



University of Victoria | **Faculty of Education**

The World of Learning

A Strategic Plan and Vision for the Faculty of Education



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The Faculty of Education is committed to establishing its place among the most respected and outstanding faculties in Canada and North America. It further commits itself to an active role with the global communities of learning.

Our Strategic Plan

The ideas in the Faculty of Education's "The World of Learning" come from several sources. The document builds directly on the Faculty's previous strategic plan and vision; "Charting the Future" (2000) and much of the direction and specific actions of this plan remain. The revised framework was inspired by the University of Victoria's "A Vision for the Future," which is organized around the four categories of people, quality, community and resources. The Faculty's intention was to interpret the University of Victoria's vision within the context of our Faculty of Education. Like the University, the Faculty finds its strengths in the people, quality, community and resources that contribute to the unique networks underlying our institutions and practices of education and learning. The Faculty's vision has also been informed by processes of consultation within the Faculty that took place in the spring and fall of 2002.

The Deans, Chairs and Directors' team held a retreat in spring of 2002 to review the Faculty's vision and explore new ideas. Faculty members participated in a workshop in May of 2002 and submitted revisions to the existing "Charting the Future" plan. A revised draft using the new framework was produced and returned to faculty for input in September, October and November of 2002. "The World of Learning" was unanimously adopted on November 29, 2002 and provides the basis upon which ongoing revisions and discussions about the Faculty will now take place.

Mission Statement

The Faculty of Education is committed to the education and development of professionals in a broad spectrum of educational settings within a context of lifelong learning. The Faculty will advance educational thought and research, model exemplary practice, seek, generate and disseminate knowledge and provide professional service in the fields of education. It will strengthen its leadership position in the delivery of programs and research at the provincial, national and international levels.

People

The strength of the Faculty of Education lies in its people: students, faculty, staff, alumni, partners and friends. Our goal is to recruit and retain a diverse group of exceptional students, faculty and staff by providing an environment supportive of learning, teaching, collegiality and research.

Objective 1: *To ensure that principles of fairness and equity are incorporated within all procedures and activities within the Faculty of Education.*

Action:

- a) implement and monitor an equity and diversity plan.
- b) assess progress towards achievement of equity and diversity goals.

STUDENTS

As a professional faculty we are closely tied to changing needs within education and society. Employment opportunities for our students will grow as demographic trends change and the demand for higher learning increases. Remaining a faculty of choice depends on sustaining our reputation as an innovative and caring institution. We want to create an environment welcoming to all students and especially those from diverse backgrounds, including students from Aboriginal communities. In addition to equity issues, the Faculty's focus is on seeking financial support and maintaining strong partnerships with the educational organizations and professional bodies that help us in our work of responding to student needs.

Objective 2: *To recruit and retain the best quality students to our programs and ensure that diverse criteria are used in attracting and selecting those students.*

Action:

- a) engage actively in recruitment so as to attract an increasingly diverse group of students who will be outstanding professionals.
- b) broaden the number and kind of places in which our advertisements appear so as to reach students from diverse backgrounds.
- c) take advantage of varied media to recruit students.
- d) coordinate undergraduate selection policies with program reviews.
- e) consider equivalency when looking at qualifications for entry.

Objective 3: *To respond to the changing educational needs of students and society.*

Action:

- a) monitor changes in BC teacher supply and demand in cooperation with other teacher education bodies.
- b) monitor changes in professional areas in cooperation with the appropriate professional organizations.
- c) broaden access for part-time and distance students by developing courses appropriate for web-based delivery.

Objective 4: *To implement and monitor an equity plan.*

Action:

- a) increase the number of students who are First Nations, visible minority, persons living with a disability and transsexual or transgendered.
- b) create a welcoming environment by actively recruiting faculty who are visible minority, First Nations, persons living with a disability and transsexual or transgendered.
- c) seek out funding sources to support all Aboriginal students: non-status, Metis, Inuit, urban and on reserve.
- d) create a task force to examine the quantity and quality of content given to equity issues within the graduate studies curriculum.
- e) increase the number of male students within Elementary Teacher Education and Leisure Services Administration and the number of female students in Secondary Physical Sciences.

GRADUATE STUDENTS

The Faculty must sustain the vigor of its scholarly community by focusing on the active recruitment, retention, training and support of new scholars—our graduate students. The Faculty will take steps to ensure that graduate students are informed of the wide range of research interests active within the Faculty, and encourage students to feel welcome in contacting any faculty member for discussion and input related to the student's research interests.

Objective 5: *To recruit and retain the best quality students to our programs.*

Action:

- a) engage actively in student recruitment provincially, nationally and internationally so as to attract an increasingly diverse group of top quality graduate students.
- b) increase dramatically the financial support available to graduate students.
- c) provide graduate students with appropriate physical space to support the development of a research community in the Faculty.
- d) prepare graduate students to become national and international scholars by assisting them to develop at an early stage a network of inter-university faculty contacts, encouraging them to submit proposals to local, national and international conferences, and inviting them to co/publish with faculty in national and international journals.
- e) ensure that graduate students have adequate consultation time with their supervisor and other advisors.

Objective 6: *To develop partnerships with other faculties and the wider community so as to be able to meet the changing needs of graduate students.*

Action:

- a) continue the practice of off-campus and cohort based graduate programs.
- b) develop the Cooperative Education program model provincially, nationally and internationally.
- c) establish a committee to assess the cooperative model program, create pilots and increase programs based on the committee's review.
- d) promote the application of external funds that draw together partnership projects focused on advancing educational thought and research.

FACULTY

Active, engaged scholars enhance our academic community through their research, teaching, creative and professional activities. These activities take place in multiple settings within and outside of the university: classrooms, seminars, fieldwork, research meetings, schools, community partnerships and national and international scholarly exchanges. We want to support our faculty by creating a welcoming place for existing and new faculty, older scholars, Aboriginal and visible minorities, persons with a disability and faculty of diverse sexual orientations and genders. Recruitment will focus on areas in which we can attain national and international recognition and a capacity to add significantly to broader efforts within which the university is engaged. We want to build an intellectual community of the highest calibre within a collegial environment.

Objective 7: *To recruit and retain a diverse faculty of the highest national and international standards.*

Action:

- a) broaden the number and kind of places in which our advertisements appear so as to reach candidates from diverse backgrounds.
- b) ensure diversity in the composition of hiring committees.
- c) include relevant professional experience when considering the profile of potential applicants to the Faculty.
- d) increase the number of faculty from diverse backgrounds.
- e) recruit faculty who can serve both undergraduate and graduate needs.
- f) create a merit system that celebrates the success and achievement of the Faculty.

Objective 8: *To ensure that principles of fairness and equity guide faculty workload.*

Action:

- a) promote faculty participation in undergraduate and graduate programs while having chairs and directors seek balance and flexibility in assigning undergraduate and graduate teaching loads.
- b) establish a working group to recommend a faculty workload policy.
- c) limit class sizes so as to encourage interaction.
- d) ensure that adequate funding exists for teaching and that available sources of funding are communicated within the Faculty.

Objective 9: *To recognize excellence in teaching and research.*

Action:

- a) reward excellence in undergraduate and graduate teaching through the Faculty "Award of Teaching Excellence."
- b) reward faculty who actively engage in securing research grants and increase the national visibility of the Faculty to funding agencies like SSHRC by making RTA stipends available.
- c) reward faculty for outstanding achievements in highly ranked internationally recognized publications.
- d) recognize faculty who are actively involved in maintaining or extending teacher education and research links to the wider community.
- e) enhance teaching at all levels, such as through collaboration with the Learning and Teaching Centre.
- f) enhance research at all levels, including collaboration with university research centres.

Objective 10: *To provide appropriate recognition and support for sessional lecturers.*

Action:

- a) make available appropriate orientation, training and professional development.
- b) provide recognition for accomplishments in teaching and other activities related to teacher education.
- c) establish a workload policy for sessionals.
- d) consider sessionals for available tenure stream positions.
- e) create limited-term contracts to ensure fair salary, benefits and chances for promotion.

Objective 11: *To engage emeritus faculty, elders, teachers and other community members who are able to make significant contributions in research, teaching and professional development.*

Action:

- a) include, as appropriate, emeritus faculty, elders, teachers and other community members in faculty plans.
- b) continue to engage emeritus faculty, elders, teachers and other community members in contributions to teaching and research.

STAFF

The Faculty's work could not be accomplished without the dedication of its staff. We recognize the important role that the staff plays in meeting the academic needs of faculty and students and creating a welcoming environment. The Faculty is committed to acknowledging this good work and dedication as well as providing staff with training or other opportunities to enhance their experience of working within the Faculty.

Objective 12: *To recruit and retain a diverse group of outstanding staff by providing rewarding and fulfilling careers within the Faculty of Education.*

Action:

- a) support faculty and staff through increased training opportunities for participation in university governance seminars.
- b) provide in-service opportunities for staff by sharing costs and providing release time.
- c) recognize staff regularly for good work and dedication.
- d) continue to recruit a diverse group of outstanding staff.

ALUMNI

Counting the Faculty of Education and the former Provincial Normal School, our alumni number is over 13,000. The Faculty views the involvement of alumni in the life of the Faculty of Education as fundamental to the Faculty's continued success. Our alumni connect us with schools, teachers, leisure and recreational organizations, Aboriginal communities, government ministries, the business community, scholars, culture and the arts and community organizations in many countries. A Faculty of Education Alumni Chapter founded in the spring of 2002 adopted as its motto: "Part of the Future as well as Part of the Past."

Objective 13: *To engage and involve alumni in the support of the Faculty of Education.*

Action:

- a) work closely with the Faculty of Education alumni chapter in all aspects of faculty development.
- b) develop a role for our alumni in academic programs and community outreach and liaison by involving them in planning public recognition ceremonies.
- c) include alumni in program reviews.
- d) inform alumni of current Faculty events and news through a biannual newsletter, alumni web page or list serve.

Quality

The Faculty of Education is built on the experience of nearly 100 years of teacher preparation in the province of British Columbia. Our reputation for national excellence as an outstanding Faculty has been enhanced within the past 30 years by a nationally recognized graduate program and the creation of new professional programs. Our task is to continue to build on our strengths, seek out and sustain core resources in areas of social and economic demand and increase funding opportunities for research.

Objective 14: *To monitor and sustain an ongoing process of academic planning and assessment that considers all aspects of academic development.*

Action:

- a) establish a regular cycle for updates of the existing Faculty plan.
- b) assess progress toward goals articulated in these plans by conducting regular program reviews.

ACADEMIC AND PROFESSIONAL PROGRAMS

The quality of learning, teaching and research in the Faculty of Education depends on the quality of its programs. Our academic programs need to balance a focus on established disciplines of study while responding to interdisciplinarity and changing modes of delivery. The Faculty is committed to building on the success of existing programs, undertaking regular program reviews and responding to students' needs within a changing society. In Aboriginal education and internationalization, the Faculty is moving progressively forward and will continue to build on its progress with the support of partnerships formed locally, nationally, internationally and globally.

Objective 15: *To review programs for their relevance to a changing society.*

Action:

- a) ensure that the research environment of the Faculty, for instance, enriches program decisions by incorporating inquiry and research activities into student practica.
- b) establish a timeline for program reviews within all departments and academic units.
- c) provide an opportunity for all students to participate in courses addressing cross-cultural awareness and sensitivity.
- d) lead the way in developing new courses in elementary, middle and secondary education responsive to changes in society.

Objective 16: *To encourage partnerships with other faculties, schools, universities, communities and alumni so as to offer programs responsive to the diverse needs of students and communities.*

Action:

- a) develop and expand partnership approaches in delivering practicum experiences with schools, community and recreational organizations and counseling settings to increase the number of internship and practicum students in counseling programs and teacher education.
- b) continue to develop a close working relationship with British Columbia's College of Teachers so as to be informed of changes affecting the teaching profession and have a voice on the BCCT Board.
- c) build partnerships through cooperative work experiences and maintain relationships that have already proved highly successful.
- d) ensure availability of courses for Education students and provide for the needs of pre-Education students by establishing regular communication with other faculties about our program requirements, broadening access to courses (space permitting), allowing teaching areas to be

enhanced by other disciplines (such as Computer Science, Business, Music, Theatre, Visual Arts, Linguistics) and supporting interdisciplinarity when and where appropriate.

- e) develop certificate programs with other faculties and departments.
- f) support interdisciplinary partnerships that promote social awareness and responsibility such as globalization and peace studies and establish ties with other institutions working to enhance social activism and alternative visions or worldviews.
- g) develop working relationships with First Nations communities in Victoria and further a field.

Objective 17: *To maintain the high quality characteristic of our graduate programs.*

Action:

- a) establish a faculty-wide program review team with student and external representation.
- b) consider the feasibility of establishing a Ph.D. program and doctoral seminar in Educational Studies.
- c) seek funding sources to sustain our high quality graduate involvement throughout the province.
- d) establish regular means for monitoring the changing needs of graduate programs provincially, nationally and internationally,
- e) provide an opportunity for all graduate students to participate in a course on research methodology and cultural awareness.

ABORIGINAL EDUCATION

The Faculty of Education recognizes the importance of meaningfully including Aboriginal epistemologies, methodologies, practices, ontologies, and protocols in all areas of the Faculty. In collaboration with First Nations faculty and students, the Faculty's First Nations Advisory Board and Aboriginal communities, the Faculty is committed to addressing equity concerns so as to create an environment welcome to Aboriginal ways of knowing and being. We need sustained and meaningful consultation, which would also involve Aboriginal faculty and staff consulting regularly with Aboriginal communities.

Objective 18: *To strengthen the Faculty's capacity to create an environment welcome to Aboriginal peoples and their ways of knowing and being.*

- a) with the First Nations community and the Faculty's First Nations Advisory Board, design and implement a program to award a Language and Culture Certificate in First Nations Language and Culture.

- b) design and implement a teacher education program in First Nations Education for elementary and secondary education in consultation with the First Nations community.
- c) expand the graduate program in First Nations education at both the masters' and doctoral levels in consultation with the Aboriginal community. This will provide First Nations Peoples the opportunity to gain the credentials necessary to be in positions to make decisions about their education.
- d) encourage collaboration with other units on campus committed to working within indigenous contexts.
- e) build and maintain international Aboriginal and indigenous partnerships and exchanges.
- f) establish funding to conduct field studies abroad and bring Aboriginal and indigenous scholars and community workers to the university.

INTERNATIONAL EDUCATION

The Faculty of Education must look both globally and locally for its focus. Changing patterns of immigration, broadened patterns of research and teaching cooperation as well as internationalizing bodies of theory and practice all call to attention to the fact that we are interconnected as never before. The Faculty of Education recognizes these realities and plans to incorporate them increasingly into all aspects of its activities.

Objective 19: *To strengthen the Faculty's capacity to work within a framework of international or global awareness.*

Action:

- a) establish a practice to document regularly the international teaching and research activities of faculty and staff.
- b) seek resources to strengthen the Faculty's capacities for linking local, international and global work.
- c) seek resources to establish an international intern program for Faculty students.
- d) strengthen the Faculty's capacity for recruiting international graduate students including seeking funding for deserving students, waiving tuition fees or combining recruitment with intern or exchange programs.
- e) continue to welcome visiting scholars from other parts of the world whose areas of research or teaching augment or support our own interests.
- f) pursue international agreements with universities to facilitate student and faculty exchanges.
- g) provide opportunities for interested faculty members to share strategies on the internationalization of Faculty curricula.

- h) seek and sustain selected long-term international partnerships with universities, government agencies, research institutions and community-based specialists in other parts of the world.

TEACHER EDUCATION

The Faculty of Education continues the tradition of teacher education begun in Victoria one hundred years ago. Teacher education, as an area of lifelong learning, serves teachers from their teacher preparation years to their professional development, including graduate level studies and research.

Objective 20: *To continue to improve the quality of our teacher education programs so as to prepare new teachers who can meet the challenges of their professional role and who can contribute to the improvement of schools.*

Action:

- a) continue to establish, where appropriate, a preference in hiring new faculty who have teaching experience.
- b) expand the numbers of regular faculty members involved in teaching in the teacher preparation programs.
- c) continue to build on reciprocal relationships with teachers, professional groups and other partners in the field.
- d) secure resources to recognize the contributions of practicing teachers to our teacher education programs.
- e) involve the Faculty's partners in conducting regular program reviews to assess the quality and direction of teacher education programs.
- f) take an active role in contributing to the development of B.C. Standards for teacher education.

DISTRIBUTED LEARNING

The Faculty of Education seeks to broaden its involvement in distributed learning.

Objective 21: *To support further development of distributed learning as a part of the Faculty of Education's ongoing commitment to increasing access to higher education.*

Action:

- a) establish a review process to assess current strengths and weaknesses in the area of distributed learning and its future potential.
- b) initiate research into distributed learning and higher education.

- c) consult with the Ministry of Advanced Education and other appropriate groups on developing distributed learning graduate programs.
- d) facilitate links between resources in the Learning Commons and the Faculty of Continuing Education.

RESEARCH

The Faculty of Education is committed to the support and enhancement of the research and scholarship activities of all faculty members. The Faculty consists of a dynamic mix of researchers whose paths to scholarship vary according to research interest and methodological perspective and who generate theoretical and applied knowledge of local, national and international significance. The Faculty of Education is dedicated to supporting a diverse scholarly community.

Objective 22: *To increase financial support for research.*

Action:

- a) strengthen information and related links between the Faculty of Education and the Office of the Vice-President for Research about sources of funding.
- b) support faculty to increase the number of research proposals to SSHRC and other sources of potential support, including CIHR, NSERC, foundations and elsewhere.
- c) develop selected partnerships with school districts and other institutions that may have the capacity to support applied research.
- d) increase support for faculty members to develop national and international ties.
- e) develop dialogues with federal and other funding bodies.

Objective 23: *To strengthen the internal climate for conducting research.*

Action:

- a) regularize the appointment of the Faculty Research Coordinator.
- b) provide advice and support to Faculty members applying for research grants.
- c) organize on-going seminars for sharing work-in-progress.
- d) expand opportunities for the creation of faculty-student research teams.
- e) draw on the advice of the Lansdowne Research Professor, University Research Professor (if applicable) and the Faculty Research Coordinator.

Objective 24: *To promote research dissemination.*

Action:

- a) continue the tradition of Faculty/graduate student conferences for sharing research results.
- b) profile research activities and interests on a research web site or database, encouraging faculty members to create their own websites featuring their research and teaching interests and engage voluntarily in a speaker's bureau for both the public and media.
- c) support faculty participation in local, provincial, national and international professional organizations.
- d) redesign and promote the Faculty's advertising brochure on members' professional and research interests.
- e) identify increased sources of funds available for travel to national and international academic conferences, symposia, colloquia and seminars.
- f) support the organization of selected high level research conferences in the Faculty.
- g) encourage faculty and graduate student participation in university-wide academic and research coalitions and inter-faculty research groups framed around the needs of community groups.
- h) support non-traditional and culturally sensitive ways of disseminating research such as plays, installations and community workshops.

Objective 25: *To enhance links between research and teaching.*

Action:

- a) support faculty to increase linkages between their own and others' research and teaching.
- b) work with the Learning and Teaching Centre on research related to improved university level teaching.

Objective 26: *To support the implementation of ethical review processes in research.*

Action:

- a) establish a working group to develop protocols and principles for conducting research with indigenous and other groups that will complement the Human Ethics in Research policy of the Office of the Vice President, Research.
- b) collaborate with other committees and faculties, such as with the Faculty of Education's Committee on Research Ethics and IGOV's Indigenous Research Sub-Committee.

- c) provide workshops for faculty and graduate students on research protocols and principles for working with Aboriginal people and communities.
- d) develop appropriate protocols for research and research partnerships with Aboriginal people or communities.

LIFELONG LEARNING

Lifelong learning provides an overall framework within which to describe the full range of educational and learning opportunities provided in the Faculty of Education. Ours is a faculty of lifelong learning, with research, teaching and service offerings in areas that span the entire lifetime from early childhood education to secondary and higher education to community education, workplace learning and the continued learning of centenarians. Community-based adult education lends strength to the unique features of an academic unit at the cutting edge of learning and society. Our collaboration with the Continuing Studies in Education Office further adds to our capacity to work within a context of lifelong learning.

Objective 27: *To increase research in the areas of lifelong learning and community.*

Action:

- a) explore opportunities for research on lifelong learning in the context of changing needs of communities in British Columbia and elsewhere.
- b) establish research partnerships with appropriate community-based organizations and networks.
- c) encourage and value different kinds of knowledge, including traditional skills and values.
- d) build on research for teaching in areas related to lifelong learning.

Objective 28: *To strengthen links between Continuing Studies in Education and the Faculty of Education.*

Action:

- a) regularly review common areas of interest between the Office of Continuing Studies in Education and the Faculty of Education.
- b) explore ways to continue to effectively respond to the full and broad range of changing educational needs of communities.
- c) encourage relationships between communities, institutions and the Faculty of Education through Continuing Studies, including the creation of reciprocal agreements.

INFORMATION AND TECHNOLOGIES

The Faculty of Education envisions combining existing information and technological resources into a shared space that would build community among students, faculty and staff while offering the latest in information and technologies. This space will be called “The Learning Commons.” The Learning Commons would develop a physical and work proximity as a way of sharing information among the diverse needs of the Curriculum Laboratory, Audio Visual Services and Computer Services. It would also support the development of a centralized web-based source of Faculty information to build links among faculty, staff and on- and off-campus students. The Faculty recognizes that “technologies” also extends to traditional and other technologies and that an awareness and appreciation of these technologies needs to be developed along with computer-based information and technologies.

Objective 29: *To ensure that the Faculty of Education has access to the latest professional and technological information sources as well as diverse perspectives on resources and other technologies related to the Education field.*

Action:

- a) establish a planning committee to develop a plan of action creating a Learning Commons within the Faculty of Education that would combine the resources and capacities of the Curriculum Laboratory, Audio Visual Services and Computer Services.
- b) identify sources of internal and external funding to implement the Learning Commons plan of action.
- c) establish mechanisms for continued close links between the Learning Commons and the needs of student teachers, graduate students, faculty members and community partners.
- d) promote awareness of traditional and other technologies.
- e) encourage, facilitate and actively support teaching and learning with technologies.

Community

The Faculty of Education views its links with community as a defining characteristic of all its work. We honour community as a source from which new learning is created. One of the historic strengths of the Faculty of Education has been its links with communities like teachers, professional bodies, school districts, school administrators and First Nations traditional and professional leaders. The list extends to include community-based adult and lifelong learning organizations, parents, alumni, the arts, leisure and recreational services, physical education and health providers and sports and counseling practices. Our aspiration is to be one the most outstanding Faculties of Education anywhere in involving and serving communities.

Objective 30: *To recognize and acknowledge the important role that community partners play in supporting the Faculty of Education.*

Action:

- a) acknowledge publicly the essential role that community members and partners play in supporting the teaching and research activities in our Faculty.
- b) create a public seminar series on “Learning and Society” as a space for Faculty-community dialogue.
- c) consult with local First Nations communities.
- d) explore new ways of consulting with community and professional partners, for example through involving them in program reviews.

Objective 31: *To strengthen relationships with diverse communities (local, regional, national, international, global).*

Action:

- a) encourage research partnerships with teachers and teacher associations, schools, school districts and parent groups.
- b) encourage jointly funded research alliances that link students and Faculty members with community and other university partners.
- c) support research collaborations that link the Faculty of Education with different faculties and other community partners.
- d) invite and seek support for educational initiatives from Aboriginal communities.

Objective 32: *To build the capacity of the Faculty of Education to contribute to partnerships in the fields of health promotion and education.*

Action:

- a) expand collaborative research with health institutions such as the Queen Alexandra Hospital.
- b) initiate a review of how the Faculty of Education's teaching, research and partnership resources might best support Island Medical Plan opportunities.
- c) make health and wellness studies a priority within our Faculty.

Resources

The Faculty of Education's budget is based on central administrative funding derived from government and student sources. Our physical resources at the University of Victoria campus are provided through decision-making processes involving central space allocation. The Faculty of Education is committed to increasing funding support from individual and private sources while maintaining current levels of support from government funding through the central administration.

FUNDRAISING

Objective 33: *To continue to build the Faculty of Education's capacity to raise funds from individual and private sources.*

Action:

- a) explore the possibility of funding the Development Office from on-going funding sources.
- b) encourage the Faculty of Education Alumni Chapter to be a partner in building wider community awareness of opportunities and needs in the Faculty.
- c) seek external funds for the priority Development Objectives:
 - First Nations Teacher Education Program
 - Public Education Policy Research Group
 - School of Physical Education, Health, Wellness and Sport Centre
 - Millennium Futures Fund
 - Centre for Youth and Society
 - Learning Commons
 - Professorship in On-line and Web-based Learning
- d) explore the establishment of a Development Fundraising Advisory Committee.
- e) establish a faculty renewal and retention fund (through the Capital Campaign) to assist in providing incentives for hiring and retention.

PHYSICAL RESOURCES AND CAMPUS ENVIRONMENT

Objective 34: *To develop a plan that capitalizes on available space and balances the needs of students, faculty, and staff.*

Action:

- a) establish a space utilization committee.
- b) initiate a space utilization review to look into needs in MacLaurin, McKinnon and other places in which the Faculty operates.
- c) explore a Faculty of Education involvement in downtown and new medical building developments.
- d) renovate existing space for the Learning Commons.
- e) ensure that the Faculty of Education has a strong voice in the planning, creation and development of the First Nations longhouse, including allocating space for Aboriginal Education and Aboriginal movement and performance, visual arts and sciences and technologies.