

# 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

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## 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



## Provincial government

- 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

