



## **The Implementation of the 2012-2017 Academic Plan October 2017**

### **Introduction**

A Final Review of the ongoing implementation of the 2012-2017 Lakehead University Academic Plan was completed in June 2017.

In undertaking the Final Review, the principal objective was to assess the overall progress of the University in meeting the Academic Plan Action Plans as originally stated in 2012, or modified by the Academic Plan Review and Refresh Committee, which reported to Senate in 2015. In turn, this Final Review will provide a foundation for the discussions leading to the development and implementation of the Priorities, Strategies and Action Plans of the proposed 2018-2023 Academic Plan.

Since the Review and Refresh Report was released in 2015, the University has implemented the recommendations from two initiatives which have already started to impact on the implementation of the current Academic Plan, and will clearly shape the proposed new Academic Plan. These initiatives are the Provost's Task Force on Excellence in Teaching, Technology and Learning (2015) and the Strategic Enrolment Management Framework (2016). As necessary, reference has been made to these initiatives in this report. That said, many of the challenges identified at the time of the development of the 2012-2017 Academic Plan continue to be important and relevant today.

The following final report is composed of ten sections:

1. Methodology
2. Precis the Final Review
3. Priority IA: High Quality Undergraduate and Graduate Programs
4. Priority IB: Intense Research, Scholarly and Creative Activity
5. Priority IC: Engaged Students, Faculty and Staff
6. Priority II: Extend Community Engagement Outreach.
7. Priority III: Social Justice Action Plan.
8. Priority IV: Enhancing Support for First Nations, Métis and Inuit Students
9. Priority V: Expanding Our International Reach
10. Summary

## 1. Methodology

The review of the Action Plans relied on communications with those identified as have leading roles in implementation as outlined in the Action Plans for each Priority. Initially, this communication was written, and follow up interviews were used to clarify information on Actions linked to the material under discussion. Based on the written feedback and discussions, a statement was assigned to the tracking templates to summarize progress. Most of the Actions can be described as showing *Significant progress and ongoing*, which indicates that the item has been largely addressed, but requires continued attention in order to meet the needs of the University community. Describing an Action as only *Ongoing* implies that progress has been limited, often due to the loss of key personnel or implementation difficulties. *Complete* indicates that an Action has been finalized.

In addition to determining the level of completion, the Status and Future Action column has been used, as appropriate, to record comments on the implementation that have arisen for some Strategies and Actions. These commentaries may prove useful in developing the next Academic Plan.

## 2. Precis of the Final Review

Drawing from the Review, a summary of the progress made on implementing each of the Actions has been quantified in Table 1.

Table1 – A Summary of the Status of Implementation of Actions

<b>Number of Actions</b>	<b>IA</b>	<b>IB</b>	<b>IC</b>	<b>II</b>	<b>III</b>	<b>IV</b>	<b>V</b>	<b>TOTAL</b>
Completed	3	0	4	1	1	0	0	9
Significant	26	25	58	21	18	8	12	168
Ongoing	1	4	10	3	0	12	4	34
	30	29	72	25	19	20	16	211
<b>Percent of Actions</b>								
Completed	10	0	5	4	5	0	0	4
Significant	87	86	81	84	95	40	75	80
Ongoing	3	14	14	12	0	60	25	16
	100	100	100	100	100	100	100	100

Of the 211 Actions, the Final Review indicates that nine (9) Actions (4% of the total) can be deemed *Complete*, 168 Actions (80% of the total) show *Significant progress and ongoing* and 34 Actions (16% of the total) are *Ongoing*. The relatively small number of *Complete* Actions can be explained by the fact that the majority of the Actions are processes that continue to evolve and respond to changes in the circumstances of the University. Within the review of each Priority, there are a number of Actions which, while described as making *Significant progress and ongoing*, mark the completion of important steps and sub-activities. Overall the University has made significant progress in implementing the 2012-2017 Academic Plan.

The Final Review also highlights that over three quarters of *Ongoing* Actions are concentrated in three Priorities: IC, II and IV. Many of these Actions were delayed or deferred due to changes in personnel or organizational structures. These will be highlighted in the discussions of each Priority below.

### **3. Priority IA: High Quality Undergraduate and Graduate Programs**

Significant progress (97% significant progress or completion) has been made in achieving the outcomes associated with this Priority. This result has come about due to the combined efforts of academic units, the work of multiple committees, and administrative offices. Looking to the next Academic Plan, the ongoing development of Strategic Enrollment Management (SEM), the ongoing implementation of the recommendations of the Provost's Task Force on Excellence in Teaching, Technology and Learning, and better coordination with Lakehead International will see further attention directed towards this Priority.

### **4. Priority IB: Intense Research, Scholarly and Creative Activity**

Significant progress (86% significant progress or completion) has been made in achieving the outcomes associated with this Priority. The lack of any *Completed* Actions is a reflection of the evolving nature of many of the Actions. Much of the success in this Priority can be attributed to the work that has been carried across the Research and Innovation field. Looking to the next Academic Plan, there is a need to develop greater capacity for supporting research and scholarly work in partnership with Indigenous and other communities and organizations, and continuing to integrate the University's research agenda across the undergraduate curriculum.

### **5. Priority IC: Engaged Students, Faculty and Staff**

Work on this Priority highlights very significant progress (86% significant progress or completion) in the 72 Actions. The structural changes in the delivery of services, and the increased emphasis on student success has been important in achieving these results.

Looking to the next Academic Plan, the implementation of SEM, and the evolution of student services to support the changing needs of our diverse student body will be important. One area that may need to be a future focus will be the development of programmatic mechanisms for incorporating service learning, research and community based learning into courses and programs. The other major area of focus will be in the promotion, nurturing, and recognition of teaching excellence.

#### **6. Priority II: Extend Community Engagement Outreach.**

Significant progress (88% significant progress or completion) has been made in achieving the outcomes associated with this Priority. Significant progress has been noted in the Actions associated with Alumni Relations, and in building relationships between the University (including individual academic units), and the broader community. The recent work led by the Office of Sustainability on Community Service Learning (CSL) has begun to address several strategies in this Priority. In addition to continuing to build community outreach, the next Academic Plan should continue to address CSL, and work to strategize early awareness/school outreach programs. Ongoing efforts to strategize, resource, and promote connection and collaboration between the University and learners in remote, rural and Indigenous communities are necessary.

#### **7. Priority III: Social Justice Action Plan.**

Work on this Priority has resulted in very significant progress (100% significant progress or completion) on the 19 Actions. Major accomplishments include broadening the dialogue around social justice, the appointment of the Director, Human Rights and Equity, and the development and implementation of the Indigenous Content Requirement. It will be important to ensure that resources and training are available to continue to promote an understanding of Human Rights and Equity across the University community, ensure greater coordination between academic units and administrative offices on efforts related to social justice, and programmatic efforts to improve teaching and learning in these areas.

#### **8. Priority IV: Enhancing Support for First Nations, Métis and Inuit Students**

Work on this Priority highlights significant progress on only 40% of the 20 Actions. There has been significant progress in program development, the provision of appropriate support services for students, and building relationships with communities. Conversely, there remain significant issues to be addressed in building capacity in graduate studies, language revitalization, and better coordination of the work of Aboriginal Initiatives.

The Truth and Reconciliation Commission's Calls to Action add weight to the need for a continued emphasis on this Priority.

### **9. Priority V: Expanding Our International Reach**

Significant progress (75%) has been made in achieving the outcomes associated with 16 Actions. In particular, over the past 18 months, there have been sustained improvements in the provision and maintenance of support services for International students, and increasing coordination between Lakehead International, academic units, and administrative offices. In the next Academic Plan, there are a number of Strategies that will need to be considered. These include the provision of language programs that may facilitate greater internationalization, programmatic changes to enhance internationalization, and building further coordination between Lakehead International, academic units, and administrative offices.

### **10. Summary**

This Final Review of the 2012-2017 Academic Plan indicates that the overwhelming majority of the Actions have been addressed. That said, there are significant areas where the University community will need to reconsider priorities and strategies, and recommit actions to continue to address significant and ongoing challenges for the Lakehead University and the Ontario post-secondary system in general. The most notable of these is our commitment to Enhancing Support for First Nations, Métis and Inuit Students. Taken together with the impact of recent initiatives in Teaching and Learning, TSC, and Strategic Enrollment Management, this Final Review will assist in the framing of the next Academic Plan.

### **Acknowledgment:**

My sincere appreciation is extended to Dr. Nancy Luckai who led the completion of the 2015 Review and Refresh Committee, and to Dr. Wayne Melville who compiled the Final Review material, and completed the analysis on the implementation of the 2012-2017 Academic Plan.

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24 October 2017