

Lakehead

UNIVERSITY

STRATEGIC PLAN

1999 - 2004



July, 1999

To All Members of the University and External Communities:

In June, the Senate and Board of Governors approved this Strategic Plan and thus provided the mandate for concerted action on many fronts. Lakehead University, founded in 1965, has accomplished much in the relatively short period of its existence. From its early days, the University has been recognized as forward looking and innovative. There have been many solid accomplishments during the past nearly four decades and many opportunities still exist for this University because much of the original potential remains intact. The University has not been well funded for much of its history and, in 1999, Lakehead is faced with multiple challenges many of which stem from inadequate government funding during most of this decade. The University has grown well beyond its funding corridor, carries almost \$4 million in accumulated debt and has deficit financed its operations for the past four years. Numbers of students enrolled have declined in recent years, student-faculty ratios have increased, deferred maintenance has become a major issue, average faculty workloads are inconsistent with a university that embraces research and scholarly activity as an essential part of its mandate, an increasing percentage of the teaching is being done by part-time instructors, and academic and administrative programs are underfunded and understaffed. It has become difficult to recruit and retain faculty, equipment and facilities have become antiquated and morale has suffered. It is time to change all this in a positive way. In the past year, the University has raised admission standards, stemmed the decline in enrolment, committed to eliminating its debt by 2001-02, and had considerable success in raising funds for research.

To further reverse its recent difficulties and begin to realize its full potential, Lakehead University must rationalize its academic offerings, provide additional criteria for assessment, make fiscally responsible decisions, structure itself so that it can respond effectively to the fiscal challenges and competitive environment within which it operates, and become modern, efficient and recognized for excellence in the process. The Strategic Plan provides the direction needed to achieve these results and will be implemented based on identified priorities and availability of funding. However, much can, and must, be accomplished even without additional funding. The perspectives within, and expectations for, the University must change if we are to be successful in a world that demands more with less, that is changing so rapidly that it could easily leave institutions such as ours behind and where society's values no longer coincide with what had been long-accepted external norms. Universities must adapt to these new realities if they are to retain public support and meet the challenges of the future. While no plan can predict the future, it can position its participants for adaptation and success that is in concert

with current and emerging circumstances. It can be an effective blueprint for focusing the energies and collective interests of the university community. This Strategic Plan, if followed and modified as necessary over the next five years, should enable Lakehead to achieve its Vision and be honest to its Mission Statement.

Objectives within the Plan have been assigned numerical priorities. These should be interpreted as follows: 1 - immediate attention required; 2 - if fiscal resources are required, implement after priority 1 objectives have been met; otherwise, implement as soon as possible; 3 - deal with as resources allow. The primary assignment of responsibility is to the individual(s) who will ensure that action takes place. Such action will depend on the involvement of many members of the University community and other individuals who report directly to the identified administrator(s). In most cases, formal action of the governing bodies of the University ultimately will be required. There will be continued opportunity for debate and discussion as action is initiated to fulfill the objectives of the Strategic Plan. In essence, we have just begun the process of change by setting the direction. Change will occur only with further involvement of faculty, staff, students, alumni and others with an interest in this University.

I look forward to the challenge of bringing the Strategic Plan to fruition. Much creative work by many people, led by the Strategic Planning Group, went into its development. That commitment bodes well for the implementation phase. The Strategic Plan should position Lakehead University as a world-class institution offering a truly superior education.

Sincerely,

A handwritten signature in dark ink, appearing to read 'F. Gilbert', with a long horizontal line extending to the right.

FREDERICK F. GILBERT,

President.

Lakehead

U N I V E R S I T Y

STRATEGIC PLAN

1999 - 2004

June 1999

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VISION

Lakehead University will be a respected, mid-sized university offering a range of programs at the undergraduate and graduate levels. With excellence and accountability as its hallmarks, Lakehead University will compete successfully for scholars, students and funding in the Canadian academic realm. As expected of any modern university, Lakehead will participate in the global community but also will continue to respect the special role it can play in the region and in Aboriginal education in Canada. Building on its established foundation, Lakehead will increase its commitment to scholarly activity and research, outreach and professional service. The University will pursue opportunities that provide distinction and support for the academic function.

Lakehead

UNIVERSITY

MISSION STATEMENT

Lakehead University is committed to excellence and innovation in undergraduate and graduate teaching, service, research and other scholarly activity. As part of this commitment, Lakehead University is dedicated to a student-centred learning environment. Lakehead University values its people and the diversity of their ideas, contributions and achievements. Lakehead University is dedicated to working with Aboriginal peoples in furthering their educational aspirations. Building on its past accomplishments and recognizing its role in Northwestern Ontario, Lakehead University reaches out regionally, nationally and internationally.

Lakehead University is committed to educating students who are recognized for leadership and independent critical thinking and who are aware of social and environmental responsibilities.

EXCELLENCE AND INNOVATION

Preface:

The generation of new knowledge and the pursuit of excellence together fuel innovation. The University is the crucible for ideas that have the potential to create change in meaningful and productive ways. Innovation and excellence should pervade the classroom and the laboratory and be reflected in the workplace culture at Lakehead. The ultimate measure of excellence is the quality of academic programming and research and the achievements of faculty, staff, students and graduates. In order to achieve excellence, it is critical that what we do, we do well and that we provide adequate funding to ensure the level of quality expected.

Goal 1:

Lakehead University will foster an environment that encourages and rewards excellence and innovation.

Objectives & Rationales:

- i) *Hire tenure track faculty members with demonstrated potential for excellence in teaching and research.* (Priority 1. Vice-President Academic)

Lakehead University is committed to excellence and innovation in teaching, research and service. A key element in achieving this objective is to hire tenure track faculty members who have the potential to contribute to excellence. Hiring procedures must ensure that successful candidates demonstrate this potential in teaching and research. Tenure track positions enable faculty members to pursue excellence in these areas.

- ii) *Provide adequate and effective faculty, management and staff development.* (Priority 1. President)

Rapidly changing work environments and severe budget cutbacks over recent years have combined to reduce opportunities for professional development for faculty, management and staff. At the same time, there has been increased demand for efficiency, higher standards of service and fewer mechanisms for recognition and rewarding merit. Ways must be found to provide professional development that is adequate and effective for faculty, administration and staff to be motivated and able to perform well.

- iii) *Support faculty members and sessional lecturers seeking new teaching styles and pursuing other innovative learning environments.* (Priority 1. Vice-President Academic)

As we shift from a teaching to a learning environment, those faculty members and sessional lecturers who are experimenting with new pedagogical and non-traditional instructional approaches may require support from the institution. Such professional development will ensure Lakehead University is able to address its commitment to a student-centred learning environment. Recognition for innovation and excellence in this area should be evident in the institution's instructional development program, its governance structures and its systems of rewards.

- iv) *Recognize members of the University community for outstanding performance and new initiatives or ideas that benefit the University.* (Priority 1. President)

Opportunities must be provided at all levels to allow individuals to make contributions that will benefit the University. A reward system should be implemented that would encourage widespread contributions of this type to the University. Staff, faculty and students who make outstanding contributions to the institution through performance or new initiatives and ideas should be recognized and rewarded.

Goal 2:

Lakehead University will be on the leading edge of technology.

Objectives & Rationales:

- i) *Develop an Advanced Technology Centre at Lakehead University and ensure that classroom and laboratory facilities are technologically advanced.* (Priority 1. Vice-President Academic/Executive Director, University Services)

Lakehead will pursue funding for an Advanced Technology Centre that would house CTRC, computer labs, distance education and "smart" classrooms. In addition, existing classrooms should be adapted for multimedia presentations and laboratories should be modernized and supplied with up-to-date equipment.

- ii) *Provide adequate computer resources for those studying and working at Lakehead.* (Priority 1. Executive Director, University Services)

The computer is an essential tool in University operations. The University will not achieve excellence without adequate computing resources. Therefore, access to appropriate computing equipment must be provided for students, faculty and staff.

- iii) *Develop effective and accessible services for delivery of information to the Library users on and off campus, including the upgrading of the Library and connecting networks for efficient and user-friendly movement of digital information and data.* (Priority 1. Vice-President Academic)

Library resources are vital for the learner, teacher and researcher. The relatively remote location of Lakehead University heightens the crucial need for efficient access to holdings beyond what is available on campus. It is important to the successful educational experience of students and the scholarly productivity of faculty that the Library continue to upgrade its capability to provide fast access to reference materials for users on and off campus. This includes upgrading networks for efficient and user-friendly movement of digital information and data.

RESEARCH

Preface:

Research and other scholarly activities are defining characteristics of a university. Faculty members are expected to participate in these endeavours in addition to teaching and service responsibilities. Research can be basic or applied, and both types are important. If Lakehead University is to increase research productivity, there must be adequate support structures in place to ensure that faculty have the time, facilities, library resources and capacity to secure funding and pursue research. Graduate studies are linked with research and, thus, graduate programs are essential components of the support structure for faculty research. Research offers potential for partnerships with corporate and government interests as well as for disciplinary, interdisciplinary and multi-disciplinary pursuits.

Goal 1:

Lakehead University will encourage the pursuit of new knowledge, the application of knowledge to problems and the transfer of knowledge by its faculty and students.

Objectives & Rationales:

- i) Provide an environment in which faculty members can carry out their responsibilities in teaching, research and service to meet the expectations of the University community. (Priority 1. Vice-President Academic)*

Faculty members have demonstrated flexibility and a commitment to the University in the current climate of diminished budgets and heavy workloads. The imbalances that have been created in the distribution of workload and the availability of resources must be addressed so that faculty members can continue to contribute effectively to teaching, research and service. It must be ensured that research support is adequate before research or faculty positions are awarded.

- ii) Establish a strong program of faculty development to support research and other scholarly activity. (Priority 1. Dean of Graduate Studies and Research)*

The Research Office will provide seminars and other forms of assistance to faculty for such activities as preparing grant proposals, identifying possible funding agencies and establishing potential contractual contacts. As the development of pedagogy and appraisal of teaching methodologies are part of scholarly activity, the Research Office will collaborate with the Office of Instructional Development to support faculty in this area. Faculty with interests in experimental teaching or assessment of teaching would be expected to publish their findings.

- iii) *Create a research endowment fund and actively solicit funding for endowed chairs.* (Priority 1. Vice-President Research and Development)

Many faculty require seed, bridge or matching funding for research activities at various times during their academic careers. A research endowment fund of at least \$2 million should be established using a portion of the overhead generated by research activities and monies collected by development activities during the University's next major capital campaign.

At least one endowed chair in an area that combines research interests in the University should be established within the operational time frame of this Strategic Plan.

- iv) *Develop research partnerships with corporations and other private and public sector groups.* (Priority 1. Vice-President Research and Development)

Partnerships will be sought to pursue research initiatives that focus on the research interests of faculty and that meet the needs of the private and public sectors. Partnerships will be sought with groups such as non-governmental organizations, industry, business, social or government agencies and other interests.

- v) *Create at least one postdoctoral position and one research fellowship.* (Priority 2. Vice-President Research and Development)

The research culture at Lakehead University will benefit from collaboration with, and contributions of, external scholars who participate in research activities at the University. These positions will be competitive, funded by the University and additional to any positions secured through SSHRC, NSERC or other sources of funding.

- vi) *Develop criteria for research centres in order to examine the feasibility of existing research centres and to consider the establishment of new research centres.* (Priority 2. Vice-President Research and Development)

Multi-disciplinary and interdisciplinary research centres help maintain and enhance the scope and quality of research by faculty and graduate students at Lakehead University. Centres bring together individuals from various disciplines to explore common research interests. This collaborative approach provides ways to improve utilization of resources, access to funding opportunities and intellectual partnerships. Criteria, processes for establishment and rationales for research centres should be established. If existing research centres are no longer viable, they should be terminated.

Goal 2:

Lakehead University will improve infrastructure for research activities.

Objectives & Rationales:

- i) *Provide adequate computing capability and technical support for research.* (Priority 1. Vice-President Academic/Executive Director, University Services)

Computer technology is an essential resource for many research activities. Lakehead University must ensure that adequate computing resources are in place, that training is provided for users and that technicians are available to support the technology. The University must provide equipment and support for research requiring specialized computing capability. Additional technical support in areas such as statistical analysis and laboratory instrumentation should be provided.

- ii) *Provide adequate and appropriate space, equipment, resources and facilities for research activities.* (Priority 1. Vice-President Academic/Vice-President Research and Development)

All members of the University community who participate in research will require some degree of institutional support. Funding and support are critical for essential centralized research facilities such as computing facilities, the instrumentation laboratory, the science laboratory and the engineering machine workshop. Research space, equipment, resources and facilities must meet the needs of faculty members, undergraduate and graduate students, endowed chairs, postdoctoral fellows and research fellows so they can pursue their research activities effectively.

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Goal 3:

Lakehead University will develop additional policies to guide research activities.

Objective & Rationale:

- i) *Follow ethical guidelines regarding Aboriginal cultural knowledge and wisdom in research activity and policies.* (Priority 1. Dean of Graduate Studies and Research)

Aboriginal people and communities have distinct perspectives and understandings that reflect their culture. Research initiated from outside Aboriginal communities and carried out by non-Aboriginal people often has violated traditional cultural values. For example, the transmission

of oral knowledge is a traditional mechanism for recording history in Aboriginal communities. These historical accounts are often overlooked in the results of external studies. Lakehead University researchers must be sensitive to these cultural differences and follow protocols that reflect the ethical guidelines for research articulated by the National Council on Ethics in Human Research in 1999.

- ii) *Support opportunities to develop intellectual property.* (Priority 1. Vice-President Research and Development)

The University will provide opportunities for faculty, students and staff to further develop intellectual properties that can enhance economic prosperity, create jobs and generate new spin-off businesses.

GRADUATE & UNDERGRADUATE EDUCATION

Preface:

Universities are in transition with regard to the ways in which they educate students. There is recognition that the classroom experience must be more than simple exposure to subject matter, that technology can assist in the learning experience, that critical skills must be developed in students, and that students learn in different ways, individually and collectively. Some view this as a paradigm shift from teaching to learning. Manifestations of this shift have transformed the nature of undergraduate education. Science courses have been combined at the introductory level, classes with seminars for small-group discussions have appeared in first year, and exposure to skills such as communications have transcended the curriculum. While changes have been less dramatic at the graduate level, there has been an increase in interdisciplinary programming that reflects similar changes at the undergraduate level.

Although graduate and undergraduate education have been combined in this section, it is necessary to recognize that there are important differences between the two. Research is a critical part of graduate education whether the program requires a project report or a thesis. PhD study primarily consists of concentrated research and Master's programs are a combination of research and course requirements. There is much merit in exposing undergraduate students to research, but at the undergraduate level research is a more minor component than at the graduate level, as much of the curriculum consists of course work.

Goal 1:

Lakehead University will assist students to develop strong foundations in their disciplines along with the problem solving, critical thinking, communication, interpersonal and team building skills required to implement discipline-based knowledge.

Objectives & Rationales:

- i) *Support the faculty in finding ways to integrate the development of oral and written communication, critical thinking, problem solving and group dynamics into discipline-based courses. [Undergraduate] (Priority 1. Vice-President Academic)*

Research has indicated that skills such as oral and written communication, critical thinking, problem solving and the ability to work in groups are critical elements not only in facilitating the learning process but also in preparing students for post-graduation endeavours. While many faculty members have been attempting to incorporate these skills into courses, there has been little institutional support or direction. Support will be accomplished through the creation of faculty committees focused on the target abilities, enhancement of the Office of Instructional Development and the provision of additional resources to support ability based learning.

- ii) *Review the need for three-year degree programs. [Undergraduate] (Priority 2. Vice-President Academic)*

With the disappearance of the Ontario Academic Credits, the usefulness of a three-year degree program needs to be reviewed. Three-year degree programs may disadvantage students in pursuit of some academic and professional goals. In order to bring Lakehead University in line with degree-granting institutions in other jurisdictions, the four-year degree model is more appropriate. There may be value in continuing to offer three-year general degree programs as opposed to disciplinary based three-year programs. The review should identify where the University would continue to meet the needs of students by offering three-year degree programs.

- iii) *Ensure that guest lectures, seminars and lecture series are integral components of each graduate program and, where possible, of undergraduate programs. [Graduate primarily] (Priority 2. Deans)*

Lakehead's geographic location limits the availability of individuals with whom graduate students are able to interact in person. Opportunities for discussion with colleagues at neighbouring universities are not always possible because of distance and travel costs or time. Guest lecturers help to present vital viewpoints from different experiential bases. The University and the academic units should provide the means by which these can be a part of every graduate program and, where possible, of undergraduate programs.

Goal 2:

Lakehead University will review and assess its programs on a continual basis to ensure that students' learning experiences reflect the quality and knowledge required by students, graduate programs, society, professional and accrediting bodies and employers.

Objectives & Rationales:

- i) *Increase credit and non-credit professional and certificate programs for domestic, international and corporate markets. [Undergraduate primarily] (Priority 1. Deans)*

Currently Lakehead University has limited involvement in what is a rapidly growing aspect of higher education. Based on our current programming, there are numerous opportunities to develop in the area of credit and non-credit professional and certificate programs. Such programs can generate revenue for the participating academic units and connect them to the educational interests and needs of the broader community.

- ii) *Expand instructional development support and information systems. [Undergraduate primarily]* (Priority 1. Vice-President Academic)

Better support is required for course development and delivery in distance and part-time studies, e.g. by providing instructional design experts and technical staff, as well as technological and library resources. An expansion of collaborative initiatives internally and externally should be supported. Joint initiatives of the Department of Part-time Studies, the Senate Committee on Teaching and Learning, the Library and the Campus Technology Resource Centre should be expanded. The Instructional Development Advisor could play a key role in co-ordinating these activities.

- iii) *Provide interdisciplinary programs at the graduate and undergraduate levels. [Graduate and undergraduate]* (Priority 1. Vice-President Academic/Deans)

Interdisciplinary programs provide opportunities to maintain and enhance the diversity of the University's programming. In addition to providing cost efficiencies, interdisciplinary programs and centres provide a new focus for learning in existing and emerging fields. This type of interaction promotes lateral thinking, breadth of vision and synergistic outcomes. It is valuable to students and faculty to participate in interdisciplinary activities because they are increasingly representative of the ways in which problems are solved and knowledge is accumulated. Disciplines should be encouraged to collaborate to create teaching centres that would foster interdisciplinary learning. At the graduate level, research centres provide the critical support for collaborative graduate programs.

- iv) *Provide course offerings to meet the needs of the undergraduate and graduate part-time students. [Graduate and undergraduate]* (Priority 1. Deans/Director Part-Time Studies)

Currently most courses are offered at times that disadvantage part-time students. The University should expand the number and variety of courses given outside normal teaching hours. Opportunities for modular, intensive or other less traditional structures must be provided. This type of approach helps to meet the needs of working adults and other learners who otherwise may be unable to access courses. In meeting these needs, the University is fulfilling part of its responsibility to the region.

- v) *Increase graduate student enrolment to a minimum of 10% of overall enrolment. [Graduate]* (Priority 1. Vice-President Academic/Dean of Graduate Studies and Research)

Graduate students perform important roles at a university. For example, they provide intellectual stimulation for undergraduate students and faculty and they act as models for students who wish to pursue further education. Graduate students assist in the teaching and research functions of the University through their collaboration with faculty and their involvement with undergraduate courses. A ten percent graduate enrolment has been shown to be an appropriate ratio for a university with graduate programming.

- vi) *Provide selected programming through technologically-mediated and/or remote site delivery, and increase human support for delivery of programs and services. [Undergraduate primarily]* (Priority 1. Vice-President Academic/Executive Director, University Services)

Programming needs have changed over the years and are likely to continue changing in response to economic, social and technological factors. Lakehead University must utilize the expanding modes of delivery and educational technologies to meet the needs of prospective students in a variety of targeted markets and to capture those markets.

- vii) *Coordinate centrally all access programs and conduct a review to ensure that they meet the needs of students, to determine where they can be expanded and to eliminate redundancy. [Undergraduate]* (Priority 2. Vice-President Academic)

Cost efficiencies and improved service will result from a centralized coordination of administrative activities supporting access programs. Recognizing that access programs provide important bridging for Aboriginal students, further opportunities should be sought to develop access programs in disciplines currently without them. A review should also identify how students emerging from an access program could be better qualified for study in a broad range of programs. For example, this might mean offering more mathematics and sciences courses in access programs.

Goal 3:

Lakehead University will continue to strengthen and build on the success of current Cooperative Education and Internship programs.

Objectives & Rationales:

- i) *Establish a variety of new Cooperative Education and/or Internship programs in academic units that currently do not offer these programs. [Graduate and undergraduate]* (Priority 1. Vice-President Academic/Vice-President Research and Development)

Professional and work experiences within a university program provide students with valuable opportunities to link their university learning with practical applications. At the same time, it gives them a competitive edge in securing employment in their field. Lakehead University currently offers such experience in a wide variety of disciplines and there are numerous opportunities for expanding this programming.

- ii) *Review and evaluate college/university articulation. [Undergraduate]* (Priority 1. Vice-President Academic)

There is an increasing expectation in the Province of Ontario that students will be able to transfer easily between college and university programs. Lakehead University and its academic units must ensure that appropriate credit is given for college courses and articulation agreements are developed. In addition, this review should identify opportunities for collaborative degree programs between individual colleges and Lakehead University.

- iii) *Examine the possibility of a core requirement in all programs in the first and/or other years of study that would have common elements across all faculties. [Undergraduate]* (Priority 1. Vice-President Academic/Deans)

Models exist at other universities that clearly demonstrate the value of a common core requirement for exposing all students to critical principles and material. The core facilitates transfer among academic programs, eases the first-year transition into the university environment and exposes students to key subject matter in ways that are not only informative, but also are an exciting and positive introduction to university education. A designated common core would ensure exposure to similarly appropriate classroom experiences and subject matter for all Lakehead students. Liberal arts and science would be elements of such a core. The opportunity for a seminar-based course in first year should be considered as part of the core.

Goal 4:

Lakehead University should offer academic programs that reflect the diversity of the communities it serves.

Objective & Rationale:

- i) *Ensure, where possible, that course offerings include material and approaches that acknowledge the variety of experiences and perspectives of diverse interests. [Undergraduate]* (Priority 2. Deans)

Education is strengthened by a recognition of the diverse perspectives that exist in society generally and the university community specifically.

Goal 5:

Lakehead University should expand international initiatives at the undergraduate and graduate levels.

Objectives & Rationales:

- i) *Increase the number of international students studying at Lakehead. [Graduate and undergraduate] (Priority 1. Director, International Activities/Deans)*

International students bring a broadened perspective to the campus and allow Canadian students to expand their understanding of other cultures. They also provide the opportunity to our graduates to develop the network of international contacts that can benefit their careers. International students currently represent about two percent of the student population at Lakehead. If we are to have sufficient international students to influence the campus atmosphere and to provide a critical mass for cultural diversity, there should be at least twice this many. A target should be established that, by 2004, 5% of the student body will be international students.

- ii) *Increase opportunities for Lakehead students to study abroad. [Graduate and undergraduate] (Priority 2. Director, International Activities/Deans).*

Exchange programs and cooperative agreements with foreign universities should facilitate opportunities for Lakehead students to take part of their education abroad. Travel bursaries, international scholarships and acceptance of credits earned abroad would help increase the number of our students who experience the cultural exposure that these exchanges afford.

STUDENT-CENTRED LEARNING ENVIRONMENT

Preface:

Through the actions and attitudes of its staff, faculty and administrators, Lakehead University must place the needs of the students as a high priority within all of its endeavours. Lakehead recognizes the value of the entire university experience to its students and fosters their holistic growth in all aspects of university life. Students will be provided with an environment that respects diversity, encourages creativity and gives every individual the opportunity to succeed.

Goal:

Lakehead University is dedicated to the development of a student-centred learning environment that fosters students' intellectual, ethical, social, cultural and physical development.

Objectives & Rationales:

- i) *Provide courteous, effective, efficient and convenient administrative services to students.*
(Priority 1. President)

Lakehead University must undertake a review of all administrative operations to ensure that they are efficient, effective and convenient and that they are performed in a courteous manner. This would include the provision of "one-stop" electronic access to University services. Specific other improvements will include a faster response time for admissions, electronic registration, services for students outside of regular business hours and effective, efficient and timely examination schedules and mark recording. Also required are improved support services for off-campus students, the publication of a comprehensive student handbook and the provision of financial management information to students.

- ii) *Provide availability of, and timely access to, counselling and advisory services.* (Priority 1. Vice-President Academic)

Lakehead University must improve the quality and availability of counselling and advising for students. University health and counselling services must be reviewed to ensure that the physical and mental health needs of the students are met. It is also important that social support is available to students and this might include activities and programs such as peer mentoring.

An environment should be provided in which faculty and staff are available to students. Also needed is effective, timely and accessible academic advising, including information at the department level to facilitate informed course selection prior to registration. The University must ensure that personal and career counselling services are available and include the opportunity for an "exit interview" before withdrawing from any program.

- iii) *Develop an action plan to meet the health and safety needs of students.* (Priority 1. Executive Director, University Services/Director, Human Resources)

The University should embark on a review of all services that contribute to the health and safety of its students and develop an action plan to meet student needs. Lakehead University will provide comfortable, clean and safe residence accommodation together with affordable and good quality food services. Monitored and well-lighted hallways and walkways should be ensured, as well as a campus that is free from physical threat or harassment.

- iv) *Provide enhanced services to support students in their learning environment.* (Priority 1. Vice-President Academic/Executive Director, University Services)

There are a number of support services, formal and informal, that can improve the university experience and which can encourage an effective learning environment. The following are examples of how these services should be enhanced for undergraduate students:

- ▶ develop and deliver a coordinated and interactive orientation program to all new students;
 - ▶ establish mechanisms to coordinate and balance student course workloads;
 - ▶ increase access to campus computing services, where feasible, including 24-hour access to computer laboratories;
 - ▶ increase access to quality academic tutoring.
- v) *Increase financial aid and work opportunities for undergraduate students.* (Priority 1. Vice-President Research and Development/Director, Human Resources)

Undergraduate student scholarships, bursaries and awards should be increased in number and value. Mechanisms to increase opportunities for student jobs on campus will be explored.

- vi) *Expand support for graduate students.* (Priority 1. Vice-President Research and Development/Vice-President Academic)

Support services for graduate students will be expanded including, but not limited to, financial support. Graduate assistantships and scholarships and other forms of financial support will be increased in number and value. An orientation program for all new graduate students will be developed.

vii) *Ensure appropriate availability of athletic and recreational activities.* (Priority 2. Administrative Executive Committee)

Athletic and recreational activities contribute an important balance to the lives of students. A wide range of extra-curricular activities should be available to all students, as should access to facilities in which to enjoy them. This includes sufficient maintenance to keep facilities clean and in good repair and efficient scheduling to allow reasonable access to unscheduled activities. Access to recreational facilities for non-varsity and intramural sports should be provided. Support should be continued for intramural and inter-university athletics. With respect to inter-university competition, Lakehead University should determine the appropriate league involvement for its varsity teams.

DIVERSITY

Preface:

A university consists of diverse people, programs and interactions. Its strength derives from the ideas that are generated as part of the educational process. Tolerance and understanding of diverse interests are features of acceptance of this basic principle. The University should symbolize the best attributes of human society by showing respect for cultural, gender, physical and other forms of personal diversity. Humanity encompasses much variation and difference and often this diversity is well represented at a university. It is important to recognize this as a feature of the University and to ensure that all members of the University community are sensitive to, and respectful of, the qualities and issues associated with diversity.

Goal:

Lakehead University will continue to respect and celebrate the diversity of its students, faculty and staff.

Objectives & Rationales:

- i) *Provide awareness/sensitivity training to enable faculty and staff to respond to the needs of persons with disabilities.* (Priority 1. Director, Human Resources/Director, Student Services)

Lakehead must provide appropriate training for faculty and staff to enable them to develop effective strategies to meet the needs of people with disabilities. Strategies could include making accommodations in learning and working environments and making appropriate referrals to services.

- ii) *Examine the issue of representation within the University community.* (Priority 2. President)

People in the University community come from a variety of backgrounds and interests. One of the strengths of the University is the willingness to listen to and ensure representation of this diversity. Lakehead should provide the appropriate opportunities for diverse representation on governing bodies, committees, staff and faculty positions and elsewhere.

- iii) *Support the provision of childcare facilities and other parental support structures on campus.* (Priority 2. Executive Director, University Services)

Many of our students, staff and faculty require childcare and other parental support. Lakehead University should work cooperatively with interested parties to ensure that appropriate support structures are available on, or near, campus.

- iv) *Provide mechanisms for all members of the University community to be exposed to diverse cultures.* (Priority 2. Director, Human Resources/Communications Office/Director, International Activities)

The University's cultural diversity should be reflected to the community at large in videos and other promotional materials. Programs should be provided to the University community to help all personnel understand and respect diversity within the University.

- v) *Examine current harassment and discrimination policies.* (Priority 2. Director, Human Resources)

The diversity represented amongst the faculty, students and staff of Lakehead University continues to enrich the experience of those who learn, work and live on campus. The University must be vigilant in ensuring that all individuals are respected for their contributions to campus life. Harassment and discrimination policies should be reviewed regularly to assure that they are up to date and effective for providing the framework within which a genuine respect for diversity can flourish.

ABORIGINAL PEOPLES

Preface:

Lakehead University has a history of offering programs designed to create bridges for Aboriginal students. The earliest access program was in Education, followed by access programs in Arts, Nursing and Engineering. The Department of Native Studies, later the Department of Indigenous Learning, was created in the early nineties, building on a number of courses that explored the history and culture of Aboriginal peoples. The Native Advisory Committee was established as an advisory body in response to a recommendation in the 1987 Academic Plan. In the early nineties, the Aboriginal Management Council evolved from the Native Advisory Committee with the mandate to work with the Board of Governors and the Senate on educational matters affecting Aboriginal post-secondary education.

Lakehead University has a strong regional mandate to pursue scholarly activities and provide educational opportunities that are relevant in Northwestern Ontario. One aspect of this special role is to meet the educational needs of Aboriginal students. Accordingly, Lakehead will continue to develop programming options that are appropriate within the context of the size and strategic direction of the University and will provide a welcoming atmosphere for Aboriginal students.

Goal 1:

Lakehead University will build on its strengths in academic programming in order to be recognized as a centre of excellence in Aboriginal learning and scholarship.

Objective & Rationale:

- i) *Recognize Aboriginal culture in academic programming and incorporate Aboriginal content into academic programs, where appropriate. (Priority 2. Vice-President Academic)*

There are Aboriginal specific programs at Lakehead, and there is Aboriginal content in many arts, sciences and professional programs. Where appropriate, recognition of Aboriginal culture in content across the curriculum should continue and be expanded. Additionally, particular attention should be focused on disciplines that are considered vital to the needs of the Aboriginal community, such as Social Work, Business and Forestry.

Goal 2:

Lakehead University will provide academic, administrative, cultural and social support for Aboriginal students.

Objectives & Rationales:

- i) *Consider the appointment of a senior academic with responsibility for Aboriginal programming/initiatives. (Priority 1. President/Vice-President Academic)*

Effective communication between academic units and the Aboriginal Management Council, and among academic units with Aboriginal programs, on matters affecting Aboriginal post-secondary education at Lakehead University is important. The appointment of a senior academic to function as an administrative liaison would enhance that communication. It would also create opportunities for critical linkages with the Aboriginal community at a high academic level. This individual would be a cross-appointed member of Senate and the AMC, and would be responsible for providing the interface between the AMC and the University community.

- ii) *Review and evaluate the current structure and effectiveness of programs and services provided to Aboriginal students. (Priority 1. Vice-President Academic)*

This review should be conducted with a view to understanding Aboriginal students' needs, including cultural differences, social constraints, funding support and the dynamics of the Aboriginal community in post-secondary education. The University should provide personal counselling for Aboriginal students that respects a balance between mainstream and cultural approaches. Services to Aboriginal students should be delivered by individuals who have an appreciation of Aboriginal issues and cultural differences, including established protocols.

Aboriginal role-model and mentoring programs should be developed at Lakehead. Aboriginal alumni should be encouraged to be part of a founding group to mentor new Aboriginal students. Alumni should be featured as role-models for Aboriginal students.

- iii) *Distribute materials to Aboriginal communities that take into consideration language and culture. (Priority 1. Communications)*

Promotional materials going to Aboriginal communities must take into account that some of the decision-makers may not be comfortable or proficient in English. Materials targeted for Aboriginal communities should feature syllabics as well as English. Aboriginal alumni should be featured as role-models in publications for Aboriginal students, and should be identified not only by name but by their home community. These publications should be distributed to schools throughout Lakehead's target areas for recruitment.

Goal 3:

Lakehead University will work with the Aboriginal Management Council and other Aboriginal groups to ensure the full involvement of Aboriginal persons within the University community.

Objectives & Rationales:

- i) *Establish an ongoing educational process to ensure that the role of the AMC within the University is understood by the University's governing bodies, faculty, students, staff and administration. (Priority 1. President)*

It is important that the members of the AMC are familiar with the academic and administrative functioning of the University and with its own role and responsibilities, as well as those of the Board of Governors and the Senate. It is equally important that the role of the AMC is understood by the University's governing bodies, faculty, students, staff and administration. Such mutual understanding would be beneficial in decision-making on matters of Aboriginal education. Continual orientation and information sharing would facilitate this reciprocal awareness. The provision of cross-cultural training for the Board of Governors and the Senate, and the requirement that there be joint meetings of these bodies annually with the Aboriginal Management Council, would develop further mutual understanding.

- ii) *Expand opportunities for Aboriginal representation at all levels and in all activities of University operations. (Priority 2. President)*

Efforts should be made to increase the total number of Aboriginal peoples employed throughout the University. Volunteer activities that could benefit from the participation of Aboriginal people include fund-raising initiatives and marketing of programs.

Goal 4:

Lakehead University will work with Aboriginal groups and communities to promote higher education and to further the educational aspirations of Aboriginal peoples.

Objectives & Rationales:

- i) *Develop and promote incentive programs, such as scholarships, bursaries and awards, to encourage Aboriginal students to pursue academic studies.* (Priority 1. Vice-President Research and Development)

Traditional sources of funding for Aboriginal students are diminishing and alternatives need to be found to ensure that these students are encouraged and able to pursue post-secondary education. Similar to the provision of financial support in some ethnic and international areas, Lakehead University should seek funding for, and develop, incentive programs specifically targeted at Aboriginal students. These should be advertised widely within Aboriginal communities and within regional secondary schools to inform prospective students of the opportunities available.

- ii) *Expand and enhance outreach to local and Aboriginal secondary education systems to encourage Aboriginal high school students to attend university and to facilitate appropriate and timely academic guidance counselling to prospective students.* (Priority 1. Vice-President Academic)

Accurate and timely guidance counselling in secondary school is critical for a student's smooth transition from high school to university. The University should establish lines of communication with the secondary education system within Aboriginal communities and locally. Ongoing liaison with principals and guidance counsellors could do much to reduce the need for transitory or remedial support when Aboriginal students reach University.

- iii) *Examine alternative administrative and academic arrangements for Aboriginal education.* (Priority 1. President)

Lakehead University will explore, in association with Aboriginal representatives, the strengths and weaknesses of alternative administrative and academic arrangements (for example, the current arrangement, or a federated or affiliated college, or any other such arrangement) that would enable Aboriginal peoples to further their educational aspirations at Lakehead University.

- iv) *Develop mechanisms to track Aboriginal student enrolment.* (Priority 2. Director, Institutional Analysis)

Although it is estimated that Lakehead University has one of the largest enrolments of Aboriginal students of any Canadian university, there are no firm data to substantiate the actual number of Aboriginal students enrolled here. Such data will allow the University to measure Aboriginal retention and success rates and assess the need for, and value of, programs for Aboriginal students. A number of voluntary procedures should be developed that can be cross-referenced and related to the hard information available from band councils and other sources.

GLOBALIZATION/REACHING OUT

Preface:

The importance of being connected to the global society is apparent. Commerce, knowledge, communications and the increasing interdependency of the world's peoples mandate that universities become more directly involved in global issues. This means exposing students and faculty to more international perspectives by forming connections with components of society that have global interests such as corporations, governments and non-government agencies. However, the University also must establish local, regional and personal partnerships as these often form the basis for successful interactions on a global scale. Alumni and other friends of the University can facilitate partnerships and provide support for the University as it reaches out in its education, research and service roles.

Goal 1:

Lakehead University will define its role as a global participant.

Objectives & Rationales:

- i) *Review policies guiding international activities.* (Priority 1. Director, International Activities)

Lakehead has existing policies directing activities toward the achievement of its objective of increased international student enrolment and functional bilateral exchanges of faculty and students. These policies need to be reviewed. Lakehead needs to identify appropriate target markets and mechanisms, such as establishing an English as a Second Language program, for exploring increased enrolment at both the undergraduate and graduate levels. Impediments to funding and transfer of academic credits must be addressed at a policy level. Additionally, policy should address support for international students by providing access to job opportunities on campus and ensuring availability of administrative personnel to deal with problems specific to international students.

- ii) *Increase the funding for graduate students and faculty members to participate in national and international conferences.* (Priority 1. Vice-President Research and Development)

Lakehead University is geographically isolated and, as a result, students and faculty do not have the same exposure to different academic experiences possible at less isolated universities. In order to ensure that there is adequate opportunity for interaction with others and their ideas, opportunities to attend meetings that bring together academics must be provided. Faculty should have one such opportunity per year while graduate students should attend one national or international meeting during their degree program.

- iii) *Continue to support Northern Studies initiatives.* (Priority 1. Dean, Graduate Studies and Research)

Lakehead University has developed a strong national and international Northern Studies focus. Northern Studies initiatives include hosting conferences, supporting a visiting lecture series, offering an interdisciplinary minor program, publishing manuscripts, assisting faculty in attending conferences and providing students with research travel support. These efforts complement Lakehead University's position in the region and enhance its global role.

Goal 2:

Lakehead University will foster the development of research, educational and service partnerships with the community, the region and beyond.

Objectives & Rationales:

- i) *Continue to explore mutually beneficial cooperative arrangements with Confederation College, school boards, other universities and colleges, and others for the delivery of educational services.* (Priority 1. Vice-President Academic)

Lakehead has a number of formal and informal arrangements for co-operation with other educational institutions to provide learning opportunities for a wide range of community members. The University should continue to seek out other partnerships to enhance its educational and scholarly endeavours, including joint programs and new opportunities for collaborative degree completion.

- ii) *Forge mutually beneficial relationships with the public, corporate and private sectors.* (Priority 1. Vice-President Research and Development)

Lakehead University should foster new alliances through the development of research partnerships and other cooperative ventures. These alliances should be of benefit to both partners through the sharing of, access to and use of current technologies, the promotion of professional development opportunities, the chances of full-time or part-time employment for students, the offering of new high-end training and programming to corporate customers and access to financial support for specific programs. The aggregate benefits of successful partnerships enhance the reputation of the University as it furthers social and economic development.

- iii) *Continue to develop Lakehead University's involvement with the City of Thunder Bay and regional communities.* (Priority 1. President)

The role of universities in the cultural and economic health of society has become increasingly important in a knowledge-based environment. Lakehead University has a significant economic impact on the City of Thunder Bay. The University also has substantial intellectual capital that is available to be applied and contribute to economic, social and industrial development in Northwestern Ontario. City and regional business leaders must be made aware of this. Lakehead should maintain its role in such initiatives as the Community Development Partnership.

- iv) *Strengthen associations with Aboriginal organizations.* (Priority 2. Vice-President Research and Development)

Links with Aboriginal associations such as Aboriginal Business Canada and the Assembly of First Nations should be developed to allow for joint ventures. These connections could enhance mutual research and provide employment opportunities or internships for Aboriginal students and other students who might benefit from such experience.

Goal 3:

Lakehead University will have strong relationships with the Alumni Association, donors, friends and supporters.

Objectives & Rationales:

- i) *Explore ways to build strong relationships with donors, friends and supporters of the University.* (Priority 1. President/Vice-President Research and Development)

It must be clear to the community that Lakehead University places high value on the relationships with donors, friends and supporters. To achieve this, Lakehead should seek new mechanisms to involve these individuals and to recognize their contributions to the continued well-being of the University.

- ii) *Ensure the Alumni Association has greater direct involvement in the activities of the University.* (Priority 2. Vice-President Research and Development).

The Alumni Association has an important role to play in maintaining the connection between Lakehead University and its graduates. The Association should be involved in activities such as student recruitment and fund-raising. Mechanisms to achieve greater involvement of the Alumni Association with the functions and activities of the University should be developed.

COMMUNICATIONS

Preface:

Effective communications are vital to positive attitudes in the work environment and a proper understanding of the University's contributions to society. Internal and external communication processes connect the members of the University with what is taking place inside the institution and portray the University to the outside world. The more effective these processes, the greater is the understanding of, and participation in, the affairs of the University.

Goal 1:

Lakehead University will establish an environment that encourages open communications throughout the University community.

Objectives & Rationales:

- i) *Ensure that the Website is updated continually to provide information that is accurate and timely.* (Priority 1. Communications Officer)

The University's Web page provides the medium to disseminate immediately information to a broad range of recipients. Quality control over content must be maintained and information must be updated on a frequent and predictable basis. University publications such as The Agora and The Nor'Wester should be posted on the Website to provide wider availability.

- ii) *Enhance and co-ordinate a campus-wide communication system to advise of events on campus and institutional issues of importance to students, faculty and staff.* (Priority 1. Communications Officer)

Campus wide communication occurs through a variety of means: monitors in strategic locations, regular e-mail distributions to all faculty, students and staff, Web pages, publications and posters. The University should provide the support necessary to maintain and improve these, with particular attention to more efficient access for students. Additionally, efforts should be made to include more news items about students in University publications.

Goal 2:

Lakehead University will create and promote a professional and effective institutional image in all its publications, printed material and activities.

Objectives & Rationales:

- i) *Strengthen Lakehead's institutional image.* (Priority 1. President)

A consistent and professional image for the University is critical to its success. A graphics standards manual must be prepared to ensure that all printed material portrays that image. It is also important that all departments on campus understand the value of building a consistent image on printed materials, signage and other forms of communication.

- ii) *Seek cost-effective marketing opportunities for student recruitment.* (Priority 1. Vice-President Academic)

Lakehead University relies heavily on students from beyond the region. To maintain and expand its share of this student market within current budgetary constraints, innovative ways must be found to market the University. For example, the University could develop strategic alliances with the City of Thunder Bay to allow for cost-sharing advertising campaigns in southern Ontario.

- iii) *Develop an overall communications strategy.* (Priority 1. Vice-President Academic and Vice-President Research and Development)

The ways in which the University is promoted in the community must be based on a consistent image and must occur within a framework that is positive and effective. An important aspect of this framework will build upon existing links with the print, radio and television media to foster more extensive connections locally and nationally.

- iv) *Provide professional development in public relations skills.* (Priority 2. Director, Human Resources)

All employees have a role to play in representing the University to the public in a positive and consistent manner. A training program that includes specific public relations and other skills which would be useful to people in various positions within the University will be developed.

- v) *Coordinate the responsibility for managing the diverse public relations activities of the University.* (Priority 2. President)

The University's public relations activities could be co-ordinated through a marketing management committee, a Director, or some other organizational structure with budgetary control over the financial resources identified for marketing the institution. Such a structure will serve to focus the public relations efforts of the University.

- vi) *Design and implement specific orientation programs and conduct ongoing informational activities for Senators, Board of Governors' members and members of the Aboriginal Management Council. (Priority 2. President)*

Communication of information is necessary to ensure that the members of Senate, the Board of Governors and the Aboriginal Management Council understand the roles and responsibilities of the governing bodies, the overall structure and functions of the University and the factors and issues affecting the University. Orientation programs and ongoing informational activities would achieve this objective.

ACCOUNTABILITY

Preface:

Universities are accountable for their expenditure of public funds. Productivity and outcome measures, criteria and indicators of performance and other mechanisms to assess the contributions of individuals, units and the university itself have become commonplace. It is in Lakehead University's best interests to develop its own criteria for self evaluation. If the University fails to do this, evaluative measures will be imposed by external bodies. Externally imposed measures may be irrelevant or inappropriate, but they will be applied, nonetheless, to funding formulae and for other comparative purposes.

Goal 1:

Lakehead University is accountable in its actions and is committed to the highest standards of excellence.

Objectives & Rationales:

- i) *Review and develop evaluative procedures for the President, all administrators, the Board of Governors, the Senate, administrative units, academic units, faculty, staff and volunteers relative to the academic, administrative and service responsibilities of the individual or group. (Priority 1. Board of Governors/Senate/President/ Director of Human Resources)*

There should be evaluative procedures that clearly define expectations for all positions within the University. These evaluative procedures must reflect the accepted norms of fairness and impartiality. The responsibilities and areas of authority for individuals and units within the University must be articulated clearly to determine accountability. Evaluation criteria must be based on assessing performance in relation to responsibility, authority and accountability. These procedures will formalize, modify or, if necessary, develop indicators and criteria, documentation requirements, review procedures and other elements for individual and unit evaluations consistent with the internal and external mechanisms governing such action.

- ii) *Ensure that decisions on faculty tenure and promotion are based on excellence in research and scholarship (including but not limited to a sustained record of externally peer-reviewed publications), teaching and service. (Priority 1. President/Vice-President Academic)*

It is the responsibility of the President to ensure that decisions on tenure and promotion reflect the criteria outlined in the Collective Agreement. Requirements for tenure and promotion outlined in that document identify the relevant areas that must be assessed and provide a mechanism for recognizing outstanding contributions in one area which may compensate for lesser contributions in another area.

- iii) *Recommend that the Senate establish conflict of interest guidelines for its members and committees.* (Priority 1. Senate)

All University governing bodies must have, as a matter of principle, guidelines to define conflict of interest for their members. These guidelines must include a definition of what constitutes conflict of interest and a procedure for declaring and acting on a conflict.

- iv) *Strike an ad hoc committee to review all committees of the University.* (Priority 2. President)

A short term, ad hoc committee will look at the existing committee structure on campus with a view to streamlining bureaucracy without limiting the collegial process. Rationales for committee continuance should be sought and if there is insufficient rationale the committee should be discontinued. Opportunities for combining committees and their functions should be identified.

- v) *Encourage sabbaticants to provide public reports on their sabbatical activities.* (Priority 2. Deans)

Sabbatical Leaves are essential to faculty development and to promoting research and scholarly activities. Their value to the University and to faculty members must be made visible to the University community and even the general public. One way of providing evidence of the value of sabbaticals is to encourage sabbaticants to provide public reports on their sabbatical activities. This would have the additional benefits of sharing this information with colleagues and showing the diversity and academic worth of the activities undertaken.

Goal 2:

Lakehead University's governance bodies will become more representative of the University and the community it serves.

Objectives & Rationales:

- i) *Ensure broad representation of graduate and undergraduate students in University endeavours.* (Priority 1. President)

The student voice at a university is important. Opportunities for representation, where possible and appropriate, will be made available across the governing bodies and their committees, as well as on other academic and administrative decision-making bodies.

- ii) *Open the process for selection of "at large" members of the Board of Governors.*
(Priority 1. Board of Governors)

The Board of Governors should advertise "at large" vacancies on the Board, setting out the role and responsibilities of Board members and the qualities sought, and invite expressions of interest from members of the public. An open approach provides the opportunity for broader representation from the community and for a more transparent selection procedure.

- iii) *Recommend that the Board of Governors review its composition.* (Priority 1. Board of Governors)

The Board of Governors should be representative of the communities that the University serves. Its composition should be reflective of the diverse groups in Thunder Bay and the region. Specifically, the Board should consider how to ensure better regional representation, as well as appropriate student and Aboriginal community representation.

- iv) *Recommend that the standing committees of the Board of Governors and Senate have members from the AMC and/or Aboriginal community at large, where appropriate.*
(Priority 2. Board of Governors/Senate)

Members of the standing committees of the Board and Senate should have the benefit of an Aboriginal perspective while engaged in the work that shapes recommendations. Members of the Aboriginal community should have the benefit of in-depth exposure to the issues and the processes that shape decisions at the University.

Goal 3:

Lakehead University will measure and report on the progress and accomplishments of the Strategic Plan.

Objective & Rationale:

- i) *Establish a standing University committee on strategic planning.* (Priority 1. President)

This committee would offer advice to the President on matters related to the implementation and evolution of the Strategic Plan. The President will have the responsibility for assuring the Plan's implementation and providing an annual report to the University community.

Goal 4:

Lakehead University will review and assess academic programs.

Objective & Rationale:

- i) Examine the relevance and resource requirements of each academic program.*
(Priority 1. Vice-President Academic)

The level of student interest as reflected in enrolments, the ability to respond to shifting demand for programs and the ability to adapt programming in a timely manner are some of the elements that must be considered when examining the relevance and resource requirements of each academic program. While the current program review process provides a longer term perspective, there is a need for annual review to coincide with the budgeting process.

- ii) *Incorporate the achievement of specific goals for fund-raising activities into the job descriptions of the President, the Vice-Presidents, the Deans and other administrators, and ensure that these actions are coordinated.* (Priority 1. Board of Governors/President)

Fund-raising activities are important functions to be carried out by all administrators. To be effective, these activities must be coordinated to avoid duplication of efforts and to ensure that University priorities are the focus of these efforts. The coordinating body would be the centralized fund-raising unit.

- iii) *Expand the General Endowment Fund.* (Priority 2. Vice-President Research and Development)

It is important to have a sufficiently large General Endowment Fund to allow the University to take full advantage of matching fund programs, to deal with periods of fiscal constraint and to support new and ongoing initiatives.

CAMPUS PLAN

Preface:

The campus environment includes the physical campus of the University, the appearance of its buildings and grounds, and the morale and attitude of its faculty, staff, students and administration. Years of under-funding have resulted in facilities that are deteriorating, inadequate numbers of custodial and maintenance staff, scarce human resources in service offices and an urgent need for functionally appropriate space. There must be a concerted effort to address these issues to provide a welcoming and safe environment to visitors and a safe, positive environment in which students, faculty, administration and staff can study, work and live.

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Goal:

Lakehead University should provide a positive physical environment that enhances the University experience.

Objectives & Rationales:

- i) *Establish a long-term campus plan.* (Priority 1. Executive Director, University Services/Board of Governors, Campus Development Committee)

As Lakehead University moves toward actualizing its academic vision, it must do so within the framework of a vision for the physical space. A campus plan should provide this framework for efficient land use, expansion that is reasoned and relevant, safe access to campus and long-term landscaping. Consistent with this objective, the plan should include: campus land use; future and existing structures; improved roadway systems; traffic flow and pedestrian/cyclist access; issues of physical facilities; and maintenance of grounds and other items.

- ii) *Establish a long-term plan to create a work and study environment which exceeds minimum standards required by fire regulations, occupational health and safety regulations and hygiene.* (Priority 1. Director, Human Resources)

Legislative mechanisms are in place to ensure minimum health and safety protection of workers. The same level of protection needs to be provided to students and visitors. This may require adherence to more than the minimum standards and may go beyond the mandated workplace objectives to improve the health and well-being of all people on campus.

- iii) *Develop a capital plan to fund an increase in teaching and research space, meeting rooms, faculty offices and other multi-use space.* (Priority 1. Board of Governors/ President)

Insufficient teaching and laboratory equipment and lack, or unsatisfactory allocation, of space can be a factor in low morale. Lakehead University has outgrown its physical academic environment and this must be addressed as a priority if faculty and staff are to provide a quality educational experience for students.

- iv) *Establish a 24-hour study hall on campus.* (Priority 1. Executive Director, University Services)

Provision of a location designated for the sole purpose of study and making that place available at all hours will encourage student interaction while studying and enrich the learning experience.

- v) *Ensure that all facilities on the University campus are physically accessible to persons with a disability.* (Priority 1. Director, Student Services/Director, Campus Development)

Lakehead University has a long-standing commitment to have its buildings and facilities accessible to everyone. Progress on making this a universal reality on campus is ongoing. There is a need to emphasize continued focus on achieving this objective.

- vi) *Expand learning environments.* (Priority 1. Executive Director, University Services)

A significant portion of a student's learning time is engaged in individual or group study. Provision of work-study areas with computing access, where students can gather and have the opportunity to exchange ideas and problems with colleagues, enhances the learning experience.

- vii) *Improve the lighting and air quality within working and learning environments.* (Priority 1. Executive Director, University Services)

Air quality in many rooms and buildings is poor and the lighting is often inadequate. These problems must be addressed.

- viii) *Create a central information centre for all campus information and events.* (Priority 1. Communications Office)

The University should provide a central source of timely and accurate information about campus news and events to faculty, students, administration, staff and visitors to campus. A centralized unit, perhaps supported by a campus life coordinator, would ensure an effective communications link within and among groups and it could actively promote a higher quality of campus life by organizing campus-wide activities.

- ix) *Develop a campus beautification plan.* (Priority 2. Executive Director, University Services/Director, Campus Development)

The physical appearance of a university campus is an important factor in attracting and retaining students, and in maintaining the morale of faculty and staff. The appearance of the campus is especially important to students for whom it is "home" for eight to ten months of the year. There should be an increased focus on landscaping and maintenance, and custodial services should be upgraded to help instill pride and ownership in Lakehead University.

- x) *Develop a long-term plan for campus security.* (Priority 2. Executive Director, University Services)

Lakehead University's Security Services are essential to providing a campus environment that is safe and inviting. Services like additional emergency telephones provide the support necessary to assure a more secure campus. A long-term plan for campus security that focuses on crime prevention and "community policing" is necessary.

- xi) *Upgrade and repair athletic facilities.* (Priority 2. Vice-President Academic)

Lakehead University must satisfy the social and recreational needs of those who utilize the campus. Well maintained athletic facilities help to meet the recreational needs of students and campus visitors and the teaching and research needs of faculty. Facilities that are in need of repair have a negative impact on the users and convey a negative image. Lakehead University should provide well-maintained recreational facilities that can be shared with the public.

- xii) *Consider establishing an Indigenous Learning Centre on campus.* (Priority 2. Vice-President Research and Development)

As most Aboriginal students come from remote communities, an Indigenous Learning Centre could ease the transition to the University environment and provide a cultural resource base for both indigenous and non-indigenous peoples. Such a centre would also have residences and classrooms for living and learning.

- xiii) *Provide space for and encourage the establishment of, a graduate student centre.* (Priority 3. University Space Committee) *Upgrade graduate student offices.* (Priority 2. Director, Campus Development)

Graduate students are important to the intellectual vitality of a university. They should have offices that are clean, safe and comfortable. A place where graduate students can meet to socialize, exchange ideas, offer support and give and receive advice in a collegial forum is also important.

- xiv) *Develop and implement a plan for multilingual signage of a uniform design.* (Priority 3. Director, Campus Development/Communications Office)

With the commitment to a friendly, inviting, safe campus comes the responsibility to provide assistance to visitors in finding the campus and, once here, in locating the areas or assistance they seek. Lakehead's unique location, together with its commitment to Aboriginal education, prescribes that signage should be multilingual and include syllabics to allow students and visitors whose first language is native (e.g. Ojibway and/or Oji-Cree) to understand the signs and feel welcome. Additional highway signage and on-campus directional signage, both indoors and outside, will be provided. Appropriate signage will be installed at the main entrances to the University.

- xv) *Promote the display of art on campus.* (Priority 3. Lakehead University Art Committee)

The environment at Lakehead University has an effect on all members of its community. The Mission Statement of the University implies a welcoming and comfortable environment for people from diverse backgrounds. Art on display around campus that reflects this diversity and the local region creates an ambience which contributes to that comfort and promotes a genuine sense of belonging at the University.