



Strategic Plan

2013-18

Lakehead
UNIVERSITY

Opportunities for Consultation

- Individual – Website, Communications Bulletin
 - Faculty and Staff, Plans and Performance Measures or home page on previous website
- Departments – Information sessions
- Representative groups – Senate Committees, SMT, LUSU, Alumni Association, Internal Relations Committee
- Community Breakfast
- Focus groups, Seminars – opportunity to volunteer

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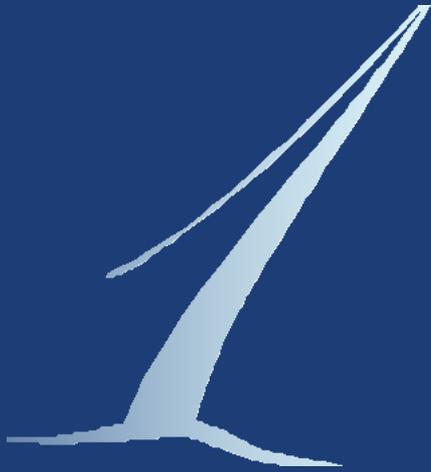
Proposed Mission

Lakehead University, as a diverse, comprehensive, multi-campus university, nurtures scholarship and fosters inquiry. Lakehead University is dedicated to increasing participation in educational opportunities, honouring relationships with aboriginal communities, ensuring a learner-centred student experience, and providing society with independent-thinking graduates who are socially and environmentally aware.

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Proposed Vision

Lakehead University: Building and embracing Collaborative Learning Communities



Growth and Capacity Development

Goal:

Lakehead University will achieve overall enrolment in excess of 10,000 students by the end of this plan while simultaneously ensuring that the University's long-term economic sustainability is enhanced.

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We Will Reach This Goal By :

- Aggressively recruiting new students from other regions in Ontario, other provinces in Canada, and other countries around the world. More specifically we will increase international enrolment to 10% of overall enrolment by 2018.
- Providing the infrastructure and supports that will increase the rate of participation for students in northwestern Ontario and Simcoe county. By 2018, the percentage of students from these areas attending University will be close to the provincial average and 70% of them will be enrolled at Lakehead University.
- Developing more partnerships that will offer community college graduates a seamless path to a university degree.
- Ensuring that our underlying rate of growth in revenues and expenditures is equal through a combination of creating new sources of revenue and prudent management. This will include active fundraising, expanding non-degree programs, developing continuing education, and introducing research services.
- Adding new buildings, like the proposed Kendaasiwin Centre, a new research building and others as needed, through capital planning and external fundraising.
- Ensuring, within budgetary constraints, an orderly plan for ongoing maintenance and renovation of existing physical facilities.



Nurturing Scholarship

Goal :

Lakehead University will be noted for the excellence of its scholarship and for the way that it integrates teaching, learning, and research into a holistic framework.

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We Will Reach This Goal By :

- recruiting, developing, and supporting a staff and faculty who are committed to the pursuit of learning in both teaching and research.
- increasing overall research funds received by 25% by 2018.
- enhancing the development of experiential learning, both inside and outside the classroom.
- Developing centres of excellence in which graduate studies, research funding, and community interest combine around an area of clear expertise.
- Performing well above the Ontario mean for active and collaborative learning as measured by the National Survey for Student Engagement in its 2017 survey.

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Learner Centered Student Experience

Goal :

Lakehead University students will be offered a unique experience that combines opportunities for an active lifestyle with holistic student supports in a collaborative learning environment. As a result, the modified graduation rate will increase by 3% during the life of this plan while Lakehead University graduates will continue to find employment at a higher rate than the Ontario average.

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We Will Reach This Goal By :

- Making one-stop service the focal point for all interactions with students from enrolment, through their academic career, to graduation.
- Building on class size and student-faculty interaction to ensure a truly collaborative learning environment.
- Building and maintaining a “best-in-class” website that ensures students can quickly and easily conduct all of their normal university business online.
- establishing centres, or buildings, that will be natural gathering places for students such as: the proposed Kendaasiwin centre, a new international House, and a one-stop service centre.
- creating an environment for success as personified by the Student Success centre.
- Seamlessly integrating a global orientation into Lakehead University’s student culture through English as a Second Language, expanded exchange programs, and innovative events.
- introducing students to a wide range of community and extra-curricular opportunities through a new partnership between athletics, recreation, and Student Services.



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Community Engagement

Goal :

to steadily increase the likelihood that students from Northwestern Ontario and Simcoe county will enroll at Lakehead University.

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We Will Reach This Goal B y :

- extending a true university experience to students living in communities outside thunder Bay and Orillia through innovative use of technology, satellite classrooms, and effective transportation.
- Forming and enhancing partnerships with hospitals, community colleges, school boards, and civic governments to cooperate on joint issues and find innovative approaches that will make postsecondary education an achievable opportunity for all.
- expanding the achievement Program, which provides:
 - a selection of youth-oriented opportunities that makes it clear that university is an achievable goal for all who have the ability;
 - a tuition-credit program that provides financial support to students who participate in the achievement Program; and
 - increased bursaries, enhanced child care, and other student supports focused on adult learners.
- Doubling the percentage of alumni who are engaged with the University.
- increasing the participation rates for graduate studies and professional programs.
- Opening the Faculty of law.



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Economic Development

Goal:

To support the economic aspirations of Lakehead University's communities through research, commercialization, education, and centres of excellence.

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We Will Reach This Goal B y :

- Developing a centre of excellence in Mineral Exploration and Sustainable Mining Development that will provide opportunities to our graduates and enhance mining in Northern Ontario and internationally.
- Considering the development of a centre of excellence in Sustainable Forest Development.
- Continuing to support the commercialization of research through patents and start-up companies.
- Reviewing the recommendations of the economic round tables held in 2011 and 2012.
- Developing partnerships with those investing in our communities to create and maintain the knowledge-based jobs our graduates covet.
- Using labour force projections as a guide to developing and expanding programs.

Appendix A - Milestones for Success

Growth and Capacity development

- Fall/winter Enrolment will reach 10,000 students by 2018
- International enrolment will be 10% of overall enrolment by 2018
- 70% of Northwestern Ontario university attendees will attend Lakehead
- A steadily increasing percentage of Simcoe County university attendees will attend Lakehead
- The number of students transferring from college to Lakehead University will increase
- The rate of growth in revenue will be equal to the rate of growth in expenditure

nurturing Scholarship

- Increase overall research funds received by 25%
- Introduce Centres of Excellence
- NSSE Active and Collaborative Learning score will be above the provincial average on the 2017 NSSE administration

learner-Centered Student experience

- Graduation rate (modified) will increase 3% from 2013 - 2018
- The three year moving average of Lakehead University's employment rate two years after graduation from an undergraduate program will be equal to or higher than the three year moving average of the provincial average employment rate two years after graduation from an undergraduate program
- Implement one-stop service

Community engagement

- Increase the University participation rate in Northwestern Ontario and Simcoe County (No current data. Must develop a new measure.)
- Increase the number of Aboriginal students by more than 150 over the term of the plan
- Expand the Achievement Program
- Double the percentage of Alumni who are engaged with the University
- 60% of the Lakehead University student population will be comprised of First Generation students (students for whom neither their mother nor their father has a university degree)

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COMMUNICATIONS PLAN

Consultation Process

May-October 2012

- **Information Sessions to Administrative & Faculty Departments**
- **Representative Group Discussions**
- **Cross-Sectional & Focus Group Sessions**
- **Senior Management Team (SMT) Discussions**
- **Public**