

2021-2025

---

FACULTY OF HEALTH AND BEHAVIOURAL SCIENCES

# Strategic Plan

---



**Lakehead**  
UNIVERSITY

Faculty of  
**Health and  
Behavioural Sciences**



# Table of Contents

Land Acknowledgment .....	page 3
Message from the Dean.....	4
Development of the 2021-2025 FHBS Strategic Plan .....	5
Vision and Mission Statements .....	6
Vision Statement.....	6
Mission Statement .....	6
Key Strategic Directions .....	7
Maintaining Excellence.....	8
Enhancing the Faculty's Profile.....	11
Increasing Collaborations .....	12
Increasing Resources to Support Our Work.....	13
Fostering Social Responsibility.....	15



# Land Acknowledgment

Lakehead University respectfully acknowledges its campuses are located on the traditional lands of Indigenous Peoples. Lakehead Thunder Bay is located on the traditional lands of the Fort William First Nation, Signatory to the Robinson Superior Treaty of 1850. Lakehead Orillia is located on the traditional territory of the Anishinaabeg. The Anishinaabeg include the Ojibwe, Odawa, and Pottawatomi nations, collectively known as the Three Fires Confederacy. Lakehead University acknowledges the history that many nations hold in the areas around our campuses, and is committed to a relationship with First Nations, Métis, and Inuit Peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation.





# Message from the Dean



I am pleased to introduce the new strategic plan for the Faculty of Health and Behavioural Sciences (FHBS). The Faculty hosts five academic units: the Department of Health Sciences, the School of Kinesiology, the School of Nursing, the Department of Psychology, and the School of Social Work.

Each of these academic units embodies a vibrant and dynamic environment where students, staff, and faculty members share a profound dedication to human health and well-being.

We take pride in supporting an academic environment where everyone can thrive. Nearly 2,000 students are registered in our many undergraduate and graduate programs (Master and Doctoral), and numerous

students from other faculties take our courses; we deliver over 250 courses every year. Our students continue to reap academic awards and enjoy solid employment opportunities upon graduation. Furthermore, this past year alone our faculty members and staff published over 100 peer-reviewed publications and received upward of 10 million dollars in research funding and many of our faculty members have received prestigious awards. In addition to our traditional education and research roles, members of our Faculty provide clinical services, and excel in developing outreach activities and collaborations.

To nurture our successful growth, we embarked on the process of developing a new strategic plan for the Faculty. This included the careful review of the Lakehead University's 2018-2023 Strategic Plan, 2019-2024 Academic Plan, and 2019-2024 Research Plan. Aligning the FHBS plan with the strategic directions indicated in these documents was easy as we share common values. To quote Dr. Moira McPherson, Lakehead University's President, "Our mission to be an innovative comprehensive university that provides an education that is about how to think, not what to think, is increasingly relevant in today's society. An overarching theme of Lakehead University's 2018-2023 Strategic Plan is to embrace our role in creating future leaders, and in supporting the economic, social and cultural resilience of Northwestern Ontario and Simcoe County." (Strategic Plan, page 6).

This commitment is reinforced by Dr. David Barnett, Provost and Vice-President (Academic) who stated that "we will continue to create lasting impact by contributing to solutions that address global challenges, while developing the next generation of highly skilled leaders and future changemakers with real life experience and diversity in perspective" (Academic Plan, page 6), and by Dr. Andrew Dean, Vice-President (Research and Innovation), who re-affirmed that "research and the pursuit of creative activities are foundational to the existence of a university" (Research plan, page 4). Importantly, "health and well-being" is identified as one of five research priorities for the university in the 2019-2024 Research Plan.

Working with our people to develop this plan has been a delight, and it is with much pride, that I present it to you, on behalf of members of our Faculty. Finally, while working on this plan, the COVID-19 pandemic struck the world, in a devastating way for so many people. The pandemic created some unprecedented challenges for all of us in FHBS. Yet, the students, staff, and faculty members met these challenges with fortitude, resilience, and exceptional flexibility. My gratitude to you all is infinite.

Michel Bédard, PhD, FGSA  
Dean



# Development of the 2021-2025 FHBS Strategic Plan

The process to develop the 2021-2025 was initiated to build on the development of the University Strategic Plan, the Academic Plan, and the Research Plan.

As part of an on-going review process two initial planning sessions with unit Chairs and Directors, as well as one additional representative from each unit, were held in the spring of 2016 and 2018. This review informed the work of two subsequent facilitated planning sessions, open to all FBHS staff and faculty, which occurred in December of 2019. Part of these planning sessions also involved the careful review of the following documents: the FHBS Strategic Plan (2010-2015), Lakehead University's 2018-2023 Strategic Plan, the 2019-2024 Academic Plan, and the 2019-2024 Research Plan.

A document containing the revised vision statement, mission statement, key strategic directions, actions, and measurable outcomes was generated based on the information obtained from the planning sessions.

This draft was reviewed and revised by unit Chairs and Directors in April of 2020. A draft version of the final plan was then prepared by the Assistant Dean and the Dean. This draft was circulated to unit Chairs and Directors for review and further input. A subsequent draft was circulated to all FHBS faculty and staff for final comments, input, and approval. After suggestions for minor edits, the plan was formally approved at Faculty Council on December 15, 2020.





# Vision and Mission Statements

The vision and mission statements reflect who we are and what we stand for.



## Vision Statement

We contribute to our regional and global communities through high-quality teaching, research excellence, and clinical expertise in the health and behavioural sciences.

## Mission Statement

The Faculty of Health and Behavioural Science supports, promotes, and encourages exceptional teaching, research, and service, in each of its disciplines. We embrace evidence-based and interdisciplinary perspectives, and we strive to develop inter-professional collaborations and community engagement responsive to the needs of the communities we serve.



# Key Strategic Directions

The planning process led to the identification of five key strategic directions of the new strategic plan.

Each of these strategic directions encompasses domains and actions that have measurable outcomes. The strategic directions and domains are:

## 1. Maintaining excellence

- 1.1. Maintain high-quality academic programs
- 1.2. Develop new programs/pathways to meet today's and tomorrow's challenges
- 1.3. Grow enrolment and increase retention rates
- 1.4. Conduct high-quality research

## 2. Enhancing the Faculty's profile

- 2.1. Support FHBS Branding and Marketing
- 2.2. Increase FHBS visibility and raise our profile
- 2.3. Showcase FHBS successes

## 3. Increasing collaborations

- 3.1. Promote interprofessional research collaboration within FHBS and with other partners
- 3.2. Increase collaboration across units for course offerings
- 3.3. Strengthen collaborations with local/regional partners

## 4. Increasing resources to support our work

- 4.1. Advocate for and secure adequate space
- 4.2. Support faculty in acquiring and developing knowledge, skills, and resources to offer exceptional teaching and experiential learning opportunities
- 4.3. Support the ongoing development of clinical expertise
- 4.4. Share resources within the Faculty
- 4.5. Enhance opportunities for research-related course releases
- 4.6. Increase external donations
- 4.7. Provide a high-quality work environment

## 5. Fostering social responsibility

- 5.1. Enhance respect for diversity
- 5.2. Focus on social responsibility and accountability
- 5.3. Embrace Truth and Reconciliation
- 5.4. Respond to community needs

In the following pages we present the directions along with planned actions and outcome measures.





# Maintaining Excellence

## Excellence is a core value of our Faculty and its pursuit infuses all our activities.

A fundamental component of our quest for excellence is the need to offer academic programs of high quality, programs that meet the needs of today's students, and programs that prepare them for tomorrow's challenges. By offering the programs students need, and assisting our students to succeed, we will support the University's objective to increase enrolment, in a sustainable and responsible way. But let us not overlook that teaching, and student learning opportunities, are enriched by a strong tradition of research excellence, and that the creation of new knowledge is an attribute that defines universities.

1. Maintain high-quality academic programs	
Actions	Measures
<ul style="list-style-type: none"><li>• Engage in regular curriculum review</li><li>• Review course marks</li><li>• Provide training about academic integrity early on</li><li>• Provide experiential learning opportunities (e.g., expose students to research centres)</li><li>• Integrate research activities into teaching</li><li>• Build student and faculty capacity in interprofessional education (IPE)</li></ul>	<ul style="list-style-type: none"><li>• All curricula will be reviewed within a five-year period</li><li>• All programs will receive QA approval</li><li>• All professional programs will be accredited</li><li>• All students will receive training about academic integrity during their first year</li><li>• All students will graduate with at least one experiential opportunity</li><li>• Proportion of students who were exposed to faculty research</li><li>• Student satisfaction survey results</li><li>• Enrolment</li><li>• Retention rate</li><li>• Seven-year graduation rate</li><li>• Employment rate within 1 year</li><li>• Number of courses, practica and extra-curricular learning opportunities that are directly and indirectly incorporating IPE</li></ul>

2. Develop new programs/pathways to meet today's and tomorrow's challenges	
Actions	Measures
<ul style="list-style-type: none"><li>• Develop new undergraduate and graduate programs aligned with current workforce needs and informed by market analyses</li><li>• Expand current entry programs and develop new entry programs</li><li>• Solicit input from community partners and other stakeholders to determine needs</li></ul>	<ul style="list-style-type: none"><li>• New programs in response to identified needs</li><li>• Number of new entry programs and enrolment</li><li>• Number of applicants to programs</li><li>• Feedback from community partners and other stakeholders</li></ul>



3. Grow enrollment and increase retention rates	
Actions	Measures
<ul style="list-style-type: none"> <li>• Be flexible and meet students where they are; increase access by offering regional options and increasing distance/online course offerings</li> <li>• Enhance strategic regional recruitment by engaging with high schools (faculty presentations, providing FHBS information to guidance counselors, etc.)</li> <li>• Explore opportunities for increasing the numbers of international students</li> <li>• Promote student engagement by employing innovative teaching techniques, using the resources available at the Teaching Commons, and harnessing existing talent to support instructors</li> <li>• Enhance retention rates by developing new retention strategies and increasing awareness of existing retention strategies</li> <li>• Share SEM information and enrolment projections within the faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Enrolment rates in programs</li> <li>• Retention rates</li> </ul>

4. Conduct high-quality research	
Actions	Measures
<ul style="list-style-type: none"> <li>• Publish articles in peer-reviewed journals</li> <li>• Publish books and book chapters</li> <li>• Acquire competitive external research funding</li> <li>• Present at regional, national, and international scholarly conferences</li> <li>• Disseminate research to our communities</li> <li>• Provide opportunities for student involvement in research</li> </ul>	<ul style="list-style-type: none"> <li>• Number of publications</li> <li>• Funding dollars</li> <li>• Number of presentation and geographic distribution</li> <li>• Number of students involved in publications, research funding, and presentations</li> </ul>



# Enhancing the Faculty's Profile

## Members of our Faculty contribute meaningfully to our society in multiple ways.

Yet, it is easy for us to stay focused on the work ahead and to lose track of our accomplishments. Showcasing our successes, and highlighting the value of our activities, should be a common and deliberate practice.

1. Support FHBS Branding and Marketing	
Actions	Measures
<ul style="list-style-type: none"><li>Develop initiatives to “brand” FHBS and enhance FHBS marketing strategies</li></ul>	<ul style="list-style-type: none"><li>Number of times the FHBS brand appears on FHBS materials</li></ul>

2. Increase FHBS visibility and raise our profile	
Actions	Measures
<ul style="list-style-type: none"><li>Maintain informative, up-to-date, and appealing Faculty and unit websites</li><li>Develop promotional materials</li><li>Publish Faculty and unit newsletters</li><li>Include FHBS brand and logo on all FHBS sponsored events</li></ul>	<ul style="list-style-type: none"><li>Number of website visits and feedback provided</li><li>Number of promotional materials and newsletters created</li><li>Number of times the FHBS brand/logo on promotional material for FHBS sponsored events</li></ul>

3. Showcase FHBS successes	
Actions	Measures
<ul style="list-style-type: none"><li>Publicize research and funding success within the Faculty and externally</li><li>Advertise unit events to the whole Faculty</li><li>Share newsletters with other units</li><li>Create new faculty awards</li><li>Create new student awards</li><li>Distribute annual FHBS Activity Report widely</li></ul>	<ul style="list-style-type: none"><li>An Activity Report is produced on an annual basis</li><li>Number of faculty and student awards</li><li>Number of Activity Report downloads and hard copies distributed</li></ul>



# Increasing Collaborations

## Collaborations enrich us, whether it is as educators or as researchers.

Collaborative approaches bring about novel opportunities to create new knowledge and to disseminate it. Furthermore, collaborations ensure our activities are relevant to our communities, and create efficiencies - there is no need to duplicate the development of expertise when it is right next door. Whether it is within our own walls, or with partners outside the Faculty, increasing our level of collaborations with others can only be beneficial.

1. Promote interprofessional research collaboration within FHBS and with other partners	
Actions	Measures
<ul style="list-style-type: none"> <li>• Draw on expertise from all units and external research partners for research projects</li> <li>• Draw on expertise from all units for thesis/ dissertation committees</li> </ul>	<ul style="list-style-type: none"> <li>• Number of collaborative research projects</li> <li>• Dollar value of collaborative research projects</li> <li>• Number of inter-unit membership on thesis/ dissertation committees</li> </ul>

  

2. Increase collaboration across units for course offerings	
Actions	Measures
<ul style="list-style-type: none"> <li>• Develop and expand shared course offerings within the faculty</li> <li>• Encourage undergraduate and graduate students to take relevant courses from other FHBS units</li> </ul>	<ul style="list-style-type: none"> <li>• Number of shared course offerings</li> <li>• Number of students taking courses from other FHBS units</li> </ul>

  

3. Strengthen collaborations with local/regional partners	
Actions	Measures
<ul style="list-style-type: none"> <li>• Invite community partners to campus events</li> <li>• Provide research and professional development presentations to community partner organizations</li> <li>• Draw on the relevant expertise of community partners for research, teaching, and clinical training</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local/regional presentations</li> <li>• Number of community partnerships</li> </ul>

# Increasing Resources to Support Our Work

## Working in a university presents special fiscal challenges.

There is constant pressure to acquire the resources we need to be successful. Yet, it is incumbent upon us to actively seek that which we need to meet our mission, and to be resourceful and creative to meet our needs, while acknowledging our responsibilities as stewards of public funding.

1. Advocate for and secure adequate space	
Actions	Measures
<ul style="list-style-type: none"><li>• Submit proposals (Chairs, Directors, and Dean)</li><li>• Identification and utilization of relevant renovation/equipment budgets</li><li>• Explore philanthropic opportunities</li></ul>	<ul style="list-style-type: none"><li>• Annual review of FHBS space and resources</li><li>• Number of proposals submitted to Space Committee</li><li>• Number of proposals or requests resulting in acquisitions or improvements</li></ul>
2. Support faculty in acquiring and developing knowledge, skills, and resources to offer exceptional teaching and experiential learning opportunities	
Actions	Measures
<ul style="list-style-type: none"><li>• Provide opportunities for and support involvement in professional development</li><li>• Encourage exploration of the resources available at the Teaching Commons</li><li>• Acquire new classroom technology/equipment and improve the reliability of existing classroom technology/equipment</li><li>• Provide guest lectures from individuals with relevant expertise</li></ul>	<ul style="list-style-type: none"><li>• Number of professional development activities attended</li><li>• Number of classrooms being upgraded</li><li>• Number of relevant guest lectures provided annually</li></ul>
3. Support the ongoing development of clinical expertise	
Actions	Measures
<ul style="list-style-type: none"><li>• Encourage faculty to use the provisions in the Collective Agreement for ongoing development of clinical expertise</li></ul>	<ul style="list-style-type: none"><li>• Number of professional development activities based on the collective agreement</li></ul>



4. Share resources within the Faculty	
Actions	Measures
<ul style="list-style-type: none"> <li>Develop strategies and processes for sharing research space and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Number of offices/labs shared by researchers</li> </ul>

5. Enhance opportunities for research-related course releases	
Actions	Measures
<ul style="list-style-type: none"> <li>Explore possible course releases for recipients of major grants</li> <li>Explore possible course releases for faculty involved in reviewing activities for major funding agencies</li> </ul>	<ul style="list-style-type: none"> <li>Number of new course release opportunities created</li> </ul>

6. Increase external donations	
Actions	Measures
<ul style="list-style-type: none"> <li>Work with External Relations to identify relevant sources and secure donations</li> </ul>	<ul style="list-style-type: none"> <li>Dollar amounts received from external donors</li> </ul>

7. Provide a high-quality work environment	
Actions	Measures
<ul style="list-style-type: none"> <li>Encourage collegial, supportive, and respectful relationships among students, staff, and faculty</li> <li>Monitor the state of cleanliness and repair of physical space in the Faculty</li> <li>Develop an employee engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement survey conducted by Human Resources</li> </ul>

# Fostering Social Responsibility

**We do not operate in a vacuum; we are part of a larger society.**

We have a role in responding to our communities' needs, and to help shape our society for the better; we embrace these responsibilities. Through our actions, we will broadcast who we are, what our beliefs are, and the kind of society we want for the future.

1. Enhance respect for diversity	
Actions	Measures
<ul style="list-style-type: none"> <li>• Ensure required training was received</li> <li>• Provide ongoing educational opportunities for students, staff, and faculty members</li> </ul>	<ul style="list-style-type: none"> <li>• 100% completion of required training</li> <li>• Other training received</li> </ul>

2. Focus on social responsibility and accountability	
Actions	Measures
<ul style="list-style-type: none"> <li>• Encourage and employ evidence-based approaches in activities and decision-making</li> <li>• Instil and promote the ability to critically evaluate/appraise information in our students</li> <li>• Instil and promote advocacy skills in faculty and students</li> <li>• Continuously consider the impact of our activities on society and on the environment</li> </ul>	<ul style="list-style-type: none"> <li>• Number of courses that include a critical evaluation/appraisal component</li> <li>• Training opportunities on advocacy available</li> </ul>

3. Embrace Truth and Reconciliation	
Actions	Measures
<ul style="list-style-type: none"> <li>• Increase awareness of university options via outreach</li> <li>• Increase accessibility of our programs (e.g., transfer/transition program, explore flexible entry requirements)</li> <li>• Enhance retention strategies for Indigenous students</li> <li>• Work to increase the number of Indigenous health care professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment numbers</li> <li>• Retention rates</li> <li>• Annual review of programs and procedures by units and by the Dean</li> <li>• Annual count of graduates from professional programs (IPA)</li> </ul>



4. Respond to community needs	
Actions	Measures
<ul style="list-style-type: none"> <li>• Respond to requests for research, evaluation, workshops and professional development needs</li> <li>• Conduct market research and needs surveys</li> <li>• Solicit input from relevant community organizations and stakeholders for new course offerings and new programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of research and evaluation projects, workshops and professional development opportunities offered</li> <li>• Annual review of programs and procedures by units and by the Dean</li> <li>• Number of community connections</li> </ul>

**EXCEPTIONAL. UNCONVENTIONAL.**



**Lakehead**  
UNIVERSITY

Faculty of  
**Health and  
Behavioural Sciences**

[lakeheadu.ca](http://lakeheadu.ca)