FACULTY OF SOCIAL SCIENCES

Academic Strategic Objectives May 2012

ACADEMIC STRATEGIC OBJECTIVES (2011-12 will be taken as baseline where ever possible)

I Ensuring the Faculty of Social Sciences is a preferred place to work and study

Strategic Objectives	**Strategic Actions**	**Measures of Success**	**Time Lines** (ongoing unless otherwise indicated)	**Incremental Budget Implications** (blank cell indicates part of operating budget).
A. Maintain Program Quality in the Face of Budget Challenges	A.1. Advocate for a budget model that recognizes enrolment pressures and other demands upon academic budgets	A.1 Modified budget process	2012-13 and forward	TBD using BRAM or other formulas
	A.2. Develop alternative means of ensuring small group learning experiences at the undergraduate and graduate level	A.2.New ideas and initiatives to facilitate small group learning	2012-13 and forward	Variable
	A.3. Advocate for a spring/summer budget model to encourage spring and summer offerings	A.3. Spring/summer budget model and increased spring/summer offerings	2012-13 and forward	TBD using BRAM or other formulas
B. Enhance the Reputation of the Faculty of Social Sciences	B.1. Promote dissemination of FOSS research in national and international venues	B.1. Increase in national and international in-person and tele- or e-conference presentations over 2011-12		$32.5K increase in support of conference travel and other forms of conference participation
	B.2. Increase Brock Social Sciences media presence internally and externally	B.2. Enhanced quality and quantity of media interactions over 2011-12		
	B.3. Nominate Faculty for research, teaching and service awards	B.3. Increase in number and success of nominations		
C. Maintain and enhance a culture of openness, transparency, engagement and collegiality among staff, faculty and students	C.1. Monitor effectiveness of terms of reference for the Council of Chairs and Directors and revise as necessary	C.1. Chair and Director satisfaction with content and process of Council Meetings		
	C.2. Improve budget development and monitoring processes and communication with faculty and staff regarding budget situation and processes with a view to increasing transparency.	C.2. Chair, Director, faculty and staff understanding of the budget and budget processes on a faculty-wide basis.		Salary for budget officer
	C..3. Update Council for Research in the Social Sciences (CRISS) criteria and processes	C.3.. Faculty satisfaction with disbursement of FOSS research support monies		

D. Provide exceptional facilities and services to the Brock community including a fully accessible Brock University	D.1. Advocate for support for the library, IT, CPI, and SDC	D.1. Maintained or improved service and/or materials in all of these areas		
	D.2. Advocate for improved space and physical infrastructure for and between FOSS programs and units	D.2. Improved office and common space for and between faculty, staff, and grad students		See university-wide plans for space development and use or $14-18/sq.ft/annum
	D.3. Encourage faculty to engage with universal course design principles (as per the AODA and the COU accessilbility tutorial)	D.3. Increased number of courses that embrace universal course design principles		
	D.4 Encourage accessible advising strategies	D.4. Number and types of changes to advising strategies to enhance accessibility		
E. Recruit and retain exceptional faculty and staff	E.1 Continue to advertise positions in a timely fashion in appropriate venues	E.1 Success at recruitment and retention of exceptional faculty and staff		
	E.2 Enhance mentorship practices for new faculty and staff across the Faculty	E. 2 Existence of mentorships practices in each unit	2012-13 and forward	
	E.3 Continue to develop a Faculty culture based on respect, civility, and celebration of accomplishment	E.3. Number of acknowledgements and celebrations of faculty accomplishments		
	E.4. Maintain commitment to employment equity	E.4. Success at recruitment of equity candidates		

FACULTY OF SOCIAL SCIENCES

Academic Strategic Objectives May 2012

II Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education.

Strategic Objectives	**Strategic Actions**	**Measures of Success**	**Time-Line**	**Incremental Budget Implications**
See I.A.1				
A. Attract and retain high quality undergraduate and graduate students and knowledgeable, reflective and engaged alumni	A.1 Advocate for expanded and effective undergraduate and graduate recruitment initiatives	A.1 Increase in quantity and quality of undergraduate and graduate applicants.		Co-ordinate with Admissions and Recruitment
	A.2 Work with Graduate Studies and the Office of the VP, Advancement to identify funding for competitive entrance scholarships and research awards for graduate	A.2 Increase in number and value of entrance scholarships and research awards for graduate students		
	A.3 Continue workshops on post-degree employment, scholarship workshops, professional development and community action possibilities	A.3 The number of and attendance at workshops		
	A.4 Promote student clubs and activities	A.4 Number and activity of student clubs and activities		
	A.5 Provide mentorship at graduate and undergraduate level	A.5 Unit level mentorship plans		
	A.6. Facilitate the flow of students through their degree through continued advisor professional development, enhanced consistency of program regulations, and provision of sufficient 2nd and 3rd year options for students outside their major	A.6. Improved completion and time-to-completion rates		See I.A.
	A.7. Develop concurrent education options in more FOSS units	A.7 BA/BED options for GEOG, WGST and other relevant units	Approval by 2014-15	
	A.8. Develop capacity-building within the context of course delivery	A.8 Number of courses that include opportunities for research, oral presentation and essay writing and editing.		
	A.9. Continue to foster the undergraduate writing award	A.9. Quality of submissions		

FACULTY OF SOCIAL SCIENCES

Academic Strategic Objectives May 2012

B. Ensure curricula and pedagogy that are innovative and relevant within a continuing positive learning environment	B.1 Support small group learning whenever possible	B.1 Number and variety of small group learning opportunities		Varied
	B. 2 Utilize Institutional Quality Assurance Program	B.2 Track follow-up initiatives from IQAP and other forms of input		
	B.3 Encourage student input into curricula and program design.	B.3 Extent of student input into program development and course design		
	B. 4 Expand service learning, on-line and other innovative pedagogy approaches	B.4. Number and variety of alternative delivery/pedagogy options		Varied depending on exact nature of the course
C. Develop focused graduate programs appropriate for Brock's regional, national and international roles and strategic directions while maintaining the excellence of current graduate programs.	C.1 Develop MA and diploma programs in Environmental Sustainability	C.1 MA program implemented	Approval by 2014	53k - 93k/year. Potential net revenue per FTE = 8-18k.
	C.2. Investigate and if feasible develop a doctoral program in clinical and counseling psychology	C.2 Decision on feasibility by Winter 2013. If feasible, proposal by Fall 2013.	Feasibility report fall 2013. Proposal approval 2014	Feasibility study = 10k from carryforward plus staff time. Total cost of program TBD.
	C.3 Continue to explore opportunities for graduate expansion and investigate their feasibility at both the MA and the PhD level			
D. Maintaining Brock's professoriate as effective, engaged and exceptional	D. 1 Acquire, mentor and retain the best faculty as teachers and supervisors	D .1 Number of teaching awards and recognitions.		
	D..2 Encourage development of faculty through CPI and other opportunities	D.2 Number of faculty who take CPI and other development opportunities		
	D.3 Recognize and reward teaching success through teaching nominations and honours	D.3. Number of nominations		
	D.4. Hold FOSS workshops for faculty and staff on timely issues	D.4. Number of and attendance at events		

III Fostering excellence in research, scholarship, and creativity

Strategic Objectives	**Strategic Actions**	**Successes**	**Time-Line**	**Incremental Budget Implications**
See I.A.1				
A Maintain and enhance a strong culture of research, scholarship and creativity	A.1. promote the successes of FOSS scholars and researchers. (See also I.B.)	A.1 Number of media and other forms of acknowledgement of FOSS researchers		
	A.2 Enhance student participation in research, scholarship and creativity	A.2 Increase in student RAs, conference presentations and co-authorships		Increase in support for student research and travel
	A.3. Maintain and Enhance CRISS budget	A.3 Increase in base and working budget of CRISS	2012-13 and forward	Increase in non-salary budget to support faculty research
	A. 4 Encourage publication of research results, scholarly output and creative activity in appropriate forums	A.4 Increase in number and quality of scholarly/creative outputs		See IA1, 1B1 and IIIA3
	A. 5 Further develop tracking of research successes.	A.5 Accurate Faculty-wide data base on research/scholarly/ creative accomplishments	Initiated 2010-11; Ongoing	
B. Maintain and enhance external funding for research, scholarship and creative activities	B.1 Encourage and assist in seeking external funding	B.1 Increased number and quality of external grant applications		
	B.2 Encourage participation in Tri-council and contract related mentoring and workshops	B.2 Increased participation rates		
	B.3 Encourage mentorship and workshops within the faculty for external grant applications.	B.3 Increased mentorships		
	B.4 Work with ORS to enhance support for grant development and writing	B.4 As above and increased success rates		
C. Maintain strong record of community-based research	C.1 Celebrate community-based research in all its forms	C.1 Number of announcements and other forms of acknowledgement of community-based research		

FACULTY OF SOCIAL SCIENCES

Academic Strategic Objectives May 2012

IV Serving the social, cultural, and economic well-being of the University, as well as the local, national, and global communities

Strategic Objectives	**Strategic Actions**	**Measures of Success**	**Time-Line**	**Incremental Budget Implications**
A. Support the capacity of FOSS researchers to undertake applied research	A.1 Maintain and strengthen connections with relevant groups	A.1 Number of applied research projects		see III.B.4
B. Actively engage with regional, national and international organizations and communities	B..1 Foster relationships through memberships and dialogue with related organizations and communities	B.1 Number of community activities supported through FOSS faculty, staff and student participation and/or leadership		

V Encouraging transdisciplinary initiatives

Strategic Objectives	Strategic Actions	Measures of Success	Time-Line	Incremental Budget Implications
A. Sustain and further develop FOSS's preeminence as a site of inter, multi and transdisciplinary programs, centres and units.	A.1 Continue to encourage transdisciplinary conference activities	A.1 Number of people giving conference presentations in transdisciplinary forums		See I.B.1
	A.2 Continue to support transdisciplinary programs, units and centres	A.2 Number of and involvement of faculty and students in these spaces	1. One Unit per year in Faculty 2. As per University-wide opportunities	1. 12k/annum for seed funding for units (funded from Faculty carry forward if possible) 2. 200 k/annum/space from Transdisciplinary Initiative for centres and institutes
	A.3 Encourage cross listing of courses	A.3 Number of courses cross-listed		
	A .4 Encourage cross graduate program interactions (taking courses, etc)	A.4 Number of courses taken outside field by graduate students		

VI Promoting internationalization

Strategic Objectives	Strategic Actions	Measures of Success	Time-Line	Incremental Budget Implications
A. Promote FOSS engagement in international activities	A.1 Increase internationalization of the curricula where appropriate	A.1 Number of undergraduate and graduate courses with an international component		
	A.2 Increase international research collaborations	A.2 Number of international research collaborations		See I.B.1;VI. A.3; V. A.2,
	A.3 Advocate for increased funds for international travel	A.3 Number of international conference presentations		See I.B.1
	A. 5 Advocate for funding for courses with international travel component	A.5 Funding for international course travel		TBD through discussions with Provost, BUFA and/or other relevant offices
B.Enhance FOSS as a destination for international students and expand international opportunities for domestic students	B.1 Further develop opportunities for international students to study at Brock	B.1 Number of international exchange and program opportunities		
	B.2 Advocate for a FOSS presence at international recruitment events in diversified and specific markets.	B.2 FOSS presence in international recruitment initiatives		$10k per annum for participation in international recruitment initiatives
	B.3 Enhance proactive advising for international students	B.4 New advising initiatives for international students		

VII Practising accountability, fiscal responsibility, and stewardship

Strategic Objectives	**Strategic Actions**	**Measures of Success**	**Time-Line**	**Incremental Budget Implications**
See also I.C.2				
A. Advance FOSS as a leader in equitable and transparent resource allocation	A. Maintain and improve openness and transparency in budget development and resource allocation	A. Understanding within the Faculty of budget development and resource allocation principles and processes		
B. Ensure compliance with university accountability guidelines	B. Ensure faculty and staff knowledge of the university accountability guidelines	B. Compliance with accountability guidelines		
C. Advance collegial governance	C. Encourage participation by faculty and students in university governance	C. Levels of participation in university governance		