

Faculty of Health and Behavioural Sciences Strategic Plan (2010-2015)



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Overview and Acknowledgements

The Faculty of Health and Behavioural Sciences (formerly the Faculty of Professional Schools) was formed on July 1, 2008 to highlight the significant breadth and depth of Lakehead University's program offerings, research, and community service in these areas. With approximately 1,900 undergraduate and graduate students enrolled in 40 degree, certificate or diploma programs at the Thunder Bay and Orillia campuses, the Faculty is one of the largest and most complex within the university. From this perspective, the need for a strategic plan was apparent, both for the purposes of identifying Faculty priorities and providing direction for our future activities.

Importantly, the processes utilized provided valuable opportunities for a newly-defined group of faculty and staff colleagues to come together on numerous occasions to engage in meaningful dialogue. The quality of the end product speaks to their investment, as well as that of the many internal and external community stakeholders who gave of their time to provide us with thoughtful and constructive feedback.

I would like to take this opportunity to extend a very special thank you to Kellie Hudson (**hudsonmedia**), our External Consultant, and the members of the Strategic Planning Working Committee for the many hours they invested in the process: Jane Taylor (Gerontology), William Montelpare (Kinesiology), Karen Poole (Nursing), Nancy Stevens (Orillia Campus), Michael Stones (Psychology), Glenna Knutson (Public Health), and Erin Gray (Social Work).

I am confident that the mission, vision, and strategic directions that have been established will assist the Faculty in moving confidently towards a future full of promise and success.

Lori A. Livingston, PhD
Dean, Faculty of Health and Behavioural Sciences



Strategic Plan (2010-2015)

This Strategic Plan presents a brief and clear statement about where the Faculty of Health and Behavioural Sciences wants to be in the future and how we intend to get there. It articulates our mission and vision, and provides the basis upon which to build our Faculty community. In particular, it focuses on those areas requiring strategic intervention and provides context and direction for future functional plans. As you read through it, you will note that this plan is not structured to deal with everything and it is not overly detailed. Such detail will be found in the future functional plans (e.g., business plans, succession plans) and specific activities that emerge from it.

This plan necessarily aligns with the Lakehead University Strategic Plan (2010-2013). In some instances, the parallels are explicit (e.g., research, diversity) while in other instances, the parallels are more implicit given the comprehensive and sustainable nature of the Faculty and its programs.

This strategic plan will be reviewed and refined, as required, as our internal and external conditions change and as the Faculty, as part of the University, is faced with and responds to as yet unforeseen challenges. Given the dynamic nature of the higher education environment and the recent volatility in the global economy, there may be factors that assist or prevent us from realizing some of the key results listed herein.



Mission

Embracing a holistic and multi-faceted perspective on health and behaviour, we provide an inclusive and accessible environment for teaching, learning, research and service of the highest quality, spanning a continuum from local to global community concerns.

Vision

We will be known for interdisciplinary and innovative teaching, research and service in the health and behavioural sciences. Emerging from and building upon our unique local and regional context, we will strive to create and nurture internationally recognized scholars, practitioners and global citizens.

Strategic Directions

Five key strategic directions have been identified as follows. They are seen as being of equal importance and, as such, are listed in no particular order.

- Raise Our Profile
- Strategic Collaboration
- Expand and Improve Program Offerings
- Strengthen Research Capacity and Synergy
- Leadership for Change



Strategic Direction: Raise Our Profile

Goals

1. Enhance recognition of our programs and people.
2. Celebrate faculty, student, staff, and alumni achievements.

Initiative

Develop mechanisms to inform internal and external stakeholders of the Faculty's research, teaching, community service and special interest initiatives

Key Results

Publish an Annual Faculty Report

Develop and regularly update the Faculty website

Disseminate a web-based Faculty Newsletter to internal and external stakeholders

Develop promotional materials and tools (e.g., student recruitment, faculty expertise, donor packages)



Strategic Direction: Raise Our Profile (cont'd)

Initiative

Educate and engage our external stakeholders in Faculty activities

Engage faculty, staff, students, and alumni as ambassadors for the Faculty with our multiple internal and external communities

Identify and promote our Faculty, staff, student, and alumni success stories

Key Results

Create a Community Liaison/Networking Board

Actively participate in events on and off campus (e.g., LU Research and Innovation Week, LU Open Houses, Ontario Universities Fair)

Identify, develop, and offer outreach educational opportunities

Actively nominate individuals for awards at all levels

Host an Annual Awards Recognition Event



Strategic Direction: Raise Our Profile (cont'd)

Initiative

Work with the LU Office of Communications and/or a communications expert to plan and manage the dissemination of Faculty information

Key Results

Develop a knowledge transfer strategy

Develop a communications plan

Develop a media strategy

Develop information packages to facilitate a Faculty fundraising strategy

Participate in university-led media campaigns

Encourage faculty and staff to complete the Office of Communications media training program, when offered



Strategic Direction: Strategic Collaboration

Goals

1. Inventory existing internal (e.g., across Faculty, University) and external (e.g., other local, provincial, national and international institutions) teaching, research, and service collaborations.
2. Identify new and emerging collaborative opportunities.
3. Develop a framework to support the development, planning, implementation, and evaluation of sustainable collaborations.

Initiative

Identify and evaluate existing collaborations

Identify new and/or emerging opportunities and collaborative partners and promote dialogue, where warranted, to determine levels of interest regarding such opportunities within the Faculty and our internal and external communities

Key Results

Create an inventory of existing teaching, research, and service collaborations by academic unit

Identify and evaluate the value and sustainability of new and/or emerging opportunities

Create business plans, agreements, or memoranda of understanding



Strategic Direction: Strategic Collaboration (cont'd)

Initiative

Establish a framework to support the development of future collaborations

Key Results

Establish an ad hoc committee to research the characteristics of sustainable and successful collaborations

Create a framework by which to evaluate the value and sustainability of existing collaborations



Strategic Direction: Expand and Improve Program Offerings

Goals

1. Enhance the quality and sustainability of existing programs and academic units.
2. Explore implementing previously-approved but yet to be offered academic programs.
3. Explore new opportunities as they emerge.
4. Address issues of accessibility, inclusivity, and diversity in all programs.

Initiative

Evaluate and advocate for the resources needed to sustain and improve existing degree programs

Key Results

Align with the University's Strategic and Academic Plans

Conduct feasibility/needs assessments and create new or updated business plans, as required



Strategic Direction: Expand and Improve Program Offerings (cont'd)

Initiative

Assess the sustainability and feasibility of previously-approved but yet to be offered academic programs and explore new program proposals

Implement additional programs as deemed appropriate in the previous initiative

Explore emerging collaborative degree opportunities

Create mechanisms for enhanced student access, engagement, retention, and input

Key Results

Conduct updated feasibility/needs assessments for previously-approved programs

Create business plans as required

Create business plans, as required

Align with the University Strategic Plan to increase access for Aboriginal, first generation, adult learners

Provide enhanced opportunities for student input and feedback (e.g., entrance and exit surveys, focus groups)



Strategic Direction: Strengthen Research Capacity and Synergy

Goals

1. Build research capacity.
2. Increase research productivity.
3. Increase research funding successes.

Initiative

Promote internal dialogue about research (e.g., interests, activities, opportunities) and success in research amongst faculty, staff, and students

Key Results

Create internal opportunities for knowledge dissemination and translation regarding research successes and the processes and practices which support success (e.g., blogs, brown bag lunches, webinars, guest speakers, symposia, mentoring, scholars-in-residence, displays)



Strategic Direction: Strengthen Research Capacity and Synergy (cont'd)

Initiative

Promote external dialogue about research (e.g., interests, activities, opportunities) to ensure relevance to communities (i.e., local, regional, national, international)

Dialogue with external stakeholders about existing and newly emerging research from the Faculty

Key Results

Participate in community events (e.g., information displays, presentations)

Host public lectures

Host scholarly/professional conferences on campus and/or in our communities

Circulate expertise inventory to members of the community, media

Generate media releases

Create Annual Faculty Research and Scholarship Reports



Strategic Direction: Strengthen Research Capacity and Synergy (cont'd)

Initiative

Encourage, support, and value (e.g., via merit applications, award nominations, and other forms of recognition) faculty, staff, and student participation in scholarly publishing, presentations, scholarships, and granting

Key Results

Annual increases in research productivity indicators



Strategic Direction: Leadership for Change

Goals

1. Be responsive and dynamic in anticipating, preparing for, and embracing future change.
2. Educate, engage, and value members of the Faculty who lead change.

Initiative

Adjust or adapt existing administrative structures within the Faculty to support implementation of the Faculty of Health and Behavioural Sciences Strategic Plan (2010-2015)

Key Results

Examine and change, where necessary, elements of the Faculty Constitution

Add or subtract standing or ad hoc committees, as required, to the Faculty structure

Analyze Faculty needs and advocate for the provision of additional administrative positions (e.g., Assistant or Associate Deans)



Strategic Direction: Leadership for Change (cont'd)

Initiative

Implement a model of Leadership for Change through the provision of educational and experiential opportunities and mentorship

Recognize and reward outstanding Faculty leaders
(e.g., faculty, staff, student advisors, students, alumni)

Key Results

Support engagement at all levels of administration within the University, the Faculty, and individual academic units

Implement an “incentive” program to encourage self-selection into and investment in leadership roles and training

Create School, Department, and Program-level succession plans

Reward leadership through recognition and award opportunities



Next Steps

This strategic plan emerged from extensive consultation with our stakeholders both prior to and during its formulation. As such, it provides the impetus and a solid foundation upon which the Faculty may move forward with confidence over the next five year period. It is important that our stakeholders support the goals identified within this plan and that they be prepared to use them to guide their decision making over the next five year period.



Appendix A: Method


This Strategic Plan was generated over a nine-month period from October, 2009-July, 2010. It represents the efforts of many who invested a great deal of time, energy, and thoughtful deliberation throughout the process. As such, it is important to understand that the following methods were employed to bring this plan to fruition.

Working Committee

A working committee, consisting of the Dean (L. Livingston), one representative from each academic unit within the Faculty (E. Gray, Social Work; G. Knutson, Public Health; W. Montelpare, Kinesiology; K. Poole, Nursing; M. Stones, Psychology; J. Taylor, Gerontology), and one representative from the Orillia Campus (N. Stevens), was formulated at the Fall Faculty Council Meeting on October 23, 2009. Faculty Council also recommended the hiring of an External Consultant to guide the process and Kellie Hudson of **hudsonmedia** was subsequently contracted. The working committee met on numerous occasions to define the processes to be utilized and to assist the consultant by vetting numerous drafts of this plan for broad circulation.

Four-Phase Environmental Scan

The first step in this strategic planning exercise was to complete a thorough evaluation of the Faculty's real and/or perceived strengths, weaknesses, opportunities, and threats. To this end, four distinct stakeholder groups were identified and four customized web-based surveys were designed and circulated in February and March, 2010. Importantly, the responses and information received in each phase were used to modify and adapt each subsequent phase of the environmental scan. The stakeholder groups, number of individuals contacted, number of responses received, and response rates for each phase were as follows:





Appendix A: Method (cont'd)

Survey Phase/Stakeholder Group	Circulated Surveys	Responses Received	Responses Rate
Phase 1: Full Time Faculty and Staff Within the Faculty	70	40	57.1%
Phase 2: Part Time Faculty, Staff and Collaborative Faculty	85	9	10.6%
Phase 3: Lakehead Stakeholders – External to the Faculty	25	8	32.0%
Phase 4: External Community Stakeholders	42	13	31.0%
	222	70	31.5%

The web-based surveys generated qualitative responses which were anonymous, aggregated, and accessible only to our external consultant who analyzed them using established qualitative research methods. Importantly, the information received and subsequent analysis identified five key strategic directions.

Opportunities for Broad Based Participation and Feedback

Members of the Faculty of Health and Behavioural Sciences were invited to participate in a series of five meetings from April-June, 2010 to provide feedback on the results of the environmental scan and to participate in the formulation of the mission, vision, and strategic directions, including the identification of specific goals, initiatives, and key results. As the plan further evolved, feedback was also solicited via email.



Handwritten text in a cursive script, possibly a signature or a note, located below the horizontal bar.

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