

2020-2025 Strategic Mandate Agreement

LAKEHEAD UNIVERSITY

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MINISTRY OF COLLEGES AND UNIVERSITIES



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Signing Page

2020-2025 Strategic Mandate Agreement

Signed Between

Lakehead University

And

Ministry of Colleges and Universities

SIGNED for and on behalf of the Ministry of
Colleges and Universities by:

SIGNED for and on behalf of Lakehead University by:



Shelley Tapp
Deputy Minister



Dr. Moira McPherson
President and Vice-Chancellor

September 4, 2020

Date

September 4, 2020

Date

This agreement focuses on performance-based funding associated with the institution's differentiation envelope and enrolment corridor funding. Special purpose/other institutional grants are not included as part of this agreement.

The Government remains committed to SMA3 (2020-25) and implementing the performance-based funding model for colleges and universities approved as part of Budget 2019.

Given the uncertainty regarding future impacts of the COVID-19 outbreak on the SMA3 metrics, the Ministry will delay the planned activation of performance-based funding for two years --Year 1 (2020-21) and Year 2 (2021-22) of SMA3. To determine how to link SMA3 metric performance to institutions' funding beyond Year 2, each year the Ministry will engage institutions through the SMA3 Annual Evaluation process to assess SMA3 metric performance for the current year; and, evaluate potential COVID-19 impacts on the SMA3 metrics for future years. This will include a review of the performance-based funding starting point proportion. Metric data collection, evaluation, and publication will proceed through the SMA3 period as planned.

The agreement may be amended in the event of substantive economic or policy changes that would significantly affect the SMA deliverables. Any such amendment would be mutually agreed to in writing, dated, and signed by both signatories.

Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Colleges and Universities and Lakehead University is a key component of the Ontario government's accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system
- Describes the elements of Ontario's performance-based funding mechanism, including the university's annual performance-based funding notional allocation for the five-year SMA3 period
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period
- Supports transparency and accountability objectives, and
- Establishes allowable performance targets for 10 metrics upon which institutional performance will be assessed.

This SMA is for the fiscal period from April 1, 2020 to March 31, 2025.

Ontario's Objectives

SMAs are bilateral agreements between the ministry and the province's publicly-assisted colleges and universities and are a key component of the Ontario government's accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underlie SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario's postsecondary education system
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes
- Encouraging alignment of postsecondary education with labour market outcomes, and
- Incentivizing differentiation and specialization to support increased efficiencies.

Institutional Profile

The ministry recognizes the importance of supporting a differentiated system, and recognizing institutional specializations, as a means of enhancing efficiencies in the postsecondary education sector.

The Institutional Profile is intended to describe how the university's institutional mission and strategic goals support the priority areas of the Ontario government, as identified in this agreement. Institutions may also wish to include narrative related to the post-COVID-19 context for the institution.

Lakehead University's mission 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.

As a regional university firmly rooted in Northwestern Ontario and Simcoe County, an overarching theme of Lakehead University's [2018-2023 Strategic Plan](#) is to embrace the University's role in creating future leaders and in making a significant contribution to the economic, social and cultural well-being of the communities it serves. This will be achieved by continuing to prioritize high-calibre research and education, and by building strong local, national, global and Indigenous partnerships that champion equity and access.

Lakehead University's [2018-2023 Strategic Plan](#) is built around five interrelated and interconnected strategic themes that will help the University achieve its vision as outlined below:

- **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 position 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.

Lakehead's [2019-24 Academic Plan](#), developed in alignment with the University's Strategic Plan, is built around four interconnected Academic Priorities which represent key opportunities for transformational change at Lakehead over the next five years: high-quality programs; innovative and impactful research, scholarship, and creative activities; commitment to social responsibility; and Anishinaabe Miikana Gichi Kendaasiwin.

In addition to building on Lakehead's history of academic excellence as a regional, comprehensive university that conducts world-class research grounded in strong partnerships, these Plans articulate Lakehead's long-standing commitments to access, social justice, diversity, student success, Indigenous curriculum and scholarship and continued internationalization of the University.

As articulated throughout this document, the commitments laid out in Lakehead's Strategic and Academic Plans are aligned to the government priority areas for SMA 3. Lakehead's Plans include metrics in support of an institutional approach to transparent monitoring of the Plans' implementation. These metrics are directly aligned to the ten provincial metrics in SMA 3 that reflect the government's priorities. As a result, Lakehead is well

positioned to support advancement of the government's priority areas throughout SMA 3 within the context of the University's established foundational Plans.

However, as a result of the global COVID-19 pandemic, Lakehead must acknowledge the underlying assumptions for economic, employment, research and enrolment related performance-based metrics will be fundamentally altered. At the point of drafting this agreement, longer term societal and economic implications of COVID-19 are still unknown.

As a result, Lakehead's SMA 3 is aligned to the long-term institutional and provincial objectives established pre-COVID, recognizing adaptation and innovation will be required over the coming months and years as the impacts of the pandemic are better understood.

Lakehead remains committed to advancing provincial objectives, and to working with the Ministry to understand the COVID-19 impact on performance and mitigate any operational instability during what is expected to be a period of prolonged recovery in the regions we serve.

Performance-Based Funding

Notional Annual Allocation

For the 2020-2025 SMA cycle, Lakehead University’s annual allocation of performance-based funding has been calculated by the ministry in accordance with the university funding model and Ontario’s Performance-based Funding Technical Manual. Lakehead University’s notional allocations will not be impacted by previous year performance, and will follow a graduated activation plan as follows:

	2020-21*	2021-22*	2022-23	2023-24	2024-25
Differentiation Envelope	\$10,630,171	\$15,902,832	\$21,175,650	\$26,448,468	\$29,084,877
Performance-based Grant	\$10,630,171	\$15,902,832	\$21,175,650	\$26,448,468	\$29,084,877

* Activation of performance-based funding will not be in place for 2020-21 and 2021-22. Thereafter, activation for the following years will be determined through the SMA3 Annual Evaluation process.

**Further details on calculations are available in Ontario’s Performance -based Funding Technical Manual. The Performance-based Grant has been capped at the system-average annual proportion and residual funding remains part of the Differentiation Envelope. Notional allocation represents the Performance-based Portion of the Differentiation Envelope capped to the system-wide average.

***The notional allocations presented above are estimates based on 2019-20 final operating grant totals.

Institutional Weighting Strategy

The performance-based funding mechanism in this SMA enables institutions to assign metric weightings to reflect institutional strengths and differentiated roles in the postsecondary education system. Assigned metric weightings will impact performance-based funding on a metric-by-metric basis per the table below. Metric details are described in the following section.

Metric	Institutional Assigned Weightings & Notional Performance-based Funding									
	2020-21		2021-22		2022-23		2023-24		2024-25	
	Max 35%, Min 10%		Max 30%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%		Max 25%, Min 5%	
	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)	(%)	(\$)
1. Graduate Employment Rate in a Related Field	15%	\$1,594,526	8%	\$1,272,227	8%	\$1,694,052	8%	\$2,115,877	8%	\$2,326,790
2. Institutional Strength/Focus	20%	\$2,126,034	20%	\$3,180,566	20%	\$4,235,130	20%	\$5,289,694	20%	\$5,816,975
3. Graduation Rate	10%	\$1,063,017	5%	\$795,142	5%	\$1,058,782	5%	\$1,322,423	5%	\$1,454,244
4. Community/Local Impact – Student Enrolment	10%	\$1,063,017	5%	\$795,142	5%	\$1,058,782	5%	\$1,322,423	5%	\$1,454,244
5. Economic Impact (Institution-specific)	35%	\$3,720,560	24%	\$3,816,680	19%	\$4,023,373	19%	\$5,025,209	19%	\$5,526,127
6. Research Funding & Capacity: Federal Tri-Agency Funding Secured	10%	\$1,063,017	5%	\$795,142	5%	\$1,058,782	5%	\$1,322,423	5%	\$1,454,244
7. Experiential Learning	--	--	20%	\$3,180,566	20%	\$4,235,130	20%	\$5,289,694	20%	\$5,816,975
8. Research Revenue Attracted from Private Sector Sources	--	--	5%	\$795,142	5%	\$1,058,782	5%	\$1,322,423	5%	\$1,454,244
9. Graduate Employment Earnings	--	--	8%	\$1,272,227	8%	\$1,694,052	8%	\$2,115,877	8%	\$2,326,790
10. Skills & Competencies	--	--	--	--	5%	\$1,058,782	5%	\$1,322,423	5%	\$1,454,244

Priority Areas and Performance Metrics

Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, the allowable performance targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills & Job Outcomes

This priority area seeks to measure and evaluate the university's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Economic & Community Impact

This priority area seeks to measure and evaluate the university's role in supporting Ontario's economy. Metrics measure the attraction of federal research funding; funding from private sector sources; the positive economic impact on local economies brought by students at an institution, and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Research Funding & Capacity: Federal Tri-Agency Funding Secured
- Research Revenue Attracted from Private Sector Sources

Productivity, Accountability & Transparency

To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:

- Faculty Activity
- Faculty Compensation

Skills & Job Outcomes

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Lakehead University and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

For the Skills and Competencies metric being initiated for performance-based funding in 2022-23, the Ministry of Colleges and Universities will apply a ‘participation weighting’ of 5% of annual performance-based funding notional allocation for all institutions. Institutional targets will not be set for this metric in SMA3. Participation will be validated and included as part of the SMA3 Annual Evaluation process for performance-based funding.

Graduate Employment Rate in a Related Field

Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either “closely” or “somewhat” related to the skills they developed in their university program, two years after graduation

Metric initiated in 2020-21

Narrative

Lakehead University’s 2018-2023 Strategic Plan and 2019-2024 Academic Plan both include the metric monitoring the number of graduates employed in full-time jobs related to skills developed through their undergraduate degree in relation to the provincial average, illustrating Lakehead’s commitment to delivering high quality programs that position graduates to transition into the workforce.

Both the Strategic and Academic Plan articulate a number of strategies and actions that will be implemented over the next five years to further support transition of graduates into the workforce in fields relating to their undergraduate program.

Students rank Lakehead University as one of the [top 3 universities in Ontario](#) that prepare them for employment, illustrating the strength of its academic and non-academic programming and ongoing commitment to incorporating student-centred, transformational learning experiences that develop critical thinking and prepare Lakehead graduates for success.

Additionally, Lakehead’s Strategic and Academic Plans both include commitments to develop innovative programming and pedagogical approaches that meet emerging labour market needs. Lakehead programs across all faculties include experiential and work-integrated learning opportunities, helping learners develop professional networks and gain valuable work experience during their undergraduate degree, with further supports transition into the workforce upon graduation. Over the past few years, Lakehead graduates from a number of disciplines have experienced 100% employment rates.

With the continued evolution of Lakehead’s [Student Success Centre and Career Zone](#), [co-op](#), [community engaged learning](#) and Lakehead’s expanding [Work Integrated Learning Program](#), Lakehead is committed to continuing to work with students, faculty, staff and employers to help graduates transition into the workforce in roles that leverage their skills. Further complementing these initiatives, Lakehead hosts a number of [career fairs](#) and [on-campus recruitment events](#) on its campuses throughout the year.

However, recognizing Lakehead has been a strong performer in the number of graduates employed in full-time jobs related to skills developed through their undergraduate degree, the University must manage expectations about its ability to continually improve this metric over the next five years as outlined below:

- The implications of COVID-19 on medium and long-term labour market and employment trends are unknown at this point.
- Lakehead’s performance in this metric is highly susceptible to external macro-economic influences on many cyclical, resource-based industries in rural, remote and northern communities and labour trends in the broader public sector.
- As a regional comprehensive university, the program configuration of Lakehead’s graduating classes is highly variable.
- Over the past five years, the number of Lakehead graduates employed in jobs related to their field of study has ranged from 87.5% and 92% annually, consistent with or above the provincial average.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead’s Strategic and Academic Plans.

Lakehead’s weighting strategy is reflective of the University’s perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead’s ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead’s weighting for this metric is: MODERATE/LOW

Source: Ministry of Colleges and Universities - Ontario University Graduate Survey

Institutional Strength/Focus

<i>Sustainability, social justice and Indigenous education</i>
Proportion of enrolment (FTEs, domestic and international, all terms for undergraduate students and Summer and Fall terms for graduate students) in an institution’s program area(s) of strength
Metric initiated in 2020-21
Narrative
<p>Lakehead University’s 2018-2023 Strategic Plan and 2019-2024 Academic Plan both articulate the University’s longstanding commitment to being a leader in sustainability, social justice and Indigenous education.</p> <p>Specifically, Lakehead’s Academic Plan acknowledges that many social, economic, and environmental changes are magnified in the communities Lakehead serves, presenting real world challenges that Lakehead is well positioned to help address through innovative approaches to teaching, learning, research, and expanded community partnerships that are focused on developing the next generation of leaders equipped with the skills and experience required to address global challenges.</p> <p>Recognizing this presents an opportunity for Lakehead to develop regional education ecosystems in Northwestern Ontario and Simcoe County through expanded partnerships that align to these “grand” societal challenges, positioning Lakehead as a beacon, both locally and globally, as a leader in sustainability, social justice, and Indigenous education, Lakehead has aligned its areas of institutional strength in SMA 3 to these areas.</p> <p>Lakehead’s locations in Northwestern Ontario and Simcoe County provide a unique and profound perspective on the multi-dimensional aspects of sustainability, including human and ecological health, culture and Indigenous rights, social justice, secure livelihoods, and workplace well-being. Lakehead’s Thunder Bay campus is situated</p>

beside one of the largest bodies of freshwater, Lake Superior, and next to the Boreal forest, uniquely positioning it to contribute a northern voice to critical discussions on sustainability.

This is reflected in differentiated programming offered at the undergraduate and graduate level, including [Aboriginal Education](#), [Indigenous Learning](#), [Education](#), [Water Resource Science](#), [Natural Resources Management](#) (NRM), and [Social Justice](#). For example, Lakehead University's [Faculty of Law](#) focuses on three mandates which embrace the realities of living and working the North: Aboriginal and Indigenous Law, Natural Resources and Environmental Law, and sole/small firm practice.

Hands-on learning opportunities in the identified programs are characterized by Lakehead's commitment to experiential learning and its geographic and social context. For example, the NRM program has a mandatory field school that students complete each year. Students receive work-integrated instruction on location in rural settings and conduct exercises in the field ranging from tree identification, resource inventory techniques and photogrammetry/remote sensing methods, to environmental and socio-economic impacts of resource extraction, forest management and forest policy. Skills learned in the field school help make Lakehead's NRM graduates employment-ready, as one student illustrated: "Lakehead University's geographical location made hands on learning in my area of study some of the best the world has to offer."

Graduates from the suite of programs in this section have strong learning employment outcomes, as evidenced in other sections of this document.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead's Strategic and Academic Plans.

Lakehead's weighting strategy is reflective of the University's perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead's ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead's weighting for this metric is: MODERATE/LOW

Source: Provided by Institutions, validated by University Statistical Enrolment Report (USER)/Ministry of Colleges and Universities

Graduation Rate

Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within 7 years

Metric initiated in 2020-21

Narrative

As university education becomes increasingly relevant in the development of a highly skilled workforce and strong local economies, Lakehead University remains committed to access and equity for diverse learners, including Indigenous learners, learners from rural and remote communities, first generation learners and learners who demonstrate they have the potential to succeed at university, despite low entering averages.

These commitments are reaffirmed in Lakehead University's Strategic and Academic Plans and reflect the Higher Education Quality Council of Ontario's ([HECQO, 2016](#)) recognition of the importance of "equity of access powerhouses" within a differentiated provincial system, citing that "every student, no matter where they are studying, deserves a strong end point".

According to Statistics Canada ([National Household Survey, 2016](#)) the degree attainment rate in regions served by Lakehead is below the provincial average (18.3% in Simcoe County and 21.8% in the District of Thunder Bay, compared to 54% in Toronto and 32% in Ontario).

The degree attainment rate is substantially lower in rural/remote regions in Northwestern Ontario and among Indigenous populations (13.4% in the District of Rainy River, 12.8% in the Kenora District, and 13% among the Canadian Indigenous population).

In alignment with the eligibility criteria outlined in the Ontario Postsecondary Access and Inclusion Program Guidelines, between 2015/16-2019/20:

- ~94% of Lakehead's domestic undergraduate student population had at least one characteristic of an under-represented student population (96% in 2019/20).
- The number of Lakehead domestic undergraduate students with 3 or more under-represented characteristics increased from 35% in 2015/16 to over 40% in 2018/19 and 2019/20.

Further, due to variation in annual enrolment, and variation in enrolment across disciplines, Lakehead experiences a high degree of variability in its graduation rate that is proven to be driven by a small number of students.

Ongoing investment by the University into extensive [academic advising](#) and a broad range of [student health and wellness](#) is evidence of Lakehead's commitment to supporting all students to realize their academic potential. Reflective of [HECQO's observation](#) that "some universities may serve proportionally more complex student bodies with more complex needs, and they should be supported in meeting those needs", Lakehead is also building understanding across all faculties through its [Teaching Commons](#) to better identify, understand and respond to student support needs while working with students to understand and respond to evolving student needs including [building resiliency](#).

As a result, despite serving an increasingly complex student body, Lakehead's graduation rate has consistently been higher than its Consortium for Student Retention Data Exchange (*CSRDE*) North American peer group and has been comparatively strong within the Ontario system.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead's Strategic and Academic Plans.

Lakehead's weighting strategy is reflective of the University's perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead's ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead's weighting for this metric is: LOW

Source: University Graduation Rate Data Collections

Graduate Employment Earnings

Median employment earnings of university graduates, two years after graduation

Metric initiated in 2021-22

Narrative

As outlined in Lakehead University's 2018-2023 Strategic Plan, the aim of Lakehead's Academic Excellence strategic theme is to stimulate a lifelong quest for knowledge through unique, high quality, transformational teaching, learning and research experiences, at the undergraduate and graduate levels, that encourage critical thinking and positions students for success beyond the University.

Further, the Local and Global Partnerships theme in the University's Strategic Plan outlines the importance of partnerships with local partners to develop strategies to increase bachelor's and graduate degree attainment in fields aligned with industry growth in the regions served by Lakehead University, as well as partnering with employers to expand experiential and work integrated opportunities aligned with market needs.

As a comprehensive university serving the regions of Northwestern Ontario and Simcoe County, Lakehead's Academic Plan includes commitments to:

- Actively engage the University community in the review of undergraduate and graduate degree programs with a focus on continuing to develop innovative, cross-disciplinary programming and delivery approaches to meet emerging labour market needs; and
- Collaborate with regional communities, Indigenous partners and industry to enhance and create programs that support the development of a highly skilled workforce in Northwestern Ontario and Simcoe County.

Lakehead also actively supports transition into the workforce upon graduation through a number of initiatives including Lakehead's [Student Success Centre and Career Zone](#), [co-op](#), [community engaged learning](#) and Lakehead's expanding [Work Integrated Learning Program](#), as well as [career fairs](#) and [on-campus recruitment events](#) throughout the year.

Recognizing Lakehead has been a strong performer in the number of graduates employed in full-time jobs related to skills developed through their undergraduate degree, corresponding graduate earnings are strong.

However, despite the University's commitment to supporting graduates transition into the workforce, Lakehead has identified the variables influencing the average earnings of its graduates two years after graduating are influenced by regional, provincial, national and geopolitical factors broadly outside the University's control as outlined below:

- The implications of COVID-19 on long-term labour market and employment trends are unknown at this point.
- Lakehead's performance in this metric is highly susceptible to external macro-economic influences on many cyclical, resource-based industries in rural, remote and northern communities and labour trends in the broader public sector.
- Median earnings are variable at the provincial and national level; earnings of Lakehead graduates two years after graduating is consistent with these broader macro-economic trends.
- As a regional comprehensive university, the program configuration of Lakehead's graduating classes is highly variable, impacting the average earnings of the graduating cohort.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead’s Strategic and Academic Plans.

Lakehead’s weighting strategy is reflective of the University’s perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead’s ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead’s weighting for this metric is: MODERATE/LOW

Source: Educational and Labour Market Longitudinal Platform/Statistics Canada

Experiential Learning

Number and proportion of graduates in programs, who participated in at least one course with required Experiential Learning (EL) component(s)

Metric initiated in 2021-22

Narrative

As outlined in Lakehead’s 2018-2023 Strategic Plan, Lakehead is committed to incorporating innovative approaches to learning through practical experiences inside and outside the classroom with a focus on preparing students for success as future leaders.

Both Lakehead’s Strategic and Academic Plans include commitments to achieve 100% participation rate of senior-year undergraduate students in experiential learning (EL) opportunities (including work integrated learning and applied research).

Lakehead’s Strategic and Academic Plans also articulate clear strategies related to embedding experiential learning into every program and articulating learner outcomes to support graduate employment.

In 2018/19, Lakehead University partnered with other Ontario universities to develop a consistent approach to capturing and measuring student participation in experiential learning at the undergraduate course level. Through this work, Lakehead developed an experiential learning framework that aligns to the Ministry’s [guidelines for experiential learning](#) and the Co-operative Education and Work-Integrated Learning Canada’s (CEWIL Canada) [definitions of experiential learning and work integrated learning](#).

Using this framework, Lakehead University has developed an experiential learning inventory at the course level that is being used to complete and share gap analyses at the faculty, department and program level and to identify opportunities for ongoing professional development in alignment with strategies outlined in the University’s Academic Plan.

Recognizing Lakehead’s commitment to ensure all learners have experiential learning opportunities during their undergraduate degree, throughout SMA 3 Lakehead will continue implementation of strategies introduced over the past few years, including:

- Building awareness with faculty, staff and students with a focus on understanding the breadth of opportunities currently embedded into programming;
- Working with academic departments, student support services, employers and students to develop a common understanding of learning outcomes, skills and competencies developed through experiential learning opportunities at the undergraduate level;
- Identifying opportunities to expand opportunities as appropriate by embedding experiential learning metrics into ongoing strategic enrolment management discussions across all faculties and departments;

- Increasing professional development opportunities for faculty and staff in relation to experiential and work integrated learning, with specific initiatives offered through Lakehead’s [Teaching Commons](#);
- Working with industry partners to continue to cultivate new and expanded experiential learning opportunities at Lakehead, including [co-op](#) and [work integrated learning](#) across disciplines while also leveraging [Lakehead’s Work Study Program](#);
- Coordinate marketing and promotion of courses, programs and initiatives to raise awareness of experiential learning opportunities for students and employers; and
- Developing processes to support ongoing maintenance of the experiential learning course inventory.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead’s Strategic and Academic Plans.

Lakehead’s weighting strategy is reflective of the University’s perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead’s ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead’s weighting for this metric is: MODERATE/HIGH

Source: Institutions

Skills & Competencies

Education and Skills Online: Random sample of students (domestic and international)

Metric initiated in 2022-23

Narrative

Lakehead University’s commitment to Academic Excellence is reflected in both its 2018-2023 Strategic Plan and 2019-2024 Academic Plan through the delivery of exceptional programming at the undergraduate and graduate levels.

Specifically, the University’s Academic Plan articulates actions it will take over the next five years as it continues to develop new approaches to teaching and learning that meet the changing needs of the world we live in, reflect the shift to a connected, knowledge-based global economy, and embed new and innovative high-quality learning experiences into curriculum that continues to evolve in response to ever-changing needs of diverse learners.

A number of strategies and actions in these Plans are aligned with continuing to increase students’ perceived gains in higher-order learning outcomes. Lakehead’s measurement of this metric is derived from students identifying how their experience at Lakehead has contributed to their knowledge and skills in areas including clear and effective writing, speaking, critical thinking, numerical and statistical analysis through the National Survey of Student Engagement.

Specifically, Lakehead is focused on measuring students’ perceived gains in higher-order learning as research shows this indicator captures the impact of incorporating cognitive tasks such as application, analysis, judgment and synthesis into the curriculum. Embedding these tasks into the curriculum better positions learners to apply their acquired knowledge in practice by teaching students how to connect and extend their learnings ([National Survey of Student Engagement Conceptual Framework, 2013](#)) in support of Lakehead University’s mission “To be an innovative comprehensive university that provides an education that is about how to think, not what to think”.

In alignment with the University’s mission, Lakehead will participate in the Education and Skills Online assessment during the SMA 3 period.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead's Strategic and Academic Plans. The Ministry has determined all universities will apply a 'participation weighting' of 5% to this metric during SMA 3.

Consistent with this approach, Lakehead's weighting for this metric is: 5%.

Source: Education and Skills Online Assessment, Organisation for Economic Co-operation and Development (OECD)

Economic & Community Impact

Performance Metrics: Narrative

Metrics will be initiated over three years as new data is collected and validated. For 2020-21, allowable performance targets are calculated using historical data as per the Performance-based Funding Technical Manual.

For the remainder of the SMA3 cycle, allowable performance targets will be calculated annually as per the Performance-based Funding Technical Manual using the most recent historical data available for Lakehead University and included as part of the SMA3 Annual Evaluation process for performance-based funding. See appendix for details regarding historical data and annual allowable performance targets.

Community/Local Impact of Student Enrolment

Institutional enrolment share in the population of the city (cities)/town(s) in which the institution is located
Metric initiated in 2020-21
Narrative
<p>According to Statistics Canada, the degree attainment rate in regions served by Lakehead is below the provincial and national average, reflecting historic barriers to accessing post-secondary education faced by local populations.</p> <p>Lakehead acknowledges there are many barriers to accessing university. As articulated in its Strategic and Academic Plans, Lakehead is committed to helping students overcome barriers to accessing a high-quality university education and to supporting increased student mobility throughout the province. Throughout SMA 3, Lakehead’s strong partnerships with local colleges and Indigenous educators and ongoing advancement of its internationalization strategy will continue to be essential to supporting participation and the development of a highly skilled workforce in Northwestern Ontario and Simcoe County.</p> <p>For example, in Northwestern Ontario Lakehead and Confederation College are partnering to deliver a regional nursing degree program in Dryden, Fort Frances, Kenora and Sioux Lookout. Lakehead is also partnering with Seven Generations Education Institute to deliver the All Nation Nurses Entry Program, a certificate program designed to encourage Treaty Three members to pursue careers as Registered Nurses while remaining in their communities.</p> <p>In Simcoe County, Lakehead is continuing to grow program offerings on the Lakehead Orillia Campus and in partnership with Georgian College. The Lakehead-Georgian Partnership has been developed to alleviate underlying issues facing Simcoe County including: a rapidly growing population, employers who are seeking highly educated and skilled workers in specific fields, and a university participation rate that is substantially below the Ontario average. The partnership also provides a dynamic and cost-effective alternative solution to a stand-alone university campus in Barrie.</p> <p>Additionally, throughout SMA 3, Lakehead intends to advance initiatives outlined in its Plans including:</p> <ul style="list-style-type: none">• Continuing to work with local communities to help overcome barriers and increase the participation rate of under-represented student populations through initiatives including remote and distance learning and on-campus supports;• Increasing Indigenous student enrolment at both the undergraduate and graduate level;

- Expanding outreach programs with elementary and secondary schools throughout Simcoe County and Northwestern Ontario, including Aboriginal Mentorship Program, Reach Up! and the Youth Achievement Outreach program offered by the University;
- Continued internationalization of the University through active recruitment of international students and increased opportunities for international learning experiences with the goal of achieving greater understanding of diversity at its campuses and in local communities;
- Supporting lifelong learning through expanded pathways and flexible programming options including certificates, micro-credentials and modular courses across disciplines;
- Supporting improved student outcomes in collaboration with partner colleges, universities and Indigenous educators; and
- Continued development and implementation of a strategic enrolment management plan to support student recruitment, retention, graduation and employment on an ongoing basis.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead’s Strategic and Academic Plans.

Lakehead’s weighting strategy is reflective of the University’s perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead’s ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead’s weighting for this metric is: MODERATE/LOW

Source: University Statistical Enrolment Report (USER), Ministry of Colleges and Universities, Census Data/Statistics Canada

Economic Impact (Institution-specific)

Lakehead University’s Economic Impact on Ontario’s GDP

Economic impact of Lakehead’s students, staff, faculty, research activity, operations and alumni on the provincial economy, reflecting the importance of Lakehead’s local and regional role in Northwestern Ontario and Simcoe County.

Metric initiated in 2020-21

Narrative

As a regional University in Northwestern Ontario and Simcoe county, Lakehead University is intricately connected to the economic well-being of the local communities it serves and has a demonstrated impact on social and economic mobility throughout the regions it serves.

For example, Lakehead University is an integral component of Northern Ontario’s competitive advantage, playing an essential role in supporting the resource economy, economic diversity and growth throughout Northern Ontario through research, innovation and development of a highly skilled workforce. Lakehead graduates are foresters, geologists, engineers and project managers in Northern Ontario’s vibrant natural resources industry. Lakehead alumni teach in the schools, deliver local health care, and own businesses in communities throughout Northwestern Ontario and Simcoe County.

Communities also benefit from the retention of Lakehead graduates in Northwestern Ontario and Simcoe County. For example, over 50% of Lakehead’s undergraduate student population originates from outside the local regional catchment area and approximately 20% of these students continue to reside and work in the City of Thunder Bay and Orillia more than two years after graduation.

As a result, Lakehead University's Strategic and Academic Plans both articulate the University's commitment to helping facilitate entrepreneurship and economic development throughout Northwestern Ontario and Simcoe County in an innovative, sustainable and culturally appropriate way and include a metric related to the economic impact of the University.

To fulfil its requirement to report on the economic impact of the University in conjunction with reporting associated with the Strategic and Academic Plans, measurement of Lakehead's annual Economic Impact analysis has been developed using Statistics Canada's Input/Output model.

This approach demonstrates the impact of Lakehead's students, staff, faculty, research activity, operations and alumni on the provincial economy and reflects the importance of Lakehead's local and regional role in Northwestern Ontario and Simcoe County. The approach captures the impacts of the important partnerships Lakehead has established with Confederation College, Georgian College and Indigenous educators, its expanding global presence, research excellence and the high quality of education Lakehead offers through its comprehensive programming as demonstrated by graduate outcomes.

Specifically, the measurement of Lakehead University's economic impact on Ontario's GDP considers the economic impact of University spending, including operational spending, student and visitor spending, alumni spending and the economic impact of human capital development and research. The impact of Lakehead University on value-added GDP has been calculated by Statistics Canada using the Statistics Canada Input-Output model.

Applying this methodology, the annual contribution of Lakehead University on Ontario's GDP has grown from \$1.425B in 2016/17 to \$1.545B in 2018/19, reflecting the impact of the University locally, regionally and provincially.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead's Strategic and Academic Plans.

Lakehead's weighting strategy is reflective of the University's perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead's ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead's weighting for this metric is: MODERATE/HIGH

Source: Lakehead University Economic Impact; Statistics Canada Input-Output model

Research Funding & Capacity: Federal Tri-Agency Funding Secured

Amount and proportion of funding received by institution from federal research granting agencies (SSHRC, NSERC, CIHR) in total Tri-Agency funding received by Ontario universities

Metric initiated in 2020-21

Narrative

Lakehead University has been ranked by Research InfoSource as the top Canadian research university in its category for five consecutive years (the only university to have received this designation for multiple consecutive years).

The University's Strategic Plan and Academic Plan both identify the importance of continuing to support researchers in attracting and securing research awards and grants with a goal of increasing overall per capita research funding, including funding from the Tri-Agencies and the associated funding it generates for Canada Research Chair Positions, and Research Support Funding.

In alignment with the implementation of the University’s Strategic and Academic Plans, Lakehead has already initiated a multi-faceted strategy to increase funding from the federal research granting agencies over the next five years. This includes:

1. Recruitment of new research facilitators, whose primary role is to match researchers with Tri-Agency funding opportunities and potential collaborators, support international collaborations, assist with the development of competitive applications, and offer advanced grant-writing workshops and programs.
2. Facilitating the formation of interdisciplinary research clusters based on our research strengths and among researchers at Lakehead University and with other Universities to increase our reach and potential to succeed in highly competitive Tri-Agency competitions (i.e., New Frontiers in Research Fund, NSERC Alliance, SSHRC Partnerships, etc.).
3. Actively seeking partnerships with industry, not-for-profit agencies, hospitals, municipalities, government etc. to systematically leverage all partnership investments with Tri-Agency programs like the SSHRC Partnership Program, NSERC Alliance Program and CIHR Partnership programs.
4. Increasing internal matching funds to support start-up funds, graduate student recruitment and seed grants for pilot studies to enhance researcher’s competitiveness in Tri-Agency funding competitions.

While Lakehead University has increased tri-agency funding by 20% over the past two years, its ongoing ability to increase its share of provincial allocation of federal tri-agency funding is susceptible to external factors. One of these is overall success rates with tri-agency funding for smaller universities such as Lakehead, while a second is limited opportunities for industry sponsored research projects in the regions served by the University.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead’s Strategic and Academic Plans.

Lakehead’s weighting strategy is reflective of the University’s perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead’s ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead’s weighting for this metric is: LOW

Source: Tri-Agency Institutional Programs Secretariat

Research Revenue Attracted from Private Sector Sources

Research revenue attracted from private sector sources
Metric initiated in 2021-22
Narrative
<p>A key strategy in Lakehead’s Strategic Plan is to build depth in areas of high research activity while continuing to expand research and other scholarly and creative activity across disciplines. The Strategic and Academic Plan both include commitments to enhance and expand research partnerships with community, Indigenous groups and industry and to participating in regional innovation clusters in Northern Ontario and Simcoe County.</p> <p>To achieve these goals, increasing and attracting research investment from private sources including industry, foundations and the non-profit sector is a major priority for Lakehead University.</p>

Lakehead has a strong record of research partnerships with non-profit organizations demonstrated with its being ranked #1 in Canada for non-profit research income in the undergraduate category for the period 2013-2017 by Research InfoSource. In support of its commitment to community-engaged research, social responsibility and initiatives outlined in its Research Plan, throughout SMA 3 Lakehead will continue to develop partnerships with community partners (including projects related to sustainability, social justice, Indigenous research, and health and well-being).

However, Lakehead recognizes external factors influence its performance, in particular with research partnerships with business enterprises. There is limited prevalence of large industries with a track-record of consistent investment in research and development in the geographies served by the University.

As a result, Lakehead University has committed to several strategies to maintain and increase research revenue from partnerships, including:

- Building stronger connections with industry and community organizations in Simcoe County and the surrounding areas through Lakehead Orillia;
- Committing resources to advance industry partnerships including a Director of Industrial Research Partnerships, Research and Knowledge Mobilization Facilitator (Social Sciences and Humanities), Research Facilitator (Natural Sciences, Engineering and Health), an International Research Facilitator and a Strategic Initiatives Facilitator (Orillia) to focus on building partnerships in Simcoe County and throughout Northern Ontario;
- Investing institutional funds in a Community-engaged Research Grant program and an Indigenous Research Capacity Development Program to facilitate the development of research partnerships focused on our commitment to truth and reconciliation as well as supporting Lakehead's strong social responsibility mandate;
- Developing a community engagement strategy for the University that will bring together like-minded departments in supporting new collaborative initiatives in both Northwestern Ontario and Simcoe County; and
- Supporting the development of interdisciplinary research teams and clusters at Lakehead that focuses on key sectors such as food-security, indigenous knowledge and education, health and well-being, green materials and biorefining, to enhance private sector investment and increased funding application successes.

Through these and other initiatives, Lakehead is demonstrably committed to increasing research partnerships and societal impact over the course of SMA 3.

Weighting Strategy:

Lakehead is committed to advancing the metrics outlined in SMA 3, as articulated in Lakehead's Strategic and Academic Plans.

Lakehead's weighting strategy is reflective of the University's perceived risk associated with the metric within the context of COVID-19, target setting and performance monitoring in SMA 3, and Lakehead's ability to influence achievement of the targets within the specified timeframe.

Using this approach Lakehead's weighting for this metric is: LOW

Source: Council of Ontario Finance Officers (COFO)

Productivity, Accountability and Transparency

Reporting Metrics – Attestation

This priority area of the Ontario government supports the government’s goal of increasing trust and accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system.

These metrics are not tied to funding, and are used to measure and report on the following indicators:

- *Faculty Activity*
- *Faculty Compensation*

Faculty Activity

Information regarding Lakehead University Faculty Activity will be made publicly available in Year 3 (2022-23).

Faculty Compensation

Information regarding Lakehead University Faculty Compensation will be made publicly available in Year 3 (2022-23).

Enrolment Profile

In addition to the performance-based funding outlined in sections above, institutions will receive enrolment-related funding through a funded corridor ‘midpoint’ to provide funding predictability to institutions. These enrolment corridor midpoints for universities were established as part of the 2017-20 Strategic Mandate Agreements (SMA2), and account for adjustments related to graduate expansion and teacher education achieved targets.

Corridor Midpoint

For funding purposes **15,688.24** Weighted Grant Units (WGUs) will be the corridor midpoint value for the five-year period from 2020-25 for Lakehead University. Enrolment-related funding will be distributed consistent with this level of enrolment and subject to the funding framework set out in the *Ontario University Funding Formula Reform Technical Manual, May 2017, Version 1.0*. Funding eligible enrolments are defined by the *Ontario Operating Funds Distribution Manual*.

2019-20 Midpoint (A)	2019-20 Funded Graduate Growth (Master’s) (B)	2019-20 Funded Graduate Growth (Doctoral) (C)	2019-20 Teacher Education Growth (D)	2020-25 SMA3 Midpoint (A+B+C+D)
15,558.32	7.38	-	122.54	15,688.24

Note:

1. The midpoints presented in this table were established using final 2019-20 enrolment data.
2. The midpoints presented in this table exclude Lakehead-Georgian-Partnership program enrolments for the period 2017/18 to 2019/20.

Projected Funding-Eligible Enrolments

Below is Lakehead University’s projection of funding-eligible enrolments as of February 4, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate FFTE	6,048	6,222	6,532	6,804	6,930
Master’s FFTE	545	604	638	645	654
Doctoral FFTE	63	68	78	96	104
Total FFTE	6,656	6,894	7,248	7,545	7,688

Note:

1. This table reports on Fiscal Full-Time Equivalents. These include all terms for undergraduate students and Fall and Summer terms for graduate students.
2. Lakehead’s projected funding-eligible enrolments includes the following:
 - a. Lakehead-Georgian Partnership program enrolment;
 - b. International PhD students who have been deemed “funding eligible” per the Ministry’s Technical Memorandum on Increase to Funding-Eligible International PhD Spaces for Ontario Universities;
 - c. Full recovery of Teacher Education program enrolment up to Lakehead’s historic Education program allocation per the Lakehead University Education Recovery Plan;
 - d. Graduate Student enrolment reflective of graduate expansion negotiated in SMA 2 and full maturity of graduate programs that experienced delayed approval during the SMA 2 period; and
 - e. Estimated min/max adjustment.
3. Lakehead’s funding-eligible enrolments exclude: Collaborative Nursing.
4. It is noted that the July 25, 2019 MCU memorandum to the university sector confirms the enrolment levels that will be used for operating grant purposes within the SMA3 period.

Projected International Enrolment

Below is Lakehead University’s projection of funding-ineligible international student enrolments as of February 4, 2020.

	2020-21	2021-22	2022-23	2023-24	2024-25
Undergraduate FFTE	721	765	790	844	853
Master’s FFTE	714	749	758	821	817
Doctoral FFTE	52	52	51	55	58
Total FFTE	1,487	1,566	1,599	1,720	1,728

Note:

1. This table reports on Fiscal Full-Time Equivalents. These include all terms for undergraduate students and Fall and Summer terms for graduate students.
2. Lakehead University’s projected international enrolment includes Lakehead-Georgian Partnership program enrolment.
3. Lakehead University’s projected international enrolment excludes International PhD students who have been deemed “funding eligible” per the Ministry’s Technical Memorandum on Increase to Funding-Eligible International PhD Spaces for Ontario Universities.

Appendix: Historical Data, Targets and Results

The following table will be refreshed annually by the ministry to display results from SMA3 Annual Evaluation process and update Allowable Performance Targets (APT) for the current year. The SMA3 Evaluation will occur every year in the Fall-Winter and the updated appendix will be made publicly available the following Spring. Please note that greyed out fields indicate metrics that will be initiated in later years of SMA3.

It should be noted that historical data reflects pre-COVID-19 context. Actual values achieved during the SMA3 period may include COVID-19 pandemic impacts.

Lakehead University													
SMA3 Metric	Historical Data			SMA3 Performance									
				2020-21		2021-22		2022-23		2023-24		2024-25	
				APT	Actual	APT	Actual	APT	Actual	APT	Actual	APT	Actual
1. Graduate Employment in a Related Field	2016-17	2017-18	2018-19	89.46%									
	90.34%	88.77%	92.04										
2. Institutional Strength/ Focus	2016-17	2017-18	2018-19	26.09%									
	26.23%	25.27%	25.55%										
3. Graduation Rate	2016-17	2017-18	2018-19	76.39%									
	81.00%	76.73%	74.43%										
4. Community/ Local Impact of Student Enrolment	2016-17	2017-18	2018-19	8.38%									
	8.43%	8.28%	8.43%										
5. Economic Impact (Institution-specific)	2016-17	2017-18	2018-19	\$1,461,353,815									
	\$1,425,000,000	\$1,469,500,000	\$1,545,100,000										
6. Research Funding & Capacity: Federal Tri-Agency Funding Secured	2016-17	2017-18	2018-19	0.67%									
	\$4,559,027	\$4,479,774	\$4,439,049										
	0.72%	0.67%	0.65%										
7. Experiential Learning	2016-17	2017-18	2018-19										
	#	#	#										
	%	%	%										
8. Research Revenue Attracted from Private Sector Sources	2016-17	2017-18	2018-19										
	\$	\$	\$										
9. Graduate Employment Earnings	2016-17	2017-18	2018-19										
	\$	\$	\$										
10. Skills & Competencies							Survey initiated	E.g. Yes					