

Nurturing a Passion to Lead

Lakehead University's 2013-2018 Strategic Plan

FINAL REPORT

Welcome to the final report of Lakehead University's 2013-2018 Strategic Plan, *Nurturing a Passion to Lead*.

The 2013-2018 Strategic Plan was developed under the guidance of then-Board of Governors Chair, Cam Clark. Following extensive consultation with our University community and various external communities, the Board approved Lakehead's new vision, mission, and belief statements, and organized *Nurturing a Passion to Lead* into five core pillars:

- Nurturing scholarship
- Learner-Centered Student Experience
- Growth & Capacity Development
- Community Engagement
- Economic Development

This Strategic Plan's final report summarizes five years of reports to the Board of Governors by highlighting many of Lakehead University's objectives as implemented and achieved under the leadership of presidents Dr. Brian Stevenson (2010–2017) and Dr. Moira McPherson (2018–).

All of the objectives, initiatives and projects we achieved during the course of our 2013-2018 Strategic Plan, and that we continue to accomplish, today, could not have been realized without the dedication, support, and passion of our students, faculty, staff, alumni, donors, volunteers, and partners. Our sincerest thanks for the roles everyone played in *Nurturing a Passion to Lead*.

Nurturing Scholarship



Framework for *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.

Strategic Action

Lakehead University will be recognized for the excellence of its scholarship, the cohesive integration of teaching, learning, and research, the fostering of intellectual freedom, and the incorporation of disciplines into an integrated, multidisciplinary framework.

Overview of Achievements

The foundation of Lakehead's approach to all its challenges is the recognition that everything flows from scholarship. It is why we exist, how we grow, why students come, and how the community gains. ***Nurturing Scholarship*** struck a balance between teaching and research, champion the development of Centres of Excellence, and focused on the continued development of our faculty.

Achievement Highlights

- Lakehead University named Canada's number one research university in the undergraduate category three years in a row by *Research InfoSource*.
- Lakehead has ranked in the Top 10 nationally in several publications, and has consistently ranked in the top three in Ontario.
- Increased research funding at Lakehead to \$24 million dollars, annually.
- Lakehead University was the first university in Canada to implement an Indigenous Content Requirement for all undergraduate students.
- Lakehead appointed Canada's first Chair on Truth and Reconciliation.
- Lakehead created a new English Language Program for international students.
- Lakehead established the Northwest Coordinated Learning Access Network (CLAN).
- Developed Lakehead's Centre of Excellence for Sustainable Mining & Exploration (CESME) to play a lead role in economic development by bringing together Northern communities and the mining industry to build better relationships.
- Lakehead established the Centre for Innovation & Entrepreneurship, as well as an Entrepreneurship Certificate.
- Lakehead secured over \$43 million through a combination of philanthropic and government monies.
- Lakehead welcomed its first visiting Fulbright Scholar.
- Lakehead Faculty of Business Administration obtained AACSB accreditation, granted to only 5% of the world's business schools, and the Faculty is now also CPA accredited.
- Lakehead formally partnered with the Thunder Bay Regional Health Research Institute to advance health and biomedical-related education and research.
- Opened the new Teaching Commons at our Chancellor Paterson Library.
- Lakehead Orillia opened the Research Centre for Sustainable Communities
- Signed and implemented an agreement with the Thunder Bay Regional Health Sciences Centre that streamlines the review of research ethics applications allowing for more research and less bureaucracy on the part of faculty and students at Lakehead University, the hospital, and NOSM.
- Signed and implemented agreements with secondary and post-secondary institutions and boards around the world to facilitate student enrolment at Lakehead in addition to increasing student, faculty and researcher exchanges.

- Completed initial design phase of an International House project.
- Completed construction of a brand-new fire testing lab.
- Established an Office of Sustainability Services.

Milestones for Success for *Nurturing Scholarship*

Increase overall research funds received to \$25 Million	<i>Efforts ongoing as part of current Strategic Plan implementation</i>
Expand research, scholarly, and creative activity	<i>Achieved</i>
Introduce Centres of Excellence	<i>Achieved</i>
Active and Collaborative Learning score will be above the provincial average on the 2017 NSSE administration	<i>Efforts ongoing as we measure other indicators through NSSE (this NSSE indicator changed in 2013)</i>

Learner-Centred Student Experience



Framework for *Learner-Centred Student Experience*

The Lakehead Experience must flow both 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.

Strategic Action

Lakehead University students will be offered a unique experience that combines opportunities for an active lifestyle with integrated student supports in a collaborative learning environment. As a result, the modified graduation rate will increase by 3% during the life of this plan.

Overview of Achievements

The strategic direction ***Learner-Centred Student Experience*** combines a culture based on experiential and collaborative learning, enhanced by the natural advantages of the University's two campuses, with the principles of a one-stop approach to service. This is improving students' success and make their time at Lakehead unforgettable.

Achievement Highlights

- Lakehead opened a fully-renovated Student Central — a one-stop shop for student services.
- Opened a new and modern International Centre to welcome and accommodate our growing international student population.
- Launched Student Appreciation Week.
- Revamped our website to help us welcome prospective students, faculty and staff from around the world while providing current university community members with a modern workplace tool.
- Established an immersive telepresence system to link our campuses for a meaningful and modern learning experience;
- Launched our Co-Curricular Record, an official document that chronicles a student's involvement in not-for-credit activities during their time at Lakehead University.
- Lakehead Orillia campus joined the Ontario Colleges Athletic Association (OCAA);
- Began modernizing our library and its services to meet the needs of today's and tomorrow's students, faculty, and staff.
- In partnership with the Board of Directors and Staff of the Nanabijou Day Care Centre, Lakehead built a new childcare facility, doubling its capacity and introducing infant care spaces for our University and Thunder Bay communities.
- Created the role of Vice-Provost International to enhance the recruitment of international students and meet the needs of international students, expanding Lakehead's International Office and its programs and services.
- Upgraded all laboratory and library computers.
- Opened our Student Success Centre, merging the Office of Academic Advising, Career and Co-operative Education, Tutoring Services, and Orientation and Commuter Services.

Milestones for Success for *Learner-Centred Student Experience*

<p>Graduation rate (modified) will increase 3% from 2013 - 2018</p>	<p><i>Efforts ongoing as part of current Strategic Plan implementation</i></p>
<p>The three-year moving average of Lakehead University's employment rate two years after graduation from an undergraduate program will be equal to or higher than the three-year moving average of the provincial average employment rate two years after graduation from an undergraduate program</p>	<p><i>Achieved</i></p>
<p>Implement a one-stop framework for service</p>	<p><i>Achieved</i></p>

Growth & Capacity Development



Framework for *Growth & Capacity Development*

The Board anticipated 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, would result in an overall enrolment of 10,000 students. As a result, Lakehead University would be broader, deeper, and more sustainable.

Strategic Action

Lakehead University will achieve overall enrolment in excess of 10,000 students by 2018. As a result, Lakehead University will be broader, deeper, and more sustainable.

Overview of Achievements

We are in an era where most new jobs require a postsecondary education and many of today's graduates will go on to careers in areas that don't currently exist, making an expansion of postsecondary education essential. At the same time, the current provincial deficit and the provincial budget requirements will mean a prolonged effort by government to reduce the cost of postsecondary education. This means that Lakehead University must simultaneously grow and become more effective in the way student and taxpayer funds are used. The strategic direction ***Growth & Capacity Development*** establishes the framework for how we continue to meet that challenge.

Achievement Highlights

- Purchased and completed renovations to Thunder Bay's Port Arthur Collegiate Institute (PACI), home of our Bora Laskin Faculty of Law.
- Lakehead campuses have experienced tremendous growth in diversity and internationalization by going from fewer than 100 to over 1,000 international students (2017 data).
- Steadily increased Aboriginal student enrolment (in 2017, 12.7% of our students self-identify as Aboriginal);
- Increased proportion of Indigenous students across all faculties.
- Transitioned to Wi-Fi campuses and have a plan to expand it even further.
- Opened permanent office in Toronto, where philanthropic, recruitment and government relations staff. GTO strategy and initiatives have been established and are furthering our strategic goals.
- Established our University's Office of Human Rights & Equity.
- Completed food services upgrades at Lakehead Thunder Bay
- Renovated our Bartley Residence Conference Centre to expand capacity to host community events.
- Achieved Leadership in Energy and Environmental Design (LEED®) certification for all three of our Orillia campus's main buildings.
- Finished extensive renovations and upgrades to our Thunder Bay Residence facilities.
- Established the Office of Institutional Planning & Analysis (IP&A);
- Established an open and consultative annual budgeting process as part of our new integrated planning and budgeting strategy, and consistently delivered a balanced operating budget;
- Renovated the Saunders' Building's men's sauna.
- We established recruitment offices in India, China, Malaysia, and Mexico.
- Established a Moksha Yoga studio at Lakehead Thunder Bay.
- Introduced the Concur system to streamline travel expense reporting.
- Developed the Gichi Kendaasiwin Centre project and, in spring 2018, received a \$10 million pledge from the Province for its construction.

Milestones for Success for Growth & Capacity Development

<p>Fall/Winter enrolment will reach 10,000 students by 2018</p>	<p><i>Ongoing initiative as a result of unexpected post-secondary legislation changes and regional demographic trends.</i></p>
<p>International enrolment will constitute 10% of overall enrolment by 2018</p>	<p><i>Efforts ongoing as part of current Strategic Enrolment Management Plan</i></p>
<p>70% of Northwestern Ontario university students will attend Lakehead</p>	<p><i>Achieved</i></p>
<p>A rising percentage of Simcoe County university students will attend Lakehead</p>	<p><i>Efforts ongoing as part of current Strategic Plan implementation</i></p>
<p>The number of students transferring from college to Lakehead University will increase</p>	<p><i>Achieved</i></p>
<p>The rate of growth in revenue will be equal to the rate of growth in expenditure</p>	<p><i>Achieved</i></p>

Community Engagement



Framework for *Community Engagement*

At the heart 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.

Strategic Action

Lakehead University will engage in authentic and meaningful partnerships with individuals, alumni, Aboriginal communities, NGOs, governments, businesses, and associations with whom we share a common vision and interest.

Overview of Achievements

The fourth challenge is driven by Lakehead University's long-term commitment to an active relationship with our communities. We are already a national leader in innovative community-based research and community service learning. NO SM, the Faculty of Law, and the Orillia campus were all responses to community expectations rather than internal Lakehead initiatives. This makes ***Community Engagement*** an important social mission consistent with Lakehead University's values and history.

Achievement Highlights:

- Created and delivered innovative annual report events to in Thunder Bay and Orillia.
- Celebrated our University's 50th Anniversary with alumni around the world.
- Celebrated the 10th Anniversary of our Orillia campus.
- Supported the 10th Anniversary celebrations of the Northern Ontario School of Medicine.
- Developed and operated a Community Legal Clinic as part of our Bora Laskin Faculty of Law.
- Lakehead established the Achievement Fund program to help children with financial barriers to go to university.
- Lakehead established the *Active U* program to bring children on campus for summer academic and sporting camps.
- In partnership with Wasaya Airways, we established the *Reach Up!* program, where our varsity team members go to northern communities to coach sports and talk about the value of a university education.
- Launched the Bora Laskin Distinguished Lecture Series with inaugural speaker, Canada's Chief Justice Beverley McLachlin.
- Established the Legacy Society named after our first president so that donors can plan future gifts from their estate.
- Rebranded Lakehead University with a comprehensive marketing and branding strategy, including a new vision, mission, and belief statement.
- Opened alumni chapters across Canada and in Hong Kong.
- Supported the establishment of the Northern Policy Institute.
- In conjunction with the Lakehead University Student Union, Lakehead introduced chilled, filtered, fillable water stations.
- Established new 'Alumni Commons' spaces at Lakehead Thunder Bay and Lakehead Orillia.

Milestones for Success for *Community Engagement*

Increase the percentage of students in Northwestern Ontario and Simcoe County who attend university	<i>Achieved</i>
Increase the number of Aboriginal students by more than 150 over the term of the plan	<i>Achieved</i>
Expand the Achievement Program	<i>Achieved</i>
Double the percentage of alumni who are engaged with the University	<i>Achieved</i>
60% of the Lakehead University student population will continue to be comprised of first-generation students (students for whom neither their mother nor their father has a university degree)	<i>Lakehead continues to be a leader in access and equity to post-secondary education.</i>

Economic Development



Framework for *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.

Strategic Action

To contribute to and support the social and economic prosperity of Northern Ontario and Simcoe County communities through research, education, knowledge transfer, the training of highly-qualified personnel, commercialization, and Centres of Excellence.

Overview of Achievements

The importance of any university to the social and economic development of its communities cannot be overstated. Universities also nurture arts and culture and provide students with essential skills and knowledge. Wedding the transfer of knowledge, every university's core mission, to the specific circumstances of Northwestern Ontario and Simcoe County is achieved by making ***Economic Development*** one of the University's strategic priorities.

Achievement Highlights:

- In 2016, an economic impact study revealed that Lakehead University contributed over \$1.4B to the annual GDP of the Province of Ontario.
- Construction of a new \$25 million Centre for Advanced Studies in Engineering and Science (CASES).
- Created the President's Advisory Council on Economic Development for Simcoe County.
- Established the Economic Development & Innovation Office as a permanent home for Lakehead's economic initiatives.

Milestones for Success for *Economic Development*

Increase the University's overall economic impact (i.e. expenditures, student impact, capital projects, R&D, other) in Northwestern Ontario and Simcoe County.	<i>Achieved</i>
Continue collaborating to create and sustain jobs (including self-employment) in Northwestern Ontario and Simcoe County	<i>Achieved</i>
Enhance and institutionalize collaboration with economic development, educational, government, private sector, and Non-Government Organizations including First Nations, Aboriginal, Métis and Inuit partners	<i>Achieved</i>
Measure and report resources, activities and quality of life provided or enhanced by the University	<i>Achieved</i>
Develop a plan to create highly skilled and entrepreneurial thinkers that sustain and grow healthy economies in Northwestern Ontario and Simcoe County	<i>Achieved</i>
Support the development of the Centre of Excellence for Sustainable Mining and Exploration, Northern Policy Institute, the Centre for Sustainable Communities, the Orillia Summer Language Institute, and the Leacock Centre for Arts, Culture and Community	<i>Achieved</i>