



ORILLIA CAMPUS PLAN 2013 - 2018

FINAL DRAFT

March 2013

Lakehead
UNIVERSITY

Orillia

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I – INTRODUCTION



MISSION

Lakehead University's mission is to be recognized as an innovative comprehensive university that provides an education that is about how to think, not what to think.

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 many nations.

We believe that our students are passionate about both their own individuality and their communities.

We believe in our students.

II – BACKGROUND



Lakehead Orillia's first five-year plan¹ guided the campus through the initial phase of its development, providing a framework within which the following was accomplished:

- student enrolment grew from 131 to 1295;
- the full-time equivalent faculty complement grew from 11 to 131;
- programs in Business, Education, Interdisciplinary Studies, and Social Work were established;
- research activity intensified and graduate studies began;
- the original campus facilities in downtown Orillia were augmented by the establishment of learning commons at Heritage Place;
- new campus facilities – the academic building, residence, and cafeteria/bookstore – were built on the University's 85-acre site in Simcoe County.²

Having successfully established Lakehead University within Simcoe County, the two primary goals of the Orillia Campus Plan for Lakehead University over the next five years are:

1. Grow the enrolment of the Orillia campus by over 50% to 2,000 students, a capacity that its current infrastructure (Heritage Place and 500 University Avenue) can support.
2. Ensure that all aspects of campus's activities are fully integrated within the University and, thus, promote the development of our vision to become "One University: Two Campuses."

These two goals will be pursued within the frameworks established by Lakehead University's Strategic Plan (2013-2018)³ and its Academic Plan (2012-2017).⁴ The 15 undertakings that follow seek the realization of these goals.

¹ The first five-year plan can be found [here](#).

² An historical overview of the first six years of the campus can be found [here](#).

³ The Lakehead University Strategic Plan (2013-2018) can be found [here](#).

⁴ The Lakehead University Academic Plan (2012-2017) can be found [here](#).

III – UNDERTAKINGS



The 15 undertakings which follow directly support, both *Lakehead University's Strategic Plan (2013-2018)* and *Lakehead University's Academic Plan (2012 - 2017)*.

The Board of Governors has identified five strategic directions to guide the University for years 2013-2018: Nurturing Scholarship, Learner-Centred Student Experience, Growth and Capacity Development, Community Engagement, and Economic Development.

1 - Nurturing Scholarship

Teaching, research, and service form the three pillars upon which universities achieve their twin objectives of expanding and communicating knowledge. The term scholarship was chosen for this direction because it accurately reflects the Board's belief that teaching and research, although they may be seen as separate activities, are inextricably linked and driven by a common focus on learning.

The Orillia Campus will support this strategic direction by:

- 1.1 Promoting the implementation of its Business, Education, Interdisciplinary Studies and Social Work units' action plans.
- 1.2 Developing a centre of excellence – The Centre for Sustainable Communities – in which graduate studies, research funding, and community interest combine around an area of clear expertise.

2 - Learner-Centred Student Experience

The Lakehead Experience must flow from its history and its mission. Increasing diversity and a clear commitment to helping students succeed will create a transformative student experience. Lakehead University offers unrivaled opportunities for life experiences that are far from ordinary. A clear example of this is the active student involvement in Lakehead's varsity athletics program and the program's strong community relationships. The University itself, through the dual focus on one-stop services and giving students the tools to carve their own unique path to success will bring additional richness to the Lakehead Experience.

The Orillia campus will support this strategic direction by:

- 2.1 Establishing one-stop student success centre at 500 University Avenue through the implementation of the Student Affairs Plan and the Campus Utilization Plan.
- 2.2 Working in concert with Lakehead International to increase international student enrolment at the campus through the implementation of the International Enrolment Plan.
- 2.3 Expanding community service learning through partnerships with community stakeholders (e.g. Orillia Community Development Corporation, the YMCA, the City of Orillia, Simcoe County Council), introducing students to a wide range of community and extra-curricular opportunities.

3 - Growth and Capacity Development

The Board anticipates that by 2018, major new initiatives to attract and keep international, aboriginal, and graduate students, coupled with the university's successful undergraduate and graduate programs, will result in an overall enrolment of 10,000 students. As a result, Lakehead University will be broader, deeper, and more sustainable.

The Orillia campus will support this strategic direction by:

- 3.1 Increasing enrolment at Orillia by over 50% over five years (about 150 students per year) to reach a total campus enrolment of 2,000 students by 2018 through the implementation of multiple Orillia Campus action plans.
- 3.2 Developing more partnerships with community colleges, creating seamless paths to a university degree, through such initiatives as the Memorandum of Understanding with Georgian College Implementation Plan.
- 3.3 Creating new sources of revenues by expanding non-degree programs and developing continuing education opportunities through a new community learning initiative – The Lakehead Orillia Centre for Arts, Culture and Community.
- 3.4 Refining the model for inter-campus coordination of academic and administrative activities.
- 3.5 Developing a fully integrated External Relations Plan.

4 – Community Engagement

At the centre of this component is Lakehead's desire for a relationship with the community. The plan will build a stronger, more vibrant relationship with the community through a "knowledge commons" and a commitment to students who face barriers to postsecondary education. A critical element is expanding working relationships with aboriginal groups, school boards, municipal governments, non-profit groups, private businesses, and alumni. A comprehensive external relations plan that prepares the university to enter into a significant campaign is integral to greater community engagement.

The Orillia campus will support this strategic direction by:

- 4.1 Extending a true university experience to students living in communities outside Orillia through innovative use of technology, satellite classrooms, and effective transportation.
- 4.2 Forming and enhancing partnerships with hospitals, community colleges, school boards, and civic governments to cooperate on joint issues and find innovative approaches that will make postsecondary education an achievable opportunity for all.
- 4.3 Expanding the Achievement Program in Simcoe County.

5 – Economic Development

Lakehead is directly involved with economic development in four major ways beginning with the positive financial impact on the community stemming from the purchasing and spending of university staff, faculty, and students. We provide trained graduates for new jobs created by the knowledge economy. Our faculty and staff enrich the community through their active involvement and support of art, music, culture, and recreation. Our research fosters innovation that will lead to the emergence of new companies and new industries. This component recognizes these benefits are part of the university's *raison d'être* and not simply an accidental by-product.

The Orillia campus will support this strategic direction by:

- 5.1 Establishing a new research centre – The Centre for Sustainable Communities.
- 5.2 Establishing, in collaboration with the communities we serve, a continuing education initiative – The Lakehead Orillia Centre for Arts, Culture and Community.

IV – ACADEMIC PRIORITIES



The University has identified the following priorities in its *Academic Plan (2012-2017)*:

- Achieve excellence in teaching, learning, and research
 - High quality undergraduate and graduate programs
 - Engaged and successful students, faculty and staff
 - Intense research, scholarly and creative activity
- Extend community engagement and outreach
- Strengthen our commitment to social justice
- Enhance our support of First Nations, Métis and Inuit (Aboriginal) students
- Expand our international reach

Each of the four academic unit plans (Business, Education, Interdisciplinary Studies and Social Work) outline how these academic priorities will be met in the next five years. The Student Affairs Plan also supports these academic priorities.

HIGHLIGHTS

Business:

- 1 Achieve Association to Advance Collegiate Schools of Business (AACSB) accreditation (November 2014)
- 2 Introduce two new majors at the Orillia Campus with one being in Public and Health Management (September 2015)

Education:

- 1 Launch a M.Ed. program with an initial cohort of 12 to 15 students (September 2015)
- 2 Facilitate the opportunity to for students to complete a teacher education program in Intermediate and Secondary Education, earning all of their Concurrent credits on site in Orillia and relocating to Thunder Bay for the two semester Professional Year program (September 2015)

Interdisciplinary Studies:

- 1 Expand existing programming, introducing majors in Biology (2013), Political Science (2013) and History (ongoing), and a Masters in Environmental Sustainability (2014)
- 2 Expand the Humanities 101 program to two semesters (2014)

Social Work:

- 1 Establish an MSW program at the Orillia Campus (2014)
- 2 Establish a Social Work Research Centre building upon existing research partnerships (September 2016)

Student Affairs:

- 1 Increase Aboriginal student enrolment at the Orillia Campus from 4.5% to 8% (by 2018)
- 2 Establish cooperative education opportunities and have active participation by students in the HBASc and HBComm programs (September 2016)