Implementing our Strategy for Advancing our Goals and Objectives in the Impending Environment:

President’s Orientation for members of the Board and of Senate at the Outset of the 2011-12 Academic Year

Jack N. Lightstone
September 2011
Strategy aims to...

- move us forward in pursuit of long-term mission, goals and objectives
- within impinging constraints and emerging opportunities of current and medium-term environments.
Yes, we are prepared
• impending election and its aftermath
• major provincial operating deficits & weak economic recovery
• New multi-year vision/strategy for Post Secondary Education (PSE)
Provincial/MTCU policy

- system differentiation. How?
  - institutions to “specialize,” focus on their “strengths”,
  - as appropriate, serve the developmental needs of their region
  - Use of public funds in the most cost-effectively within the “system”
- increase student *pathways* between colleges and universities
- *accessibility*: accommodating 60k more college students and university undergrads
- pedagogical innovation, including online, service and experiential learning
Provincial/MTCU policy

- measurement of, and accountability for, learning outcomes
- differentiated expansion of grad enrolment (+6k) and of grad program development
- modest tuition
- increased full-cost-recovery international student enrolments
- capital grants to meet institutional commitments for agreed upon enrolment expansion and differentiated mission within a rational university “system”
- negotiation of institutional strategic mandate agreements re. above
- financial restraint /accountability across broader public sector
Federal Government

- economic development/job creation
- elimination of federal deficit
- keeping taxation rates low
- expectations re: Tri-Council
  - research integrity
  - greater accountability for spending of grant monies
  - emphasis on consortia/collaboration to address “larger” issues of economic, social, cultural, scientific and technological import to Canada’s development
- Funding opportunities outside Tri-Council budgets
Local and Regional Context

- better integration and coordination of all relevant partners to drive economic, social and cultural development
- expectation that Brock exercise a major substantive, instrumental and centripetal role in region’s transformation
Areas of especial focus

• 1) **Integrated strategic planning**: implementation of major university-wide elements begins/continues; Faculty/sector rewrites of their plans; distillation of the latter and integration into the always evolving integrated planning matrix.

• 2) **Research**: strengthening of the Office of Research Services to serve researchers; begin of the establishment of new trans-disciplinary research institutes as elemental to further developed research culture; business incubation and IP commercialization; continuing to build capacity to get support from Tri-Council, CFI and MRI, as well as from “non-traditional” federal and provincial sources; revisiting of the institutional research plan for CFI and CRC in light of our approved overarching strategy.
• 3) Government relations and COU: successful negotiation of MYAA and a strategic mandate/directions agreement with MTCU; continue to mine government for support beyond Tri-Council; promote our high priority capital request for funding for a new business school facility; maintain a strong voice as government policy evolves.

• 4) Community relations and relations with Niagara College: maintain a strong active voice in community deliberations over those agencies and institutions that are intended to help Niagara develop; ensure that emerging trans-disciplinary initiatives have strong community connections; begin new incubator and business development operations; make more headway on program articulation with Niagara College and on credit transfer generally; continue to communicate our strategic direction to various audiences.
5) **Facilities planning and construction**: successfully complete the Cairns Complex on time and on budget; continue progress toward commencing construction on the downtown project; planning and advocacy for the new business school facilities.

6) **Advancement and Communications**: maintain brand consciousness and brand-discipline; secure commitment for lead campaign gift and continue building relations with expanded list of potential benefactors; shifting benefaction to support capital projects.

7) **Pedagogy, retention and student recruitment**

8) **Balancing 2012-13 operating budget**

9) **Review /enhance systems to assure financial accountability**
Yes, we are prepared