

# Provost's Report to Senate

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February 2016

## Enrolment Management Planning

Enrolment is the primary driver for funding the University's operations through grants and tuition and there must be a clear alignment between enrolment and resource generation and allocation. Recent external factors, including changes to government policy and funding, declining post-secondary age population demographics, the reliance on robust enrolment to fund institutional operations, and the increasing competitiveness for student demand, pose enrolment challenges and set a compelling context for Lakehead University to undertake a strategic approach to enrolment planning and management.

In the fall 2015, I initiated, the first phase of the development of a "Made for Lakehead" enrolment management framework and plan. Snowdon and Associates Inc. conducted a series of interviews with Deans, administrative leaders, staff and students on both campuses, and reviewed internal documents and web sites. Several consistent themes emerged with respect to planning, information and communication. These themes highlighted the complexity of managing multiple programs, and the isolation of individuals and units working diligently without necessarily having a mutual understanding of priorities and appreciation of interdependencies.

Phase 1 culminated in the fundamental elements of a framework focused on five principles. The framework requires an institution-wide, data-driven, integrated approach to planning and managing all aspects of enrolment, including the establishment of specific enrolment goals and strategies, within the context of institutional priorities and capacity, government policy and funding, and student demand. The framework supports the University's Mission and aligns planning principles with the priorities and actions articulated in the Strategic and Academic plans.

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| Principle I   | Enrolment planning and management will be integrated with all plans and actions at Lakehead University.  |
| Principle I   | Lakehead University will establish enrolment goals and specific strategies and tactics that align with the institution's mission and vision, its strategic planning pillars and academic plan priorities.                        |
| Principle III | Lakehead University will optimize enrolment levels and mix across the complete student life cycle from prospective applicant, to applicant, to registrant, through graduation.   |
| Principle IV  | Lakehead University will consider emerging post-secondary markets and student demand in enrolment planning, providing program options and learning opportunities that align with enrolment management strategies and activities. |

Principle V      Lakehead University will be a community partner, engaging with and serving our local regions in education and health, economic development, environmental sustainability and culture.

In the coming weeks, I will be striking an Enrolment Management Committee to review and affirm the framework, and to start the work necessary to oversee and guide the enrolment planning process.

## 2015 Distinguished Instructor Award

In the summer I was delighted to accept the recommendation of the Senate Teaching and Learning Committee to honour Dr. Scott Pound with this year's Distinguished Instructor Award.

Dr. Pound's record demonstrates overall excellence in teaching and educational leadership. He engages in cutting-edge work on curriculum, takes risks, explores new topics, and employs varied methods of instructional and experiential learning within his courses. His development of a community-service learning course on Food, Writing, and Community, supported by a grant from the Food Security Network, involved students combining research, community involvement and writing in projects supporting the Thunder Bay Food Charter. Dr. Pound's passionate commitment to rethinking how we teach is also seen in his innovative methods of evaluation, such as having students construct blogs and wiki's and engaging in open-access and other digital publishing tools.

Dr. Pound's own research focuses on the ways the writers have been working to extend and maintain the viability of writing in a post-literate age. With the help of the Research Office, Dr. Pound created the Open Access Media Lab, a publication infrastructure project where students can work as interns on scholarly projects and pursue their own digital media research. Dr. Pound's commitment to helping his students succeed extends beyond the classroom. He supported the creation of the English Student Association, revived the student literary magazine, *The Artery*, and worked on both a Student Research Club and an Undergraduate Peer Reviewed Journal. He is currently the co-editor of *Amodern*, an open-access, peer-reviewed scholarly journal, which employs students as editorial interns.

On behalf of the Senate Committee on Teaching and Learning, I invite all Senators and colleagues to the:

2015 Lakehead University Distinguished Instructor Address and Award Ceremony  
Dr. Scott Pound  
"On Wasting Time and Copying"  
Monday, February 29, 2016  
4:00 – 5:30 pm  
Faculty Lounge

## Faculty of Graduate Studies

I am pleased to announce that Dr. Chander Shahi is the new Dean of the Faculty of Graduate Studies.

Dr. Shahi joined Lakehead University in 2007 as an Assistant Professor in the Faculty of Natural Resources Management and was promoted to Associate Professor in 2011. He served as Chair of the Forest Management Program since 2011, has served on several senate committees, and was Chair of the Research Ethics Board.

Dr. Shahi's administrative experience, his extensive supervision of graduate students at all levels (PhD, Masters, and Postdoctoral), and his success with both NSERC and SSHRC research initiatives have prepared him well for this position.

I am looking forward to working with Chander as he works to champion a graduate culture that continues to develop excellence in teaching and learning, research, and scholarship that supports Lakehead's Strategic and Academic plans.

## Faculty of Health and Behavioural Sciences Decanal Search

The Appointments Committee will be interviewing for this search this week. I invite Senators to attend the public presentation on Thursday, February 25 at 9:30 am. Further details can be found in the Communication Bulletin.

## Faculty of Natural Resources Management

On January 16 the students of NRM conducted their 47<sup>th</sup> Annual Symposium in the Ryan Building followed by a banquet at the Prince Arthur Hotel. The theme of the well-attended event was *Nature Tech* with invited speakers discussing and presenting recent technological advancements in the fields of forestry, wildlife, wood science, and remote sensing.

The speakers were:

- DEAN CARON - FPInnovations- Innovation and Modernization in Forest Operations
- MAX TOROSSI - Ontario WoodWorks – New techniques in Cross Laminated Timber
- KIRSTEN MAKI – FPInnovations - Bio-economy Technology Centre: Maximizing Value from Trees
- Dr. ART RODGERS - CNFER- The secret lives of woodland caribou revealed!

On February 5 the NRM Faculty sent a contingent (dean, technologist and doctorate student) to participate together with alumni and current external collaborators the Grand Opening of Pic River Forestry. This event was a major celebration of the Pic River First Nation's (Biigtigong Nishnaabeg) launch of a new timber company named Mkwa Timber with a solid wood procurement plan for fibre delivery to the AV Terrace Bay (and eventually additional mills such as the restarted sawmill in White River). The new operation relies on advanced logging equipment with training in operations and maintenance from the Finnish company Ponsee. This is significant for the NRM Faculty as it will enhance our active engagement with both Pic River and other area First Nations with the broad scope of economic development.

## Aboriginal Initiatives

The Pre-Inquiry Process for Missing and Murdered Indigenous Women and Girls (2015-2016) was hosted and facilitated by the Hon Carolyn Bennett, MD.,MP, Hon Jody Wilson, MP and the Hon Patricia Hajdu, MP., and the Vice-Provost (Aboriginal Initiatives), in Thunder Bay, Prince George, Toronto, Winnipeg, Regina, Saskatoon, Edmonton, Calgary and Ottawa, from December 2015-February 2016. They have met with 1000 Indigenous women, girls and men across Canada.

Mr. Bill Taylor, Ministry of Natural Resources, and the Vice-Provost (Aboriginal Initiatives) have been hosting “Building Cross-Cultural Understanding” Training for MNRF staff and promoting the Aboriginal Mentorship Program and Coordinated Learning Access Network (CLAN) Platform for rural and remote students in January and February 2016.

The entire Aboriginal Initiatives Team has been working very hard on recruitment. The Toastmasters “Storytelling” program is now being offered by distance education into the remote north and the Aboriginal Mentorship Program has been expanded to reach out to even more schools and students throughout the region. With the support of CLAN, two new professional videos will be created using students from remote communities. All of these activities are showing positive results in terms of student interest and applications.

## Library

The Library is very pleased to announce that Ms. Sara Janes, the first full-time University Archivist for Lakehead University will be starting on March 1. She has seven years experience with the City of Thunder Bay Archives and has an MLIS (2007) from McGill University, BSc (Hons) from University of Toronto (majoring in Astronomy). Sara has also been teaching as a contract lecturer with the Department of History for several years.

The Library has created a Weeding Project Blog (<https://library.lakeheadu.ca/blog-tags/weeding-project-blog>). Ongoing culling of the monograph, bound periodicals, reference and government publications is getting underway. Please check the Weeding Project Blog for updates and contact your liaison librarian to find out what has been selected for weeding. Specific questions or concerns can be directed to Karen Keiller, University Librarian, Louise Wuorinen, Head, Collections Services or the departmental [liaison librarian](#).

Lakehead University Knowledge Commons ([knowledgecommons.lakeheadu.ca](http://knowledgecommons.lakeheadu.ca)) has been updated to the latest version of D-Space. Faculty can submit publications to be included in Knowledge Commons. Inclusion in Knowledge Commons fulfills the tri-agency requirements for open access publishing.

## Student Affairs

From February 22-26, we are launching our first **Appreciation Week across both campuses**. Across Student Affairs, and with the full support and participation of the Provost and the Deans, we have worked on an initiative designed to reach out to our students and help foster a climate of support, engagement, and appreciation at this critical period in the academic term. The activities planned for the week coincide with initiatives across the Academic Units.

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We encourage you to wear your button this week and join in the activities to show our students our appreciation for their involvement and contributions to Lakehead University.

## **Enrolment Services - Undergraduate Recruitment**

### **Preliminary Application Update - Ontario High School (101) Applicants:**

The preliminary deadline date for Ontario high school applicants to apply to an Ontario University was January 13, 2016. Based on initial application numbers, the OUAC reported in February that Lakehead has increased by 7.3% in applications compared to the same time last year. System-wide, the number of 101 applications has increased by 1.7%.

These application numbers remain preliminary. Applications continue to be accepted and processed throughout the cycle.

### **Conversion: Moving Admitted Applicants to Confirmed Students**

Conversion of our admitted applicants to confirmed students is a priority for the upcoming months. The next upcoming important conversion initiative where we can use your support includes:

- **March Break Open House**
  - Thunder Bay Campus: March 14-18
  - Orillia Campus: March 15-18

Students will have the opportunity to experience student life, learn more about our program offerings as well as experience what it is like to be a student for the day. Please join us in helping to showcase your department and programs.

### **Save the Date: Convocation 2016**

Convocation is a special time to celebrate the achievements of our students. This year's Convocation ceremonies will take place as follows:

Thunder Bay Campus  
Location: Thunder Bay Community Auditorium  
Dates:  
Friday May 27, 2016 – 2:00 p.m.  
Saturday May 28, 2016 – 9:30 am and 2:00 pm

Orillia Campus  
Location: Rotary Place  
Date: Saturday June 4, 2016 – 10:00 am

### **Orillia Student Affairs**

The Aboriginal Mentorship Program and Coordinated Learning Access Network for Orillia has been rolled out to support programming on the Orillia campus. The search for a Coordinator is currently underway. The position will be in place for at least 2 years. The Coordinator will be embedded in the Student Affairs team.

A Career Fair for Education students was held on February 3. There were 22 employers and organizations present.

### **Student Accessibility Services**

SAS hosted an Assistive Technology Open House at each of the Thunder Bay Campus Libraries during the last week of January.

Two students represented students with disabilities at the Board of Governor's Diversity Retreat at the end of January.

To provide students with test-taking strategies prior to midterms, two Test Preparation Sessions were held the first week of February.

Student Accessibility Services currently has 594 students registered with the office (471 Thunder Bay, 123 Orillia).

### **Student Success Centre – Thunder Bay**

The Spring Career Fair held on February 10 was a great success with 27 exhibitors and many students in attendance. The event had coverage on CBC at:

<http://www.cbc.ca/news/canada/thunder-bay/thunder-bay-university-students-on-the-job-hunt-1.3442461>

Round II of Vocantas will begin February 22, 2016. A team of 10 full time professional staff will conduct follow-ups with all students who participate in the automated calls.

The SSC is preparing for the next Co-op Work Term. The Co-op Coordinator was on the Orillia campus February 10-12 meeting with students and holding information sessions. Similar sessions are ongoing on the Thunder Bay Campus. Students interested in co-op should visit the Student Success Centre (Thunder Bay) or Student Central (Orillia).

### **Web Development Services**

Website migration is currently in process for: Human Resources, School of Social Work, Department of Psychology, External Relations, and Conference Services

Migrations were recently completed for Provost & Vice-President (Academic) and the Instructional Development Centre.

During the migration process, Web Development Services actively works to ensure that all accessibility compliance obligations are met. Web Development Services respectfully asks that all website administrators cooperate to ensure that website content meets accessibility standards. If there are questions around that, please consult with the staff in Web Development Services.

The next website training session is taking place Wednesday, March 9 at 10:00 am in the Library. Details will be posted in the Communications Bulletins. People are asked to RSVP for this session.

Respectively submitted,

Moira McPherson  
Provost and Vice-President (Academic)