

2018-2023

Strategic Plan

ANNUAL REPORT
YEAR 1
(2018-19)



STRATEGIC THEME:
**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.

STRATEGIC THEME:
**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.

STRATEGIC THEME:
**Local & 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.

STRATEGIC THEME:
**Entrepreneurship
& 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.

STRATEGIC THEME:
**Capacity
Development**

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



2018-2023 Strategic Plan - Report Card

Date Updated: September 23, 2019

Academic Excellence		2017/18	2018/19
1	Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE)	✓	✓
2	Achieve 100% participation rate of senior-year students in experiential learning opportunities by 2023	✓	✓
3	Increase in six-year graduation rate	✓	✓
4	# graduates employed in full-time jobs (skills match) is above the provincial avg.	✓	▲
5	Increase in graduate student enrolment	✓	✓
6	Increase in number of postdoctoral fellows	✓	✓
7	Increase in the number of Research Chairs to 25	✓	✓
Social Responsibility			
8	Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University	✓	✓
9	Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase	✓	✓
10	Indigenous student enrolment at both baccalaureate and graduate levels will increase	✓	✓
11	The number of Indigenous faculty members and staff will increase	●	✓
12	The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial avg	✓	▲
Local and Global Partnerships			
13	Increase in # of partnerships w municipalities, gov't orgs, research institutes and industry (local, national and int'l)	✓	✓
14	Increase in the number of partnerships with Indigenous groups	✓	✓
15	Increase participation in the Achievement Program and Aboriginal Mentorship Program	✓	✓
16	Increase in enrolment of under-represented student groups in specific programs	✓	✓
17	Increase in total # of engaged alumni (per Alumni Engagement Plan)	●	✓
Entrepreneurship and Innovation			
18	Increase in number of work-integrated learning opportunities across disciplines	✓	✓
19	Increase in economic impact of Lakehead University	✓	✓
20	Increase in societal impact of Lakehead University	●	●
21	Increase in number of businesses and start-ups in local communities directly related to University activity	✓	✓
22	Increase in number of patents filed	✓	◆
Capacity Development			
23	Increase in student satisfaction (National Survey on Student Engagement)	✓	✓
24	Improve employee engagement	●	●
25	Enrolment will increase to 10,000 students by 2023	▲	▲
26	International enrolment will constitute 20% of overall enrolment by 2023	✓	✓
27	Increase proportion of revenue from sources other than government operating grants or government-regulated tuition	✓	✓

● Under Development
◆ Intervention Required

▲ Trending in Right Direction
✓ Annual Target Achieved

STRATEGIC THEME:

Academic
Excellence

LAKEHEAD IS CANADA'S #1 RESEARCH UNIVERSITY 4TH CONSECUTIVE YEAR (UNDERGRADUATE CATEGORY)

TOP 3

UNIVERSITIES IN
ONTARIO that prepare
graduates for employment
(Maclean's 2019)

601-800

category ranking in the
Times Higher
Education World
University Rankings 2020

100%

of undergraduate
students have an
experiential
learning opportunity

Highlight Achievements (2018/19):

- 2019-2024 Academic Plan
- 2019-2024 Research Plan
- Strategic Enrolment Management and Internationalization Strategy (Road to 2000)
- Appointment of new Deans in Business, Education, and Law
- 7% increase in graduate students in 2018/19
- 36 Post-Doctoral Fellows and 22 Research Chairs in 2018/19
- 94.1% of graduates are employed within 2 years of graduating (2015 graduating cohort)

STRATEGIC THEME:
Social
Responsibility

LAKEHEAD IS AN EQUITY POWERHOUSE

14%

of Lakehead's domestic student population self-identifies as Indigenous (2018/19)

56%

of students studying at Lakehead Thunder Bay come from outside Northwestern Ontario

96%

of Lakehead's domestic students face barriers to accessing university education (2018/19)

Highlight Achievements (2018/19):

- Establishment of an Equity, Diversity and Inclusion Task Force; Development of Draft Equity, Diversity and Inclusion Plan
- Development and approval of Sustainability Action Plan
- Development and delivery of Cultural Competency Training for Faculty and Staff
- Opening of new Indigenous cultural spaces on Lakehead Thunder Bay campus
- Aboriginal Initiatives “pop-ups” on Lakehead Orillia campus
- Over 70% of university-bound students from Northwestern Ontario choose Lakehead; over



STRATEGIC THEME:

Local and Global
Partnerships

LAKEHEAD IS ENGAGING WITH THE COMMUNITIES IT SERVES

MOUs signed with City of Thunder Bay, Sioux Lookout and Orillia	74 new research partnerships with Indigenous groups, municipalities, government, research institutes & industry (2018/19)	2,700 Grade 8 students took part in Lakehead's Financial Literacy Program (2018/19)
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Highlight Achievements (2018/19):

- Development and approval of Alumni Engagement Plan
- Continued expansion of Community Engaged Lifelong Learning in Orillia with 2018/19 lecture series
- 7% increase in participation in Achievement and Aboriginal Mentorship Program
- New MOU signed with Confederation College to offer a Regional Collaborative Nursing Program in communities throughout Northwestern Ontario
- Superior Science expanded programming includes summer camps, science programming for girls, and coding club
- Expanded partnership with Maple Leaf Education System

STRATEGIC THEME:

Entrepreneurship
and Innovation

LAKEHEAD IS FACILITATING LOCAL ENTREPRENEURSHIP & INNOVATION

42,000

sq. feet of new space in
the Centre for
Advanced Studies in
Engineering & Sciences

4

small
businesses

& start-ups in local
communities related to
University community
(2018/19)

68%

of Lakehead's
undergraduate students
participated in Work
Integrated Learning (2018/19)

Highlight Achievements (2018/19):

- INGENUITY – Lakehead's first student business incubator space hosted over 1,000 people at 10 events
- Lakehead University Agricultural Research Station established
- Expanded partnership with RBC to support work integrated learning opportunities
- 2019 Research & Innovation weeks in Thunder Bay and Orillia
- Signed MOUs with innovation start-up organizations in Thunder Bay including PARO, Northern Ontario Innovation Centre and CEDC
- Developed framework for Economic Development Milestones for Success



STRATEGIC THEME:

Capacity
Development

LAKEHEAD SUPPORTS WORLD-CLASS SCHOLARLY ACTIVITY

8,470

students attend
Lakehead University
(2018/19)

1,400

International students
from ~75 countries
enrolled in Lakehead
degree programs (2019)

18%

increase in
Philanthropic revenue
in 2018/19

Highlight Achievements (2018/19):

- Ground broken on Athletics expansion at Lakehead Thunder Bay
- Development of new Equity, Diversity and Inclusion survey (Winter 2019)
- Development of new employee engagement survey (Autumn 2019)
- Proportion of revenue from sources other than government operating grants or government-regulated tuition increased to 38%
- Updated instructional technology and expanded WIFI at Lakehead Thunder Bay and Lakehead Orillia
- Collaborative conference room developed at Lakehead Orillia to support graduate programming

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