



2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 4
ANNUAL REPORT

Board of Governors

Sept 29, 2022

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: Sept 15, 2022

COVID-19

	Baseline 2017/18	2018/19	2019/20	2020/21	2021/22
Academic Excellence					
<u>1</u> Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE)	✓	✓	✓	▲	▲
<u>2</u> Achieve 100% participation rate of senior-year students in experiential learning opportunities by 2023	✓	✓	✓	✓	✓
<u>3</u> Increase in six-year graduation rate	✓	✓	✓	✓	✓
<u>4</u> # graduates employed in full-time jobs (skills match) is above the provincial avg.	✓	▲	✓	✓	✓
<u>5</u> Increase in graduate student enrolment	✓	✓	✓	✓	✓
<u>6</u> Increase in number of postdoctoral fellows	✓	▲	▲	▲	✓
<u>7</u> Increase in the number of Research Chairs to 25	✓	✓	✓	✓	✓
Social Responsibility					
<u>8</u> Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University	✓	✓	✓	✓	✓
<u>9</u> Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase	●	▲	▲	▲	▲
<u>10</u> Indigenous student enrolment at both baccalaureate and graduate levels will increase	✓	✓	▲	▲	▲
<u>11</u> The number of Indigenous faculty members and staff will increase	●	✓	✓	✓	✓
<u>12</u> The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial avg	✓	▲	✓	✓	✓
Local and Global Partnerships					
<u>13</u> Increase in # of partnerships w municipalities, gov't orgs, research institutes and industry (local, national and int'l)	✓	✓	✓	✓	✓
<u>14</u> Increase in the number of partnerships with Indigenous groups	●	✓	✓	✓	✓
<u>15</u> Increase participation in the Achievement Program and Nijji Mentorship Program (formerly AMP)	✓	✓	✓	▲	✓
<u>16</u> Increase in enrolment of under-represented student groups in specific programs	✓	✓	✓	✓	✓
<u>17</u> Increase in total # of engaged alumni (per Alumni Engagement Plan)	●	✓	✓	✓	✓
Entrepreneurship and Innovation					
<u>18</u> Increase in number of work-integrated learning opportunities across disciplines	✓	✓	✓	✓	✓
<u>19</u> Increase in economic impact of Lakehead University	✓	✓	✓	✓	✓
<u>20</u> Increase in societal impact of Lakehead University	●	●	✓	✓	✓
<u>21</u> Increase in number of businesses and start-ups in local communities directly related to University activity	✓	✓	✓	▲	✓
<u>22</u> Increase in number of patents filed	✓	◆	✓	▲	◆
Capacity Development					
<u>23</u> Increase in student satisfaction (National Survey on Student Engagement)	✓	✓	✓	▲	▲
<u>24</u> Improve employee engagement	●	●	✓	✓	▲
<u>25</u> Enrolment will increase to 10,000 students by 2023	▲	▲	▲	▲	▲
<u>26</u> International enrolment will constitute 20% of overall enrolment by 2023	✓	✓	✓	▲	▲
<u>27</u> 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

STRATEGIC THEME:

Academic
Excellence

LAKEHEAD IS ONTARIO'S #2 PRIMARILY UNDERGRADUATE UNIVERSITY (Maclean's 2022 University Rankings)

801-1000

category ranking in the
Times Higher
Education World
University Rankings 2022

#2

Primarily undergraduate
research university in
Ontario
(2021, Research Infosource)

94.5%

of Lakehead graduates
are employed within 2
years of graduating
(2018 graduating cohort)

Highlight Achievements:

- 25 Research Chairs advancing Lakehead on the world stage
- Foundation work on a new Guelph-Lakehead Collaborative Doctor of Veterinary Medicine in Rural and Northern Community Practice
- Launch of Master of Nursing (Nurse Practitioner)
- Launched PhD Mechanical Engineering
- Expansion of Psychology programming at Lakehead Orillia
- Launch of Psychology Clinic in Northern Ontario
- Dr. Lori Chambers elected as Fellow of the Royal Society of Canada
- Dr. Lana Ray (Indigenous Research Chair in Decolonial Futures) received \$1.2 million in CIHR funding to explore the efficacy of using traditional healing to prevent cancer in partnership with traditional knowledge holders, and Waasegiizhig Nanaandawe'yewigamig Health Access Centre
- 89% of graduates are employed in jobs relating to skills developed at University (2018 graduating cohort)

STRATEGIC THEME:

Social
Responsibility

LAKEHEAD UNIVERSITY IS RANKED 64TH IN THE WORLD FOR GLOBAL IMPACT

13%

of the domestic undergraduate student population self-identifies as Indigenous (2021/22)

55%

of Lakehead students originate from outside Northwestern Ontario and Simcoe County (2021/22)

95%

of Lakehead's domestic students face barriers to accessing university education (2021/22)

Highlight Achievements:

- New 30,000 sq. ft. Wolf Den opened in Thunder Bay; temporary athletics space in Orillia
- 2021/22 academic year declared a Year of Climate Action - Over 40 YOCA events were organized by 34 departments throughout the year, with ~2,200 participants
- Lakehead signed the Climate Change Charter
- Launch of the Indigenous STEM Access Program (ISTEM)
- Youth in Care Tuition Waiver introduced with the Child Welfare Political Action Committee
- Lakehead awarded Bell Let's Talk grants to support students' mental health
- Lakehead-Confederation Joint Admission Agreement signed
- Lakehead University and the Trinity School of Medicine announced new partnership
- Global Indigenous Speakers Series – Series 2

STRATEGIC THEME:

Local and Global
Partnerships

LAKEHEAD IS ENGAGING WITH THE COMMUNITIES IT SERVES

134

active initiatives with
Indigenous partners
(2021/22)

150

research partnerships with
municipalities, government,
research institutes & industry
(2021/22)

4,035

students participated
in the Nijiji Mentorship
Program (2021/22)

Highlight Achievements:

- Community Zone launched; CELL hosted 3,000 participants
- 239 students participated in Lakehead's Achievement Program (2021/22); program expanded to Keewatin Patricia District School Board
- Lead Academic Partner of Northwestern Ontario Regional Health Human Resources Task Force
- Continued maturity of the Lakehead Georgian Partnership
- Expanded programming with Seven Generations
- Launched Indigenous Decade of Indigenous Languages
- CALEREO Consortium was awarded a \$800,000 grant from Global Affairs Canada to support outbound mobility and research projects in Latin America
- Fostering relationships throughout Northwestern Ontario with the Northern Ontario Municipal Association
- Signed MOUs with partner universities in Malaysia, France, Wales, and Mexico to increase opportunities for student mobility

STRATEGIC THEME:

Entrepreneurship
and Innovation

LAKEHEAD IS FACILITATING LOCAL ENTREPRENEURSHIP & INNOVATION

\$1.64_{BN}

annual economic
impact of Lakehead
University on GDP
(2020/21)

5

local business
startups supported by
Ingenuity (2021/22)

82.2%

of Lakehead's
undergraduate students
participated in Work
Integrated Learning (2021/22)

Highlight Achievements:

- PACED membership has been actively engaged throughout the IEP Designation process
- 2022 Research and Innovation Week: Planetary Stewardship
- Continued preparation for the UEDA Innovation and Economic Prosperity designation
- Dr. Vicki Kristman was awarded \$5.1M over 5 years for EPID@work Research Centre
- Dr. Sameshima is part of an international team of researchers awarded \$26.5M over five years to investigate a new strategy for curing HIV
- Ingenuity hosted 12-week Ascend Accelerator Program and Sustainability Disruption Contest
- Continued preparation for the UEDA Innovation and Economic Prosperity designation
- MOU with Waterloo-based OpenText™ providing innovation experiential learning opportunities
- Ingenuity Indigenous Start Up Fund supporting Indigenous entrepreneurs
- 100% of undergraduate students have an experiential learning opportunity
- MITACS Funding increased by \$1 million and a 78% increase in MITACS Accelerate Activity

STRATEGIC THEME:

Capacity
Development

LAKEHEAD SUPPORTS

WORLD-CLASS SCHOLARLY ACTIVITY

8,572

students attend
Lakehead University
(2021/22)

1,479

International students
from ~70 countries
enrolled in Lakehead
degree programs (2021/22)

119%

of Philanthropic
revenue goal achieved
(2021/22)

Highlight Achievements:

- Facilities review underway at Lakehead Orillia to inform multi-year planning
- Expanded wellness focus and offerings for Lakehead employees in conjunction with implementation of the Wellness Plan
- Received provincial Training Education & Renewal Fund; Updated instructional technology, completed classroom upgrades, and expanded WIFI enabled spaces on both campuses
- Implemented SEM Initiative Fund (Budget 3.0)
- Institutional Campaign Pre-Launch goals exceeded (2021/22); Steering Committee launched
- Oak Medical sports medicine clinic opened on Lakehead Thunder Bay campus
- Received Ministry Micro-credential Community Impact Award to develop micro-credentials
- Proportion of revenue from sources other than government operating grants or government-regulated tuition exceeded 40%

MAKING *an* IMPACT



Lakehead University is the highest ranked university in the world with fewer than 10,000 students for its global impact according to the 2022 *Times Higher Education Impact Rankings*.

Lakehead placed in the top 70 in the world based on our efforts in advancing the United Nations Sustainable Development Goals (SDGs), reflecting the University's commitment to social, cultural and environmental sustainability, and good health and well-being.

Lakehead University is finding solutions to the world's greatest societal challenges through academic programming, research excellence and collaboration.

lakeheadu.ca/THE



2022 TOP 70



2018-2023

Strategic Plan

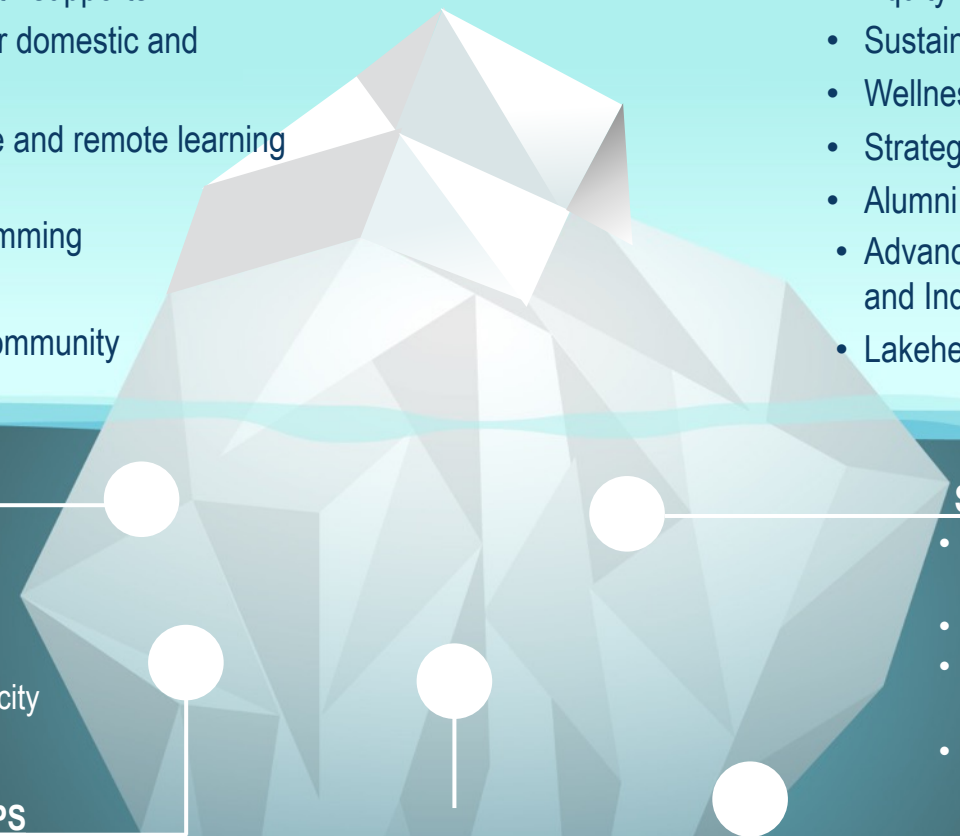
KEY INITIATIVES
Year 5
(2022-23)



Year 5 Implementation Approach

In YEAR 5 we will continue to build on work completed in Year 1-Year 4 and implement Plans in areas including:

- Expanded student support resources
- Expanded student mental health supports
- Reducing barriers to access for domestic and international students
- Technology-enabled immersive and remote learning opportunities
- Ingenuity activities and programming
- Career Zone
- Community Zone (including Community Engaged Lifelong Learning)
- Lakehead Orillia Outlook
- Equity Diversity and Inclusion Action Plan
- Sustainability Action Plan
- Wellness Strategy
- Strategic Enrolment Management
- Alumni Engagement: Lakehead For Life
- Advancing MOUs with municipalities and Indigenous partners
- Lakehead Georgian Partnership



ACADEMIC EXCELLENCE

- Professional development
- Student health and well-being
- Technology-enabled spaces
- Continued internationalization
- Increasing student research capacity
- Research awards and grants

LOCAL & GLOBAL PARTNERSHIPS

- Gichi Kendaasiwin
- Partnering with industry to increase degree attainment in growth areas
- Lifelong learning aligned to industry needs (through Community Zone)
- Partnerships with local school boards, colleges and Indigenous Institutes
- Alumni engagement

ENTREPRENEURSHIP & INNOVATION

- Strategic partnerships in support of economic development
- Indigenous community partnerships
- Expanded professional development with local partners
- Stewarding development of technology-based industry
- Regional innovation cluster in Simcoe County
- Expanded work integrated learning across disciplines

SOCIAL RESPONSIBILITY

- Supporting access of underrepresented student groups
- Indigenous curriculum requirement
- Student mobility (e.g. transfers, pathways, college partnerships)
- Development of Indigenous Research Centre

CAPACITY DEVELOPMENT

- Employee engagement
- Strategic Enrolment Management
- Integrated planning and budgeting
- Philanthropic campaign
- Expansion of Lakehead Orillia
- Facilities and technology planning
- Diversifying funding sources

2018-2023

Strategic Plan

