offer the following graduate programs:
<u>Master of Arts</u> in English
<u>Master of Fine Arts</u> (Creative Writing; Visual Practice; Performance)
<u>Master of Interdisciplinary Studies</u> (FCCS sponsors Digital Arts and Humanities IGS theme and supports three others)
<u>Doctor of Philosophy</u> in Interdisciplinary Graduate Studies (FCCS sponsors Digital Arts and Humanities IGS theme and supports three others)

The Faculty also offers undergraduate course suites in German and Japanese language and culture; Digital Humanities; World Literature, and Theatre (which also has a Minor).

Our Faculty focuses creative, critical and interdisciplinary perspectives on art, culture, and society. As scholars and creative workers, we locate our work at the interface of academic research, scholarship of teaching and learning, and research creation.
The CFI-funded AMP Lab (originally called The Exchange: A Humanist Data Lab), for example, houses externally funded interdisciplinary projects including "The SpokenWeb UBCO," "Disruptive Technologies and Negative Heritage Project," and research that explores the role of Latin literacy in vernacular historiography in medieval Spain."

The Centre for Culture and Technology, founded in 2011, brings students of all levels together with faculty and community partners to develop media content, artwork, and services for educational and cultural groups; support innovation processes; expand new knowledge transmission strategies for cultural expression; and communicate cultural knowledge to diverse audiences. These and faculty-led Centres have won significant external and internal awards.

Our practicing artists opened unique exhibits, solo and group shows, as well as curating and participating in a variety of live performances, museum/gallery exhibits. Appreciation for and understanding of historical achievement in the arts serves as the foundation for intellectual, social, and cultural innovation, as for example when studying women's literary history advances our understanding of early modern religion and modern schools of acting technique; or postcolonial critique enriches our understanding of literature from the Spanish baroque to contemporary indigeneity; or we come together around the perspective imagined by non-human (animal, digital, natural) experiences of the world.

Soaring to New Heights: the Faculty of Creative and Critical Studies Strategic Plan articulated a vision and 5-year strategy for the period 2012-2017. FCCS achieved a great deal during this period, such as a doubling of mean annual external funding, in spite of the unprecedented challenges the faculty experienced. Challenges included an unanticipated, sudden, and steep decline in enrolments in its core areas of programming; a change to the university's revenue attribution model that disadvantaged small-course programming; a protracted period of debate and uncertainty around the faculty's possible merger with the Irving K Barber school of Arts and Sciences; and the recruitment and loss of a new Dean (in 2012) followed by a two-year period of experienced pro-tem leadership that lacked the mandate to continue the progress achieved in the first few years of *Soaring to New Heights.*

Between the Acts: 2017-19
The appointment of a new Dean (August 2017) coincided with the elapse of the current strategic plan, and the announcement of a $2,000,000 cut to base/transfer funding to the faculty, to be phased in over 4 years (FY 2018-2021). With the arrival of new leadership in the senior administration, , the cut was lowered to $1,000,000.

Since the Faculty's founding in 2005, its interdisciplinary vision expressed itself in a two department faculty structure: the Department of Critical Studies, and the Department of Creative Studies. The first housed, as programs, the areas of core academic humanities scholarship and teaching offered in the faculty: English, Cultural Studies, French, Spanish, Art History and Visual Culture, and course suites in German and Japanese. Creative studies housed the programs in the creative arts: Visual Arts, Creative Writing, and Interdisciplinary Theatre and Performance.

On paper, the administrative structure of the faculty appeared seamlessly to articulate the Faculty's interdisciplinary vision, but in practice, there were many challenges, most relating to the efficient administration of the very large and diverse Department of Critical Studies. Following an External Review of the Department of Critical Studies in 2014, which strongly encouraged FCCS to consider changing its internal structure, the Faculty undertook a lengthy internal consultation between January and August, 2018. The result was a unanimous recommendation to Senate that FCCS move from a 2 to 3 department structure housing the Departments of: Creative Studies, English and Cultural Studies, and Languages and World Literatures. Subsequently approved by the Okanagan Senate and the Board of Governors, the new structure has become effective January 1, 2019.

Faculty Vision

To become a premier academic and creative arts community for faculty and students seeking to work and learn in an interdisciplinary setting

Top Priorities: 2019-2024

- Develop new courses and programs in Communications; World Literature; Film Studies; Medical Humanities; and Curation Studies;
- Implement Environmental Humanities concentration within the proposed BSust degree;
- Increase external research funding by 20%;
- Increase research and creation productivity by 15%;
- Establish the Centre for Sustainability and the Arts

The Plan

The remainder of the FCCS Strategic Plan divides into faculty-wide and departmental level initiatives. We are including only those initiatives and activities fairly described as "new" or embryonic at the time of this plan's adoption, and only those initiatives deemed reasonably achievable within the five-year period, 2019-2024.

A note to the reader: this plan resists using the abstract language and educational jargon typical of the university "Strategic Plan" genre. Instead, we opt for using plain language to describe concrete initiatives.

Overview of Faculty SWOT Analysis

OVERVIEW OF FACULTY SWOT ANALYSES

Areas of integrated focus and support

	Strengths	Opportunities	Weaknesses	Threats
Shared (cross-Faculty or systemic)				
People and expertise	• Newer faculty succeeding • New hire in Digital Humanities	• Pivot to new programming • Fix/take carriage of BMS • Cross- and inter-campus collaborations on sustainability, Indigenous studies	• Bandwidth problems • Unproductive faculty in some areas • Poorly conceived BMS	• Retention
Resources and infrastructure	• Better recruitment and marketing support • Eminence funding spread more widely	• New BA • New IGS Themes • Strategic support for cross- and inter-campus initiatives	• 5-year planning • Old BA • Campus-wide lack of CRCs	• Turf-protection BMS • Centrifugal threats to IGS
Environment	• Still small	• New Provost-VP	• Excessive meeting culture • "Nimble" rhetoric	• Curricular managerialism
Faculty-specific				
People and expertise	• New faculty succeeding • Presence in Okanagan arts scene • Relationship with ONA/WFN	• Large entering BFA class • New opportunism	• Budget cuts prevent strategic thinking and expansion	• Opposition to curricular change at UG and grad level
Resources and infrastructure	• New department structure • Grants success	• UBC research support, incl ORS and SPARC • Enhanced support from Development	• Space • Bandwidth • Grad student recruitment	• Impossible budget expectation
Environment	• New "can do" culture • optimism	• Positive local environment of demographic change and community support	• Administrivia	• Resentment that more $$ being "diverted" to admin and support

Faculty-Wide Initiatives

Enrolment
- Increase student enrolment in all programs through outreach, marketing, and development of elective options at all levels;
- take advantage of new BA structure to encourage students to enroll in FCCS programs by developing attractive "gateway" courses in first and second year;
- promote UBC's internationalization strategy by developing curriculum and a learning culture that supports international students

Making Humanities and Arts Visible at UBCO and beyond
- Develop, in partnership with UBCV-Arts, a Humanities Hub at UBC;
- increase Arts visibility on campus through partnerships, public teaching, and exhibitions;
- increase publication outputs in peer-reviewed journals and academic/university presses;
- continue to support curiosity driven research and artistic practice;
- install an urban digital screen on the south façade of the CCS building, to be used as teaching and promotional space;
- host prominent academic and creative workers for talks, workshops, etc;
- continue engagement with local museums and arts institutions

Interdisciplinarity
- Contribute courses to new Bachelor in Sustainability degree and develop Environmental Humanities concentration;
- revise the curriculum for the Bachelor of Media Studies, with an eye to making it a more "arts friendly" program;
- commit to promoting existing and future Minors in THTR, Communications, WRLD, and other interdisciplinary areas of study;
- work with other faculties to explore potential for cross-listing with FCCS courses;
- develop new FCCS courses and programs that will appeal to specific student catchments, including Medical Humanities ("pre-med"); Performance and the Workplace (management students); Literature and Leadership (industrial organization); Art and Well-Being (nursing, health sciences).

Indigenous Engagement
- Continue expanding the Faculty's engagement with indigenous peoples and cultures through curriculum innovation (including curricular decolonization), hiring practices, and respectful engagement with local elders, knowledge keepers, and self-identified aboriginal students;
- develop, with IESC and INDG colleagues and community partners, a vision of sustainability informed by indigenous knowledge keeping, and traditional indigenous land stewardship practice

Graduate Studies

- Refresh MA English with specialization in place studies; grow the renewed programthrough focused marketing. Target enrolment for the MA English is 8-10 students per year.
- grow enrolment in IGS Themes that include FCCS faculty, notably the FCCS-sponsored Digital Arts and Humanities Theme, as well as the Sustainability and Power, Conflict and Ideas Themes. Target enrolment for each Theme is a steady state of 20 students. IGS Theme review after five years will coincide with the FCCS Strat Plan renewal date.

Inclusive Teaching and Learning

- Articulate a "living agreement" framework to enable an emergent culture in which members of the FCCS community can comfortably disclose their needs regarding an accessible learning and research environment;
- develop and revise curriculum to support international and acquired-English student learners;
- revise assigned workload/course count expectations for tenurable teaching stream faculty to better enable the scholarship of teaching and learning;
- leverage faculty expertise in SoTL to improve the student experience, and support pedagogical training opportunities as needed.

Commit to Fewer and Shorter Meetings Smaller Committees, and Equitable Workload
- Take advantage of new department structure to streamline committee work;
- Offer and expect accountability to a more even distribution of service work;
- Undertake review of departmental workload policies to ensure equity;
- Adopt a Faculty-wide annual CV submission policy

Department-Level Initiatives

Creative Studies

- Revise the BMS;
- Develop a Digital Animation and Film Studies stream within the BFA;
- With the Faculty of Management, develop a suite of courses, leading to a certificate, diploma, or minor in Curatorial Studies and Arts Management;
- Take advantage of BA's new "Creativity" requirement, particularly by Theatre/Performance, in conversation with colleagues in Nursing and Medicine ("Medical Humanities");
- Develop a Memorandum of Agreement with Okanagan College to articulate direct admission to the CRWR program in the 3rd year;
- Manage space and staffing needs for larger BFA entering classes (40 per year).

English and Cultural Studies

- Increase course offerings, with an eye to developing a Minor and Major in Digital Humanities; Canadian Studies; and Medical Humanities (as an interdisciplinary course

of study);

- Plan to offer and staff courses in the Bachelor of Sustainability (humanities concentration);
- Revise 1st-year course offerings to reflect current and anticipated student needs, and new admissions practices;
- Develop a suite of courses, leading to a certificate, diploma, or minor in Communications and Rhetoric;
- Develop a Memorandum of Agreement with Okanagan College to articulate direct admission to the ENGL and CULT program in the 3rd year;
- Deepen the Faculty's commitment to programming and research in the areas of critical race studies and social justice, including indigenous knowledge-keeping and pedagogy;
- Develop courses attractive to more students across the campus;
- Explore course delivery by distance learning;
- Work with the Okanagan School of Education (Faculty of Education) to recruit ENGL students as potential teachers of English;

Language and World Literatures

- Develop a Minor and Major in World Literature;
- Establish French language as a DELF certified language training program
- Work with the Okanagan School of Education (Faculty of Education) to recruit FREN students as potential bilingual educators;
- Develop curriculum to support international students studying at UBCO; to encourage and support students wishing to study abroad; and to attract exchange students from other institutions.

Research and Creative Activity

Several key ambitions from the previous strategic plan were realized, including competitive seed grants, matching funds grants, enhanced support for grant applications (delivered primarily by ORS), and a substantial increase in funding awarded. 2008-2011 the faculty attracted an average of $190k annually. 2011-2015 the mean annual research income was $339k, and since 2015 FCCS has won an average of $589k per year. The latter compares favourably with similarly-sized, but longer-established, units at UBC-V, e.g. department of English.

- Aim for an annual average of $700k during the period of the strategic plan.
- Establish a Centre for Sustainability and the Arts;
- Participate in a Public Humanities Hub initiative in collaboration and parallel with UBC-V, and host a Public Humanities conference in summer 2020.
- Implement a Faculty Research Fellowship aligned with higher university- and national-level awards.
- Recognize and integrate SoTL, produced primarily by EL stream faculty, into the FCCS research culture and marketing material;
- Leverage IGS Themes and Eminence clusters (1 anchored in FCCS; 1 including FCCS faculty) into collaborative research grant applications.

Steps to Success

Hiring Priorities (2019-2022)

- ECS – Critical Race Studies and Digital Humanities
- ECS – Communications/Indigenous Collaboration
- VISA – Visual Arts/Painting
- VISA – Digital Visual Design (Animation)
- AHVC - Curation and Arts Management position (with Fac Management)
- CRWR – Creative and Professional Writing (with Fac Management)
- ECS – environmental humanities (subject to BSust EH approval and successful launch)

These are hires that will support the strategic plan and, as such, are better understood as indicators rather than hard commitments. The Faculty will continue supporting new hires based on department/program driven recommendations, mindful of budgetary, planning, space, and duplication considerations.

Marketing and Recruitment

- Develop a "skill set' menu specific to different disciplines that better articulates what our graduates can bring to a career
- Increase faculty and student research profile by continuing to publish stories on individual faculty members, current students and alumni;
- Promote alumni success;
- Create a marketing strategy to aid recruitment and the profile of the faculty within the university

Community Engagement and Fundraising

- Revise membership terms and remit of the Community Engagement Committee to make it more explicitly about fundraising;
- Strengthen current partnership activities with local arts groups; develop ongoing new partnership(s) with arts organizations in the broader Okanagan valley;
- Engage donor support at all levels, from one-time project-based small donations to major capital/principal gifts;
- Better utilize the Reichwald Endowment

Personnel and Workplace Culture

- Normalize teaching allocations for Educ. Leadership stream faculty from 6 to 5 courses;
- Pursue equitable/Context sensitive approach to workload assignment;
- continue streamlining committee structure and membership at departmental and faculty levels;
- encourage professional development and career-arc ambition for all fulltime faculty;
- support staff professionalism, including coaching, leadership development, and succession planning;
- continue offering and expecting accountability for maintaining a civil and respectful workplace

By the Numbers

FCCS Enrolment Figures, 2016-2019

		Academic Year		
Faculty of Creative and Critical Studies Enrolment Figures, 2016-2019				
Subject	**Level**	**2016-17**	**2017-18**	**2018-19**
Art History & Visual Culture	100	171	201	196
	200-	324	330	300
Creative Writing	100	178	190	157
	200-	232	216	230
Cultural Studies	100	226	195	321
	200-	208	234	224
English	009	0	209	188
	112-14	997	1517	1647
	15*	951	1488	1617
	200-	858	860	974
French	100	558	628	695
	Lang	106	138	127
	Lit	60	53	79
German	All	77	84	82
Film	All	41	50	58
Japanese	All	149	225	277
Music	All	78	89	60
Spanish	100	469	446	462
	Lang	217	281	295
	Lit	20	36	45
Theatre	100	124	111	47
	200-	64	41	29
Visual Arts	100	412	440	515
	200-	353	336	394
World Literatures	All	0	39	78

Faculty Complement

(July 1, 2019): 66 FTE Faculty

Faculty Executive

Dean: Bryce Traister
Associate Dean Undergraduate Studies: Jordan Stouck
Associate Dean Graduate Studies and Research: Greg Garrard
Head, Creative Studies: Stephen Foster
Head, English and Cultural Studies (pro-tem): Michael Treschow
Head, Languages and World Literature (pro-tem): Anderson Araujo

Department of Creative Studies
21 FTE faculty
       Art History and Visual Culture: 4 FT tenure-stream
       Creative Writing: 3 FT tenure-stream; 1 50% FT tenure-stream
       Theatre and Performance: 3 FT tenure-stream
       Visual Arts: 7.5 FT tenure-stream; 3 FT Lectureships

Department of English and Cultural Studies
29.5 FTE Faculty
       Cultural Studies: 4 FT tenure-stream, 1 FT Lectureship
       English: 20.5 FT tenure-stream, 4 FT Lectureships

Department of Languages and World Literature
15.5 FTE
       French: 4 FT tenure-stream, 2 FT Lectureships
       German: 1 FT tenure-stream
       Japanese: 2 FT tenure-stream. .5 FT Lectureships
       Spanish: 4 FT tenure-stream, 1 FT Lectureship

Staff Compliment

Faculty Manager:	Jennifer Novy
Marketing and Communications:	Shauna Oddleifson
Administrative Assistant:	Frances Brouse
Associate Dean Assistants:	Wendy White, Mackenzie Nichol
Department Assistants:	Sheila Andrulevich, Jodi Lord, Cassandra Northrup. (Simmone Kessler and Lacia Vogel currently on leave)
Creative Technicians:	Joanne Gervais, Kaila Kalinocka, Philip Wyness