



2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 3
ANNUAL REPORT

Board of Governors

Oct 1, 2021

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 21, 2021

		2017/18	2018/19	2019/20	2020/21
Academic Excellence					
1	Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE)	✓	✓	✓	⚠ C
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	✓	⚠	⚠	⚠ C
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	✓	✓	⚠	⚠ C
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 Nijiji Mentorship Program (formerly AMP)	✓	✓	✓	⚠ C
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	✓	✓	✓	⚠ C
22	Increase in number of patents filed	✓	⚠	✓	⚠ C
Capacity Development					
23	Increase in student satisfaction (National Survey on Student Engagement)	✓	✓	✓	⚠ C
24	Improve employee engagement	●	●	✓	✓
25	Enrolment will increase to 10,000 students by 2023	⚠	⚠	⚠	⚠ C
26	International enrolment will constitute 20% of overall enrolment by 2023	✓	✓	✓	⚠ C
27	Increase proportion of revenue from sources other than government operating grants or government-regulated tuition	✓	✓	✓	✓

● Under Development
 ◆ Intervention Required

⚠ Trending in Right Direction/Progress Impacted by CV-19
 ✓ Annual Target Achieved

14 NOTE: If the annual target was not achieved as a result of COVID-19, the indicator includes a "C".

STRATEGIC THEME:

Academic
Excellence

LAKEHEAD IS ONTARIO'S #1 PRIMARILY UNDERGRADUATE UNIVERSITY

(Maclean's 2021 University Rankings)

801-1000

category ranking in the
Times Higher
Education World
University Rankings 2022

#2

Canadian research
university in its
category
(2020, Research Infosource)

97.7%

of Lakehead graduates
are employed within 2
years of graduating
(2017 graduating cohort)

Highlight Achievements:

- Appointment of Deans of Engineering (Dr. Kozinski) and Health & Behavioural Science (Dr. Stroink)
- 25 Research Chairs in advancing Lakehead on the world stage
- Appointment of Dr. Ray as Indigenous Research Chair in Decolonial Futures
- Appointment of Dr. Galway as Canada Research Chair in Social-Ecological Health
- Appointment of Dr. Hollings as NOHFC Industrial Research Chair in Mineral Exploration
- Dr. Uddin named Fellow of the Institute of Electrical and Electronics Engineers (IEEE)
- PhD in Civil Engineering launched
- Law students place #1 in National Sopinka Cup Moot Competition
- 7 Vector Institute scholarships awarded to Lakehead students
- 91% of graduates are employed in jobs relating to skills developed at University (2017 grad cohort)

STRATEGIC THEME:

Social
Responsibility

LAKEHEAD UNIVERSITY IS RANKED TOP 100 IN THE WORLD FOR GLOBAL IMPACT

12.1%

of Lakehead's domestic student population self-identifies as Indigenous (2020/21)

50%

of Lakehead students originate from outside Northwestern Ontario and Simcoe County (2020/21)

95%

of Lakehead's domestic students face barriers to accessing university education (2020/21)

Highlight Achievements:

- Completed new Athletics "Wolf Den" facility and established temporary athletics space in Orillia
- Lakehead University's Equity, Diversity and Inclusion Plan developed and approved
- Lakehead University's Wellness Strategy developed and approved
- President's Council for Truth and Reconciliation launched Truth and Reconciliation Modules
- Lakehead awarded \$751K to reduce barriers to access and equity through virtual learning
- Over 300 households attended "When History Hurts: A Community Dialogue"
- Seven Generations and Lakehead offer All Nations Nursing Entry Program to students in communities in Northwestern Ontario
- Confederation College and Lakehead offer Regional Collaborative Nursing Program in communities throughout Northwestern Ontario
- Launch of Talkcampus (24/7 online mental health network)

STRATEGIC THEME:

Local and Global
Partnerships

LAKEHEAD IS ENGAGING WITH THE COMMUNITIES IT SERVES

119

active initiatives with
Indigenous partners
(2020/21)

173

research partnerships with
municipalities, government,
research institutes & industry
(2020/21)

2,200

students participated
in the Aboriginal
Mentorship
Program (2020/21)

Highlight Achievements:

- Celebrated first graduating cohort of Lakehead-Georgian Partnership programs
- Supported local health service providers in Thunder Bay and Orillia through donation of PPE
- Lakehead Orillia received a certificate of appreciation for support of Sustainable Orillia
- 198 students participated in Lakehead's Achievement Program (2020/21)
- Completed shovel-ready plan for Gichi Kendaasiwin
- Lakehead Community Zone launched; CELL programming delivered to over 1,425 attendees
- MOU signed with Bioenterprise Corporation, showcasing the value of Canada's Food & Agri-Tech Engine (The Engine) in northern Ontario
- Partnered with Anishnabek Employment and Training Services to bring Humanities 101 to nine Indigenous communities
- Let's Talk Science delivered virtual program

STRATEGIC THEME:

Entrepreneurship
and Innovation

LAKEHEAD IS FACILITATING LOCAL ENTREPRENEURSHIP & INNOVATION

\$1.6 BN

annual economic
impact of Lakehead
University on GDP
(2019/20)

11

local startups
supported by
Ingenuity (2020/21)

84.3%

of Lakehead's
undergraduate students
participated in Work
Integrated Learning (2020/21)

Highlight Achievements:

- Launch of Industry 4.0: Automation Accelerator Pilot Program with County of Simcoe, Georgian College, City of Barrie and City of Orillia
- Actively engaged in Simcoe County Manufacturing Alliance
- Launch of 12-week Accelerator Program, Ingenuity Ascend
- Established Ingenuity Advisory Board
- Virtual Research & Innovation weeks in Thunder Bay and Orillia showcased research and innovation excellence and the positive impact it has on Our Changing World
- 100% of undergraduate students have an experiential learning opportunity
- Bioenterprise housed in Ingenuity District
- Mitacs Accelerate Entrepreneur Program hosted at Ingenuity
- Launch of Lake Superior Climate Action Field School



STRATEGIC THEME:

Capacity
Development

LAKEHEAD SUPPORTS

WORLD-CLASS SCHOLARLY ACTIVITY

8,365

students attend
Lakehead University
(2020/21)

1,319

International students
from ~70 countries
enrolled in Lakehead
degree programs (2020/21)

99.7%

of Philanthropic
revenue goal achieved
(2020/21)

Highlight Achievements:

- Operational response to COVID-19 including remote work for all faculty and staff, additional zoom licenses and tech support, establishment of Transition Committee, and virtual gatherings
- Successful launch of a pan-university COVID-19 Student Relief Fund
- Ongoing fundraising for increased Student Relief funding
- Extensive COVID-19 advocacy resulting in provincial Support Fund allocation
- Initiation of development of Facilities Master Plan
- Updated instructional technology, completed classroom upgrades, and expanded WIFI enabled spaces on both campuses
- Proportion of revenue from sources other than government operating grants or government-regulated tuition remained over 36%
- Finalized SMA 3



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