

Lakehead University Plans

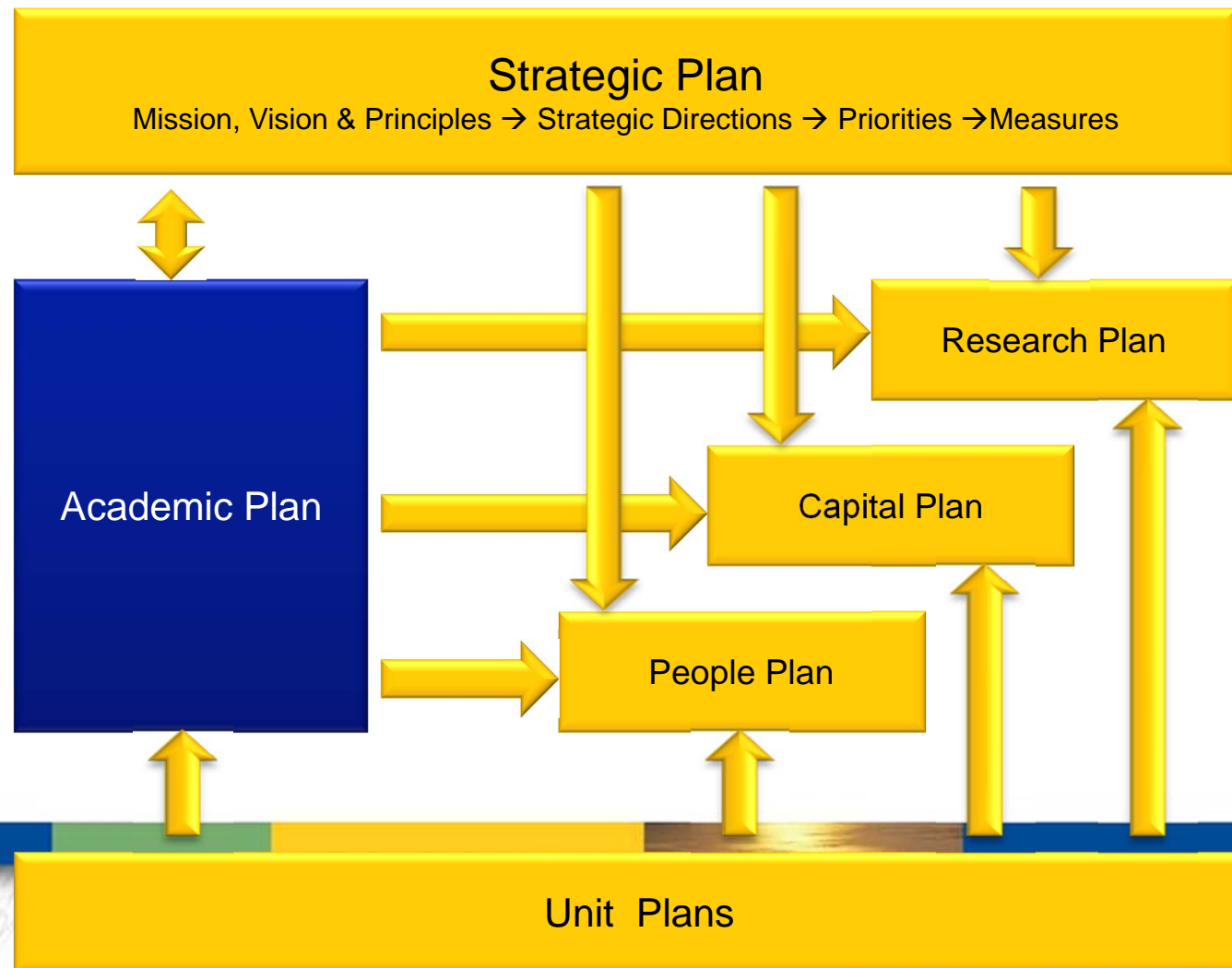


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Lakehead
UNIVERSITY

Integrated, multi-year planning and budgeting process

- Develop and implement multi-year process that:
 - Is Long-term - 3 to 5 yrs
 - Combines planning & budgeting, budget flows from the plan
 - Provides for rational choices



The Problem

- Strategic Planning broadly used
 - 88% of organizations use formal strategic planning
 - General satisfaction with the process
- But, execution is more important
 - 60% to 80% of companies fall short of plans
 - 60% of organizations' plan divorced from budget
 - 70% of organizations' incentive compensation divorced from plan
 - 90% of employees don't know the strategy
 - 85% of executive teams spend less than 1 hour per month on strategy

Lakehead's Priorities

- Sources
 - Strategic Plan (Four Directions)
 - Brian's five Priorities
 - Draft Academic Plan Priorities
 - Board planning exercise for 2014 onward
- All linked to current Strategies – so this becomes the way we manage

Strategic Direction	Base Measures	Strategies
Sustainability of the University	Enrolment Rate of Growth in Revenue/ Rate of Growth in Expenditure Financial Stability Carbon Footprint/student	Increase Enrolment Enhance External Revenue; Effective and Prudent Management; Environmental Sustainability Great Place to Work
Comprehensiveness of the Academy	Graduate and Professional Students as a % of total population Graduation Rate Employment Rate	Teaching Excellence; Expand Orillia Campus; Increase Undergraduate, Graduate, and Professional Programs; Enhance Student Learning Experience.
Research Growth	Overall Research Funding Community Research Impact	Increase Research Funding; Continue Aboriginal Research; Increase the transferability of research;
Diversity	% of Students who are First Generation Aboriginal student Population International Student	Promote awareness, understanding and respect; Community Engagement/early intervention; Improve Accessibility; Internationalization.

Measurement and Tracking

Hierarchy of Measures

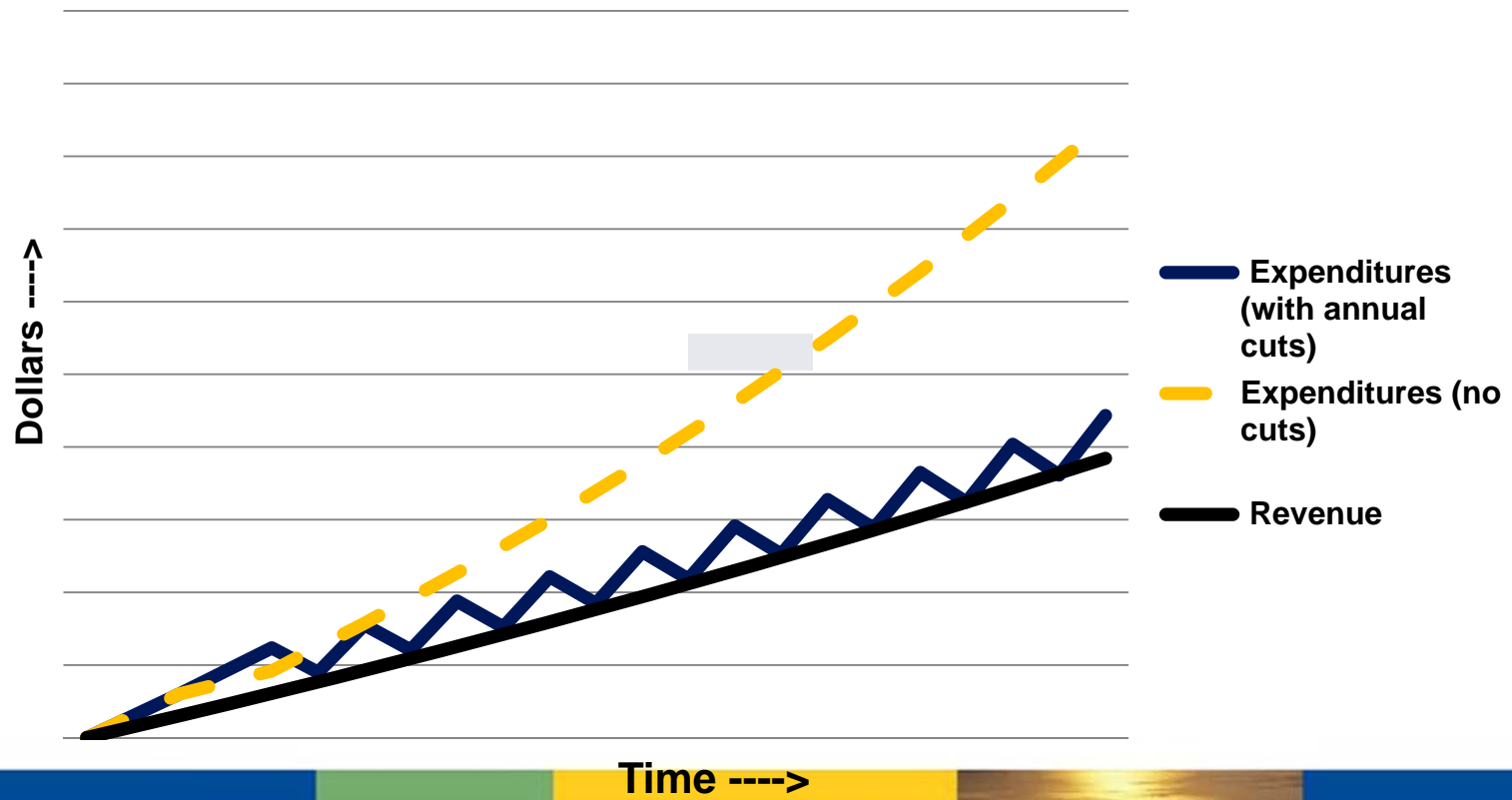
- *Accountability* – Primary measures shared with the Board of Directors. 3-4 measures for each Strategic Direction.
- *Strategic* – Monitoring or tracking measures based on the strategies the university has adopted to achieve the primary attributes of Success for the Strategic Direction. 20-30 measures.
- *Operational* – These are the measures the operating unit uses to track their portion of the strategy. The number of these measures is unlimited. They are not identified for the purposes of the plan.

The Basic Conundrum

- Salaries generally rise faster than revenue
 - 80% of costs are salary costs
 - Contractual + increments + promotions – turnover
 - Very low turnover means longer term cost increases
 - Academic career path means longer period of rising salaries w/o change in job responsibilities
- Revenue is largely controlled by government
 - \$ per BIU, controls on tuition fees
 - Delayed changes in provincial funding limits responsiveness



Expenditures vs Revenues – The Annual Reconciliation

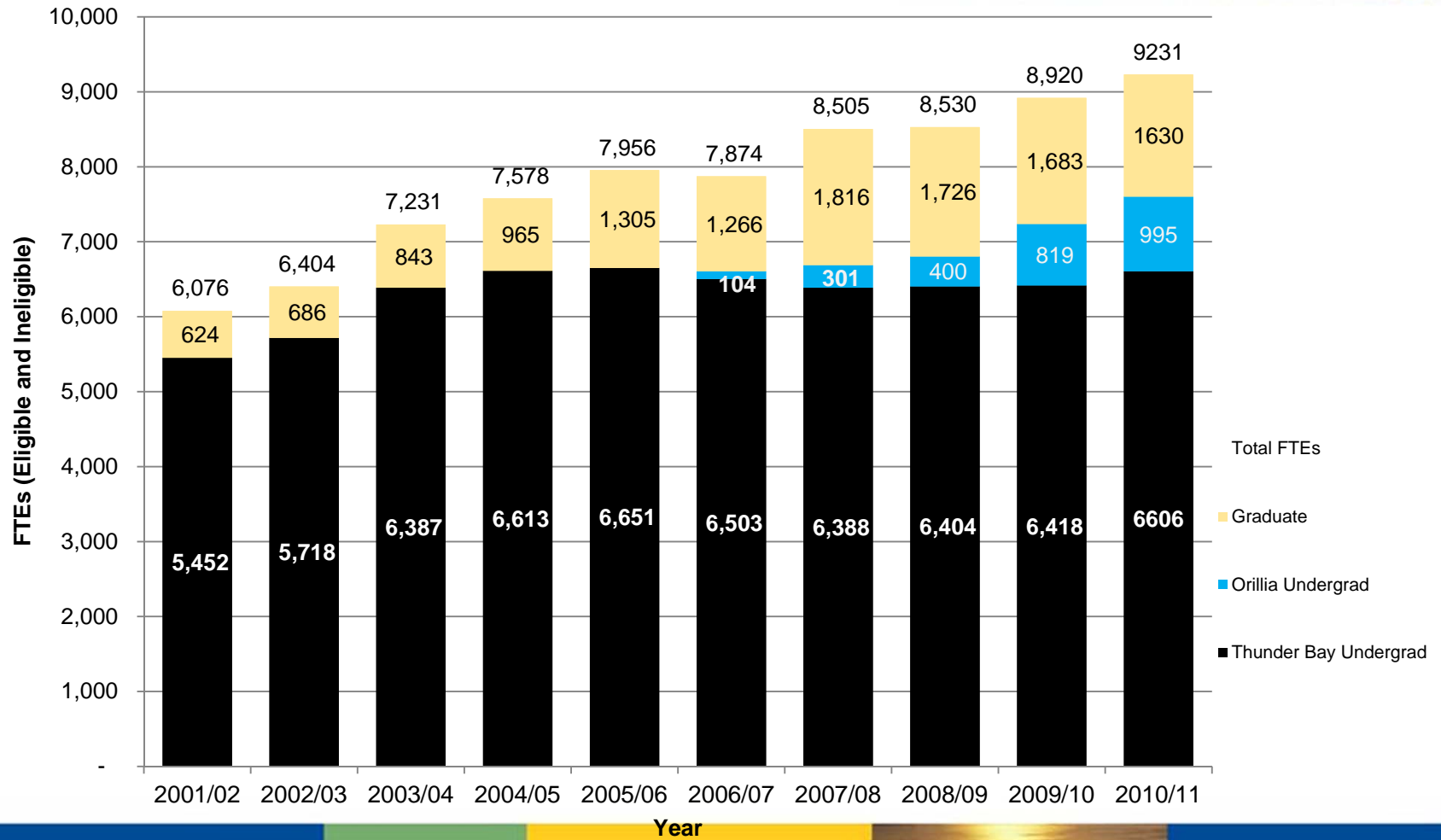


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Enrolment – First among Equals

- Enrolment drives both revenue and expenditure
- Most important metric for how we are perceived
- Driven to enrolment growth by current funding structure
 - Tuition and BIU's are majority of funding
 - Resource allocation is limited by importance of specialization so must grow revenue to provide resources

Full-time Equivalent Enrolment (FTEs) by Campus Eligible and Ineligible



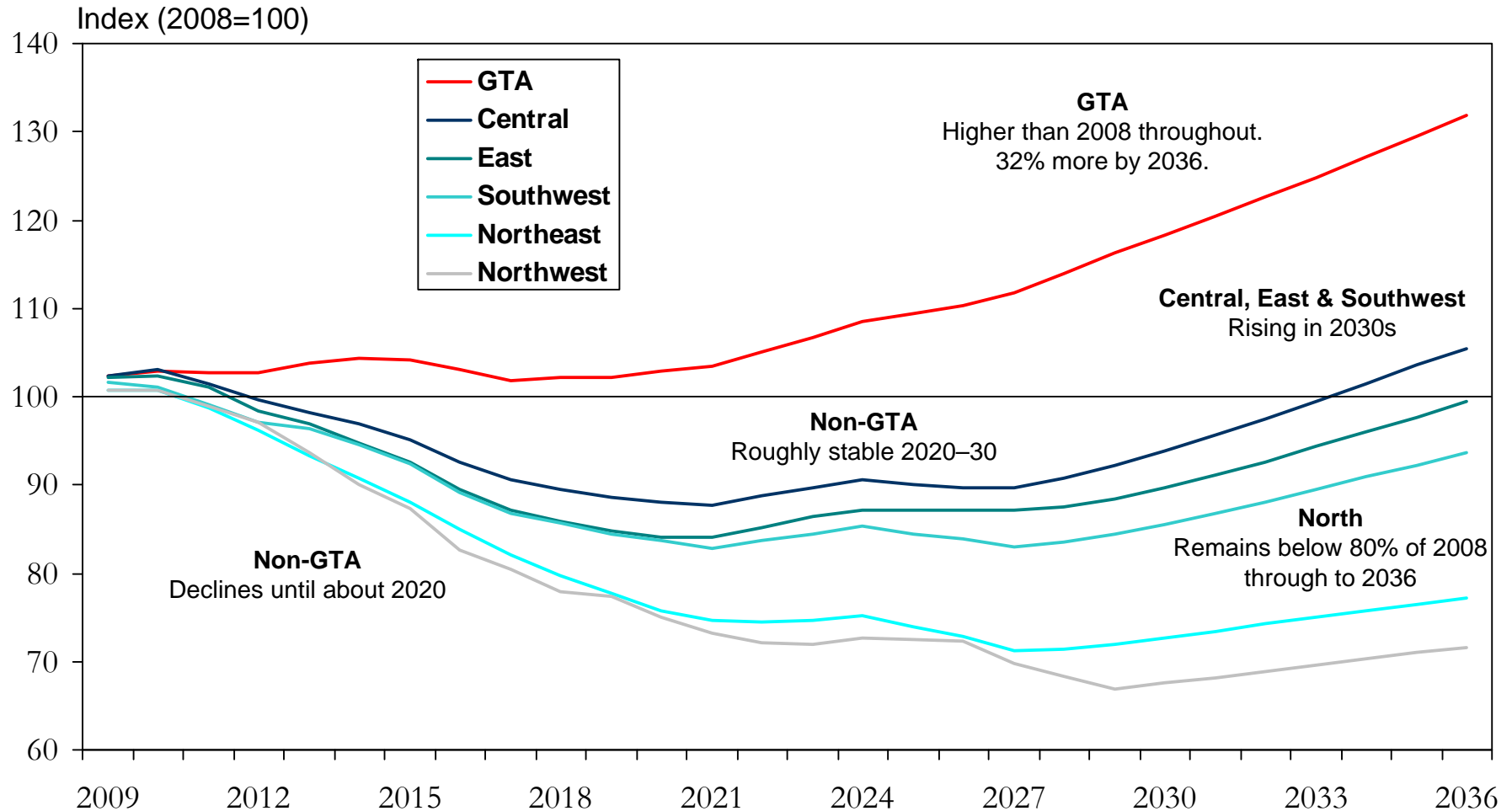
Note: Graduate FTEs are reported every term (1 graduate student enrolled full-time for 1 year is approximately equal to 3 FTEs)

Enrolment Challenges

- Demographics
- Rising Competition
- Student Supports

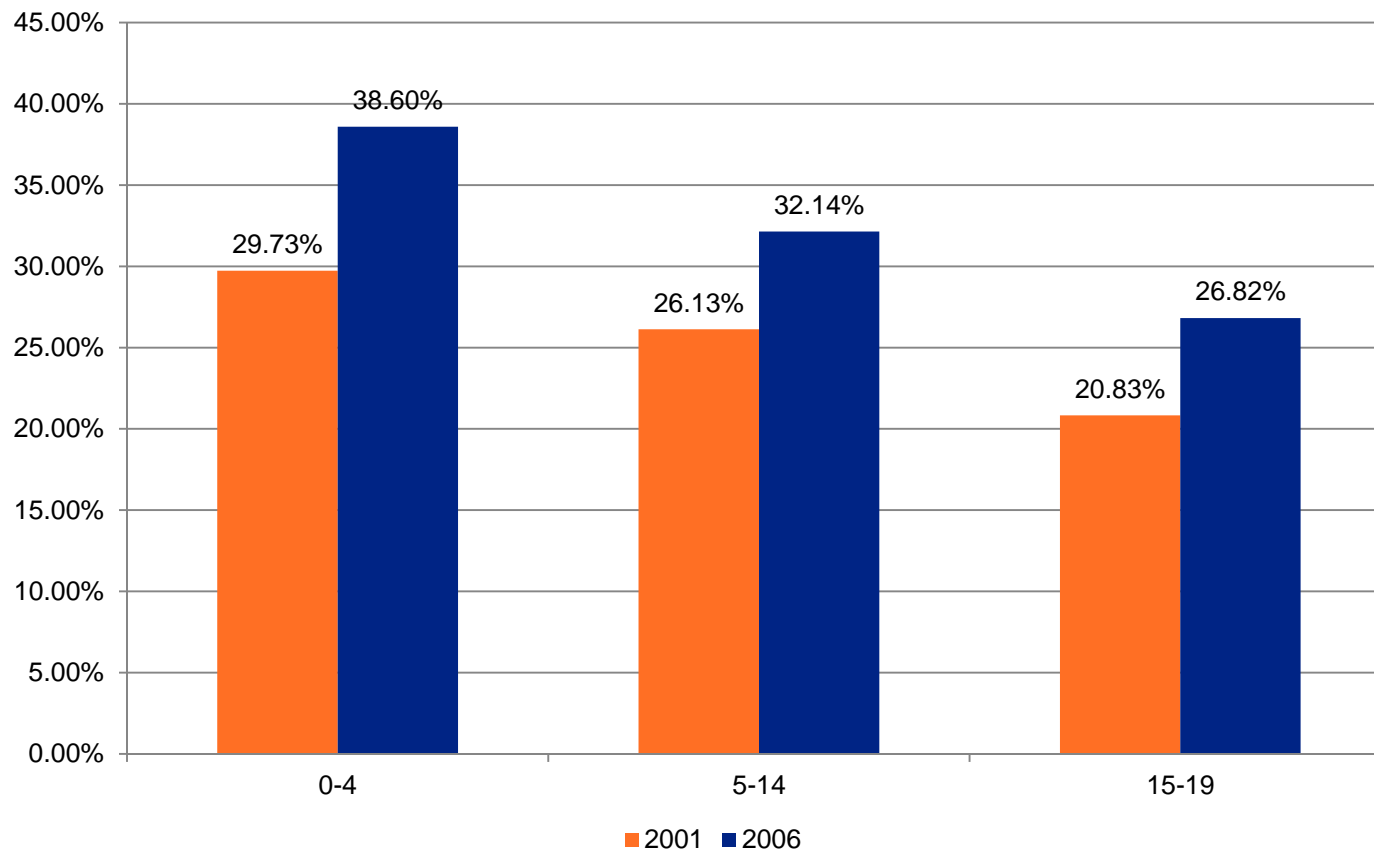
Ontarians Aged 18–20 by Region

Index of Projected Population aged 18–20 in Ontario compared to year 2008

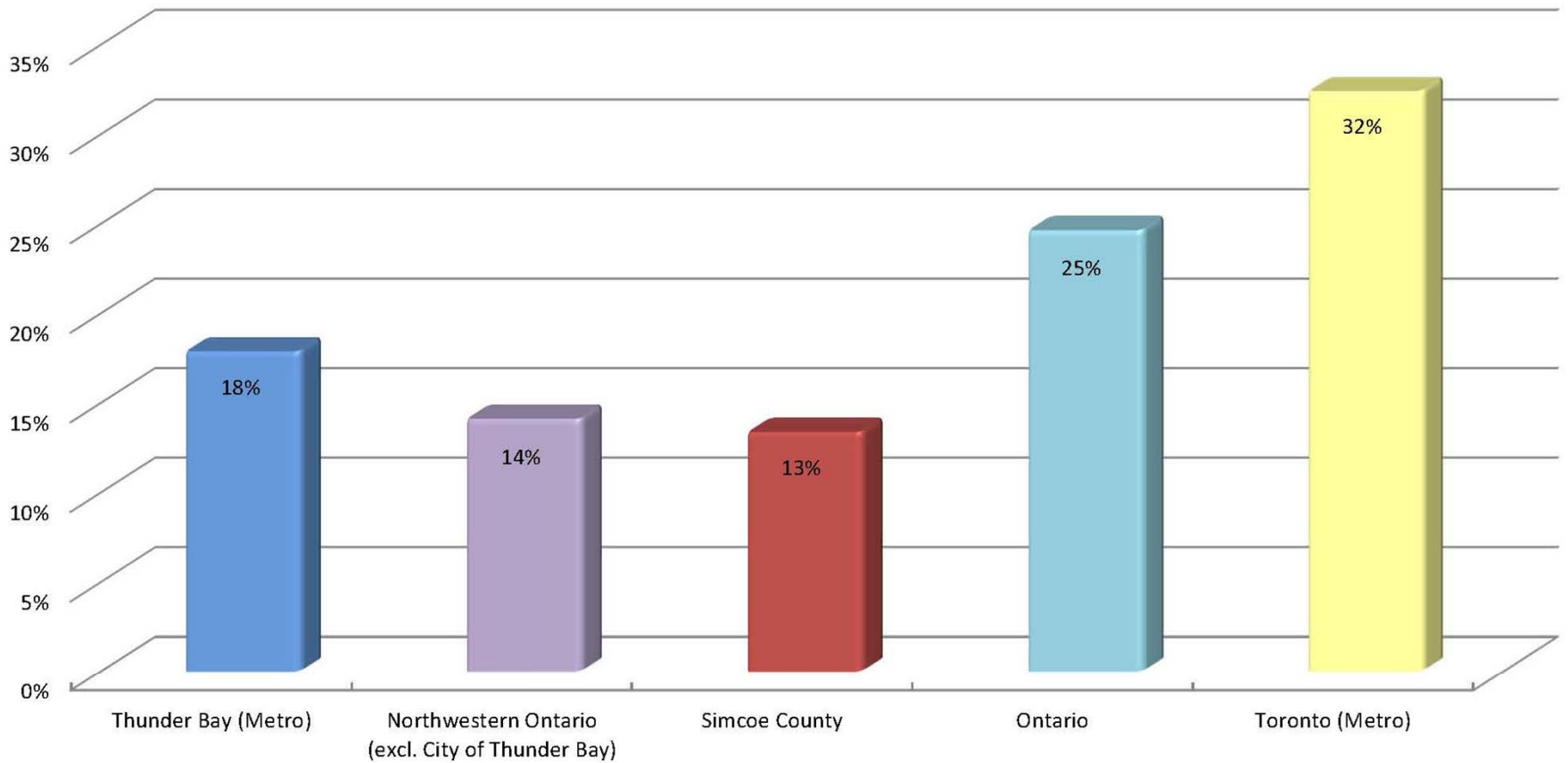


Sources: Statistics Canada, 1971–2008, and Ontario Ministry of Finance projections.

Aboriginal as % of NW Ont Population



Educational Attainment Ontario Population Ages 15 & Over - University Certificate, Diploma or Degree



Source: Stats Canada 2006 Census Community Profiles

Response to Demographic Constraints

- Growth Areas for Lakehead University
 - Orillia/Greater Toronto area
 - Aboriginal students
 - International students
 - Grad & professional programs (esp. Health Care)
- Major Competitive Advantages
 - Strong collection of professional programs
 - Relationship with Community Colleges across the country
 - Community Support in both TBAY & Orillia

Sources of Enrolment Growth by 2016-2017

Aboriginal Students	150-250
Orillia undergrad domestic	300-600
International	700-900
Grad Studies (Domestic)	100-300
Health and Behavioural	200-500
Recruitment and Retention	unknown
Law	150+
Other programs (net)	unknown

ANNUAL RECRUITMENT CYCLE

- September-January (101)
- September-December (TEAS)
- January-March (105)

Marketing &
Prospect
Generation/
Communication

Application &
Offers

- December -March (bulk of applications received)
- Applications continue to be accepted until September (non-limited enrolment programs)
- December-September (offers released)

- June -August (registration)
- September -November (orientation & engagement activities)
- November (count date)

Registration &
Orientation/
Engagement

Confirmation &
Conversion

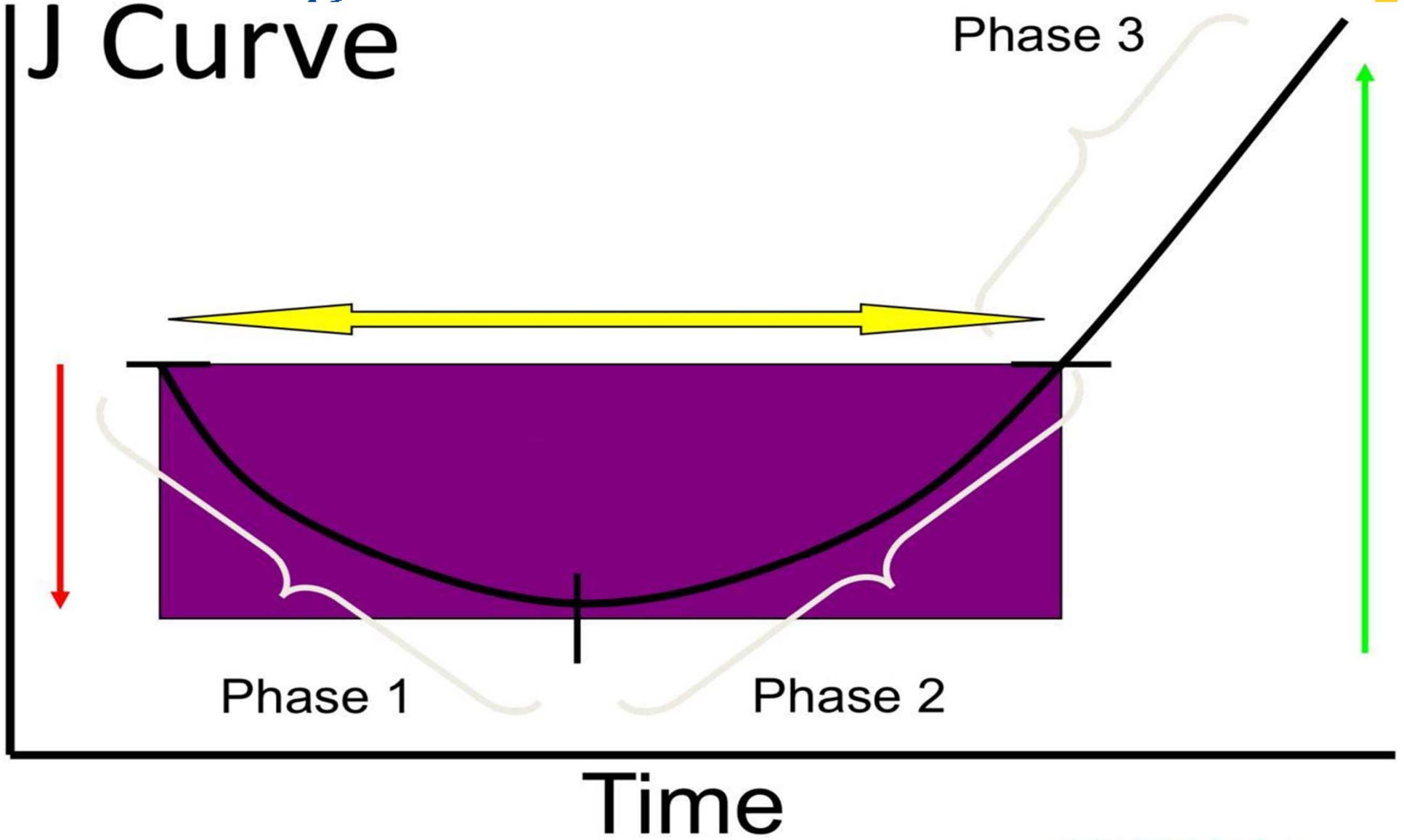
- January-June (conversion activities)
- February-June (101 confirmations)
- April-August (105 confirmations)
- May (TEAS confirmations)
- July-August (final confirmations all types)

2011-12 – Budget linked to Priorities

- International – Target is 1,000 students over seven years – this year target is +50 – on schedule
- Graduate – Target is +100 students – this year + 50 or more
- Fund-raising – current operating budget includes 1.7 million in Scholarships and over \$5 million in mortgage interest – Fund raising can reduce
- Student Experience/Recruitment marketing - getting info/reallocating resources to enhance student experience


Strategic Funds

J Curve



2012-16 Integrated Planning/Budgeting

- Build annually renewable four year Budgets
 - Based on intermediate term operational plans
 - Focus on major initiatives
 - Transparent, Collaborative process
- Use Strategic Initiatives Fund to jump-start investment
- Use Annual Board Commitments to establish accountability
- Connect with Community through Community Engagement, Economic Development and Technology-based instruction



At a certain point every strategic plan is just a collection of projects. The task is to choose the right projects, initiate them in the right order, provide them with resources, monitor them to be sure they are doing what was intended, react and adjust as circumstances change, and make sure that they don't interfere with the basic business of the University.