2018-2023

# Strategic Plan



## ANNUAL REPORT YEAR 1 (2018-19)

# STRATEGIC THEME: Academic Excellence

Social
Responsibility

STRATEGIC THEME:
Local & Global
Partnerships

STRATEGIC THEME:
Entrepreneurship
& Innovation

STRATEGIC THEME:
Capacity
Development

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.

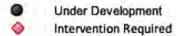
Lakehead University is committed to social justice and will make a significant contribution to our communities and society as a whole through our programs, research, and the wide range of activities undertaken by our faculty, staff, students and alumni.

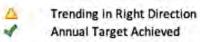
Lakehead University will develop informed education, research and service strategies and opportunities through connections with local and global partners, and relationships with Indigenous partners.

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. 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

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





Academic Excellence



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

## TOP 3

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

601-800|100%

category ranking in the Times Higher **Education World University Rankings 2020** 

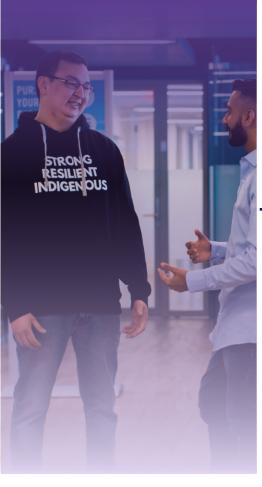
of undergraduate students have an experiential learning opportunity

- 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) Lakehead

STRATEGIC THEME:

Social

Responsibility



# EQUITY POWERHOUSE

14%

of Lakehead's domestic student population selfidentifies 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)

Lakehead

- 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

### Local and Global Partnerships



## LAKEHEAD IS ENGAGING WITH

## THE COMMUNITIES IT SERVES

signed with City of Thunder Bay, Sioux Lookout and Orillia

MOUs 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)

- 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



Entrepreneurship and Innovation



# LAKEHEAD IS FACILITATING LOCAL ENTREPRENEURSHIP & INNOVATION

42,000 4 small business

sq. feet of new space in the Centre for Advanced Studies in Engineering & Sciences small businesses & start-ups in local communities related to University community (2018/19)

of Lakehead's undergraduate students participated in Work Integrated Learning (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



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

- 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

  Lakehead

2018-2023

# Strategic Plan



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