

OFFICE OF ACADEMIC AND INDIGENOUS PROGRAMS

This plan will guide and support the work of the Laurentian University Strategic Plan and the Laurentian University Transformation Plan.



July 2023

REPORT PREPARED BY SISCO & ASSOCIATES CONSULTING SERVICES INC. IN
COLLABORATION WITH THE OFFICE OF ACADEMIC AND INDIGENOUS PROGRAMS AND
LAURENTIAN UNIVERSITY NATIVE EDUCATION COUNCIL (LUNEC)

Executive Summary

Purpose

This *Laurentian University (LU) Indigenous Programs*

Indigenous, Equity, Diversity, and Inclusion (IEDI) included in LU Degree Level Expectations and Learning Outcomes.

A plan to launch LU's Bachelor of Indigenous Interdisciplinary Studies Degree by 2025.

A plan to launch the Master of Indigenous Social Work Degree by 2028.

A plan to explore and develop an Indigenous PhD program.

A plan to explore a Bachelor of Education Degree with an Indigenous Teacher Education Program (ITEP) Focus.

Discussions initiated with senior leadership regarding tuition waiver for qualifying Atikameksheng and Wahnapiatae Anishinaabek.

Research: LU will establish itself as a leader in Indigenous research through the MIRI in partnership with local First Nations, as well as the local urban FNMI community.

RRI

MIRI is a destination for FNMI Indigenous research and scholarship in Canada.

A MIRI space is established at LU for students engaged in Indigenous research.

Significant grants and Research Chair funding dollars are secured at LU to support Indigenous research.

Facilities/Space: LU will transform into a safe and engaging space for FNMI students, staff and faculty to share knowledge together.

Suitable facilities and spaces, including contiguous spaces on the second floor of the R.D. Parker Building.

Cultural spaces (FNMI), including Indigenous learning spaces exist at LU beyond the Indigenous Sharing and Learning Centre (ISLC).

Clear protocols for the use of Indigenous sacred spaces.

Safe learning spaces throughout LU.

Indigenous Programs to be included in facilities and space planning.

Introduction

Purpose

The purpose of this *LU Indigenous Programs Strategic Business Plan Report (Plan)* is to identify and provide a feasible plan for LU to achieve the goals of LU's Indigenous Programs' faculty and staff over the next five (5) years. Ultimately, the purpose of this report is to ensure that the priorities of Indigenous Programs' faculty and staff are included in LU's overarching Strategic Plan as an institution. As noted in the Institutional Responsibility to Territory & Treaties, this report has been prepared to support LU in true reconciliation work, which is about identifying and taking meaningful action toward

Figure 2 outlines the engagement and research process that informed this strategic plan.

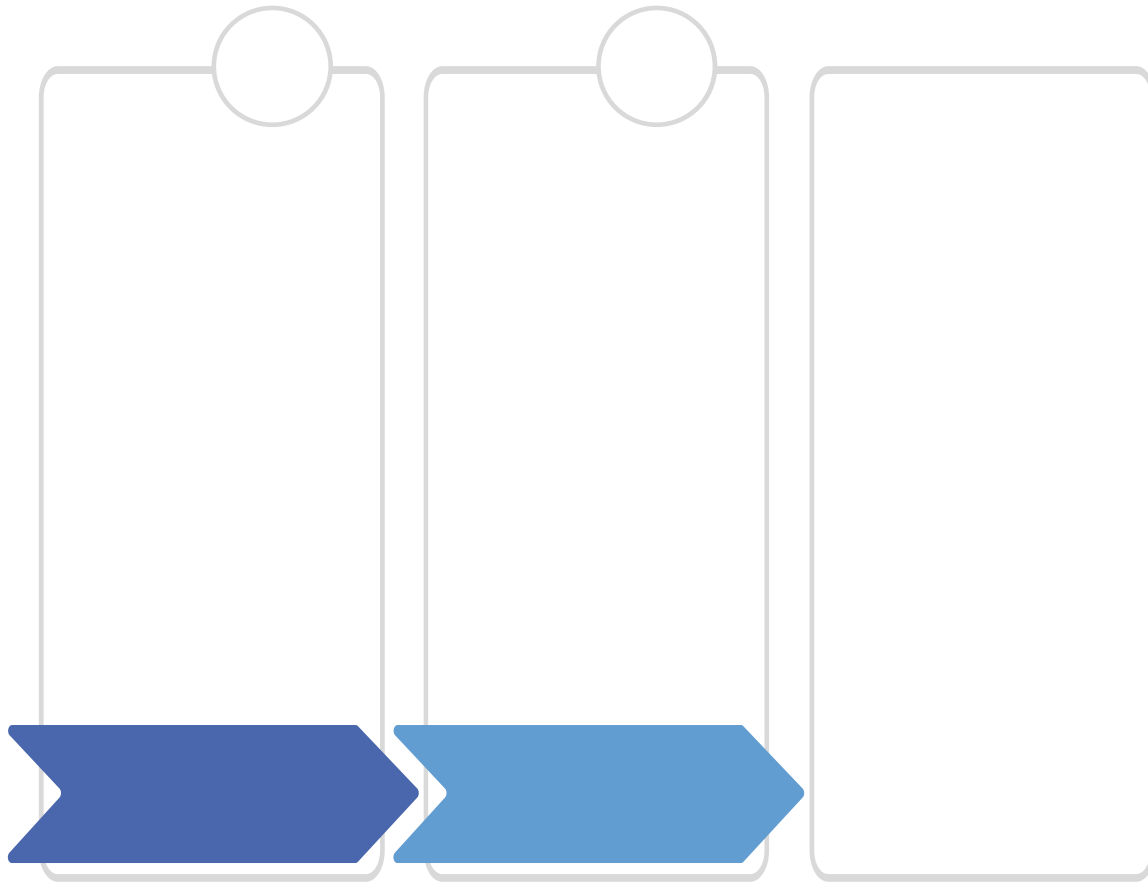


Figure 2. Process.

Outline

The report is divided into two parts in addition to this introduction. *Part One* provides the background context, including the key findings and recommendations *from the document scan*, as well as a summary of recommendations drawn from the scan that have informed this *Plan*. *Part Two* provides the LU Indigenous Programs Strategic Business Plan, including first steps that will lay the groundwork for the Plan, an overview of the Plan framework, as well as the Strategic Business and Implementation Plans.

Part One: Background & Context

Introduction

Part One provides the background context, including the key findings and recommendations from the document scan, as well as a summary of recommendations drawn from the scan that have informed this *Plan*. The three documents in the targeted scan that will be summarized include the 2019 LUNEC TRC Task Force Report, LU Academic Plan 2020 – 2024, LU Strategic Plan 2018-2023, LUNEC Strategic Plan 2019-2024, and the 2022 Operational Review of Laurentian University.

Specific calls relevant to post-secondary institutions include:

"16. We call upon post-secondary institutions to create university and college degree and diploma

Truth & Reconciliation

In 2015, The Truth and Reconciliation Commission (TRC) released its Final Report, along with its 94 calls to action, identifying post-secondary institutions as important partners in advancing reconciliation. In response, LU has a commitment to

"support Truth and Reconciliation Commission Calls to Action and will respond by creating a task force to identify priority actions, beginning by offering cultural safety training and opportunities to learn the Anishnaabemowin language to faculty, staff and students" (LUNEC, 2019, p. 4)

In 2018, LU established the TRC Task Force to mobilize this commitment to respond to the TRC Calls to Action by,

"Having honest and proactive discussions about the Calls to Action (and emerging issues) as they apply to Laurentian ...;

Identifying strategies and providing recommendations that address the concerns and questions coming from these informed discussions; and,

Providing a final report to the President that includes these recommendations and strategies within an implementation plan." (LUNEC, 2019, p. 5)

In 2019, the TRC Task Force released its first report on LU's progress in honouring and implementing the TRC calls to action and advancing reconciliation. The report identified the following areas of focus:

"Honouring the people and land

Anishinaabemowin acknowledgement

Land and spaces for teaching and research

Indigenous content that is authentic and appropriately taught

Cultural competency – Indigenous Knowledge Sharing & Lifelong Learning

Enhance our Indigenous programming and support the success of our Indigenous students" (LU, 2020, p. 7)

Figure 3. The Four Lenses.

In 2018, LU released its Laurentian University's Strategic Plan 2018-2023, which is organized into five shared values:

"The North inspires us;
Student success is our success;
Teaching and Learning define us;
Curiosity drives our Research; and
Relationships are our priority" (LU, 2018, para. 3).

The 2018-2023 Plan identifies Indigeneity among its strengths noting LU will be,

"a leader in the process of reconciliation through transformative postsecondary education and research" (LU, 2018, para. 4).

Specific LU strengths in relation to Indigeneity, include:

Culturally safe spaces for (FNMI) students, including the Indigenous Sharing and Learning Centre (ISLC);
Maamwizing Indigenous Research Institute (MIRI);
The School of Indigenous Relations; and
Indigenous content and pedagogy integrated into the curriculum across the faculties (LU, 2018).

In 2018, LUNEC developed a Strategic Plan to align with the 2018-2023 Plan. The LUNEC strategic plan aims to align with the LU 2018-2023 Strategic Plan through (ro0M5(l1 G{)TJETQq86.904 741.12 445.03 26.64 reW* nBT/P

Indigenous peoples face barriers to moving into management roles because of the continued application of the bilingual French-English requirement, in place of the tricultural mandate, which fails to value Indigenous languages equally to French language capabilities;

the lack of an Indigenous recruitment strategy and Indigenous representation in recruitment and hiring processes creates barriers for hiring Indigenous faculty and staff at LU; and

there is a concern about the high turnover on the Board of Governors (Fall 2021 to Fall 2022) and the potential for 303.29 478.87 Tm to result in a loss of Indigenous representation (Nous Group, 2022).

Summary of Recommendations from Scan

The recommendations below are organized by the transformational initiatives identified in the 2022 Operational Review. Each recommendation responds with important considerations for LU's Indigenous initiatives and commitment to reconciliation, and reflects the key findings and recommendations drawn from the LU Academic Plan 2020–2024, LU Strategic Plan 2018-2023, LUNEC Strategic Plan 2019-2024, and the 2022 Operational Review.

Strategy—Ensure that the strategic priorities and goals identified in this Indigenous Programs Strategic Business Plan are reflected in LU's new 2023-2028 Strategic Plan and that they are implemented. This means there is a need for Indigenous representation on any governance and oversight committees, that policy is used to enforce the tricultural mandate, and that the TRC task force recommendations are incorporated. LUNEC should be engaged throughout this process, and Indigenous languages revitalization should be prioritized by university governance structures through the creation of a committee, as a TRC call to action incumbent on post-secondary institutions and an area that LUNEC has identified is not being enforced.

Service Delivery—Ensure that there is ample support for any Indigenous faculty, staff, and students who may be facing access barriers to using any digital systems adopted by LU (as per the Operational Review). Accommodation may include but not be limited to exceptions and alternative systems where warranted (e.g., alternative non-digital formats like paper for forms,

1. Governance & Leadership Governance and leadership will include the Board of Governors, Senate, LUNEC, Executive Team, Senior Leadership, TRC Taskforce, Indigenous Faculty Council and other committees. Designate one third (1/3) of Board of Governors seats for Indigenous representation and that an amendment be made to the Board of Governors terms of reference regarding Indigenous education. In the future, all matters pertaining to

Visioning Session

Indigenous faculty, staff, and graduate students, and enhance and develop new graduate programs with Indigenous content.

LU is able to embed Indigenous content throughout its faculties, departments, and programs, and across disciplines drawing on the knowledges of the diverse Indigenous faculty, in-house research through MIRI, and relationships with local First Nations communities, as well as other First Nations, Métis, and Inuit.

LU supports Indigenous faculty, staff, stud4(l)4reW* nBT/F7 9.48 Tf1 0 0 1 373.27 73(ND)JTJE

There are two parts of the Plan:

1. The Indigenous Programs Strategic Business Plan is a high-level document that includes the outputs / deliverables to be achieved, expected outcomes from those outputs / deliverables, and measures to monitor progress. The Strategic Plan is organized by priority area using the framework.
2. The Implementation Plan is a more detailed work plan that will guide the implementation of the Strategic Plan. The Implementation Plan is organized chronologically by year (Year 1 May 2024-April 2025 to Year 5 May 2028-April 2029) for ease of implementation, but also includes columns for each strategic direction, each with goals inclusive of activities, resources, and leads.

Indigenous Programs Strategic Business Plan

Table 1. Indigenous Programs Strategic Business Plan.

A solid dark blue rectangular block redacting the content of Table 1.

Bachelor of Indigenous Interdisciplinary
Studies
Expanded Anishinaabe and Michif
Language Programs
Indigenous Teachings Policies
Indigenous Micro Credentials scan
Dual-credit Program scan
Bridging Programs
Master of Indigenous Social Work
Degree
Bachelor of Education Degree with an
Indigenous Teacher Education P

Implementation Plan

Table 2. Implementation Plan.

Staffing Renewal	Programs and Degrees	Indigenous Research	Space and Facilities
1. Develop Indigenous Preferential Hiring Policy			

comparative analysis using

LU INDIGENOUS PROGRAMS STRATEGIC BUSINESS PLAN

	<p>programs that further enhance student education at LU in the North. <u>Lead:</u> TBD. <u>Estimated Budget:</u> Staff release time.</p>		
<p>27. Hire Indigenous Staff for the Master of Indigenous Social Work Degree <u>Activities:</u> Hire Indigenous staff for the Master of Indigenous Social Work Degree using the proposed Indigenous preferential hiring policy, Indigenous identity confirmation policy, and</p>			

<p>drawing on the Elders and Métis Senators in Residence Scan and in partnership with Atikameksheng Anishinaabek First Nation. <u>Lead:</u> AVPAIP, Director of ISLC, AVPAIP Special Advisors. <u>Estimated Budget:</u> TBD based on the Elder and Senator and Pay Equity scans.</p>	<p>31. Develop a Bachelor of Education Degree with an Indigenous Teacher Education Program (ITEP) Focus <u>Activities:</u> Hire Indigenous faculty members using the proposed Indigenous preferential hiring policy, Indigenous identity confirmation policy, and Indigenous faculty and staff recruitment plan to raise funding internally and externally to develop the program; and develop courses and curriculum content. <u>Lead:</u> Dean of Health and Education, Collective approach. <u>Estimated Budget:</u> \$255,000-450,000 (\$85,000-150,000 total compensation inclusive of salary and benefits for each position *3 positions) for compensation for three positions annually until the program is up and running and becomes profitable with increased enrolments. (Please note: the exact amounts will be determined or adjusted as a result of the Pay Equity Scan.)</p>		
<p>33. Hire Indigenous Faculty in Tenure-Track</p>			

confirmation policy, and Indigenous faculty and staff recruitment plan to support

recruitment, retention, and procurement at the university.

Lead: TBD.

Estimated Budget: Dependent on number of hires, but generally based on \$85,000-150,000 total compensation (inclusive of salary and benefits) for each position, noting the exact amounts will be determined or adjusted as a result of the Pay Equity Scan.

34. Full complement of Faculty in School of Indigenous Relations (SIR)

Activities: Hire a full complement of Indigenous faculty in SIR (including an Undergraduate and two Masters programs) using the proposed Indigenous preferential hiring policy, Indigenous identity confirmation policy, and Indigenous faculty and staff recruitment plan to support

1 G(B)3(US)-2(I)-3(NE)-3(SS)]TJETQ

<p>35. Fully housed, fully staffed Maamwizing Indigenous Research Institute <u>Activities:</u> Partner with Universities to guide LU in hiring a full staff for MIRI. Achieve goals by using the proposed Indigenous preferential hiring policy, Indigenous identity confirmation policy, and Indigenous faculty and staff recruitment plan to support enhanced Indigenous recruitment, retention, and procurement at the university. <u>Lead:</u> TBD. <u>Estimated Budget:</u> Dependent on number of hires, but generally based on \$85,000-150,000 total compensation (inclusive of salary and benefits) for each position, noting the exact amounts will be determined or adjusted as a result of Staff Pay Equity Scan.</p>			
--	--	--	--

References

Laurentian University. (2020). *Academic Plan 2020-2024*.

Laurentian University. (2019). *LUNEC Truth and Reconciliation Task force*.

Laurentian University. (2019.) *Niigaan Ninaabin: Looking Forward to the Future LUNEC Strategic Plan 2019-2024*.

Laurentian University. (2018). *Strategic Plan 2018-2023*.

Laurentian University Faculty Association. (2023). *Faculty shocked by Laurentian's misguided obsession with cutting faculty and programs* Retrieved from <https://www.lufappul.ca/?p=5677>

Nous Group. (2022). *Operational Review of Laurentian University*.