

Agora

JANUARY 1999



A NEWSLETTER FOR LAKEHEAD UNIVERSITY STAFF & FACULTY

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Mission Statement

Lakehead University is committed to excellence and innovation in undergraduate and graduate teaching, service, research and scholarly activity. Dedicated to a student-centred learning environment, Lakehead celebrates its people and their diversity. Recognizing its place in northwestern Ontario, the University partners with others to reach out to the region, province and beyond as a global participant. Lakehead University is especially committed to working with aboriginal people in furthering their aspirations.

Accountable in its actions to the highest standards of quality, Lakehead graduates students who demonstrate leadership, independent critical thinking, and social and environmental responsibility.

Lakehead

U N I V E R S I T Y

From the President's Desk

by Dr. Frederick F. Gilbert



As can be seen in this issue of the *Agora*, the Strategic Planning process has entered the critical public input phase. With the Task Forces formed and reaching out for information, the next two months will dictate how successful we will be in formulating the Action Plan. After the University and Thunder Bay people have been heard during January and February, the Task Forces will report their recommendations back to the Strategic Planning Group in March. Sometime in April, the Draft Strategic Plan will be posted to the Lakehead web site and distributed for comment. Two final public meetings will be held, one on campus and another in the city, and the Strategic Plan will then be redrafted and completed for presentation to the Senate and Board in May.

I hope that faculty, staff and students take advantage of the opportunities to develop the University's future directions. Much of that direction will be driven by the Mission Statement which is in draft form on the front page of this *Agora*.

Too often, planning exercises produce documents that gather dust on shelves until they are looked at the next time there is a planning initiative. The 1999 Strategic Action Plan will be a living dynamic document that will guide Lakehead for the next five years. It will delineate expectations and clear actions to attain them, yet will evolve with the actions taken. It will be

constantly referred to and assuredly will not gather dust but, rather, will accrete substance with use. I hope you share the excitement and enthusiasm that can be sensed on campus as we move through this important defining process. How about a New Year's resolution to be involved?

All the best to everyone and to Lakehead in 1999!



www.lakeheadu.ca

Open Meeting Dates

University community members are asked to check the monitors around campus and the News and Events button on our Web Site for information on the Task Forces, their mandates, their memberships, and ongoing news about open meetings, notices of meetings and agenda

Campus Notes

Interested In Art On Campus?

The Lakehead University Art Committee (LUAC) is looking for one at-large representative from the University community to sit on this Committee for a term of two years. The Committee is mandated by the Lakehead University Art Policy which was established in June, 1997, to ensure that: the University has an up-to-date inventory of its art collection; the collection is well maintained and cared for; the collection is developed and expanded; the art is displayed for the enjoyment of all; the art be accessible and integrated with the life of the institution; the art is of high quality; the art is protected through management policies and guidelines; opportunities for artistic exchange be encouraged and promoted.

If you are interested in serving on this Committee please contact Joy Himmelman, director of student services, at 343-8149 or Mark Nisenholt, LUAC chair at 343-8491.

Outstanding Leadership

Margaret MacLean, associate professor and chair of the Department of Library and Information Studies at Lakehead, will be presented with the James Bain Medallion for Trustee of the Year, 1999, by the Ontario Public Library Association at their conference in Toronto on January 23, 1999.

The award is being given for MacLean's outstanding leadership in the advancement of public library service in Ontario.

MacLean is chair of the Thunder Bay Public Library Board and vice-chair of the Ontario Library Service -- North Board.



Task Force #1

Campus Environment

Scope and Objectives:

- Develop a capital plan for the campus;
- Gather together the many points of view in and around the institution, as well as the community, and perform an audit of the following areas:

Physical Structures

Working/Learning Environments

Research Facilities

Social and Athletic Facilities

Grounds

Residences

- Identify areas of concern in regard to University pride and respect both on a person-to-person level and a person-to-plant level;
- Outline opportunities for both change and growth of the University environment and resources.

Members:

Brent Compeau, Chair

Dale Barnes

Melinda Bell

Vanessa Kleinhaar

Andy McFall

Jim Podd

Tom Stevens

Jim Squier

Ella Uremovich

Pam Wakewich

Grant Walsh

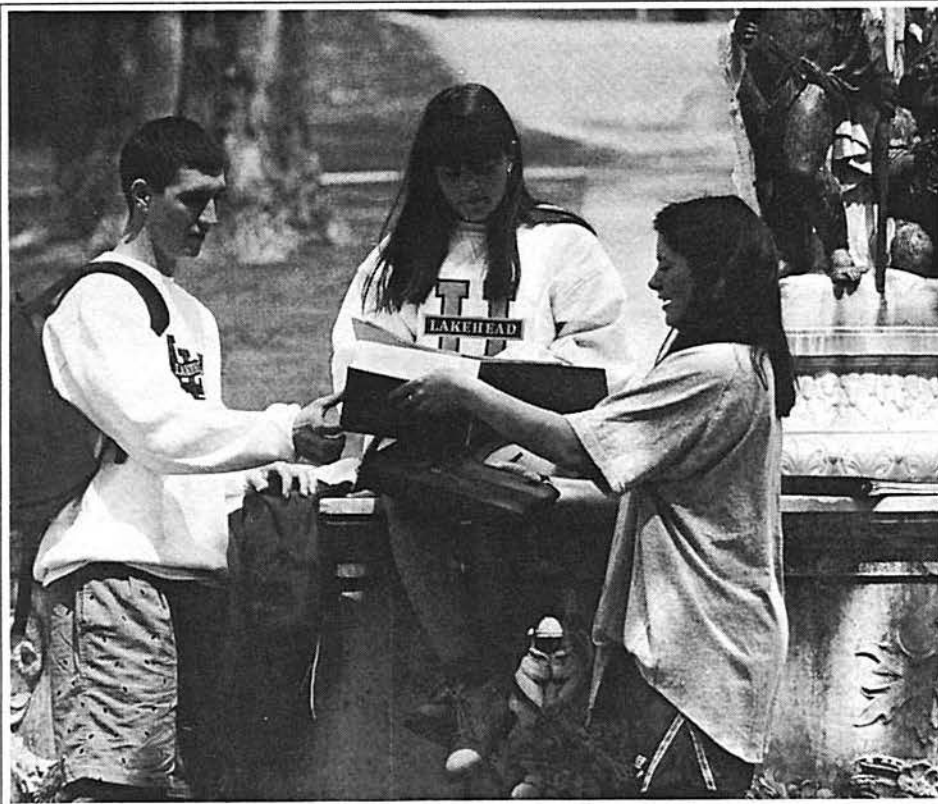


Open Meeting:

Tuesday, February 2, 1999

3:00 - 6:00 p.m.

Senate Chambers



Lakehead University -- January, 1999

Task Force #2

Communications and Marketing

Mandate:

To explore all aspects of internal and external lines of communication to evaluate the effectiveness of current practice and make recommendations toward change and implementation strategy to the Strategic Planning Committee. Marketing practices will be evaluated with respect to the University's overall marketing strategy and the impact on its various target audiences. Recommendations will be compiled and brought forward to the Strategic Planning Committee.

The current working "Mission Statement" will be used as a compass providing overarching guidance with regard to all questions and emerging challenges.

Areas of Investigation:

- **Communications**
 - communication between administration/ staff / students
 - communication to external stakeholders: high school students / parents / alumni / corporate sponsors / government / general community
 - interaction with media
- **Publications**
 - review of all print materials generated by the institution and distribution to various groups
 - analysis of format / content / impact / synthesis
- **Marketing**
 - current marketing strategy and its effectiveness
 - student recruitment
 - what does the institution do now and does it produce desirable results?
 - identification of distinct markets and potential for growth
 - consideration of global competition
 - potential for professional support and marketing plan analysis
- **Image**
 - consideration of the institutions image by different audiences
 - identification of undesirable images or perceptions and potential remedies
 - explore external viewpoints
- **Web Site**
 - accessibility
 - examination of information posted is it / current / accurate
 - consideration of web presence re: overall strategy on marketing and image

Members:

David Heald, Chair
 Walid Chahal
 Kerrie-Lee Clarke
 Sharon Cole
 Brent Comeau
 Barb Eccles
 Don Edwards
 Frances Harding
 Bob Isotalo
 David Kemp
 Kathy Kimpton
 Brahm Lewandowski
 Eric McGoey
 Ben Murray
 Carol Otte
 Pentti Paularinne
 Gary Ryno
 Rob Zuback



Open Meeting:

Wednesday, January 27, 1999

1:00 - 3:00 p.m.

Senate Chambers

Agenda

"Communications and Marketing at Lakehead University -- What are we doing well? What are we doing poorly?"

Participants are asked to address their comments to the following topics:

Communications
 Publications
 Marketing
 Image
 Web Site

Task Force #3

Evaluation and Accountability

Scope and Expectations:

- To define evaluation and accountability in reference to Lakehead University;
- It is expected that at the end of the Task Force's term, a list of recommendations regarding current practices and suggested modifications leading to the development of a guiding framework will be developed with reference to the following specific items:
 - i) Academic programming
 - ii) Evaluation of students by professors
 - iii) Evaluation of professors/courses by students
 - iv) Evaluation of professors by professors (PTR; teaching and research awards)
 - v) Evaluation of administrators by professors, students and other administrators
 - vi) Evaluation of the Board of Governors (financial accountability)
 - vii) Evaluation of Staff
 - viii) Evaluation of units by users (Student Services, Campus Development, LUSU)
 - ix) Financial accountability of the University -- best use of funding and fees
 - x) Academic accountability -- provision of modern academically sound programs to meet the current needs of students (or even society as a whole)
 - xi) Individual accountability -- the requirement of faculty, administrators and students to act to meet the provisions of ii) and iii).



Lakehead University -- January, 1999

Members:

William Montelpare, Chair
 Alex Bartholemew
 Tony Bartley
 Frank Beardy
 Bev Bicknell
 Jeff Caughill
 Kerrie Lee Clarke
 Jackie Dojack
 Marie Ferguson
 David Kemp
 Glenna Knutson
 Moira McPherson
 Ann Osborn-Seyffert
 Pentti Paularinne
 Jerry Phillips
 Gregory Seiveright
 Birbal Singh
 Donna Stecky
 Brian Whitfield



Open Meeting:

An Open Meeting will be held during
 the first week in February.

Check for details

www.lakeheadu.ca

click

"News and Events"

click

"Strategic Planning Update"

Task Force #4

External Funding

Scope and Objectives:

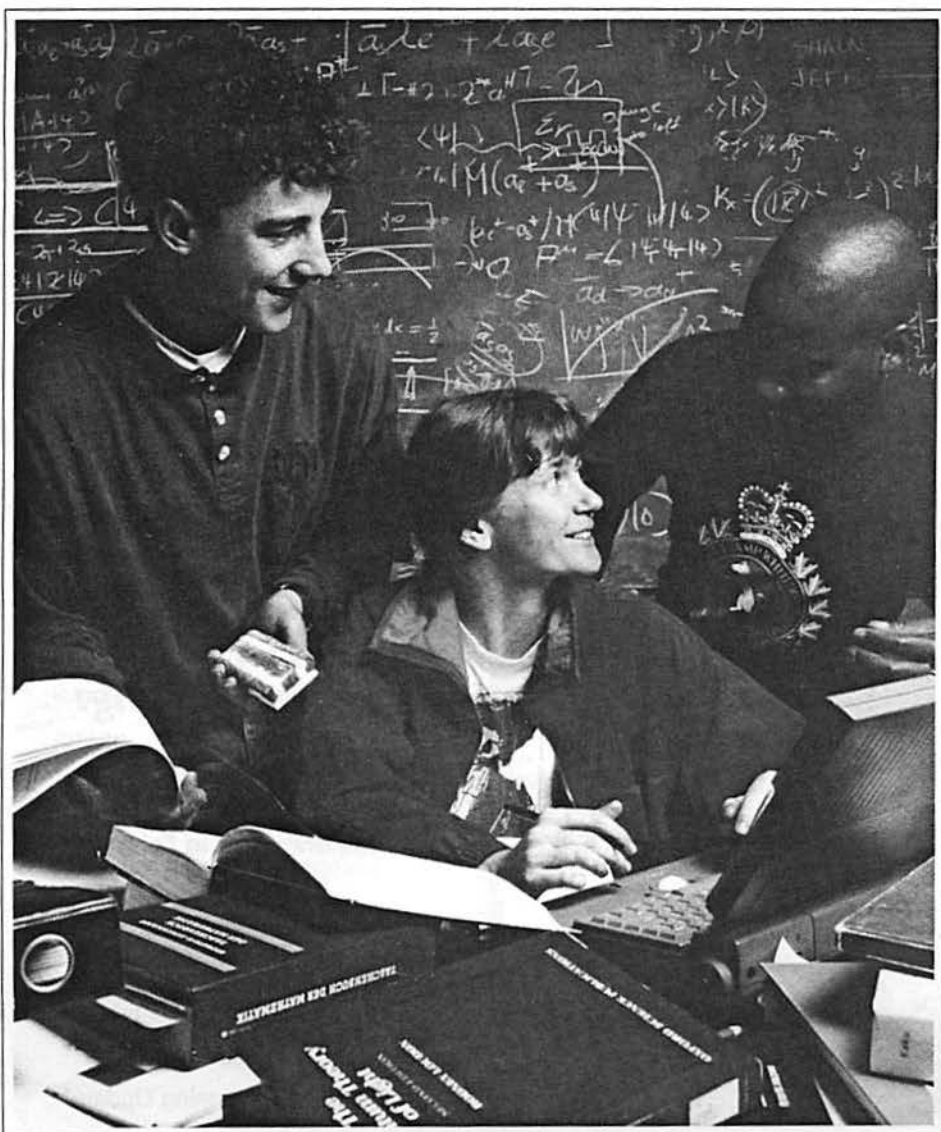
The objective of the Task Force on External Funding is to determine, from a structural and process perspective, how Lakehead University can optimize its fund-raising activities.

Sub-groups:

There will be a number of sub-groups established. Sub-groups might focus on Sources of Funding (foundations, government agencies, associations, etc.), Organization, Processes and Management, and Issues related to Integration Co-ordination, etc.

Members:

Bill McDermott, Chair
 Laurie Hill, Deputy Chair
 Kerrie-Lee Clarke
 John Friday
 Sydney Halter
 Joy Himmelman
 Stu Julius
 Gary Locker
 John MacPhail
 Connie Nelson
 Reino Pulkki
 Tony Seuret
 John Whitfield
 Russ York
 Rob Zuback



Open Meeting:

Dates, times and locations of Open Meetings will be posted on the Lakehead University web site

www.lakeheadu.ca

click

"News and Events"

click

"Strategic Planning Update"

Task Force #5

Graduate Education and Research

Scope and Objectives:

Graduate Education

- Role of graduate education;
- Examining the existing graduate programs and identifying areas of growth and restructuring opportunities;
- Examining the academic structure of Graduate Studies;
- Appropriate ratio of graduate students to the undergraduate student population;
- Exploring alternatives to conventional graduate programs;
- Examining the current and exploring the new graduate program arrangements/partnerships;
- Examining the financial support for graduate students.

Research and Development

- Scoping the research landscape of Lakehead University;
- Synergy between teaching and research
 - (1) Enhancing teaching by engaging in research
 - (2) Incorporating research for student learning
- Thrust of internal environment on research;
- Thrust of external environment on research;
- Discussion of different kind of research activities;
- Intellectual properties-patents, licenses, spin-off companies, etc.
- Role of research centers;
- Endowed research chairs;
- Developing research partnerships;
- Research infrastructure, such as equipment, technical support, telecommunication links, etc.
- Centralized facilities/support services for research such as Library, CTRC, Instrumentation Laboratory, University Science Workshop, etc.
- Examining research overhead;
- Cultivating research culture.

Members:

Bahram Dadgostar, Co-Chair
 S. Ali Mirza, Co-Chair
 Ian Armstrong
 Laura Lee Clausen
 Qing Lai Dang
 Anne Deighton
 Dhali Dhaliwal
 George Fleming
 Geoff Hill
 Mike Moland
 Doug Morris
 Connie Nelson
 Pat O'Brien
 John O'Meara
 Michelle Sam
 Raija Warkentin



Open Meeting:

Wednesday, January 27, 1999

3:00 - 5:00 p.m.

Senate Chambers

Task Force #6

Management Environment & Governance

Scope and Objectives:

To examine Lakehead University's system of governance, management and management practices, make recommendations on what changes may be needed to ensure that Lakehead's organizational structure is effective, efficient, and supports the attainment of Lakehead's strategic goals and objectives.

Management Structure

- Review academic and administrative organizational structure and make recommendations on an organizational structure that is effective and efficient;
- Develop criteria for new faculty status/collapsing of faculties.

Board of Governors

- Review role and responsibilities of the Board re: Lakehead University Act;
- Review process or appointment of members;
- Review the Standing Committees in terms of function and purpose.

Senate

- Review Lakehead University Act re: role of Senate;
- Examine size and composition of Senate, as well as Senate committee structure;
- Analyse and make recommendations with respect to "academic orphans" e.g. Northern Studies, Women's Studies, various centres, etc.

Aboriginal Management Council

- Examine role, terms of reference and composition of Aboriginal Management Council.

Environment

In addition to the specific entities noted above, the Task Force will also explore and make recommendations on the broader University environment and working principle and values, including such matters as:

- Workplace Climate and Culture
- Philosophy of Service
- Respect for the Individual
- Integrity
- Diversity

Information Undertakings

- Review current documentation -- University Act, Senate and Board composition, organization chart, etc.
- Circulate readings on organizational culture/climate/governance;
- Obtain comparative information from other universities;
- Contract a consultation framework with other constituencies and task forces;
- Hold "royal commission" type hearings for receipt of input from the broader university community.

Members:

Grant Walsh, Chair
Margaret Johnston, Vice-Chair
Bill Bragnalo
John DeGiacomo
Hope Fennell
Corinne Fox
Ron Harpelle
Bill McDermott
Eric McGoey
Bruce Muirhead
Keith Roy
Fentey Scott
Greg Sitch
Bev Stefureak



Open Meeting:

Monday, January 25, 1999

4:30 - 6:30 p.m.

Senate Chambers

Agenda

To solicit community input on governance and organizational structure

Task Force #7

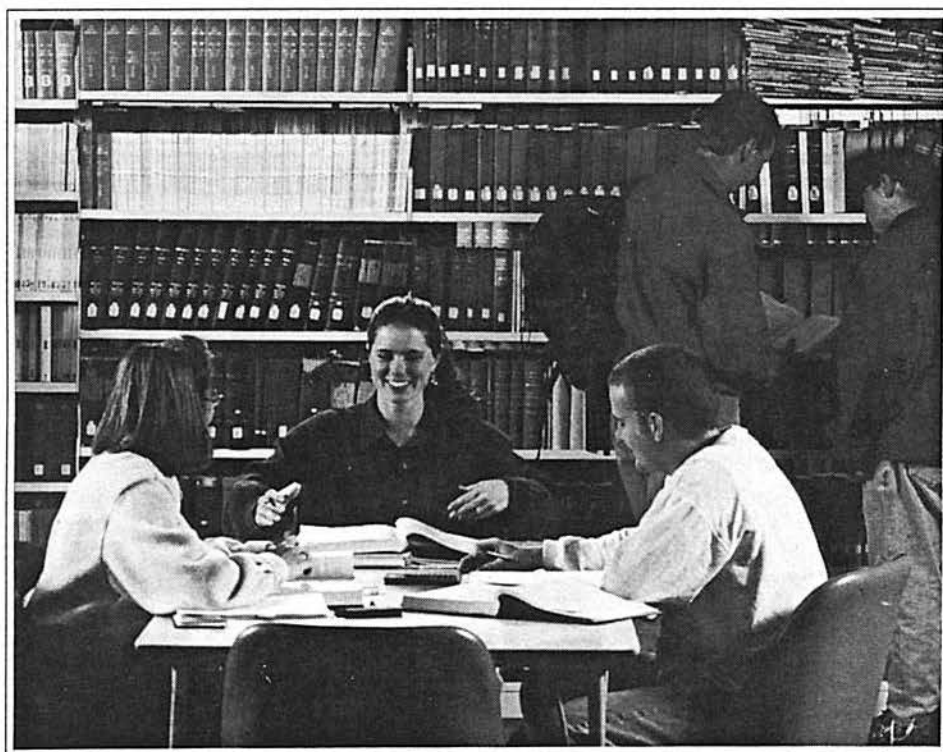
Outreach

Scope and Objectives

- Determine how Lakehead University can serve the needs of the region and its diverse communities, as well as, what the region and its diverse community can offer Lakehead University;
- What Lakehead University can offer on the municipal, provincial, and national levels;
- Identify how Lakehead University should most appropriately respond to the trends of globalization and internationalization;
- Determine how Lakehead University can strengthen corporate and community partnerships;
- Recommend strategies for building stronger relationships with our alumni friends and donors;
- Delivery of Distance/Part-time Studies as applied to the above terms of reference.

Members:

Becky Hurley, Chair
 Bob Angell
 Joe Baratta
 Michel Beaulieu
 Mike Blower
 Tammy Bobyk
 Denise Bruley
 Kerrie-Lee Clarke
 Ron Haworth
 Brian Holm
 Bruce LaBelle
 June O'Brien
 Dan Pakulak
 Wendy Thorson-Beaudry
 Ella Uremovich
 Doug West
 Kelly Winkiewicz
 Gwen Wojda
 Rob Zuback



Lakehead University -- January, 1999



Open Meeting:

Monday, February 1, 1999

7:30 - 10:30 p.m.

Senate Chambers

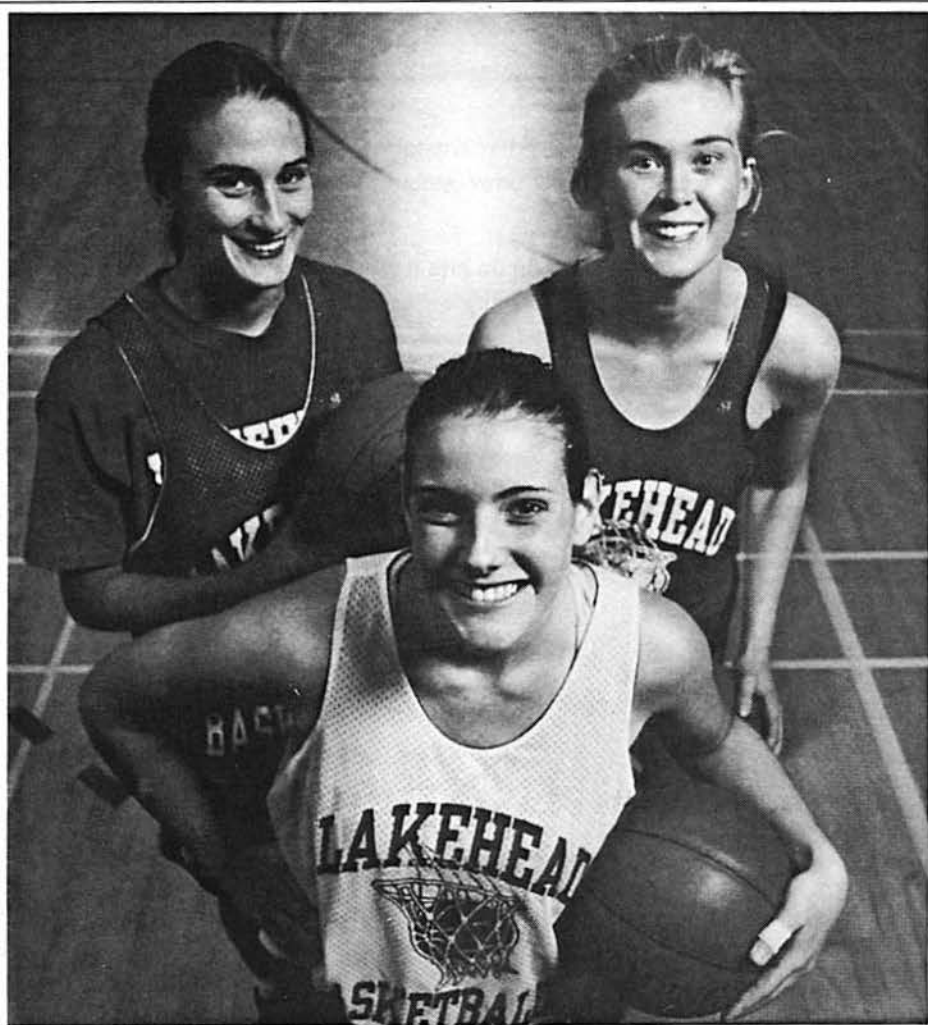
Task Force #8

Student Life

Scope and Objectives:

The Task Force on Student Life is committed to investigating and making recommendations on all areas of student interaction on campus including but not limited to:

- Student Services
- Residence
- Athletics
- Student Union
- Security
- University/Student Relations
- Intellectual Environment



Lakehead University – January, 1999

Members:

Mike Blower, Chair
 Darlene Althoff
 Karen Beaton
 Rob Cameron
 David Challen
 Karen Chan
 Mitch Diabo
 Brent Evans
 David Hare
 Joy Himmelman
 Becky Hurley
 Stu Julius
 Vanessa Klienhaar
 Juanita Lawson
 Brian Lorch



Open Meeting:

Wednesday, January 27, 1999

12 noon

Agora

Task Force #9

Undergraduate Education

Scope and Objectives:

- To develop a vision and framework for guiding the implementation of a student-centred learning environment for undergraduate education at Lakehead University;
- To determine the composition of the undergraduate student body at Lakehead University;
- To determine the kinds of abilities and skills desired in students graduating from undergraduate programs at Lakehead University;
- To clarify the meanings of a learning-centred paradigm as a framework for undergraduate education;
- To explore ways in which a learning-centred paradigm can be developed and implemented;

Specific tasks and issues which will be addressed in our goals include:

- Exploring the learning-centred paradigm;
- Exploring innovations already in place at Lakehead University;
- Examining what is happening at other institutions that have already begun the transformation (McMaster, Alverno, Reed College, Cornell College, University of Calgary);
- Exploring resource bases for undergraduate learning:
 - Human Resources
 - Library Resources
 - Technological Resources
 - Other Fiscal Resources
 - Physical Resources
- Defining obstacles to change;
- Examining issues related to student admission and retention;
- Exploring interdisciplinary studies;
- Examining the student body to determine the ratio of part-time/full-time students and their needs;
- Exploring the concept of distance education;
- Examining 3 year vs. 4 year degrees;

Members:

Hope-Arlene Fennell, Co-Chair
 Ken Brown, Co-Chair
 Maureen Doig, Co-Chair
 Bob Angell
 Fiona Blaikie
 Anne Deighton
 Mitch Diabo
 Ruby Farrell
 Kim Feddersen
 Jim Gellert
 Christine Gottardo
 Anthea Kyle
 Pat Mahr
 Sabah Mansour
 Juha Metsanatra
 Pamela Osborn
 Jerry Phillips
 Linda Rodenberg
 Ulf Runesson
 Greg Seiveright
 Geraldine White
 Gwen Wojda



Open Meetings:

Focus on Students

Monday, January 18, 1999
 7-9 p.m. RC1001

Focus on Staff

Tuesday, January 19, 1999
 7-9 p.m. Faculty Lounge

Focus on Community Groups

Friday, January 22, 1999
 7-9 p.m. Faculty Lounge

Focus on Faculty

Monday, January 25, 1999
 7-9 p.m. Faculty Lounge

Focus on Administration

Tuesday, January 26, 1999
 7-9 p.m. Faculty Lounge

Calendar of Events

Department of Music Lumina Concert Series 1998-99

January 19

Nathalie Paulin, soprano; Peter Shackleton, clarinet; Heather Morrison, piano

St. Paul's United Church at 8 p.m.

February 9

Green Dolphin Street Jazz Quintet

February 23

New Music for Percussion and Friends

March 16

Dominique Corbeil, violin; Colin Mathews, cello; Joy Fahrenbruck, piano

Concerts are held in the Jean McNulty Recital Hall

William H. Buset Centre for Music and Visual Arts

12:30 p.m. unless otherwise noted

Northern and Regional Studies 1998-99 Speaker Series

January 21

Kirsty Duncan

University of Windsor

"Unravelling the secrets of the Spanish flu in Svalbard"

Time and Room TBA

January 29

Tamara Grand

University of British Columbia

"Feeding in fear: Ecological and evolutionary consequences of foraging-predation risk trade-offs in northern freshwater fishes"

10:30 - 11:30 a.m.

RB 1047

Everyone Welcome. For further information please contact Robbie Buffington at ext. 8458.

Agora

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Send us your news.

Deadline for submissions for the next issue is February 1, 1999.

Editor, Agora

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Nor'Westers' Home Games

January 22-23	Basketball vs Windsor	Women:	6:30 p.m.
		Men:	8:30 p.m.
February 5-6	Basketball vs WLU	Women:	6:30 p.m.
		Men:	8:30 pm
February 6-7	Volleyball vs Ryerson	Saturday:	4 p.m.
		Sunday:	2 p.m.
February 19-20	Basketball vs Brock	Women:	6:30 p.m.
		Men:	8:30 p.m.

Alumni Curling Bonspiel March 26, 1999

Call 343-8155 for Information

CD Trojan
Devel. & Alumni Affairs

Lakehead University -- January, 1999

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