

2018-2023

Strategic Plan



DRAFT



Lakehead
UNIVERSITY

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MESSAGE FROM THE Board Chair

LAKEHEAD UNIVERSITY

I am pleased to support this bold and ambitious Strategic Plan for Lakehead University's future. Lakehead University's 2018-2023 Strategic Plan is innovative and exciting and positions the University to achieve our aspirational goals and realize our vision.

The 2018-2023 Strategic Plan is the result of close collaboration between Lakehead's leadership and the Board of Governors, with extensive input from faculty, staff, students, alumni, partners and community members. The development of this Plan included numerous consultations and engagement events with a broad range of stakeholders over the past eighteen months. The feedback we heard inspired our thinking, informed our discussions and influenced the way forward. I particularly found this feedback informative and believe the resulting Plan is richer and more authentic as it is informed by diverse perspectives.

As we look to the future, it is important we maintain the qualities that make Lakehead stand out, that help our students succeed, and that build on strong partnerships established throughout our history.

As a regional university firmly rooted in Northwestern Ontario and Simcoe County, Lakehead is making a significant contribution to the economic, social and cultural well-being of the communities we work, study and live in.

Our faculty continue to inspire, to lead, and to contribute academic and practical knowledge that shapes the world around us.

Over the past five years, Lakehead has been recognized for our academic achievements, our unique programming, our commitment to social justice and our strong graduate outcomes. Lakehead was the first university in Canada to introduce an Indigenous content requirement into all our undergraduate programming. We have developed our campuses in Thunder Bay and Orillia. Lakehead is proud to have been named Canada's number one undergraduate research university for the past three years. We have established

strong partnerships with industry and government that translate into innovative learning experiences for our students and strong employment outcomes for our graduates. Our alumni network has grown to over 60,000 people globally. These graduates are working in leadership roles in diverse fields, influencing the local and global community in a multitude of ways.

However, as we look ahead, we know we will face challenges that require a planned, strategic approach.

The world we live in is changing at a rapid pace. Technology and globalization continue to impact local industry and regional economies, requiring innovative solutions and new partnerships. The skills required to participate in the workforce of the future are shifting locally and globally. While it is clear we live in an age where many jobs will require a postsecondary education, fewer people in Northwestern Ontario and Simcoe County attend university compared to the rest of Ontario.

At the same time, the populations in our local communities are changing, and in some cases, declining. While Lakehead has a clear goal of growing its student population, we are facing intensified competition for students at home and abroad.

Finally, the context for the University's financial planning is changing. As this Plan was being developed, a new provincial approach to funding universities came into effect. As Lakehead adapts to work in this new funding model, it is anticipated fiscal pressures will continue as inflationary increases are managed and investments are made to maintain and develop campuses that will meet the needs of students, faculty and staff into the future.

Lakehead University's 2018-2023 Strategic Plan positions us to adapt and respond to these challenges in a dynamic and inclusive manner.

The strategic themes laid out in this Plan build on our history of academic excellence

as a regional, comprehensive university that conducts world-class research grounded in strong partnerships. They are shaped by our long-standing commitments to access, social justice, diversity, student success, Indigenous curriculum and scholarship, and by continued internationalization of the University. The strategic themes recognize the need to invest in faculty renewal, in expanded student supports, faculty and staff development, and in our infrastructure to develop a strengthened foundation for the future.

This Plan provides a roadmap for the future that recognizes and strengthens Lakehead's contribution to society through the pursuit, dissemination and application of knowledge. Although it has taken eighteen months to develop this Plan, this is just the beginning of our journey, with the real work coming through disciplined implementation of the Plan across the University.

As a proud Lakehead alumnus, I know first-hand the value of the world-class education provided by Lakehead and the positive impact the University has on the local communities it serves. I am confident that Lakehead University is well positioned, through the implementation of this Plan, to continue providing exceptional learning experiences to the next generation of students, making a significant impact on our communities, and creating an environment for long term success.

Sincerely,


David Tamblyn
Chair, Board of Governors
Lakehead University



MESSAGE FROM THE

Interim President and Vice-Chancellor

LAKEHEAD UNIVERSITY



Our vision to be an innovative comprehensive university that provides an education that is about how to think, not what to think, is increasingly relevant in today's society. An overarching theme of Lakehead University's 2018-2023 Strategic Plan is to embrace our role in creating future leaders, and in supporting the economic, social and cultural resilience of Northwestern Ontario and Simcoe County. We will achieve this by continuing to prioritize high calibre research and education, and by building strong local, global and Indigenous partnerships that champion equity and access.

This Plan speaks to the need to increase the percentage of students who attend university from both Northwestern Ontario and Simcoe County, and the importance of developing and supporting a diverse student population. We know there are many barriers to accessing university, and that getting here is only part of the journey. Through realizing the enhanced student supports embedded throughout this Plan, Lakehead remains committed to providing a range of services that help students realize their potential.

The Plan articulates our commitment to working with Indigenous peoples in furthering their educational aspirations, and to working with schoolboards, communities, colleges, and public and private sectors to build university pathways for future generations. Doing so will not only ensure our University's sustainability and relevancy, but also enhance our cultural vibrancy and the achievement of our strategic mandates.

With academic excellence at the heart of our strategy, Lakehead University is committed to delivering high quality programs, fostering excellence in research, scholarly and creative work, and providing a unique and transformative learning experience that positions our graduates for success. To deliver on this, we must focus on quality and innovation both inside and outside our classrooms and labs, and on continued faculty and staff development and renewal.

Achieving the goals set out in this Plan will be challenging as we continue to manage demographic and scale realities, ensuring our University's development meets the needs of both our campuses and effectively responds to Lakehead's longstanding access and diversity objectives. With the help and expertise of faculty and staff throughout our University community, I am confident that Lakehead will continue to thrive.

Sincerely,

Dr. Moira McPherson
Interim President and Vice-Chancellor
Lakehead University

We believe in our students.

Mission

To be an innovative comprehensive university that provides an education that is about how to think, not what to think

Vision

To provide a transformative university experience that is far from ordinary

Values

- Commitment
- Honesty
- Respect
- Acceptance
- Effort
- Scholarship
- Innovation
- Independence
- Individuality
- Community

Beliefs

- We believe our students make Lakehead University different.
- We believe that our students want an innovative comprehensive university where they have the highest chance of success.
- We believe that our students have the passion and drive to realize their dreams and succeed.
- We believe that our students want the intellectual freedom to pursue the unconventional.
- We believe in the diversity that comes from our students of many cultures and nations.
- We believe that our students are passionate about both their own individuality and their communities.





Strategic Plan Development Process

Looking to the Future

This Strategic Plan is the culmination of an 18-month process that began in autumn 2016 when Lakehead University's Board of Governors initiated development of the 2018-2023 Strategic Plan.

The Board of Governors reviewed the University's achievements over the course of the previous Strategic Plan "Nurturing a Passion to Lead", examined the challenging and evolving environment in which Lakehead University operates, and identified major directions that should guide Lakehead's future.

Through this process, the Board identified key themes centred on the vision of establishing Lakehead as a flexible university that can meet the needs of students today, and into the future, while recognizing the accelerated pace of change anticipated in the coming years.

As technology, including artificial intelligence, continues to change how we do things, the skills required in the future are expected to drive a greater need for the foundational skills developed through a university education and for lifelong learning. The 2018-2023 Strategic Plan acknowledges the gains Lakehead has made in research and scholarship excellence over the last decade, and continues to identify academic excellence as a priority in the future. As pedagogy continues to evolve, this vision recognizes the increasing importance of "hands-on" experiential learning for every student, the importance of offering study abroad and faculty exchange opportunities, and the need to expand non-degree programming to meet the emerging needs of the communities we serve.

The Board's vision recognizes the student demographics at Lakehead University are changing. While the student population at Lakehead is increasingly diverse, there continue to be a number of barriers that prevent some potential students from accessing university education, especially for rural, remote and Indigenous populations. Our challenge is to understand how we can work with local communities

to overcome these barriers and increase the participation rate of under-represented populations.

Lakehead recognizes there will be changes in how postsecondary education is delivered in the future. As technology and artificial intelligence continue to change how we do things, the skills required in the future are expected to drive a greater need for the foundational skills developed through a university education and for lifelong learning. In the future, an even greater proportion of students may be juggling careers, family demands and education, and may require greater flexibility and adaptability in how curriculum is delivered.

Finally, this vision reflects Lakehead's role in fostering a greater understanding of local and global societal issues, and inspiring positive change. Over the next five years, Lakehead University will continue to strengthen its commitment to social justice and will aspire to be recognized as the ideal location of study for Indigenous, social and environmental sustainability issues.

This vision takes into account Lakehead's local and regional role in Northwestern Ontario and Simcoe County, the partnerships established with Confederation College and Georgian College, its expanding global presence, and the unique and transformational student experiences Lakehead offers through comprehensive programming.

Engaging with Our Communities

Throughout 2017 and 2018 the Board of Governors sought input from the entire University community, including students, staff and faculty, the OAGC, and community and industry stakeholders in Northwestern Ontario and Simcoe County to help define Lakehead University's strategy for the next five years.

This valuable input informed the key themes and objectives and related strategies and metrics in this Plan.

2018-2023 Strategic Framework

The overarching goal of the strategic framework is to strengthen Lakehead University's vision of providing a transformative university experience grounded in exceptional scholarship and student potential.

Lakehead University's 2018-2023 Strategic Plan is built around five interrelated and interconnected strategic themes: **academic excellence, social responsibility, local and global partnerships, entrepreneurship and innovation, and capacity development**. Each of these themes will help Lakehead University achieve its vision.

This Strategic Plan details an aim for each theme that aligns with Lakehead University's vision. Each theme also has a number of objectives, strategies and metrics that, over time, will contribute to achievement of the aim.

To achieve our goals, the University must adopt the Plan across both campuses and incorporate it into existing and emerging collaborations, working with faculty, staff, students, alumni and local, global and Indigenous partners.

Academic Excellence

Lakehead University will stimulate a lifelong quest for knowledge through unique, high quality, transformational undergraduate and graduate teaching, learning and research experiences that encourage critical thinking and positions students for success beyond the University.

Social Responsibility

Lakehead University is committed to social justice and will make a significant contribution to our communities and society as a whole through our programs, research, and the wide range of activities undertaken by our faculty, staff, students and alumni.

Local and Global Partnerships

Lakehead University will develop informed education, research and service strategies and opportunities through connections with local and global partners, and relationships with Indigenous partners.

Entrepreneurship and Innovation

Lakehead University will be a leader in entrepreneurship and innovation in Northwestern Ontario and Simcoe County in support of culturally appropriate and environmentally sustainable social and economic objectives.

Capacity Development

Lakehead University will be recognized as a high performing, efficient and innovative academic environment that supports world-class scholarly activity.





Academic Excellence



Academic Excellence is the foundation of Lakehead University and is critical to achieving its vision.

As a comprehensive and research-intensive university, Lakehead will continue to nurture discovery, support innovation, and advance achievement by recognizing that teaching and research are interconnected and driven by a common focus on learning. Innovative approaches to learning that incorporate experiences inside and outside the classroom will prepare students for success as future leaders.

Aim

Lakehead University will stimulate a lifelong quest for knowledge through unique, high quality, transformational undergraduate and graduate teaching, learning and research experiences that encourage critical thinking and positions students for success beyond the University.

Objectives

To meet our aim we will:

- Focus on teaching excellence
- Provide a student-centred learning experience
- Promote research excellence and connectedness

Metrics

Indicators of success include:

- Increase students' perceived gains in higher order learning outcomes by 2023 (National Survey on Student Engagement)
- Achieve 100% participation rate of senior-year students in experiential learning opportunities by 2023
- Increase six-year graduation rate
- The number of graduates employed in full-time jobs related to skills developed through their undergraduate degree will be above the provincial average
- Increase graduate student enrolment
- Increase number of postdoctoral fellows
- Increase the number of Research Chairs to 25

Strategies

We will achieve our objectives by:

- Recruiting and retaining an optimal number of high-caliber full-time faculty and staff
- Increasing opportunities for faculty and staff professional and scholarly development
- Embedding experiential learning into every program and articulating learner outcomes to support graduate employment
- Fostering new approaches to cross-disciplinary curriculum development with the goal of providing students opportunities to experience scholarly expertise and unique learning experiences across faculties
- Developing and implementing a proactive and inclusive financial support and awards strategy that reflects the growing diversity of Lakehead's undergraduate and graduate student body
- Increasing access to resources at Lakehead Thunder Bay and Lakehead Orillia to support student health and well-being inside and outside the classroom
- Increasing opportunities for students to engage in innovation and collaboration, within and across disciplines, at Lakehead Thunder Bay and Lakehead Orillia
- Continuing to develop global perspectives through ongoing internationalization of Lakehead University campuses, curricula, and increased international experiential learning opportunities across disciplines
- Increasing the availability of immersive videoconference and technology-enabled spaces
- Increasing undergraduate and graduate student research capacity
- Continuing to position Lakehead to successfully compete for research funding through implementation of a strategic approach to securing research awards and grants
- Building depth in areas of high research activity while continuing to expand research and other scholarly and creative activities across disciplines
- Raising the profile of Lakehead University's research activity and expertise, both locally and globally
- Increasing overall per capita research funding at a rate higher than Lakehead's relative peer group

Social Responsibility



Social Responsibility recognizes the importance of Lakehead's unique role as a regional university in making a difference to the communities it serves, in developing broader understanding of societal issues, and inspiring action for thoughtful positive change.

By incorporating Social Responsibility as one of the strategic themes, Lakehead is reaffirming its longstanding commitment to social justice, to access and equity to postsecondary education, and to supporting diverse learners achieve their potential.

Aim

Lakehead University is committed to social justice and will make a significant contribution to our communities and society as a whole through our programs, research, and the wide range of activities undertaken by our faculty, staff, students and alumni.

Objectives

To meet our aim we will:

- Reflect diversity in our faculty and staff, student body, programs, and curricula
 - Support Indigenous and other under-represented student groups to succeed at university
 - Develop highly skilled, socially aware graduates
 - Foster greater understanding of societal and environmental issues, and inspire action for positive change
-

Metrics

Indicators of success include:

- Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University
- Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase
- Indigenous student enrolment at both baccalaureate and graduate levels will increase

- The number of Indigenous faculty members and staff will increase
 - The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial average
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Strategies

We will achieve our objectives by:

- Developing and implementing a social responsibility evaluation framework for Lakehead University to measure progress in addressing community and societal needs
- Increasing enrolment of under-represented student groups in baccalaureate programs, including Indigenous students, first-generation students, and students from Simcoe County and Northwestern Ontario
- Reducing barriers to access for rural and remote residents through remote and distance learning opportunities
- Improving student mobility through transfer agreements/programs, flexible degrees, stacked credentials, certificate programs, part-time undergraduate and graduate opportunities, and transitional programming
- Increasing Indigenous enrolment in graduate degree programs
- Enhancing student supports to assist Lakehead's diverse undergraduate and graduate students succeed academically and socially
- Supporting recruitment, hiring, promotion and retention of Indigenous faculty and staff to better reflect the Indigenous population in the regions Lakehead University serves

- Supporting and expanding Indigenous curriculum content at both the undergraduate and graduate levels
- Establishing Lakehead University as a leader in social justice, including the development of an Indigenous Research Centre with a focus on health, equity, environmental and international issues impacting Indigenous populations
- Growing and evolving Lakehead-Georgian and Confederation College partnerships to improve the university participation rate in Simcoe County and Northwestern Ontario
- Developing and implementing strategies to support improved student outcomes in collaboration with partner colleges and universities and with Aboriginal Institutes
- Continuing to implement the Office of Human Rights and Equity and address Universities Canada Inclusive Excellence Principles in the interest of providing an inclusive, equitable and accessible environment at both Lakehead Thunder Bay and Lakehead Orillia
- Continuing to address the Truth and Reconciliation Commission Calls for Action and Universities Canada Principles on Indigenous Education
- Developing and executing a Sustainability Action Plan for Lakehead University
- Supporting evidence-based analysis and effective decision-making in Northern Ontario through continued commitment to the Northern Policy Institute

Local and Global Partnerships



The theme Local and Global Partnerships brings a renewed focus on building a culture of mutual recognition and engagement between the University and the communities it serves.

This theme focuses on maturing existing partnerships while developing new opportunities for outreach, collaboration, and knowledge creation and exchange. Engaging with the community, alumni and the learners of tomorrow, the University will continue to grow, to change, and to influence the local and global stage.

Aim

Lakehead University will develop informed education, research and service strategies and opportunities through connections with local and global partners, and relationships with Indigenous partners.

Objectives

To meet our aim we will:

- Actively engage and partner with local and global communities, industry and other academic and research institutions
- Build strong and effective relationships with Indigenous partners
- Connect with the students of tomorrow
- Enhance alumni engagement

Metrics

Indicators of success include:

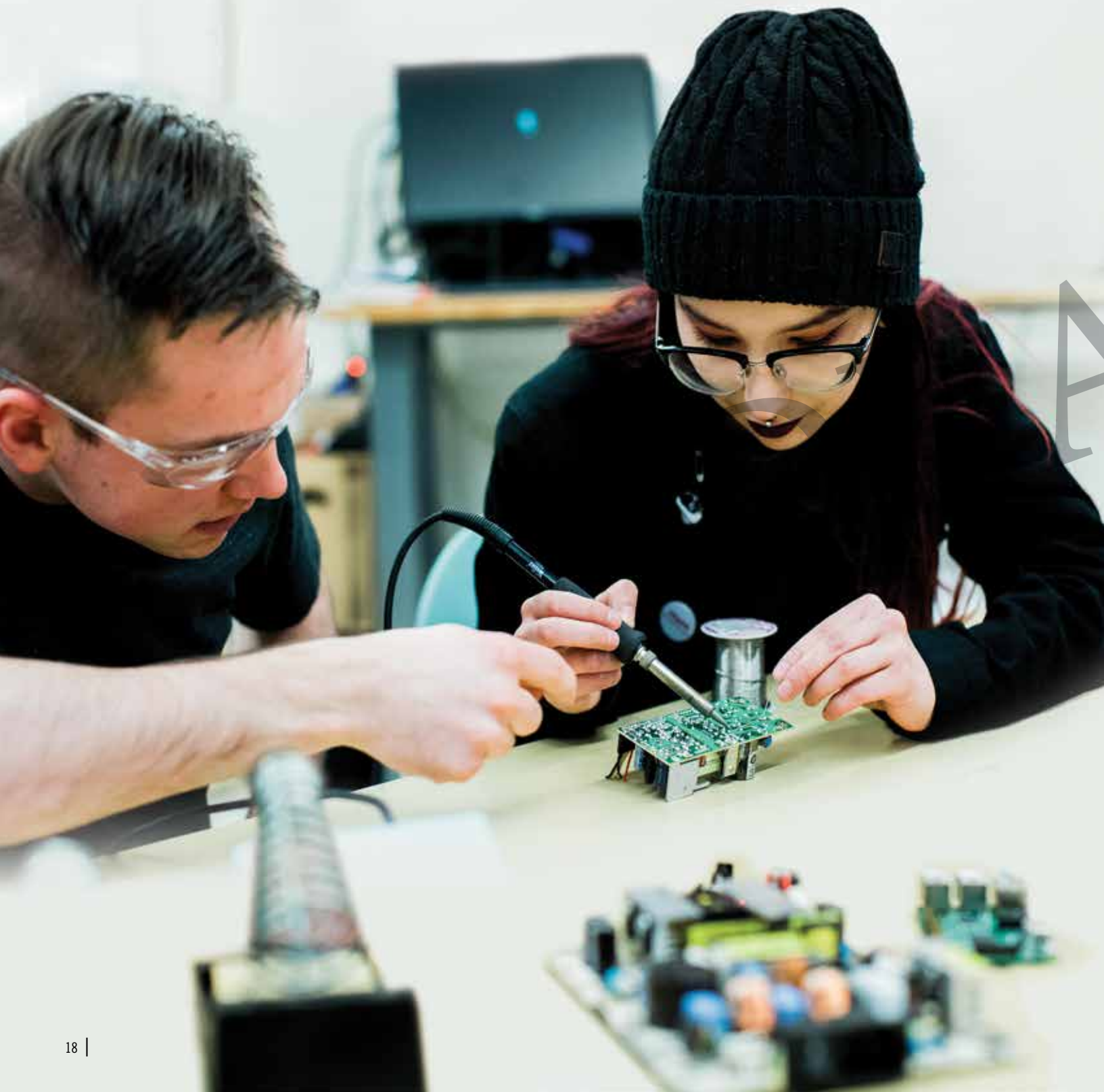
- Increase the number of partnerships with municipalities, government organizations, research institutes and industry (local, national and international)
- Increase the number of partnerships with Indigenous groups
- Increase participation in the Achievement Program and Aboriginal Mentorship Program
- Increase enrolment of under-represented student groups in specific programs
- Increase total number of engaged Alumni, as measured by a broad range of activities as identified in the Alumni Engagement Plan

Strategies

We will achieve our objectives by:

- Establishing a “Knowledge Commons” to maintain and showcase music, art, artifacts, culture, language and Indigenous knowledge on behalf of the community, cultivate partnerships with the community, and contribute to the ongoing development of community-engaged scholarship
- Partnering with industry to develop strategies to increase bachelor’s and graduate degree attainment in fields aligned with industry growth in the regions served by Lakehead University
- Increasing the number of research partnerships, co-op placements and work-integrated learning opportunities with municipalities, local government organizations, industry, and other organizations
- Developing long-term, sustainable relationships with small and medium enterprises through a focused and proactive engagement approach
- Strengthening partnerships with local chambers of commerce, industry and community to develop life-long learning and experiential learning opportunities aligned to industry needs
- Increasing the number of active Memorandums of Understanding and global strategic research partnerships
- Expanding provision of basic legal services through expansion of community legal clinics across Northwestern Ontario
- Expanding partnerships with local, remote and provincial Indigenous groups
- Expanding local outreach programs with elementary and secondary schools throughout Simcoe County and Northwestern Ontario
- Developing partnerships with regional school boards and Indigenous education councils to create effective pathways to postsecondary education for people who face economic challenges, or who are from under-represented populations
- Collaborating with regional education partners to increase participation of under-represented student groups in specific disciplines and programs
- Building partnerships with international schools (both overseas and foreign schools in Canada) to develop effective pathways to postsecondary education
- Continuing to build strong partnerships with Confederation College and Georgian College
- Developing and implementing a multi-year Alumni Engagement Plan to expand opportunities for lifelong alumni engagement and affiliation, including opportunities to enhance the Alumni Ambassador Program (domestic and international) and the introduction of engagement criteria

Entrepreneurship and Innovation



A main priority of Lakehead University is facilitating entrepreneurship and economic development throughout Northwestern Ontario and Simcoe County in an innovative, sustainable and culturally appropriate way.

This includes working with local and global partners to better understand public and private sector industry skills needs today and in the future, developing partnerships to help graduates transition into the workforce, and developing new approaches to support lifelong learning.

Aim

Lakehead University will be a leader in entrepreneurship and innovation in Northwestern Ontario and Simcoe County in support of culturally appropriate and environmentally sustainable social and economic objectives.

Objectives

To meet our aim we will:

- Connect with local and global industry
- Drive entrepreneurship and innovation
- Be a leader in sustainability
- Positively influence economic development in local communities

Metrics

Indicators of success include:

- Increase number of work-integrated learning opportunities across disciplines
- Increase economic impact of Lakehead University
- Increase societal impact of Lakehead University
- Increase number of businesses and start-ups in local communities directly related to University activity
- Increase number of patents filed

Strategies

We will achieve our objectives by:

- Advancing the President's Advisory Councils on Economic Development for Northwestern Ontario and Simcoe County with a focus on supporting local industry, partnerships and community development
 - Entering into strategic partnerships with local municipalities, business and industry to support innovation, economic development and highly-skilled job-seekers in Northwestern Ontario and Simcoe County
 - Expanding co-op placements and work-integrated learning opportunities for students across disciplines
 - Enhancing career services at Lakehead Thunder Bay and Lakehead Orillia to help students seamlessly transition into the workforce upon graduation
 - Supporting student innovation and entrepreneurship, including Indigenous student innovation and entrepreneurial activities
 - Extending Lakehead University's range of continuing professional development programming based on consultation with local community and industry partners
 - Establishing Lakehead University as a leader in environmental, community and economic sustainability by integrating teaching, learning, research, and developing or enhancing community and industry partnerships
 - Partnering with Indigenous communities to support increased culturally appropriate innovation and economic development
- Increasing opportunities for community-driven research
 - Stewarding ongoing development of technology-based industry
 - Participating in regional innovation clusters on pan-northern issues
 - Partnering to develop local entrepreneurship and regional innovation clusters in Simcoe County
 - Developing an accountability framework for Economic Development Milestones for Success

Capacity Development



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Exceptional people and high quality infrastructure and technology that support quality learning outcomes are key to achieving the University's vision.

Continued growth and diversification of our student body is also fundamental to achieving Lakehead University's optimal undergraduate and graduate student enrolment. Diversifying revenue will further support financial sustainability and position Lakehead University to fulfil its mission through continued investment in the pursuit of academic excellence.

Aim

Lakehead University will be recognized as a high performing, efficient and innovative academic environment that supports world-class scholarly activity.

Objectives

To meet our aim we will:

- Renew physical and technological infrastructure to support evolving pedagogical, teaching, learning and research needs at both Lakehead Thunder Bay and Lakehead Orillia
- Expand and refine services and infrastructure on both campuses to promote an excellent student experience
- Attract, retain and develop the best people, accessing local, national and global talent
- Achieve optimal enrolment at Lakehead Orillia and Lakehead Thunder Bay
- Fully integrate planning and budgeting across the University
- Strengthen the University's position through diversification of revenue and cost containment

Metrics

Indicators of success include:

- Increase student satisfaction (National Survey on Student Engagement)
- Improve employee engagement
- Enrolment will increase to 10,000 students by 2023
- International enrolment will constitute 20% of overall enrolment by 2023
- Increase proportion of revenue from sources other than government operating grants or government-regulated tuition

Strategies

We will achieve our objectives by:

- Operationalizing a multi-year Facilities Master Plan that includes a strategic, staged and agile approach to revitalization and cross-functional optimization of new and existing infrastructure at Lakehead Thunder Bay and Lakehead Orillia
- Revitalization of a cross-functional Space Management Committee
- Developing and implementing a strategic Talent Management Plan that includes a multi-year approach to recruitment, succession planning, and ongoing development of faculty and staff
- Developing a high performing culture that reflects Lakehead University's core values
- Implementing a multi-year Technology Plan that provides a strategic, staged approach for ongoing technology-based improvements across all levels of the University
- Increasing immersive telepresence capacity in alignment with Phase II of Lakehead University's Immersive Telepresence Strategy

- Continuing to develop partnerships with colleges, universities, and Aboriginal Institutes with the goal of offering students a seamless path to a university degree
- Implementing a comprehensive a Strategic Enrolment Management Plan to achieve enrolment goals across Lakehead Thunder Bay and Lakehead Orillia
- Implementing integrated planning and budgeting with a focus on alignment with strategic and academic priorities and fiscal stewardship across all units
- Diversifying funding sources to achieve revenue growth (including certificates, research grants, industry partnerships, donors)
- Continuing to increase annual philanthropic revenue
- Designing and executing an implementation plan for Lakehead University's Philanthropic Campaign

Metrics

Academic Excellence

- Increase students' perceived gains in higher order learning outcomes by 2023 (National Survey on Student Engagement)
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Local and Global Partnerships

- Increase the number of partnerships with municipalities, government organizations, research institutes and industry (local, national and international)
- Increase the number of partnerships with Indigenous groups
- Increase participation in the Achievement Program and Aboriginal Mentorship Program
- Increase enrolment of under-represented student groups in specific programs
- Increase total number of engaged Alumni, as measured through a broad range of activities as identified within the Alumni Engagement Plan

Entrepreneurship and Innovation

- Increase number of work-integrated learning opportunities
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- Increase societal impact of Lakehead University
- Increase number of businesses and start-ups in local communities directly related to University activity
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Capacity Development

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