

# ORILLIA STUDENT AFFAIRS (OSA)

## Operational Plan 2013-18

### Components of Strategic Framework – #1 Growth and Capacity Development

**Goal - Lakehead University will achieve overall enrolment in excess of 10,000 students by the end of this plan while simultaneously ensuring that the University's long-term economic sustainability is enhanced.**

| <b>Action</b><br>* What needs to be done?  | <b>Aligned Academic Plan Priorities</b> | <b>Specific Actions/Initiatives that the Faculty/Admin Unit Proposes to Engage in to Support the Strategic Plan Goal</b><br><br>* Include related Academic Plan actions where relevant   | <b>Timeline</b><br><br>* When?<br>* Start/End<br>* Milestones | <b>Impact</b><br><br>* Measurables<br>* Deliverables<br>* Outcomes                                    | <b>Resources</b><br><br>* Where will the funds come from?<br><br>* New funds – please use the Request for Resources form | <b>Responsible Party</b><br><br>* Who is the lead?<br>* Who else might be involved and/or affected?                          |
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| Aggressively recruiting new students from other regions in Ontario, other provinces in Canada, and other countries around the world. More specifically we will increase international enrolment to 10% of overall enrolment by 2018. | Enhance Reach                           | 1. Actively support the Office of Admissions & Recruitment with targeted marketing and outreach efforts in Simcoe County. Orillia's A&R Action plan to include greater outreach, contact and engagement with prospects within Simcoe County. | January 2013 – ongoing  | 2013/14 target – 1450 FTE<br><br>2014/15 target – 1600 FTE<br><br>2015/16 target – 1750 FTE           | Funds will continue to be applied through the Orillia OSA budget and alignment with Orillia Communications               | Director, Admissions and Recruitment<br><br>Dean & Vice Provost, Orillia Campus<br><br>Associate Vice Provost Orillia Campus |
|  |   | 2. Actively support Lakehead International with recruitment and enrolment of international students at the Orillia Campus.   | September 2013 – ongoing                                      | Increase international students enrollment by 8% yearly<br><br>Goal of 50 international FTE's by 2018 | Funds will be drawn from LU International and supported by Academic Unit funding in specific growth areas                | Associate Vice Provost Orillia Campus<br><br>Director, International<br><br>Assistant Director, Student Services             |
|  |   | 3. Integrate International student   | September   | Support services  |  |  |

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|   |  | support into current Student Affairs Officer role  | 2014                   | and enhanced programming for international students   |   |  |
| Providing the infrastructure and supports that will increase the rate of participation for students in Northwestern Ontario and Simcoe County. By 2018, the percentage of students from these areas attending University will be close to the provincial average and 70% of them will be enrolled at Lakehead University. | Achieve Excellence in Teaching, Learning, and Research<br>High Quality Undergraduate and Graduate Programs<br>- Engaged and Successful Students, Faculty and Staff | 1. Continue to support Senior Administration and Director of Admissions & Recruitment in developing strategic enrollment plan that uses prospect student data to effectively and aggressively target Simcoe County high-schools.   | January 2013 - ongoing | To be seen by Simcoe County and regional guidance counselors as "Simcoe County's university"  | Will be implemented within OSA's 2013+ budget   | Dean & Vice Provost Orillia Campus<br><br>Associate Vice Provost Orillia Campus<br><br>Director, Admissions & Recruitment<br><br>Assistant Director, Student Services. |
|   |  | 2. Ensure access and provide the necessary academic support to fully recruit and retain Aboriginal students.<br>i) Coordination of improved aboriginal support services through the establishment of FT Liaison Officer in Orillia<br>ii) Enhance existing services support services,<br>iii) Develop and maintain a peer support system for students. | January 2014 -ongoing  | Increase Aboriginal student enrollment at the Orillia campus from 4.5% to 8% by 2018  | Application of new FTE within OSA's 2013+ budget with specific employment targeted to recruitment goal of 10 "new" Aboriginal students per-year | Vice Provost Aboriginal Initiatives<br><br>Associate Vice Provost Orillia Campus<br><br>Assistant Director, Student Services   |
|   |  | 3. Reconfigure the role of the Regional Recruitment officer at Orillia campus to become the primary point of contact for Simcoe County and surrounding area high schools and communities.<br><br>4. Add a part-time contract Recruitment Officer to serve the recruiting needs of both campuses.   | May, 2013-ongoing      | Deliberate and strategic outreach to Simcoe & regional guidance counselors,<br><br>Increase participation in Parent/Student nights sponsored by local and regional high schools | Implemented within the OSA Core budget<br><br>Implemented using a combination of resource re-allocations within Orillia Central Budget          | Director of Admissions & Recruitment<br><br>Associate Vice Provost   |

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| <p>Developing more partnerships that will offer community college graduates a seamless path to a university degree.</p>  | <p>Achieve Excellence in Teaching, Learning, and Research<br/>High Quality Undergraduate and Graduate Programs<br/>Engaged and Successful Students, Faculty and Staff</p>   | <ol style="list-style-type: none"> <li>1. Actively support the Orillia campus Dean, and Academic Program leads and Office of Admissions &amp; Recruitment to review and revise where necessary admissions and recruitment processes, program requirements, and associated academic regulations in order to meet credit transfer plans.</li> <li>2. Special efforts to engage wherever possible in conversations with Georgian College counterparts on any/all Student Affairs related topics and issues</li> </ol> | <p>January 1, 2013 -ongoing</p> | <p>Creation of policies and procedures to streamline entry into Orillia Campus programs and increase mobility of transfer students</p> <p>At least one meeting with Director or better Student Affairs leadership at Georgian per year</p> | <p>Implemented within the OSA existing budget</p> <p>No additional funding needed</p>  | <p>Assistant Director, Student Services</p> <p>Director, Admissions &amp; Recruitment</p> <p>Dean &amp; Vice Provost Orillia Campus</p> <p>Orillia Campus Academic Program Leads</p> <p>Assistant Vice-Provost</p> |
| <p>Ensuring that our underlying rate of growth in revenues and expenditures is equal through a combination of creating new sources of revenue and prudent management. This will include active fundraising, expanding non-degree programs, developing continuing education, and introducing research services.</p> | <p>Achieve Excellence in Teaching, Learning, and Research<br/>High Quality Undergraduate and Graduate Programs<br/>Engaged and Successful Students, Faculty and Staff<br/>Intense Research, Scholarly and Creative Activity</p> | <ol style="list-style-type: none"> <li>1. Actively support CEDL efforts in creating additional professional development programs (i.e. Executive Leadership, Event Planning, Training &amp; Development) offerings.</li> <li>2. Continue to boost interest and opportunities associated with the Leacock Centre for Arts, Culture and Community.</li> </ol>  | <p>May 2013 – ongoing</p>       | <p>At least one professional development (non-credit) course to be completed each semester (Fall, Winter, Spring/Summer) which is available to one or more key stakeholder group – OPP, OSMH, Orillia Chamber of Commerce</p>              | <p>CEDL allocation will be actualized for startup year</p> <p>Future funding to come through cost-recovery efforts for course development and delivery</p> | <p>Director CEDL</p> <p>Associate Vice Provost Orillia Campus</p> <p>Assistant Director. Student Services</p>  |

## Components of Strategic Framework – #2 Nurturing Scholarship

Goal - Lakehead University will be noted for the excellence of its scholarship and for the way that it integrates teaching, learning, and research into a holistic framework.

| <b>Action</b><br>* <b>What</b> needs to be done?   | <b>Aligned Academic Plan Priorities</b>   | <b>Specific Actions/Initiatives that the Faculty/Admin Unit Proposes to Engage in to Support the Strategic Plan Goal</b><br><br>* Include related Academic Plan actions where relevant  | <b>Timeline</b><br><br>* <b>When?</b><br>* Start/End<br>* Milestones   | <b>Impact</b><br><br>* Measurables<br>* Deliverables<br>* Outcomes   | <b>Resources</b><br><br>* <b>Where</b> will the funds come from?<br><br>* <b>New funds</b> – please use the Request for Resources form | <b>Responsible Party</b><br><br>* <b>Who</b> is the lead?<br>* <b>Who</b> else might be involved and/or affected? |
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| Enhancing the development of experiential learning, both inside and outside the classroom. | Achieve Excellence in Teaching, Learning, and Research<br><br>Engaged and Successful Students, Faculty and Staff<br><br>Intense Research, Scholarly and Creative Activity<br><br>Extend Community Engagement and Outreach | 1.Track, record and promote best practices and recognize excellence in Service Learning opportunities at the campus   | January 2015 - ongoing   | Review of best practices and strategies to move forward with Service Learning  | can be implemented within the faculty/admin unit's existing budget   | Assistant Director, Student Services<br><br>Orillia Campus Academic Program led                                   |
|  |   | 2. Work with Orillia's Academic Program leads to enhance and expand, where appropriate, cooperative education offerings.  | January 2015 - ongoing   | Established cooperative education opportunities and have active participation in the following programs by 2016<br><br>HBASc<br>HBComm | can be implemented within the faculty/admin unit's existing budget   | Assistant Director, Student Services<br><br>Orillia Campus Academic Program leads                                 |
| Other: Supporting Student Scholars   |   | 1. Initiative an <i>Academic A-Team</i> Encourage and promote the acquisition of "A" level academic achievement through positive messaging and recognition of outstanding academic effort.<br><br>2. Establish a Lakehead Chapter of the Golden Key International | September 2013-annually<br><br><br><br><br><br>September 2014 -ongoing | Awards/recognition ceremony held each fall term<br><br><br>Orillia Students will   | can be implemented within the faculty/admin unit's existing budget<br><br><br>can be implemented                                       | Dean & Vice Provost Orillia Campus<br><br>Assistant Director Student Services                                     |

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|  |  | <p>Honour Society.</p> <p>Golden Key International offers a sense of fellowship within the Society's three pillars of Academics, Leadership and Service, and are dedicated to personal, professional and altruistic achievement for students</p> |  | <p>have an opportunity to participate in an international honour society that supports nurturing the student scholar</p> | <p>using incoming revenues through membership dues</p> <p>LUSU / OSA top-up funding made available through Student Programs fund</p> |  |
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## Components of Strategic Framework – # 3 Learner-Centred Student Experience

Goal - Lakehead University students will be offered a unique experience that combines opportunities for an active lifestyle with holistic student supports in a collaborative learning environment. As a result, the modified graduation rate will increase by 3% during the life of this plan while Lakehead University graduates will continue to find employment at a higher rate than the Ontario average.

| <b>Action</b><br>* What needs to be done?  | <b>Aligned Academic Plan Priorities</b>  | <b>Specific Actions/Initiatives that the Faculty/Admin Unit Proposes to Engage in to Support the Strategic Plan Goal</b><br><br>* Include related Academic Plan actions where relevant   | <b>Timeline</b><br><br>* <b>When?</b><br>* Start/End<br>* Milestones | <b>Impact</b><br><br>* Measurables<br>* Deliverables<br>* Outcomes         | <b>Resources</b><br><br>* <b>Where</b> will the funds come from?<br><br>* <b>New funds</b> – please use the Request for Resources form | <b>Responsible Party</b><br><br>* <b>Who</b> is the lead?<br>* <b>Who</b> else might be involved and/or affected? |
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| Making one-stop service the focal point for all interactions with students from enrolment, through their academic career, to graduation. | Achieve Excellence in Teaching, Learning, and Research<br>Engaged and Successful Students, Faculty and Staff | 1. Relocate Student Services at the Orillia Campus to a centralized, highly visible location meeting best practices in one-stop services.<br><br>2 <sup>nd</sup> floor of the Orillia Academic Building will be converted to enable the emergence of an “Orillia Student Success Centre” | July, 2013   | Creation of a centralized, and highly visible location to support students | \$12,000 allocated towards this venture through OSA funds to produce new signage and associated office moving costs.                   | Associate Vice Provost Orillia Campus<br><br>Assistant Director, Student Services                                 |

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| <p>Building and maintaining a “best-in-class” website that ensures students can quickly and easily conduct all of their normal university business online.</p> | <p>Achieve Excellence in Teaching, Learning, and Research<br/>Engaged and Successful Students, Faculty and Staff</p> | <p>1. Continue to work with and support University’s Webmaster to support this goal</p> <p>2. Re-design the web page to allow for easier and more direct access to essential student services at the Orillia Campus through the creation of a “virtual” one-stop shop.</p> | <p>January 2014 -ongoing</p> | <p>Virtual one-stop services created for Orillia</p> <p>Fully integrated website with updated Orillia content</p> | <p>Will be implemented within OSA’s current budget envelope</p>   | <p>University Webmaster</p> <p>Website Redesign Committee</p> <p>Associate Vice Provost Orillia Campus</p> <p>Assistant Director, Student Services</p> |
| <p>Creating an environment for success as personified by the Student Success Centre</p>  | <p>Achieve Excellence in Teaching, Learning, and Research<br/>Engaged and Successful Students, Faculty and Staff</p> | <p>1. Consolidate current Student Affairs operations into one “Student Success Centre” at the Orillia Campus that will bring together Academic Advising, Career, Financial Aid, Athletics and Recreation and Academic Support</p>  | <p>May, 2013</p>             |   |   | <p>Associate Vice Provost</p> <p>Assistant Director, Student Services</p>  |
|  |  | <p>2. Work collaboratively with Senior Administration and TB Student Success Centre to develop and implement and institutional retention plan designed to ensure student success and degree completion.</p>  | <p>2012-2016</p>             |   | <p>can be implemented within the faculty/admin unit’s existing budget</p> <p>*outcomes of discussions may warrant new funds</p> | <p>Senior Administration</p> <p>Student Success Centre (TB)</p> <p>Assistant Director, Student Services</p>  |
|  |  | <p>3. Work collaboratively with Senior Administration and TB Student Success Centre to develop and implement an Early Alert Program to help identify students experiencing academic difficulties</p>   | <p>2012-2016</p>             |   | <p>can be implemented within the faculty/admin unit’s existing budget</p> <p>*outcomes of discussions may</p>                   | <p>Senior Administration</p> <p>Student Success Centre (TB)</p> <p>Assistant Director, Student Services</p>  |

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| Creating an environment for success as personified by the Student Success Centre (continued) |   |                |   | warrant new funds  |  |
|  | 4. Work collaboratively with Senior Administration and TB Student Success Centre to develop First Year Experience & Second Year Experience program  | 2012-2014      |   | can be implemented within the faculty/admin unit's existing budget<br><br>*outcomes of discussions may warrant new funds   | Senior Administration<br><br>Student Success Centre (TB)<br><br>Assistant Director, Student Services                   |
|  | 5. In conjunction with TB support the development and delivery of training for most faculty and staff on Student Mental Health  | 2013-annually  | Provide yearly training for staff, faculty and student leaders  | Implemented through current OSA base funds and Wellness Centre   | Assistant Director, Student Services<br><br>Manager, Health & Counseling<br><br>Orillia Campus Health & Wellness staff |
|  | 6. Develop a plan to further enhance academic support services such as Writing Centre and Math Assistance Centre<br><br>i) Expand and promote the PAL Program (Peer Assisted Learning)<br><br>ii) Work with "Academic Zone" to create online resources for writing and math assistance<br><br>iii) Realign current staffing positions to support Academic Learning Support. | 2013 – ongoing | Increase in # of student staff, hours of assistance provided<br><br>Online 24/7 resources for students to use<br><br>Dedicated support person can be identified for assisting | can be implemented within the faculty/admin unit's existing budget<br><br>\$7500 earmarked yearly from OSA Central fund<br><br>(Combination of OSA, Learning Support and CEDL) | Associate Vice Provost Orillia<br><br>Assistant Director, Student Services   |

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| Creating an environment for success as personified by the Student Success Centre (continued) |   |               |   | students with learning skills   |   |   |
|  | 7. Continue to develop and provide recognition for co-curricular activities                           | 2013-ongoing  |   |   | can be implemented within the faculty/admin unit's existing budget                      | Assistant Director, Student Services<br>Orillia Student Affairs Staff |
|  | Expand reach to campus departments, faculties, residence and LUSU                                     |               |   |   |   |   |
|  | 8. Expand opportunities for students to engage in Leadership opportunities                            | 2013 -ongoing | Increase the number of modules within the EXCEL leadership program by two (2) sessions per year                         | Seek out \$10/student levy for student leadership programs = roughly \$13,000 a year which would be matched by OSA Central Fund | Assistant Director, Student Services<br>Orillia Student Affairs staff<br>LUSU Executive |   |
|  |   |               | Create opportunities to send a minimum of 2 students yearly to The Canadian <i>Student Leadership Conference</i> (CSLC) | Identify donors who would be willing to contribute towards ongoing student leadership development                               |   |   |
|  | 9. Expand opportunities for faculty, staff and student leaders to participate in "Safe Talk" training | 2013-annually | Provide yearly training for staff, faculty and student leaders  | can be implemented within the faculty/admin unit's existing budget  | Assistant Director, Student Services<br>Orillia Campus Health & Wellness staff          |   |
|  | 10. Expand and promote opportunities for international exchanges                                      | 2013-2018     | Goal to send a minimum of ten (10) students a year by 2018 participating in exchanges                                   | Better alignment with LU International can allow this to occur without additional funding being                                 | Assistant Director, Student Services<br>International Office                            |   |



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|   |   |   |                  | from the Orillia Campus<br><br>Currently 2 students a year participating           | necessary   |   |
| Introducing students to a wide range of community and extra-curricular opportunities through a new partnership between Athletics, Recreation, and Student Services.                         | Achieve Excellence in Teaching, Learning, and Research<br>Engaged and Successful Students, Faculty and Staff      | 1. Foster linkages between Students Services operations at Georgian College & Lakehead.                                       | May 2013+        | Establish regular quarterly meetings between departments for collaboration efforts | can be implemented within the faculty/admin unit's existing budget  | Associate Vice Provost<br><br>Assistant Director, Student Services        |
|   | Extend Community Engagement and Outreach  | 2 Expand opportunities for students to volunteer in the community through the Leacock Centre for Arts, Culture and Community. | 2013-2018        | Increase connection with community groups and partners                             | can be implemented within the faculty/admin unit's existing budget  | Assistant Director, Student Services<br><br>Orillia Student Affairs Staff |
| Establishing centers, or buildings, that will be natural gathering places for students such as: the proposed Kendaasiwin Centre, a new International House, and a one-stop services centre. | Achieve Excellence in Teaching, Learning, and Research<br>- Engaged and Successful Students, Faculty and Staff    | 1. Create a level 3 playing field to support the physical and recreation needs of the Orillia Campus's student population     | September – 2013 | Ability to increase reaction activities for students                               | \$35K dedicated to initial build through Orillia Athletics fund<br><br>\$15K yearly contributed through the Orillia Athletics Capital Fund to be sought out as an additional fee currently at 0 | Associate Vice Provost Orillia<br><br>Director, Physical Plan             |
|   | Enhance our Support of First Nations, Métis and Inuit (Aboriginal) Students<br><br>Expand our International Reach | 2. Work towards the establishment of a permanent FT Aboriginal Liaison Officer at the Orillia Campus                          | September – 2013 |  | Additional FTE to be built into OSA's budget for 2013+  |   |

## Components of Strategic Framework – #4 Community Engagement

| <b>Goal</b> – To steadily increase the likelihood that students from Northwestern Ontario and Simcoe County will enroll at Lakehead University.   |  |  |  |  |  |   |
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| <b>Action</b><br>* <b>What</b> needs to be done?  | <b>Aligned Academic Plan Priorities</b>  | <b>Specific Actions/Initiatives that the Faculty/Admin Unit Proposes to Engage in to Support the Strategic Plan Goal</b><br><br>* Include related Academic Plan actions where relevant   | <b>Timeline</b><br><br>* <b>When?</b><br>* Start/End<br>* Milestones | <b>Impact</b><br><br>* Measurables<br>* Deliverables<br>* Outcomes                     | <b>Resources</b><br><br>* <b>Where</b> will the funds come from?<br><br>* <b>New funds</b> – please use the Request for Resources form | <b>Responsible Party</b><br><br>* <b>Who</b> is the lead?<br>* <b>Who</b> else might be involved and/or affected? |
| Forming and enhancing partnerships with hospitals, community colleges, school boards, and civic governments to cooperate on joint issues and find innovative approaches that will make postsecondary education an achievable opportunity for all. | Extend Community Engagement and Outreach | Conduct research on enrichment activities and incentives necessary to encourage learners (aboriginal, adult learners etc) to prepare for University.   | 2014   | White paper on best practices and strategies to move forward with Service Learning     | can be implemented within the faculty/admin unit's existing budget   | Associate Vice Provost Orillia Campus<br><br>Assistant Director, Student Services                                 |
|   |  | Continued participation in the tri-ministry's Crown Ward Educational Championship team's promotion of post-secondary opportunities to those learners in foster care.   | 2013-ongoing   | Increase number of youth with crown ward status attending Orillia Campus 5 FTE by 2018 | can be implemented within the faculty/admin unit's existing budget   | Assistant Director, Student Services  |
|   |  | Support linkages between Lakehead University and community partners (i.e. Soldiers Memorial Hospital, OPP, City of Orillia & Simcoe County) around the development and delivery of both ad-hoc and specialized consultation services | 2013 -ongoing  | Increase connection with community groups and partners                                 | can be implemented within the faculty/admin unit's existing budget   | Dean & Vice Provost Orillia Campus<br><br>Associate Vice Provost Orillia Campus                                   |