



Sheridan Business Plan 2009-2010

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Sheridan College Institute of Technology and Advanced Learning

Sheridan Business Plan 2009 – 2010

Spring 2009 marks the launch of Sheridan's new five year plan "Our strategy to Shine Brighter", Sheridan's comprehensive plan to further distinguish Sheridan as a preeminent choice for quality education that helps support graduates to shine brighter. The plan focuses on becoming more welcoming, more supportive, more inspiring and providing more valuable experiences for students, applicants, employees, community partners and industry. These strategic approaches are aligned to achieve three goals:

1. Help students to develop to their full potential
2. Be a destination of first choice for applicants, students, employees & industry
3. Benefit our communities socially and economically

2009/2010 as the first year of the five year plan builds upon Sheridan's strong foundation and sets the stage for the successful launch of future strategic initiatives and activities. Initiatives to achieve our goals centre upon:

1. Curriculum renovation & innovation
2. Strategic enrolment management
3. Campus development & expansion
4. Expansion of international activities
5. New Canadian & re-skilling outreach
6. Expanding digital learning environments
7. Organizational effectiveness

Sheridan's values will continue to guide our actions and behaviours in our day to day efforts and interactions:

1. Academic Excellence
2. Commitment to lifelong learning
3. Imagination, creativity & innovation
4. Inclusiveness & diversity
5. Service & accountability

Changing Environment

The pace of change and influence of external forces upon Sheridan has heightened dramatically in recent years. The global economic crisis and its effects upon unemployment, delayed investment and government initiatives strongly impacts the choices made by our students, employers and employees.

The current economic climate creates additional pressure to constrain spending, reevaluate structures to optimize efficiencies and scrutinize opportunities to ensure maximum return while minimizing risks. Unknown funding model structures place additional uncertainty upon forecasts as assumptions against the current model may not be effective once new model parameters are revealed. Sheridan will work towards building financial forecasting models and longer range financial plans that provide insight and impact assessments quickly in response to changing government funding models.

Sheridan will continue to operate with strong financial stewardship balanced against increasing enrolment and access demands to meet the needs of the diverse communities we serve. Sheridan will be a strong participant in key government initiatives that allow us to better serve our communities and the needs of our student population.

Technological, demographic and social change continues to influence our students and their preferences for more choice, flexibility and connectedness while acknowledging social responsibility, environmental sustainability and global perspectives. Through the student lens, Sheridan will strive to consider these important factors in everything we do. In a more mindful and intentional way, Sheridan will provide more opportunity for students to explore their educational pathways in an increasingly open and transparent environment.

More Welcoming

To become even more welcoming, Sheridan will enhance its focus upon matching learners to the appropriate learning opportunity and becoming even more flexible and adaptable to meet the needs of diverse communities. As Sheridan extends its outreach further across broader segments of Canada's student population and across the oceans to international students, Sheridan will endeavour to provide a welcoming environment for students of all ages and backgrounds.

Key activities include:

- Designing a one stop student welcoming model to improve access for all students
- Conducting a comprehensive review of admission processes to support multiple intakes and alternate program delivery
- Adopting flexible program design for multiple intakes and compressed delivery building upon the launch of Social Service Worker and Office Administration programs recently piloted in Spring 2009
- Developing and expanding programs for New Canadians including Occupational Specific Language Training programs
- Expansion of academic upgrading programs in response to significantly increased demand
- Revisiting program entrance requirements including pre-requisites / co-requisites
- Launching phase one of a lead management system to enrich recruitment efforts
- Growing international student activities spanning enrolment, engagement and partnerships
- Building support and awareness of cultural intelligence

Improvements at established campuses will continue to complement learning and create more community space. Campus expansion efforts will be entering significant design and planning stages as opportunities are realized in Mississauga and Asia. Highlights in 2009/2010 academic year encompass:

- The opening of the new Centre of Social Innovation featuring a new library/learning commons and additional classroom and laboratory space for the rapidly growing social services clusters at the Davis campus
- More welcoming enhancements to student spaces including community and services space
- Continued planning for a new residence building at Trafalgar campus
- Finalizing the Mississauga campus site and starting construction of the building
- Determining the parameters for facilities in Singapore

More Supportive

Sheridan will strengthen our student first focus by tailoring the flow of student services and activities to better meet their needs, promoting greater integration and sense of belonging within our community and further empowering students through digital access.

Key activities include:

- Launching key retention initiatives;
 - First year experience pilot
 - Early warning system pilot
 - Financial aid improvements - launch of a cost of college calculator
- Conducting a gap analysis and establishing an action plan for ODA compliance
- Developing recommendations to expand digital learning environments
- Enhancing student self service capabilities
- Conducting process improvement reviews from a student perspective
- Increasing the awareness of unique needs of varying student populations
- Provide greater support for people experiencing workplace transitions

These activities are undertaken to increase engagement, retention and graduation by supporting students to more smoothly attain the learning experience that is right for them.

More Inspiring

Sheridan will endeavour to foster a creative community that inspires imagination, creativity and innovation. The creative community will explore how curriculum can be developed in more creative ways while embracing flexible design and delivery methods. The community will strive to empower learners to express themselves, celebrate achievements and success while building ownership and fostering a spirit of outreach, philanthropy and service.

Key activities include:

- Exploring concepts to leverage creativity across the entire institution
- Capturing student and employee success stories to share more broadly
- Designing a course based registration process
- Launching continuing education e-learning projects
- Exploring social networking and digital distribution opportunities
- Launching the new institutional five year strategic plan
- Solidifying strategic governance structures, processes and communication flows
- Rolling out a three year emergent planning process
- Launching a new capital campaign in support of a Mississauga campus

Sheridan hopes to inspire new ways of teaching and open up new doors for learners. Through integration and collaboration, creativity and innovation will continue to thrive at Sheridan and foster a positive environment for learning.

More Valuable Experience

Sheridan will strive to provide more valuable experiences for students of all ages and backgrounds. At the heart of this endeavour is the advancement of curriculum to keep pace with the changing demands of students and industry. Reflection upon and integration of applied research opportunities, global perspectives, environmental sustainability, and aspects of cultural intelligence must be considered as programs and services are developed to provide convenient and relevant programming for students.

Key activities include:

- Developing a comprehensive program mix model
- Establishing a program costing model to inform efficient program delivery
- Expanding student and faculty mobility & development opportunities
- Exploring new international partnership opportunities and strengthening current partnerships
- Integrating sustainability into the curriculum
- Advancing the mandate to support faculty and curricular excellence
- Establishing a formalized Alumni volunteer structure
- Launching industry advisory groups on emerging themes

Leveraging strategic partnerships of value will be increasingly important to achieve our goals more effectively and to stay abreast of real world insights into emerging trends, challenges and opportunities.

Sheridan is committed to strengthening its support structures through the development of people, strategic deployment of resources, and expansion of digital learning environments and responsive planning and implementation while exhibiting strong financial stewardship.

Develop People

Sheridan is committed to the development of people by providing supports designed to strengthen the skills and knowledge of faculty, support and administrative employees. Sheridan believes that strong employee engagement will in turn provide more valuable experiences for students and staff.

Sheridan will improve supports to develop people In 2009/10 that will include:

- Incentives for support staff to engage in professional development activities and the continuation of incentive support for faculty and administrative development
- Tapping into internal talents to offer professional development courses across employee groups
- Launching a leadership development program
- Broadening cross representation of membership on committees
- Launching an employee engagement survey

Build & Deploy Resources Strategically

Sheridan recognizes that sufficient resources must be allocated to properly implement key strategic initiatives. A project prioritization process will be adopted to select high value projects and more prudently allocate resources to support success. Sheridan will focus upon the following in 2009/10:

- Establishing an integrated resource planning committee
- Strengthening project management
- Attaining operational efficiencies through process improvement initiatives
- Exhibiting strong financial stewardship despite strained economic times
- Expanding alternative sources of revenues and profitable income spanning:
 - Improving the net contribution of Corporate Training
 - Increasing the number of credentialed programs offered through CE
 - Expanding Workforce Development reach and sources of funds
 - Exploring international opportunities to grow revenue

Expand Digital Learning Environments

Sheridan will be exploring and testing various options to expand digital learning environments ranging from distribution of materials and messaging to fully distributed education and integration of digital tools into programs. Sheridan will also focus upon further integration of information systems and providing platforms to facilitate information sharing and collaboration.

Initiatives in 2009/10 will focus upon planning and design including:

- Establishing a DLE committee to investigate expansion options
- Exploring social networking and testing new models for messaging
- Launching a new content management system
- Leveraging platforms to improve access to information
- Populating a centralized information repository

Responsive Planning & Implementation

Sheridan will be adopting a new three year business planning framework augmented with a project prioritization process to inform decision making and resource allocation. More sophisticated models and tracking mechanisms will be developed to encourage longer term thinking and proactively monitor progress. Initiatives complementing the new planning approach include:

- Introducing a new five year institutional strategic plan
- Launching a five year strategic enrolment plan
- Establishing an academic strategic plan
- Adopting an integrated three year planning cycle to support emergent planning
- Further developing forecast and scenario generating capabilities
- Expansion of the management information system to incorporate more data sources and provide more drill down capabilities

Metrics will be used to measure our organizational performance against the strategic approaches where appropriate.