

**Ambitious. Bold. Driven.  
Ambitieux. Audacieux. Déterminés.**



**Laurentian**University  
Université **Laurentienne**

sudbury | barrie | ontario | canada  
laurentian.ca

# Reflections on Most Critical Components for Success

Chair, Vice-Chair and Director of  
Education Provincial Roundtable

February 9, 2016

# Context

- Thank you!
- Not an expert
- The grass is not always greener on the “other side”...
- Remember 1997?
- Input from social media





# Overview

- Some Critical Components of Success
- Strategy
- What To Focus On
- Being The Best
- Laurentian University
- Key Take-Aways



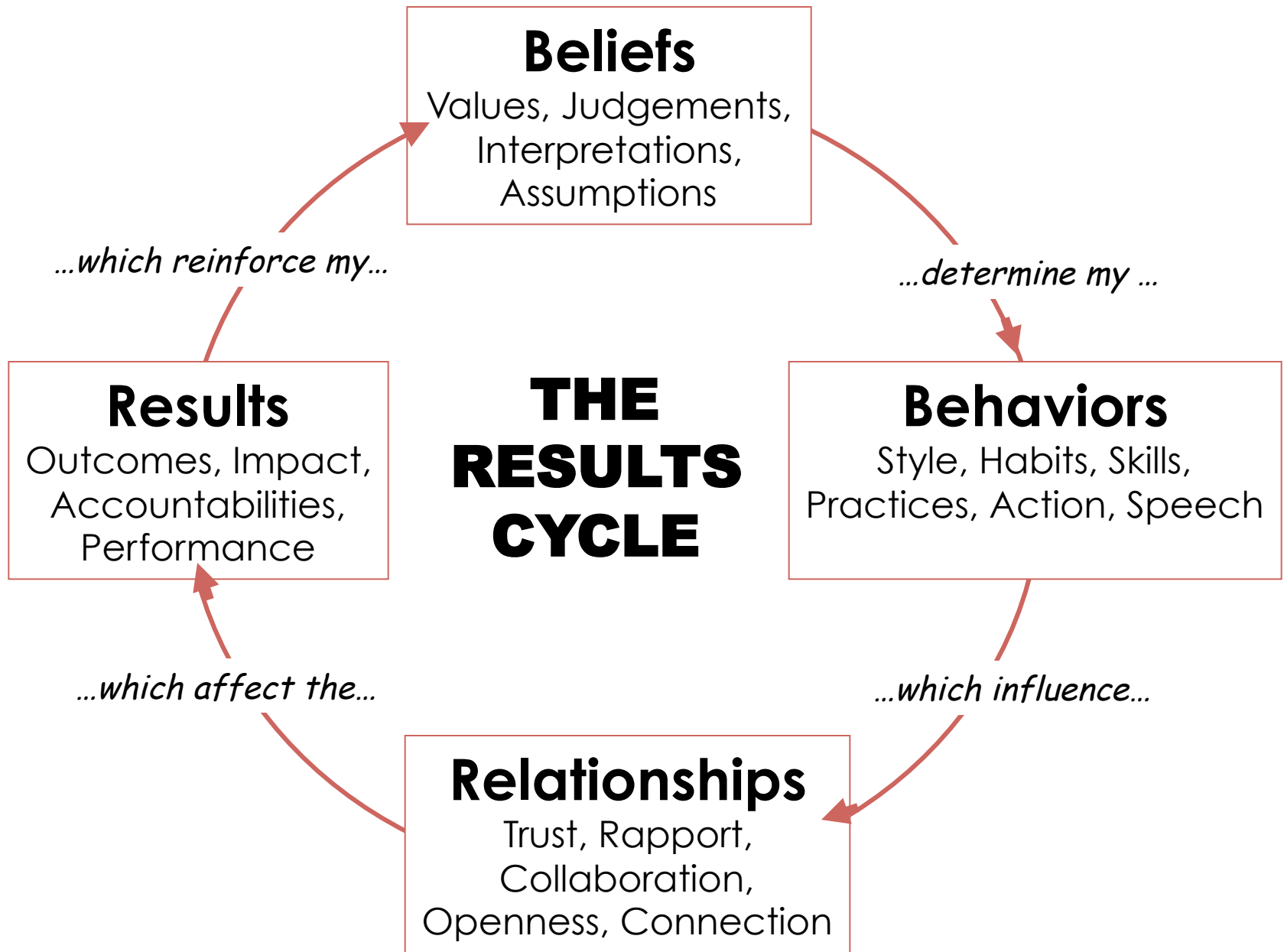
# Some Critical Components for Success

- Relationship-Building
- Taking Care of Self
- What The Board Discusses
- Approach to Meetings
- Board Committees
- Board-Director Relationship
- Develop Multi-Year Plan









# Taking Care of Self

- Need for orientation and PD for trustees, Director
- New for quick wins for new Board, new Director
- Ensure there are feedback loops
- How do you keep yourself fresh?





# What The Board Discusses

- “For the good of the kids”
- Focus on what matters, not the distractors
- Make your problem the Board’s problem and stakeholders’ problem too!
- Focus on outcomes
- Focus on next 15 years
- Be bold, ambitious, driven
- Budgeting a plan vs planning a budget



# Approach to Meetings

- No (big) surprises
- CEOs treating their Board like a Cabinet
- Answer the question!
- Chair ensuring that all trustees expressed their views on major decisions
- Process and policy are your friend
- In-camera without staff
- Consent agenda



# Board Committees

- Annual audit conversation on risks
- Discuss annual performance reviews of Senior Team, talent management
- External members



# Board-Director Relationship

- Impacts the whole district
- Pressure and support
- One foot on the accelerator, one foot on the brake
- Director to flag trustee interference to Chair
- Building consensus among elected officials with divergent opinions
- Tour of schools



# Board-Director Relationship

- Board understanding that Director is only employee
  - Director hiring
  - Robust annual performance review process: focus on SMART goals, not means; circulate the goals
  - “360” every three years or so for leadership development
  - Term contracts not exceeding five years, formal review, max. 10 years
  - Succession planning



# Board-Director Relationship

- Director understanding that he or she is only person accountable to the Board; district's performance = his or her performance
  - Fearless in providing advice, loyal in execution
  - Director reports vs Superintendents' reports
  - Great leaders confront brutal facts





LAURENTIAN UNIVERSITY  
**STRATEGIC  
PLAN** 2012  
2017



**Laurentian**University  
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**High Result & Low  
Importance**

**High Result & High  
Importance**

**Low Result & Low  
Importance**

**Low Result & High  
Importance**



# Developing Multi-Year Plan

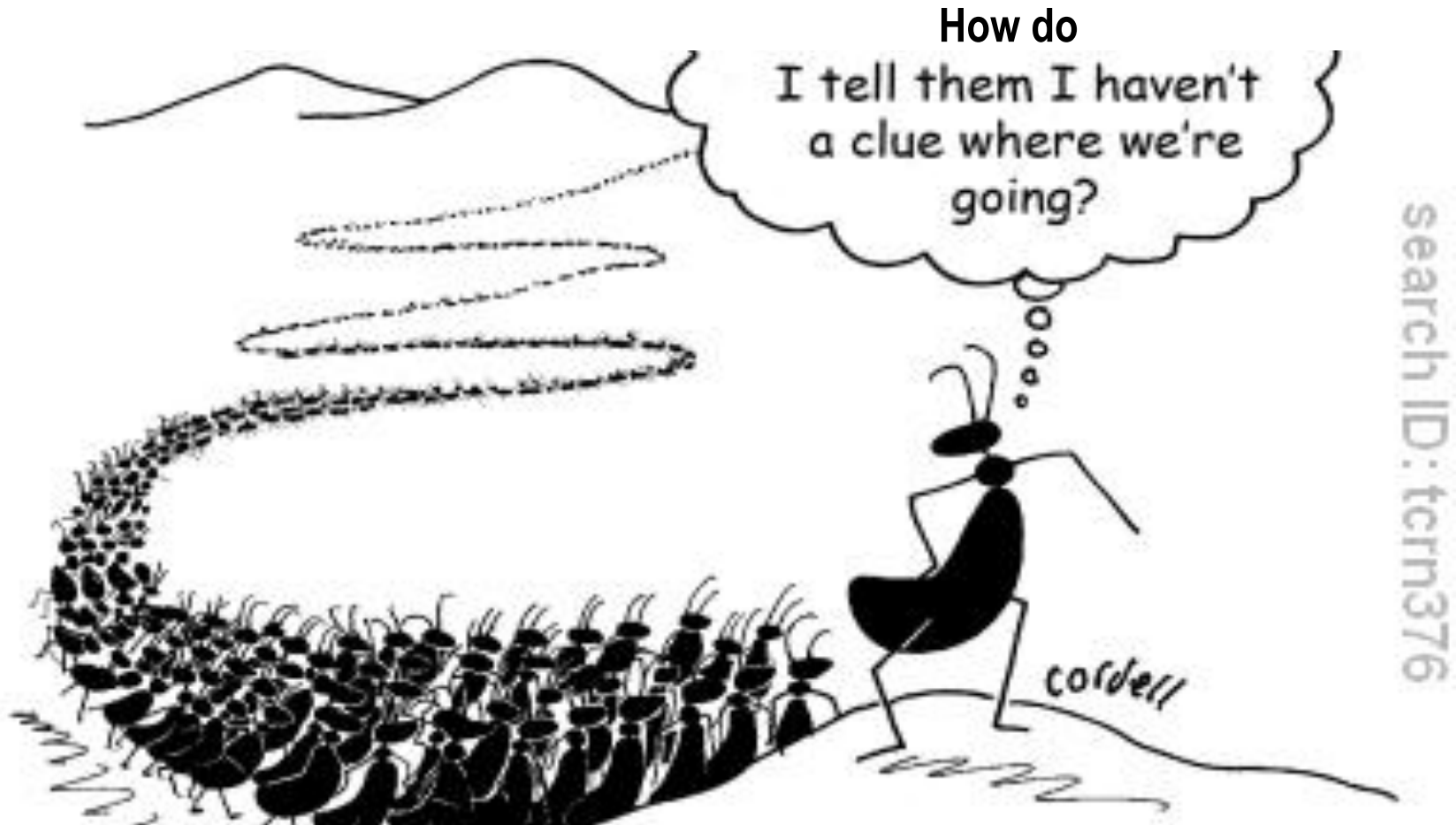
- Board sets process
- From SWOT to SOAR
- Ban the flipcharts!
- If more than two pages, not focused enough
- Avoid “AND”: strategic planning is about making choices
- Incremental resources per year per desired outcome



<b>Vision</b>		<b>Skills</b>		<b>Incentives</b>		<b>Resources</b>		<b>Action Plan</b>	=	<b>Change</b>
		<b>Skills</b>		<b>Incentives</b>		<b>Resources</b>		<b>Action Plan</b>	=	<b>Confusion</b>
<b>Vision</b>				<b>Incentives</b>		<b>Resources</b>		<b>Action Plan</b>	=	<b>Anxiety</b>
<b>Vision</b>		<b>Skills</b>				<b>Resources</b>		<b>Action Plan</b>	=	<b>Gradual Change</b>
<b>Vision</b>		<b>Skills</b>		<b>Incentives</b>				<b>Action Plan</b>	=	<b>Frustration</b>
<b>Vision</b>		<b>Skills</b>		<b>Incentives</b>		<b>Resources</b>			=	<b>False Starts</b>



# Change For What?



# Strategy

- Show me your budget, I will tell you what you value...
- Measure what you value, otherwise you will value what you measure...
- The value of simplicity : less is more
- Budgeting a plan vs planning a budget
- Asking ourselves the right questions, and be relentless about them
  - What do students want or need?
  - What have others done successfully?
  - What will we do?
  - How will we make sure students know about it?









# Can You Articulate Your Board's Strategy?

- Articulating your strategy in three sentences ...
  - Successful school boards do ...
  - As a result, in the coming year, we will ...
  - We will measure success by ...



# What To Focus On

- Students
- Challenging the status quo
- Strategy
- Outcomes
- Accountability
- Alignment



# Being The Best at Public Policy & Services

- An honourable calling
- Set clear objectives, use proper metrics to measure progress and provide clear accountability
- Benchmark itself against the best in the world
- Constantly evaluate priorities
- Drive relentlessly towards effectiveness and efficiency
- Be forward looking
- Focus on outcomes, not inputs
- Approach risk from a scientific basis



# SUDBURY



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# SUDBURY



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# SUDBURY



**Laurentian** University  
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Main entrance

Architectural renderings by Diamond Schmitt Architects



University Club



Well appointed labs



Alphonse Raymond building



Social and gathering spaces



Round room

# \$63 MILLION TRANSFORMATION at our Sudbury main campus



Welcome Centre



Student Services Centre



Multi-functional open spaces



# Laurentian University

- #1 in Ontario in post-graduation employment rate
- \$100M in capital investments underway
- Largest jump in Macleans's rankings since 2009
- National Tri-Council research funding up 22% since 2009, stagnant nationally
- #1 in Canada in Economic Geology
- #1 in Canada in Applied Geophysics
- #1 in Canada in Social Policy, Planning and Social Prevention
- #1 in Ontario in Mining and Mineral Processing
- Earned media quadrupled since 2010



# Laurentian University

- First university accredited outside the USA for Forensic Science
- Only Canadian business school to offer degree in Sports Administration
- Admissions up 15% since 2008 despite demographics, increased competition, cuts to teacher education, increase in average entry grade from 79% to 82%
- First Schools of Medicine and Architecture in Canada in 40 years
- Largest fundraising campaign in the history of Northern Ontario
- Tripled number of full-time Indigenous faculty to 24, new Master's in Indigenous Relations
- First bilingual university designated under Ontario's French Language Services Act, new French-language programs



# Key Take-Aways

- Be intentional about relationship-building, with evolving coalition of interests
- Orientation, PD, quick wins, “stay fresh”
- Focus on what matters, outcomes, next 15 years, be bold, don’t plan the budget!
- No (big) surprises, treat Board like Cabinet, answer the question, Chairs ensuring views heard, policy is your friend
- Board committees on risks, performance reviews, talent management
- Pressure and support
- Really think through how to operationalize the unique Board-CEO relationship



# Key Take-Aways

- Focused strategic plan, SOAR
- Reflect on five winning conditions for change
- Sharpen our elevator pitch on strategy
- Reflect on what being “best in class” means
- Ontario making huge investment in K-12, boards should assert their role
- Laurentian University is on the move!
- Even doing what the public wants can be difficult!



WHETHER YOU  
THINK YOU CAN  
OR THINK YOU CAN'T  
YOU'RE USUALLY RIGHT

**Ranked #1 in Canada**  
for total sponsored research income among primarily undergraduate universities for the 2nd year in a row – a 45% increase over two years in total sponsored research income per full-time faculty member.

**Canadian innovation takes NASA's design prize"**  
- THE GLOBE AND MAIL

**réalisation d'un centre autochtone à la Laurentienne**  
- LE VOYAGEUR

**"LAURENTIAN HAS BUZZ."**  
- THE GLOBE AND MAIL



**Laurentian University**  
**Université Laurentienne**

...fundraising for athletic and graduate studies scholarships

Record-level overall enrolment of full- and part-time students

**"LE RECTEUR DE L'UNIVERSITÉ LAURENTIENNE, ÂGÉ DE 34 ANS, EST LA PERSONNALITÉ DE L'ANNÉE DANS LE MONDE DE L'ÉDUCATION"**  
- TVO

**International enrolment SURGED UPWARD BY 53%.**

**"LU creates School of Mines"**  
- NORTHERN LIFE

"Government of Canada celebrates **3 new Canada Research Chairs at Laurentian University.**"  
- MARKETWIRE

When it first opened its doors in 1960, Laurentian offered a total of 16 programs; today, the university offers 175+ programs of which 33 at master's and doctoral levels.

Laurentian experience the largest jump in Maclean's University Rankings.

**"ARCHITECTURE SCHOOL PLANNED FOR SUDBURY'S LAURENTIAN UNIVERSITY."**  
- TORONTO STAR

**"DE NOUVEAUX MILLIONS À LA LAURENTIENNE DE FAMILLES SUDBUROISES"**  
- LE VOYAGEUR

**Canadian 1st for the 2nd time in three years:**  
Northern Ontario School of Medicine sees 100% of its medical graduates granted their #1 selection for residency

**"Xstrata Nickel boosts Indigenous Sharing and Learning Centre at Laurentian"**  
- THE SUDBURY STAR

**"LU RANKED TOPS FOR RESEARCH."**  
- NORTHERN LIFE

**"Aline Chrétien devient chancelière de l'Université Laurentienne"**

"La recherche à l'honneur à la Laurentienne"