LAKEHEAD UNIVERSITY – Indigenous Engagement Strategy 2014-2019

Aboriginal Initiatives and OGIMAAWIN Aboriginal Governance Council (OAGC)

Activity - OAGC	Responsibility	Timelines	Budget	Performance Measures
Review role and scope of influence of AI and OAGC – expanded/clarified mandate for approval	Sitting OAGC Advisory – OAGC – Elders Council – President's Office – OAGC – Aboriginal Initiatives (AI) – Local First Nation's Leadership	12 Months	Yes – food, meeting time, mileage reimbursement and community leadership travel	Review of present roles and responsibilities – drafting of recommendations for revision or clarification of present scope of influence – including review of traditional models of participation, governance and full participation of Elders Council (succession planning)
Review Terms of Reference – Elders Council and general Elders participation revised for approval	Sitting OAGC – AI – Elders Council – Local FN Leadership and Organizations	6 Months – One Year	Yes – Included	Review and written recommendations for revamped Terms of Reference including: scheduling of meetings, locations on and off-site, traditional opening and closing, remuneration of Elders and OAGC members
Reporting Relationship adjusted for accountability and prestige especially in regards to Elders Council	AI – OAGC – Elders Council – Office of the President	6 Months – One Year	Yes – Included	Clarified lines of reporting from AI & OAGC to higher authorities to build sense of prestige for Elders and AI /OAGC mandate to Lakehead and community membership, and back to relevant student/university bodies

Activity - OAGC	Responsibility	Timelines	Budget	Performance Measures
Historical Review of AI and OAGC – Advisory and actual Council	Aboriginal Initiatives – OAGC Committee	4 – 6 Months	No	Written historical summary of Lakehead AI and OAGC contributions to Lakehead and Aboriginal student success
Recruitment / Membership / Attrition and Succession Planning	AI – compile a listing of active and potential members – contact numbers, email, addresses and positions: Indigenous Faculty, FN, Métis or Inuit Leadership, and relevant Faculties and Departments	6 Months	No	Approved list of potential members of the OAGC/Elders Council– letters of invitation drafted and approved by sitting OAGC Committee for mailing
Outreach to local Indigenous Organizations for OAGC and Lakehead participation	AI and OAGC Membership – compile listing of all local Indigenous service providers, agencies and organizations	6 Months	No	Approved list of potential members and partners of the OAGC – letters of invitation drafted and approved by sitting OAGC advisory committee,
Outreach and Invitation to Indigenous and non-Indigenous undergraduate students	AI and Registrar's Office	6 Months	No	Approved letter inviting all students of Lakehead University to apply for a position on the OAGC Advisory – one Indigenous and one non-Indigenous – acceptance by OAGC *This has always been a seat for LUNSA however not always filled.
Outreach and Invitation to	AI – OAGC	6 Months	No	Approved invitation to one

Activity - OAGC	Responsibility	Timelines	Budget	Performance Measures
Indigenous graduate students to sit on OAGC Advisory or any one committee for student input				Indigenous graduate student – acceptance by OAGC
Think Tanks / Strategy Sessions	OAGC Advisory – AI and interested local Aboriginal organizations	Bi-annually	Yes – Food, meeting space on and off-site, organizing, staffing, speakers, travel and Elders	OAGC to work in tandem with AI to organize 2 informal university-wide think tanks or strategy sessions hosted by volunteer faculty or department and local Indigenous community or organization – will bring parties together for an informal dialogue on relationship building, current issues, and future aspirations
Annual OAGC and AI Retreat and Training opportunities	AI and OAGC Advisory – Office of the President	12 Months	Yes – Food, meeting space, organizing, staffing, trainers and travel	Approved by sitting and newly appointed OAGC members – first scheduled event Fall/Winter 2014
Indigenous On-line Portal Development – encompass multiple recommendations throughout the strategic plan for Indigenous and Lakehead University engagement	AI – OAGC Advisory and Presidents Office	1-5 years	Yes – to be defined	Portal development will be a point of orientation and information exchange for the OAGC, and other university services – inclusion of minutes, think tank/strategy sessions, internal and external community outreach will be included along with an annual summary of OAGC activities and

Activity - OAGC	Responsibility	Timelines	Budget	Performance Measures
				successes

Community Outreach and Student Engagement Strategy (including Orillia Campus)

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
Defining and enhancing Lakehead images of Inclusion and Partnership with Indigenous peoples – with the assistance of the AI, OAGC and Indigenous students	IA – OAGC – Faculty – Office of the President – Senate – Registrar's Office and Lakehead Website – HR / Faculty	2 years	Yes – TBD	Improved Reciprocal Relations with local Indigenous communities, urban and rural organizations – Improved outreach to Indigenous political organizations through invitations to speak, attend Lakehead events such think tanks, panels, conferences, high level dialogues, and recreational/artistic presentations – enhanced and known open door policy
Create a President's Award for Outstanding Indigenous Undergraduate and Graduate Student of the Year	Office of the President – Senate – AI – Graduate Students	1-2 years	Yes - $3,000.00 for undergraduate award and $4,000.00 for graduate award - Administration	Implementation of the award – approval by President and Senate and advertising of the award

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
Implementing an innovative and cost effective practice strategy for Indigenous student outreach and recruitment internal to Lakehead University and Faculty	AI staff and Vice Provost for Indigenous Initiatives – OAGC Advisory – Faculty as allies	1-5 years	Yes – TBD	Installation of a – highly visible – commitment to Indigenous Inclusion – if Indigenous undergraduates, graduates and scholars see the representation of Indigenous knowledge and scholarship embraced at a higher level, by faculty and administration, they will respond by attending and supporting their own and others academic achievements
Review and amend policies and practices where relevant for exceptional community based student outreach and engagement external to Lakehead University	AI and OAGC, faculty, administration units such as Student Success Centre, Enrolment Services	Ongoing	No	Review policies and practices such as providing bus pass coverage to Indigenous students when they drive (from reserves, etc.) and would benefit more from a parking pass of similar value
Design and deliver presentations for business and industry employers on the benefits of hiring Aboriginal graduates	AI – OAGC – Elders Council – Faculty to help network	2-4 years	No – in-house	Students will have a direct conduit to local and regional employers who will have been sensitized to Aboriginal needs and supports where required
Develop a multi-pronged approach across faculties and departments that includes advertising on and off-site, student outreach across	AI – OAGC – Office of the President – Faculty	1-3 years	Yes – TBD	University wide – **highly visible** – advertising campaign that includes images of Aboriginal youth engaging across faculties and department – environment, law, science, math – and

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
disciplines, community invitations to events, fieldtrips, and exchanges between Indigenous and non-Indigenous youth on and off-site				images of Indigenous/non-Indigenous youth working together in class, in the field and at cultural and local events
Start at Home – embrace the challenge of changing Aboriginal student views on education – all levels	AI staff – OAGC Advisory – Faculty	1-3 years	Yes – TBD	Creation of posters/1-2 min public services announcements (website) that can be displayed/shown at local primary schools and high schools showing Aboriginal youth in university classes, recreation, debates, laboratories, and diverse educational situations with encouraging wording, "when you get here, we're ready for you!"
Design an online campaign that is cross-cultural and managed by a team of people who have been trained in Cultural Intelligence and are ambassadors for Indigenizing the academy	AI – OAGC – Elders Council	2-3 years	Yes – TBD	Outline completed for a campaign that would launch to local primary and high schools by teams of Indigenous and non-Indigenous undergraduate students working together (for credit) in participating faculties and departments to expose and inspire kids to multiple studies and careers, i.e., "what is engineering?

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
Support the initiation of a Circle of Indigenous Trade Relations Supported Trades Training and partnering with Regional Aboriginal communities and Organizations, Educational Institutes, Lakehead University and the College	AI – First Nations/Metis and Inuit partners – OAGC – Office of the President, Confederation College	2-5 years	Yes - TBD	A circle of support will be created with equal participation and funding to ensure all students have a place to learn and acquire trade skills or academic upgrading
Create a (Pipeline) Mentoring Program – for primary, secondary students and those considering or navigating Lakehead University as 1st year students – pair multi-cultural students through paid work-study positions or volunteering for community service with Indigenous students	AI – OAGC – Indigenous and non-Indigenous students – university wide invitation	2-3 years	Yes – Food, meeting space, poster and website development	Sign-up of 5 Indigenous and 5 non-Indigenous students who would design, test, and implement the mentorship program – for credit – and become public ambassadors for Lakehead University first year students and go as mentors into the primary and high school presentations as a part of an overall team – teachers and students will benefit – (review Nipissing transitions Program for orientation and ideas for sustainable connections and Ryerson's Peer Support Program)
Institute language immersion camps for students, staff and faculty attendance – we learn	ACSS – Language Program – AI – Elders Council – OAGC	Yes - TBD		Aboriginal students, staff and faculty at Lakehead demonstrate a willingness to learn and gain a new

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
best when we learn together				appreciation of Indigenous culture and its place at Lakehead
Cultural Programming – open door – open minds – open hearts – we would teach and train students to do these presentations to ready them for public speaking and job interviews, getting job ready, etc.	AI – OAGC – graduate student program (?)	2-3 years	No	Culturally-based program offered on Inter-generational trauma transmission, Indian Residential School Impacts, and Cultural Shame and resolving Perceptual Barriers – for incoming students, new faculty and local high school teachers – trained work-study students as presenters or volunteers – will help students harness their anger, sense of loss and nurture knowledge, public speaking expertise and sharing practices
Create an Indigenous Writer-in-Residence for a six month to one year term and bring in Indigenous authors and journalists for role modeling and writing supports and exposure for all Lakehead students	AI – OAGC – Relevant Faculty and Departments	1-5 years	Yes – TBD	Space and costs identified, a listing of potential writers created, and invitations approved by AI – OAGC and Elders Council. Tomson Highway, Basil Johnston (elderly), Tom King, Richard Wagamese and local NW writers – students will identify with role models and know they can learn, write and influence without "losing themselves" in the process

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
Outreach to build formal partnerships with relevant institutions – Museums, local repositories of history – review and activate standing MOU/MOA's and update and build Indigenous alumni network to encourage business and cultural connections	AI – OAGC – Alumni Association, External Relations, Elders Council	1 year	No	Local repositories with relevant resources, people, identified and included in the outreach plan – Invitation for engagement approved for release and implementation by Lakehead AI staff – all standing MOU/MOA's identified and included in strategic invitations
Secure a strong (paid?) mentor/advisor to coordinate the successful mentorship assignments for Indigenous students at all levels – this position would be a critical link in the communication chain and the person should be Indigenous to ensure in-depth understanding of Indigenous student diversity and needs	AI, ACSS – OAGC – Elders Council to assist with coordination	1-2 years	Yes – TBD	AI would take responsibility to engage discussion on this position, the OAGC to approve it, and AI staff to coordinate and prepare draft Terms of Reference and a job description for because of their knowledge of specific requirements and duties such as participating in the APSIP tour with other post-secondary partners
Expand on present Indigenous outreach programs and services – blend with non-Indigenous interests wherever and whenever possible to build partnerships		1 year	Yes – TBD	Indigenous and non-Indigenous participation in mini-university camps, residential learning opportunities, with 3-4 year students as mentors from all backgrounds

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
and understanding of things like Duty to Consult and Accommodate				
Partner with CISCO or another multi-national and build a Laptop Program for aspiring Indigenous students in relevant programs – or all program – this could include bursaries, grants and scholarships	AI – Office of the President for outreach and support	1-2 years	Yes – TBD No - partnerships	Partner with a multi-national corporation that will be exploiting resources in the north and would fund laptops for Indigenous students working in environment, mining, geography, geology, or related programs
Open university courses to Indigenous community members – or allow auditing of random classes for one semester per year		2-4 years	No	At a minimum faculty would be open to having their classes – across all disciplines – audited by Indigenous peoples of all ages – this gives them the chance to listen in, be a part of, and experience a university class – it has worked for many – dispels the fear and mystery – these people would be encouraged to enrol through NAP bridging or gateway programs
Public Dialogue – build and encourage conversations across the entire university – through formal and informal invitations to university events – attending	OAGC, AI, Office of the President	6 Months – 1 year	No	A plan of action for creating opportunities for public dialogue approved by AI in tandem with the OAGC and Lakehead's Elders Council

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
community events – mini think tanks and panel discussions				
Create more opportunities to engage in recreational activities with local Indigenous communities and Dennis Franklin Cromarty High School – open the pool once or twice per month	AI – DFC – Faculty of Physical Sciences – Department of Athletics	1-3 years	No – Fieldhouse passes?	A review of the sports agenda for the university and invitations created and approved to invite Indigenous students and teams to compete with Lakehead sports teams – invitation to host Indigenous high school athletes as mascots for Lakehead games – mentoring by star athletes from all backgrounds as part of HS and University student community service
General relationship building on campus, invitational events, open houses, and sharing of knowledge and experiences – pow wow, pow-wow 101, feasts?	AI – Indigenous 3-4th year students	1-5 years	Yes – food, posters, invitations to events, website updates	Events will be created – university wide end of school mini-pow-wow for everyone – sharing of food, music, dance, and energy – all invited to attend
International Outreach and Exchange with University Programs and Services in Mexico, etc. for Indigenous learning and the creation of models for community development, alternative education, and	AI – Faculty – Elders Council and graduate students	1-5 years	Yes – TBD	Tapping into Indigenous Knowledge streams local to Lakehead University – having Lakehead students participate in local exchanges for learning about environmental concerns, community planning, policy development and implementation, social work, etc., and Initiating

Activity - Outreach	Responsibility	Timelines	Budget	Performance Measures
governance				exchanges with international Indigenous University Programs for all students

Structural and Institutional Change (Technology)

Activity – Internal Change	Responsibility	Timelines	Budget	Performance Measures
Create and implement a university-wide strategy for engagement and knowledge exchange supported by high speed fibre-optic internet access for all northern schools and classrooms	AI – TSC, Local Indigenous organizations – Elders Council	1-5 years	Yes – TBD	Step by step implementation of this fibre optic internet access – the starting point – paired with internal research on Indigenous student success, existing program evaluation, input of undergraduate and graduate students, and the identification of "wise practices" at Lakehead University over the past 50 years – part of the coming celebration
Use technology more effectively to provide or improve distance education where appropriate	AI – OAGC – Elders Council	2-3 years	Yes	Students in remote communities will have a connection through distance learning that prepares them for a university experience
Indigenous self-identification Process and Guidelines	AI – ACSS and student body	1 year	No	The students will be polled on-line and in person, a short survey

Activity – Internal Change	Responsibility	Timelines	Budget	Performance Measures
developed and supported				completed on what self-identification means to them, why might it be important to the university, how self-identification is perceived by students and families, and what would they change to make their education more effective?
Enhance academic bridging/pre-university pathway courses – linked to opening classes for one semester to Indigenous people auditing classes or making them visible as examples on-line	AI – OAGC – Senate and University	2-4 years	Yes – TBD	Review of all academic bridging programs to determine best models to put forward to the Senate – input of Indigenous graduate students and 4th year Indigenous students to help determine "best pathways" to academic engagement and success in-house or long distance
Larger social and Office Space creation and support for Indigenous students and faculty – implementation of the Kendaasiwin Centre	AI – Presidents Office – Fund Raising – OAGC – Elders Council – Senate – Campus Facilities senior Management	1-2 years	Yes – TBD	Space needs documented and filed for reference with the relevant university authorities – there is an immediate need for storage for documents, art, programs, a photocopy room, Indigenous student social space, and additional office space and room to grow program for graduate students and adult learners

Activity – Internal Change	Responsibility	Timelines	Budget	Performance Measures
Allocate Full-financing for supporting graduate student enhancement and courses with an operational budget and office space for a part-time coordinator	AI – Senate	2-5 years		Inclusion of graduates students in mini think tanks on what works, what doesn't when it comes to attracting and keeping graduate students – what is a must for Lakehead to consider?
Create and Support Outdoor Space Designations	AI – OAGC – Students – Campus Facilities Management	1-2 years	Yes – TBD	Enhancement of garden space, sacred fire pit, herb garden, smudging and sunrise ceremonies, and general ceremonial gatherings – spiritual practices and inclusion is important and often underestimated as a protective and inclusion factor for Indigenous students – non-Indigenous students benefit as well from participation and spiritual practices
Embrace and Curate Indigenous Art and visibility	AI – Campus Facilities Management	1-5 years	Yes – TBD	Prominent display of Indigenous art, murals, and sculptures on-site across the entire university – Indigenous art program shows – community photo exposes and bi-annual showcases
Spread the news on the new BRANDING – cross cultural awareness team to brainstorm and develop university wide campaigns, slogans and symbols	Everyone – Students	1 -2 years	Yes – TBD	The development of innovative communication vehicles – in the day of social media and instant access it is essential to take this to students and faculty and have them inspire

Activity – Internal Change	Responsibility	Timelines	Budget	Performance Measures
that include "Indigenous Respect" components				mechanisms for advertising and branding that are vibrant, inclusive, multi-representative and a touch outrageous – invitational to Indigenous students means showcasing their faces, 7 teachings, 7th and 8th fire, and action
Academic Program & Service Evaluation – Thunder Bay and Orillia campuses	AI – Elders Council – Indigenous programming	1 – 2 years	Yes – minimal to cover student research and writing	Graduate students will perform an evaluation of existing programs and Indigenous services to determine use levels and participation, success, and long-term goals – the AI team will assist in the development and approval of questions and analysis

Indigenous Staffing and Faculty Relations

Activity – Indigenous Staff & Faculty Relations	Responsibility	Timelines	Budget	Performance Measures
Review current hiring and recruitment practices from an Indigenous perspective – provide an enhanced faculty mentorship	HR – AI – OAGC – Senate – Faculty	1-3 years	No – if done internally	Poll Indigenous Faculty at Lakehead and collect data on their hiring experience – and employment experience – strengths, weaknesses and opportunities – interviews where

Activity – Indigenous Staff & Faculty Relations	Responsibility	Timelines	Budget	Performance Measures
program				possible of Lakehead faculty who have left due to negative experiences – mentors for every new staff member, hire 5 new Indigenous faculty, 10 administrative/support staff
Identify mechanism to actively promote/recruit for key positions in the Indigenous community – this includes FN's, organizations and academia	HR – AI – OAGC – Faculty – Students	1-3 years	No – if done internally	Survey HR, Indigenous faculty and staff about recruitment process – identify and record "best practices" and any existing or perceived hierarchical standards or barriers
Review on-line application process to identify potential barriers from an Indigenous perspective	HR – AI - OAGC – Senate - Admissions	1-3 years	No – if done internally	Acceptance that historic grievances create distance and uncertainty – there are subtle indicators – totality of writing/publishing required remains a barrier to an oral tradition peoples
Hire an Indigenous Education Advisor, Ph.D. level to support and advise on innovative recruiting, teaching and learning initiatives for Indigenous Faculty and students –	HR – AI – OAGC – Senate	2-4 years	Yes – part-time staffing required	Advisory services available to faculty for Indigenizing curriculum, developing PD training/options across disciplines, and IK skills development in faculty/instructors
Develop a set of accessible protocols/guidelines for	AI – OAGC – HR – Senate	1-2 years	Yes – if contracted out to an	A 10 minute video, maximum 20 page guidebook approved by AI, Elders and

Activity – Indigenous Staff & Faculty Relations	Responsibility	Timelines	Budget	Performance Measures
embedding Indigenous content across disciplines			Indigenous scholar No – if work done in-house by committee	vetted by Indigenous and non-Indigenous students through focus groups and university-wide community dialogue
"Grow Your Own" require and support continuing and advanced education for Aboriginal staff so they can move into teaching roles	OAGC – Faculty – AI – IDC - LUFA	1-5 years	No – if done in-house	Indigenous staff will be oriented towards higher learning and gaining higher degrees to work in-house as instructors and professors
Consideration of alternative and Indigenous approaches to learning – storytelling, oral narration for testing, creative expression, acting, dance	O-AGC, Aboriginal Faculty, IDC,	1-5 years	No – if sent to AI and OAGC committee for development	Approval of alternative approaches to education and learning – draft "accommodation of Indigenous principles" in evaluations and project development and presentations
Allocation of funding – operational budgets to support Indigenous staff sharing and faculty caucus group meetings and enhanced peer support	OAGC, AI	1-3 years	Yes – food, meeting space, travel allowances, printing	Understanding of barriers, perceptual or otherwise, that confound Indigenous faculty and support staff in-spite of education and training – allow and support internal training and mentorship – external support of elders and healers
Develop long-term succession plans for key Indigenous	Provost & Vice President Academic, OAGC, AI, Elders	1-5 years	No – if done	All management positions representative of Indigenous concerns

Activity – Indigenous Staff & Faculty Relations	Responsibility	Timelines	Budget	Performance Measures
management positions, Faculty and Elders Council	Council		internally	fully mentored or sunset(ed) to accommodate the installation of educated and fully trained Indigenous peoples – from community or academic institutions
Balance workloads and demands on Indigenous Staff and Faculty for Indigenous knowledge and history – provide equitable compensation levels accordingly if existing Indigenous staff and faculty members must remain as "experts" for Lakehead University	Hmmm? Not sure if this is a viable one as workloads are determined by Dean/Chairs/Senior Admin, etc.??	1-5 years	No	Indigenous staff and faculty no longer expected to "know all" about Indigenous issues and history – faculty and departments participating in think tanks, panel discussions, and various initiatives to learn and absorb Indigenous realities
Acknowledgement of "external" experts and supports for learning and knowledge exchanges in classrooms and faculty training	Not sure what you mean by this one?	1-5 years	Yes – external Elders, Leadership and Indigenous trainers	Stereotypes removed because of expert Indigenous "teachers" brought into assist the learning process and support Indigenous faculty, students and staff – per diems and inclusion in honouring ceremonies for students and outstanding faculty
Recognize Elders across the university and remunerate accordingly	AI - OAGC	3-5 years	No – internal evaluation	Elders are a recognized and respected element of this university and all students recognize them as resources for knowledge and general spiritual

Activity – Indigenous Staff & Faculty Relations	Responsibility	Timelines	Budget	Performance Measures
				support
Design an Outstanding Indigenous Faculty award – sculpture/Letter from the President, etc.	AI – OAGC – IDC, Office of the President and Senate	3 years	Yes – to initiate design or to develop award criteria	Awarding Indigenous scholars with special recognition or monetary research awards to encourage publications and role modelling

Indigenizing Academic Programming (Curriculum)

Activity - Programming	Responsibility	Timelines	Budget	Performance Measures
Acknowledge the continuing need for external community service and role modelling to Indigenous communities and youth by Indigenous scholars and graduate students in their research goals	?	1-5 years	No – is represented in required 20% community service	Acceptance and acknowledgement that Indigenous Faculty have an ongoing responsibility to maintain ties to their own Indigenous community and those they do research with – they are expected to provide expert assistance and support when asked – and work with community youth to inspire their attendance at universities such as Lakehead – in addition, all classrooms benefit from direct community experience

Activity - Programming	Responsibility	Timelines	Budget	Performance Measures
Hire Indigenous faculty across disciplines – enact policy and funding to approve cross-appointed tenure track positions, i.e., First Nation Studies & English, Geology, Sciences	Office of the President – OAGC, HR, Deans	1-5 years	Yes - remuneration	Approval to initiate cross-appointment with each faculty bearing half remuneration costs to ensure viability across faculties – OAGC Committee will identify gaps in Indigenous inclusion and curriculum
Increase Indigenous Knowledge perspectives in academic programs and curriculum	Senate	1-2 years	No – in done internally Yes – if done as a graduate work-study and research project	Review completed and draft recommendations approved by OAGC and participating faculty members for Senate approval
Create and implement a Master's and Ph.D. in Indigenous Learning supported by all faculties at Lakehead	IL – AI – OAGC – Elders Council – Office of the President, Senate	2-5 years	No – In-house	Aboriginal students will benefit from earning a graduate degree in their discipline of choice – Indigenous Learning and use these higher degrees to further the goals of Indigenous people in the NW of Ontario and Canada
Acknowledge and align with "Indigenous Roots" of Canada and educative systems of university – create a unique campaign at Lakehead that engages on and	?	1-5 years	No	Discussion/campaign is launched and maintained over the next five years – Faculty across Lakehead join the conversation about the Indigenous influences from this region and how

Activity - Programming	Responsibility	Timelines	Budget	Performance Measures
off-site membership and changes the face of Lakehead University to a known inclusive and welcoming gateway to Indigenous education, where Indigenous knowledge is accepted and embedded across all disciplines, where Indigenous students experience success and move on into graduate studies				best to represent these realities in their programs and courses – accessible protocols/guidelines are disseminated across faculties and questions and answers are being exchanged between OAGC members, Faculty, and Student Representatives
Encourage university representatives from all faculties and departments to become active on Indigenous boards, committees, and in on and off-site programs for learning ops with HS's, Alternative Learning Centres, non-Traditional sources of potential students	?	1-5 years ongoing	No – faculty already expected to do community service	Faculty members would report participating in at least one local, regional or national meeting, conference, board or committee, or on/off-site Indigenous experience on their annual community services report
Create links with Traditional Teachings, Elders and knowledge keepers/guardians to advise and assist five-year teaching and learning strategy at Lakehead Thunder Bay and Orillia	AI – ACSS – Elders Council – OAGC, Community Organizations	1-5 years	Yes – meals, travel and accommodation when required	Elders and knowledge keepers/guardians contributing to the faculty learning process and role modeling traditional behaviours and providing access on historical and political issues to all students of Lakehead University at both

Activity - Programming	Responsibility	Timelines	Budget	Performance Measures
				campuses
Create a curriculum development infusion fund (modeled on Ryerson University's AEC fund)	OAGC, AI, IDC, Senate, External Relations	1-2 years	Yes – TBD	Faculty members uptake the opportunity to apply for funding for research and infuse Aboriginal content in their programs
Create special supports for demystifying and aligning Science and Health Science programs with Indigenous knowledge	Indigenous Services (? ACSS) and Faculty	1-5 years	No	Annual increase over five years in Indigenous students up-taking and thriving in scientific studies
Have LU President lobby for mandatory Aboriginal course in Province for Faculty of Education/Teachers College	Education – AI – OAGC – Office of the President	2-5 years	Yes – development and promotion	All teachers going into NW remote communities to teach or teaching in regional schools with high populations of Indigenous students will have a clear understanding of history, impacts of colonialism

Indigenous Research & Knowledge

Activity - Research	Responsibility	Timelines	Budget	Performance Measures
Update Canada Research Chair with an Indigenous Scholar	AI – OAGC –Office of Research Services	2-4 years	Yes – TBD	A Research Chair is endowed, Terms of Reference are approved – a Scholar is named from the NW Region

Activity - Research	Responsibility	Timelines	Budget	Performance Measures
Update or create and Indigenous Research Chair	AI – OAGC, Office of Research Services	2-4 years	Yes - TBD	We have a Vice Provost (Aboriginal Initiatives), and having an Indigenous Research Chair to represent the NW and treaty areas would be very representative of local First Nation communities and the Metis Nation
Indigenous Scholar Residencies in revolving disciplines accessed by all Faculties for updates and Indigenizing programming	AI - OAGC	1-5 years	Yes – TBD	Indigenous Scholar Residencies are created across disciplines with individual faculties hosting an Indigenous Scholar on any given year where best fit is determined and priority areas identified for role modeling and Indigenous student support
Develop faculty/graduate student mentoring to assist with decolonization process in the classroom and workplace which includes Cultural Intelligence Training	AI – OAGC – Faculty and students	1-5 years	No – if internal to university programming	Faculty receive eight hours per month of mentoring within their discipline and build on existing levels of Cultural Intelligence and response
Help to "Keep the Library Open" in First Nation communities by doing book drives, partnering for funding Library Science students to work in remote schools during	AI – OAGC – Faculty, University Library	2-5 years	Yes – donations and fund raising	Targeted First Nations will be ongoing partners with Lakehead for access to librarian services – libraries will be functioning and accessible to parents

Activity - Research	Responsibility	Timelines	Budget	Performance Measures
the summer to set-up existing library systems, guiding students into library science programs and training				and youth
Establish research priorities with the input and guidance of Indigenous communities, leaders and elders – Language Recovery, Traditional Governance Structures, Child Welfare, etc. at Thunder Bay and Orillia	OAGC – AI – Office of Research	1-5 years	Yes – food, meeting space, drafting of recommendations	The university becomes a resource to local Indigenous communities, organizations and service providers – in exchange the Indigenous participants become accessible repositories of knowledge and information for student and scholarly research – all based on traditional forms of reciprocity and knowledge exchange protocols
Lakehead identifies and highlights past Indigenous research partnerships – revamping and enlivening agreements – joins and participates in Indigenous consortiums to better share relevant research with Aboriginal communities and organizations	OAGC, AI, Office of Research	1-5 years	No – if conducted internally	Lakehead develops a research work-study to identify past partnerships and engage/re-engage with new Terms of Reference and protocol/guidelines for partnerships and participation
Find or create more scholarships for Indigenous undergraduate	AI – ACSS, OAGC – Student	1 year	No – in-house	Students will be informed about a broad range of funding for their

Activity - Research	Responsibility	Timelines	Budget	Performance Measures
and graduate learners at Lakehead	Awards and Financial Aid		research	studies including non-traditional sources
Establish Research Dissemination protocols/guidelines to ensure Indigenous communities are full partners in research – enliven OCAP, USAI Research Framework (Ontario Federation of Indian Friendship Centre), Tri-Council	Office of Research Services	1 -2 years	No – if completed internally	Indigenous communities receive invitation to portal development and repository for access to Lakehead research and data collection pools/hubs – research is disseminated to participating community and organizations
Embed Indigenous Research Methodologies across disciplines as one of many approaches to applied and academic research	Office of Research Services, AI	1-3 years	No	Indigenous Research Methodologies are included in protocol/guidelines for Research with Indigenous communities and peoples and Elders are included as experts in defining guidelines and protocols
Indigenous Elders are acknowledged as academic committee members for conferring degrees in Indigenous studies	?	1-3 years	Yes – meeting, travel, and per diem	Criteria for sitting as academic committee members is developed with Elders Council, drafted by AI and tabled with OAGC and Senate for review
Indigenous peer review journal is designed and launched at Lakehead – on-line with a limited	AI – OAGC – Elders Council – Faculty – University Library, Provost & Vice President (Academic) Office of the	2-4 years	Yes – organizing, printing, staffing, writing	Buy-in from upper level administration and all Faculty as participants – open to all regional organizations for input of community

Activity - Research	Responsibility	Timelines	Budget	Performance Measures
print until funding is determined	President			based articles