

Sheridan

2015/2016
Sheridan College Business Plan

and

2015/2016
**Sheridan College Operating and Capital
Budget**

2015/2016 Sheridan College Business Plan and 2015/2016 Sheridan College Operating and Capital Budget

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2015/16 Business Plan

Message from the President

In June 2011, Sheridan's Board adopted the vision of moving Sheridan towards becoming a top-ranked unique teaching university. Considerable progress has been made towards fulfilling this vision.

In 2014/15, for example, eight new degree programs were launched, the Pilon School of Business was named, the groundbreaking for Phase II of the Hazel McCallion Campus took place, and we continued to grow our post-secondary enrolment. These successes have been achieved within a challenging external environment. Public funding continues to decline and demographic shifts are contributing to increased competition across the sector. We have been successful in part because we have identified, planned and supported the key priorities that are essential to achieving our vision.

In 2015/16, our journey continues. The 2015/16 Business Plan and Budget remains grounded in our vision. The plan describes how we will continue to evolve our program mix and campus characteristics, and it identifies the high-impact institutional initiatives that we have prioritized and will support in pursuit of our vision.

Dr. Jeff Zabudsky
President and CEO
Sheridan College

Background

The 2013-2020 Strategic Plan is the foundational planning document that describes *what* Sheridan aspires to be - its vision, mission, values and strategic goals. The 2015/16 Business Plan operationalizes the Strategic Plan, and describes *how* Sheridan will act to realize its strategic aspirations. The Business Plan outlines the Strategic Initiatives and its associated Key Actions that will advance the institution towards accomplishing its strategic goals and vision (Figure 1).

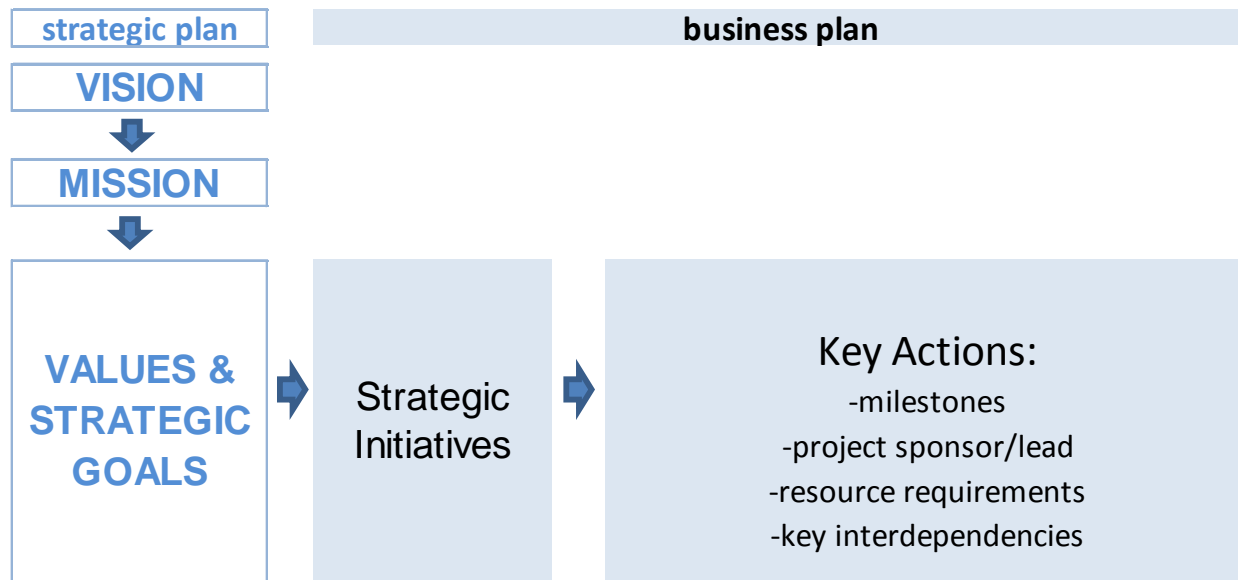


Figure 1

Business Planning Process

At the outset of the business planning process, President’s Council reviewed Sheridan’s strategic plan, along with companion planning documents, such as the 2020 Program Mix, the Academic Innovation Strategy, the People Plan, and the previous year’s business plan to reflect upon the progress made during the prior year toward its strategic plan goals, and to review and update overall priorities and strategic initiatives.

Each VP portfolio division then developed detailed plans for each strategic initiative within their purview. The plans outline the key actions, milestones, project leads and participants, and resource requirements. Through an iterative process, President’s Council reviewed the plans several times to ensure completeness and cohesiveness, and to manage initiatives and strategies that cross divisional boundaries.

The business plan is intended to serve as a guide for President’s Council to manage and monitor its progress towards its operational priorities, and also to the Board of Governors to understand the linkage between the Strategic Plan and the operations of the institution. Leads of the business plan projects approved during the 2015/16 business planning and budgeting process will be accountable for reporting progress on the milestones, expenditures and outputs of the projects on a quarterly basis. The information will be aggregated, analyzed, and provided to President’s Council on a project-by-project basis, and to the Sheridan Board of Governors at a higher level of aggregation.

Subsequent to the approval by the Board of Governors, this business plan will provide the foundation for completion of a comprehensive three-year business plan that will again form the foundation of investments and key activities within Sheridan. It is expected that work on this multi-year plan will begin in the spring of 2015 with draft approval slated to be commensurate with the 2016/17 business and budget planning cycle.

Strategic Initiatives and Key Actions

The 2015/16 Business Plan identified ten strategic initiatives (Figure 2) and 77 key actions (Figure 3).

VISION	To become Sheridan University, celebrated as a global leader in professional education.	
MISSION	Sheridan delivers a premier, purposeful educational experience in an environment renowned for creativity and innovation.	
VALUES	Academic Excellence	Quality
	Creativity & Innovation	Creative Campus
	Global Citizenship	Internationalization
STRATEGIC GOALS	Inspire creative, innovative teaching and learning.	Academic Programming
	Provide a premier learning environment.	Infrastructure - Buildings & Equipment
		Infrastructure - Marketing & Communications
		Infrastructure - Systems
		Resource Maximization
		Student Life Cycle
Build our reputation as a leading employer.	People	

Figure 2

Strategic Initiatives	Key Actions	
Quality	1	Institutional Metrics
Creative Campus	2	Creativity Strategy
Internationalization	3	Internationalization Strategy
Academic Programming	4	Degree Enrolment Growth
	5	Undergraduate Research and Creative Activities
	6	Academic Pathways
	7	New Degree Program Development
	8	Digital Learning
	9	Entre/intra preneurship strategy
Infrastructure - Buildings and Equipment	10	Library Collections Development
	11	Research skills development program
	12	Library evaluation, assessment and outreach
Infrastructure - Marketing and Communications	13	Academic Integrity Initiatives
	14	Tutoring Services
	15	Creative Problem Solving Competency Curriculum
Infrastructure - Marketing and Communications	16	Capital Plan
	17	Infrastructure Maintenance Projects
	18	IECMP
Infrastructure - Marketing and Communications	19	Zero Waste Program
	20	Library spaces
	21	New Parking Processes and System
Infrastructure - Marketing and Communications	22	External Relations and Communication Strategy
	23	Wayfinding Project
	24	Content Marketing Plan Framework
Infrastructure - Systems	25	Marketing and Advertising Campaign Strategy
	26	Brand Strategy Development
	27	ONE Card
	28	Library Technologies
	29	IAPS
	30	Web Governance Model
	31	SAL
Infrastructure - Systems	32	Course Evaluation Framework and System
	33	Academic Term Planning System
	34	Course-based Registration Systems
	35	Contributor Management System
	36	HRIS
	37	Business Process Improvements
	38	Online services
Resource Maximization	39	CRM System
	40	Academic Revenue Generation Strategy
	41	Resource Utilization
Resource Maximization	42	Capital Campaign
	43	Annual Giving Program
	44	Community Partnerships
Student Life Cycle	45	Project Management Office
	46	Integrated marketing and student engagement
	47	Student Communication Strategy
	48	Student Services Redesign
	49	Aboriginal Initiatives
People	50	Alumni Strategy
	51	Strategic Enrolment Management
	52	Out of Class Experience Strategy
	53	Social Media Strategy
	54	Change Leadership
	55	Professional Development Programs
	56	Total Rewards Program
	57	Diversity and Inclusion Strategy
	58	Mental Health Strategy
	59	Employee Engagement Strategy
	60	Health and Safety Program
	61	AODA Program
	62	Human Rights and Workplace Harassment Program
63	Finance and Administration Organizational Review	
64	Internal Communications Strategy	
65	Faculty Human Resource Plans	
	66	Formative Faculty Assessment Policy
	67	Academic Awards
	68	Student Affairs/EM Organizational Review
	69	Centralize all field placement functions
	70	Library Staffing
	71	Leadership Competency Framework
	72	Management Performance and Development
	73	Sheridan Leadership Institute
	74	Management Tool-Kit
	75	Centralized part-time recruitment processes
	76	Supportive Attendance at Work Program
	77	Administrator Staff Performance Development

Figure 3

Appendix 1. 2015/16 Business Plan Strategic Initiatives, Key Actions and Milestones

Plan details, milestones and resource requirements are described in Appendix 1.

2015/2016 Sheridan College Budget

2015/2016 BUDGET CONTEXT

The framework of the draft 2015/2016 Operational and Capital Budget is based on the 2015/16 Sheridan College Business Plan (See above).

Subsequent to the approval of the draft Business Plan, in September 2014, President's Council met from October to December, to consider the *Strategic Initiatives* and *Key Actions* required ensure execution of the 2015/16 Business Plan (Appendix 1).

Other broad factors considered in the development of the 2015/16 Operating and Capital budget were as follows:

- Domestic enrolment growth and program mix
- International enrolment growth and program mix
- Provincial grant changes
- Tuition Fee framework
- Student fee requirements
- Capital investments including Phase II of The Hazel McCallion Campus, The Davis Skills Trades Centre, The Trafalgar Theatre/Student Centre and the execution of the Integrated Energy and Climate Master Plan.

On a more specific basis PC members were given the following budget expenditure parameters in the development of the draft 2015/16 budget.

- All budgets should be reflective of the *Strategic Initiatives and Key Action* as detailed in the draft business plan
- Non-faculty full time staffing budgets should be adjusted in accordance with known cost increases for salaries/benefit (contractual changes and movement on the grid)
- Faculty staffing budgets should be developed in accordance with the enrolment and program mix plan
- Overtime budgets should be reduced by up to 50 percent.
- Non salary budgets, for all administrative departments, should be held at prior year's levels with the exception of budgets for food, cellular phones, professional development and leasing.

Full disclosure of these changes is provided on page 18, Efficiency and Cost Reduction Saving Measures.

2015/2016 ENROLMENT FORECAST

The following charts (Table 1 and Table 2) show the growth in **term** enrolment and full time equivalent from 2010/2011 for both domestic and international students. Total college full time equivalent enrolment for 2015/16 is expected to be 21,174. It should also be noted that a significant portion of the enrolment growth has been degree enrolment both in first and fourth year students.

Table 1: Full-Time Equivalent Enrolment

ENROLMENT TYPES	FACULTIES	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Original	2014/15 Mid Year	2015/16 Target
DOMESTIC	FAAD*	7,364	7,220	7,246	8,108	9,293	8,343	8,465
	FAHCS	9,545	8,896	9,406	9,056	9,395	9,695	10,075
	FAST	4,250	4,640	4,936	5,209	5,173	5,414	6,171
	FOB	8,101	8,099	8,253	7,898	8,222	6,761	6,915
	FHASS	1,350	1,186	1,249	1,164	1,059	1,142	1,061
	Growth Pool							
Term Enrolment	SUBTOTAL	30,610	30,041	31,090	31,435	33,142	31,355	32,687
FTE	SUBTOTAL	15,305	15,021	15,545	15,718	16,571	15,678	16,344
INTERNATIONAL	FAAD*	357	381	493	616	963	844	1,061
	FAHCS	348	697	596	572	701	781	946
	FAST	1,184	2,066	2,903	3,303	3,591	3,919	4,548
	FOB	1,006	1,603	1,950	2,073	2,424	2,175	2,610
	FHASS	211	242	301	367	361	532	496
	Growth Pool							
Term Enrolment	SUBTOTAL	3,106	4,989	6,243	6,931	8,040	8,251	9,661
FTE	SUBTOTAL	1,553	2,495	3,122	3,466	4,020	4,126	4,831
COMBINED	FAAD*	7,721	7,601	7,739	8,724	10,256	9,187	9,526
	FAHCS	9,893	9,593	10,002	9,628	10,096	10,476	11,021
	FAST	5,434	6,706	7,839	8,512	8,764	9,333	10,719
	FOB	9,107	9,702	10,203	9,971	10,646	8,936	9,525
	FHASS	1,561	1,428	1,550	1,531	1,420	1,674	1,557
	Growth Pool							
Term Enrolment	SUBTOTAL	33,716	35,030	37,333	38,366	41,182	39,606	42,348
FTE	SUBTOTAL	16,858	17,515	18,667	19,183	20,591	19,803	21,174
Domestic to Total in %		90.79%	85.76%	83.28%	81.93%	80.48%	79.17%	77.19%
International Total in %		9.21%	14.24%	16.72%	18.07%	19.52%	20.83%	22.81%

*FAAD excludes joint programs with the University of Toronto

Table 2: Percent Enrolment Growth

ENROLMENT TYPES	FACULTIES	2010/11 vs 2009/10	2011/12 vs 2010/11	2012/13 vs 2011/12	2013/14 vs 2012/13	2014/15 vs 2013/14	2014/15 midyear vs 2013/14	2015/16 vs 2014/15 original	2015/16 vs 2014/15 midyear
DOMESTIC	FAAD*	0.64%	(1.96%)	0.36%	11.90%	14.62%	2.90%	(8.91%)	1.46%
	FAHCS	11.30%	(6.80%)	5.73%	(3.72%)	3.74%	7.06%	7.24%	3.92%
	FAST	14.56%	9.18%	6.38%	5.53%	(0.69%)	3.94%	19.29%	13.98%
	FOB	0.83%	(0.02%)	1.90%	(4.30%)	4.10%	(14.40%)	(15.90%)	2.28%
	FHASS	12.41%	(12.15%)	5.31%	(6.81%)	(9.02%)	(1.89%)	0.19%	(7.09%)
	Growth Pool								
Term Enrolment	SUBTOTAL	6.14%	(1.86%)	3.49%	1.11%	5.43%	(0.25%)	(1.37%)	4.25%
INTERNATIONAL	FAAD*	2.59%	6.72%	29.40%	24.95%	56.33%	37.01%	10.18%	25.71%
	FAHCS	159.70%	100.29%	(14.49%)	(4.03%)	22.55%	36.54%	34.95%	21.13%
	FAST	197.49%	74.49%	40.51%	13.78%	8.72%	18.65%	26.65%	16.05%
	FOB	141.25%	59.34%	21.65%	6.31%	16.93%	4.92%	7.67%	20.00%
	FHASS	39.74%	14.69%	24.38%	21.93%	(1.63%)	44.96%	37.40%	(6.77%)
	Growth Pool								
Term Enrolment	SUBTOTAL	114.50%	60.62%	25.14%	11.02%	16.00%	19.04%	20.16%	17.09%
COMBINED	FAAD*	0.73%	(1.55%)	1.82%	12.73%	17.56%	5.31%	(7.12%)	3.69%
	FAHCS	13.58%	(3.03%)	4.26%	(3.74%)	4.86%	8.81%	9.16%	5.20%
	FAST	32.28%	23.41%	16.90%	8.59%	2.96%	9.65%	22.31%	14.85%
	FOB	7.76%	6.53%	5.16%	(2.27%)	6.77%	(10.38%)	(10.53%)	6.59%
	FHASS	15.46%	(8.52%)	8.54%	(1.23%)	(7.25%)	9.34%	9.65%	(6.99%)
	Growth Pool								
Term Enrolment	SUBTOTAL	11.33%	3.90%	6.57%	2.77%	7.34%	3.23%	2.83%	6.92%

*FAAD excludes joint programs with the University of Toronto

Based on these amounts the total 2015/2016 domestic enrolment is forecast to be 77.19 per cent of total enrolment and international enrolment is forecast to be 22.81 per cent of total enrolment.

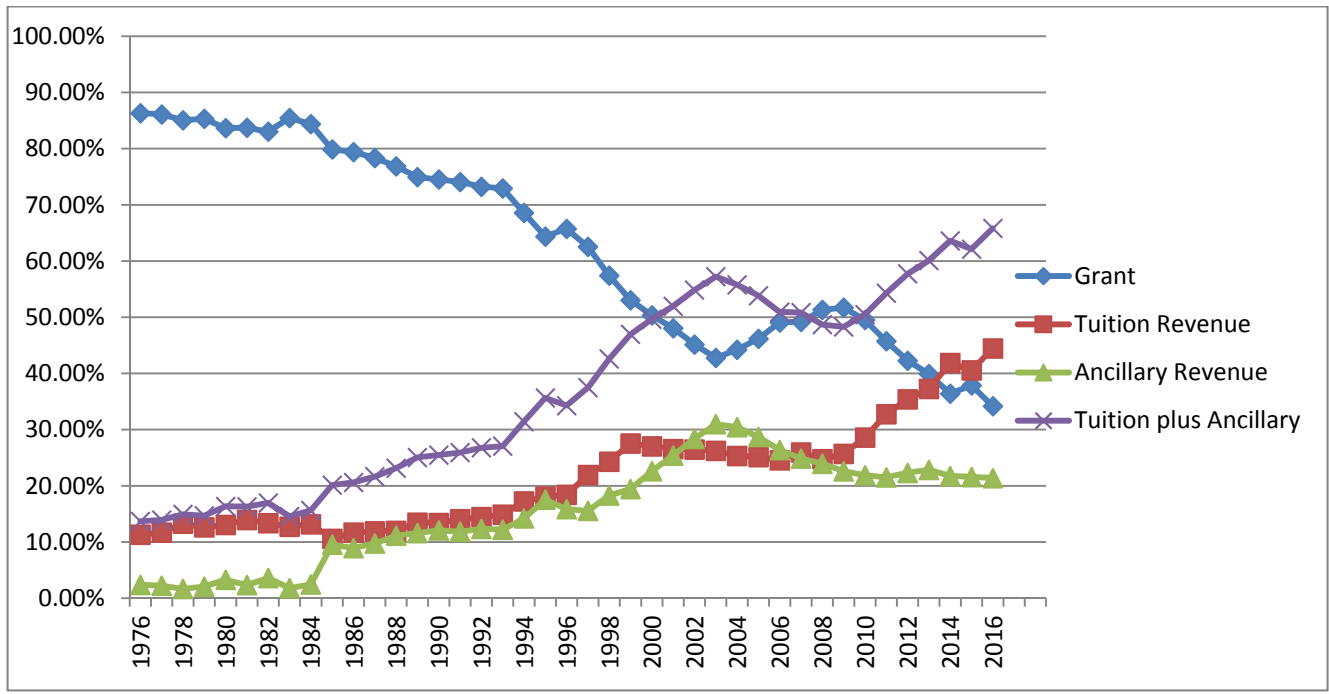
2015/2016 REVENUE FORECAST

Sheridan College revenue is made up of four distinct components including:

- Grants;
- Tuition and Fees;
- Ancillary Operations Fees
- Other Revenue including daycare and non-diploma/degree funding program funding (Second Career)

Over the past 40 years, funding from provincial grants has declined from a high of 86 per cent to the current 2015/16 forecast level of 34 per cent (see Graph1) under full Public Sector Accounting Board (PSAB) accounting.

Graph 1: Sheridan College Funding Breakdown 1975/76 to 2015/16



Total government support for post-secondary education at Sheridan College has declined by 3 percent year-over-year (37 percent to 34 percent of total budget). More specifically provincial operating grants in 2015/16 are expected to decline by \$3.1 million to \$98.8 million.

2015/2016 General Purpose Operating Grants (Provincial funding)

The significant reduction, in the percent of our revenue from Provincial grants, in 2015/16, has declined for two reasons:

- The finalization of the \$750 per student “recovery fee” (see description under Tuition Fees page 11); and
- The continuation of the Policy Lever Savings Target (PLST) through a reduction in the funding per weighted funding unit (WFU). This amount is identified as part of the General Purposes

Operating Grants (GPOG).

The PLST has permanently reduced college GPOG funding by 2% per WFU since 2013/14. This reduction decreased the weighted funding unit per student (WFU/student) grant from \$4,358 to \$4,276. This change has permanently reduced Sheridan's grants by \$1.65 million.

Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
General Purpose Operating Grant (GPOG)	69,367,432	66,762,013	(2,605,419)
Enrolment Growth Envelopment (EGE)	14,290,710	14,060,961	(229,749)
KPI (Performance) Funding	1,230,998	1,230,998	-
Report Entity Project	61,260	61,260	-
CCIT grant from the University of Toronto	644,754	644,754	(0)
York's share of Bachelor of Design grant	(1,500,000)	(1,500,000)	-
Funding for Students with Disabilities/Summer Transition Program	958,199	1,186,042	227,843
Tuition Compensation for Students with Disabilities	20,000	20,000	-
Student Apprentices with Disabilities (SAWD)	18,463	18,463	-
Women's Campus Safety	41,633	41,633	(0)
College Equipment & Renewal Fund (CERF)	600,000	600,000	-
Day Care Operating (Regional/Municipal)	117,270	117,270	-
Premise Rental	70,571	70,571	-
Academic Upgrading	17,398	-	(17,398)
School College Work Initiatives (SCWI)	1,677,674	1,618,992	(58,682)
Second Career	1,400,000	1,250,000	(150,000)
Aboriginal Education	110,000	110,000	-
Credit Transfer Project	336,005	-	(336,005)
Co-op Diploma Apprenticeship (CODA) Grant	190,000	175,000	(15,000)
FHSS Online Development Grant	75,000	-	(75,000)
Total Provincial grants	89,727,367	86,467,957	(3,259,410)

Based on an analysis of Table 3 data, total GPOG and provincial grants are expected to decrease by 3.6 percent. This amount includes both the impact of the PLST, \$750 per student recovery fee and enrolment growth.

2015/2016 Student Tuition and Ancillary Fees

Domestic Tuition Fees

In order to provide direction to the post-secondary sector, on an annual basis the Ministry of Training, Colleges and Universities (MTCU), establishes guidelines for tuition fee increases. With the exception of deregulated programs in the 2010/2011 school year, Sheridan has followed the Ministry's tuition fee policy framework each year.

For 2015/16 the framework provides for an increase of up to 3.0 percent in tuition fees. This amount has been included in the 2015/16 budget.

International Tuition Fees

As part of the 2012/13 Provincial Budget, the Government of Ontario announced a \$750 per student “recovery fee”, for all 1st year international students, and the elimination of the Grant for Municipal Taxation for all international students (\$75 per student). The budget also made provision for these amounts to be “added” to international tuition fees for 2013/14 and beyond. As a result, the draft budget for international tuition includes the following provisions:

For all programs, an increase of up to 3 percent announced with the framework.

2015/2016 Ancillary Student Fees:

With specific reference to ancillary fees, the Minister’s Binding Directive and Tuition and Ancillary Fees reporting Policy Framework divides student ancillary fees into two distinct categories:

- **Compulsory Fees;**
These fees are defined in the *Policy Framework* as follows: “Compulsory ancillary fees are those ancillary fees that a student is required to pay in addition to tuition in order to enroll in, or successfully complete any course or program eligible for base funding.”.

and

- **Non-Compulsory Fees:**
These fees are defined in the *Policy Framework* as “voluntary”.

The Policy Framework also sets out the minimum conditions required to establish a fee *Protocol Agreement*. “The [fee] *Protocol Agreement* establishes the process by which students and the Board of Governors will be involved in decisions to increase compulsory ancillary fees or to introduce new ones”. There is no protocol agreement required for non-compulsory fees.

The distinction with respect to compulsory and non-compulsory fees is important. While all compulsory fees must follow the protocol agreement, non-compulsory fees do not require approval. Non-compulsory fees include, (but are not limited to) parking rates/fees, field trip fees, day care fees, and meal plan/cafeteria food costs.

The following tables detail the changes to compulsory and non-compulsory fees for 2015/16.

Table 4a: Compulsory Ancillary Fees – Subject to the Protocol Agreement

Compulsory Ancillary Fees Subject to the Protocol Agreements	2015/16	2014/15	Amount increase	Percentage Increase
Transcript Fee (first year students)	25.00	25.00	0.00	0.00%
Graduation Fee (first year students)	85.00	85.00	0.00	0.00%
Alumni Fee	30.00	30.00	0.00	0.00%
IT Fee	150.00	125.00	25.00	20.00%
Mobile fee (inclusive of IT fee)	235.00	215.00	20.00	9.30%
Athletic Activities	53.00	45.00	8.00	17.78%
Athletic Bldg/Capital	15.00	15.00	0.00	0.00%
Health Charge	23.00	23.00	0.00	0.00%
Career Centre	6.00	6.00	0.00	0.00%
Peer Mentoring	10.00	10.00	0.00	0.00%

Table 4b: Compulsory Ancillary Fees – Exempt from the Protocol Agreement

Compulsory Ancillary Fees Exempt from the Protocol Agreements	2015/16	2014/15	Amount increase	Percentage Increase
Health & Dental Plan	280.00	255.00	25.00	9.80%
SSUI General	69.00	69.00	0.00	0.00%
SU Centre Bldg	35.00	35.00	0.00	0.00%
SU Centre Capital	8.00	8.00	0.00	0.00%

Table 4c: Program Compulsory Fees – Exempt from the Protocol Agreement

Program Compulsory Fees Exempt from the Protocol Agreement	2015/16	2014/15	Amount increase	Percentage Increase
Co-op Fee	535.00	535.00	0.00	0.00%
Learning Material Fees	from \$5.17 to \$274.04 where applicable	from \$20 to \$150 where applicable	see details in attached schedule	N/A
Program Incidental Fees	From \$5.17 to \$2,885.64 where applicable	From \$10.00 to \$2,761.06 where applicable	see details in attached schedule	N/A

Table 4d: Non-Compulsory Ancillary/User Fees – Exempt from the Protocol Agreement

Non Compulsory Ancillary/User Fees	2015/16	2014/15	Amount increase	Percentage Increase
International application	100.00	100.00	-	0.00%
Withdraw (Domestic)	100.00	100.00	-	0.00%
Part-time registrant	30.00	30.00	-	0.00%
OSAP fee deferral charge	-	50.00	(50.00)	(100.00%)
Split fee deferral charge	-	50.00	(50.00)	(100.00%)
Late payment charge	150.00	100.00	50.00	50.00%
Return cheque charge	25.00	25.00	-	0.00%
Duplicate tax receipt charge	10.00	10.00	-	0.00%
Parking - Preferred	645.00	595.00	50.00	8.40%
Parking - Annual pass	545.00	495.00	50.00	10.10%
Parking - Two-semester	480.00	430.00	50.00	11.63%
Parking - Single semester	260.00	235.00	25.00	10.64%
Parking - Monthly	100.00	95.00	5.00	5.26%
Parking - Bi-weekly (14 consecutive days)	80.00	75.00	5.00	6.67%
Parking - 15 days multi-visit pass non-consecutive	100.00	90.00	10.00	11.11%
Parking - Part-time 15 days non-consecutive days	60.00	55.00	5.00	9.09%
Parking - evening after 6 pass (one night/week)	40.00	35.00	5.00	14.29%
Parking - evening after 6 pm daily	5.00	4.00	1.00	25.00%
Parking - daily	10.00	10.00	-	0.00%
Residence fees per term - Trafalgar	3,500.00	3,425.00	75.00	2.19%
Residence fees per term - Davis	3,300.00	3,150.00	150.00	4.76%
Oakville Child Care Centres		Per month		
Per month - Toddler	1,312.00	1,295.00	17.00	1.31%
Per month - Preschool	1,124.00	1,124.00	-	0.00%
Mississauga per month - Toddler	1,312.00	1,274.00	38.00	2.98%
Mississauga per month - Preschool	1,124.00	1,080.00	44.00	4.07%
Assessment Centre				
Invigilation	65.00	65.00	-	0.00%
Placement/Language Assessment	40.00	40.00	-	0.00%
English Proficiency Test	40.00	40.00	-	0.00%
Mature Student Assessment	30.00	30.00	-	0.00%
ESL Assessment	30.00	30.00	-	0.00%
Make-up tests	15.00	15.00	-	0.00%
Apprenticeship Exemption Examination	150.00	150.00	-	0.00%

The total of the above compulsory changes will provide a net “real” per student increase to Sheridan full-time students of just over 3 percent. Students eligible for the Ontario Tuition Rebate Program will continue to pay less total tuition and fees in 2015/16 than they would have otherwise paid in 2011/12. Students are eligible for the rebate program if:

- They have been out of high school for less than four years
- They are in a program they can apply to directly from high school (e.g., undergraduate level)
- They meet the citizenship and residency requirements
- Their parents’ gross income (total before taxes) is \$160,000 or less.

Details of the forecast revenue for 2015/2016 Tuition Fees (full time and part time) as well as Ancillary Fees and Other Revenue follow in Tables 5, 6 and 7.

Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
Full time regulated tuition fee	32,500,503	33,055,771	555,268
Full time deregulated tuition fee	22,199,036	25,342,389	3,143,353
University of Toronto	1,983,106	1,983,106	0
Full time international tuition fee	54,706,202	65,073,205	10,367,003
Co-op fee	1,123,500	1,123,500	-
Tuition Set-Aside (Tuition Reinvestment Fund)	(5,718,031)	(5,857,520)	(139,489)
Total Full time tuition revenue	106,794,316	120,720,451	13,926,135

With respect to the “Tuition Set-Aside”, the Ministry mandates each college to set aside an amount, calculated per the Ministry’s directive, from the tuition fee revenue. These funds provide bursaries and financial assistance to full time domestic students who meet eligibility requirements. For 2015/2016, Sheridan has set aside a total of \$6,390,401 of which \$5,857,520 is from full time tuition revenue and \$532,881 (Table 6) is from part time tuition fee revenue, to provide financial assistance to qualified students.

Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
Part time day - domestic	3,000,000	2,000,000	(1,000,000)
Part time - international	2,000,000	1,000,000	(1,000,000)
Continuing Education tuition fee	3,894,324	4,547,221	652,897
Continuing Education material fee	120,922	120,000	(922)
Continuing Education ancillary fee	389,843	309,759	(80,084)
Continuing Education distance education revenues	136,484	148,953	12,469
Continuing Education tuition set aside	(532,881)	(532,881)	-
Continuing Education international tuition	238,692	210,000	(28,692)
Total Part time and Continuing education fee revenue	9,247,384	7,803,052	(1,444,332)

For 2015/2016, as outlined in Table 6, Continuing Education program revenue is forecast to increase, year-over-year, by approximately \$555,000 or 13 percent. Over the past several years, continuing education revenue had declined from a just over \$9.0 million, in 2011, to just under \$4.0 million (2014/15). This situation is indicative of a general decline in continuing education enrolment across Ontario. During the past fiscal year, the Dean and Provost have monitored and reorganized/refocused the continuing education program portfolio. The result of their work has been to forecast modest growth in 2015/16 and continue to aggressively monitor and evaluate revenue and expenditure within the department.

Table 7 details the net 2015/2016 revenue changes as a result of the increased ancillary fees to students. These fees represent “flow through” costs for program materials and kit fees essential to the delivery of programs. Table 7 also details college administrative funding available as a result of the Tuition Set Aside, Sheridan Theatre, Prior Learning Assessment and Miscellaneous.

Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
Program kit and learning material fees	6,177,182	7,562,526	1,385,344
Graduation fee	1,037,680	1,037,680	-
Alumni fee	314,000	314,000	-
Transcript fee	305,200	305,200	-
Peer mentoring fee	425,367	265,000	(160,367)
Health services fee	1,303,478	926,525	(376,953)
"Split" fee	300,000	-	(300,000)
International application processing fee	600,000	600,000	-
International health insurance fee	1,949,750	2,656,775	707,025
Tuition set aside (TRF) administration fee	290,046	290,046	-
Theatre revenue	158,000	158,000	-
Portfolio assessment fee	120,000	120,000	-
Student life fee (ConEd)	28,103	28,103	-
PLAR fee, late payment charge, library fines	1,001,600	791,600	(210,000)
Career Centre	287,559	183,450	(104,109)
Goods for Resale	82,000	82,000	-
WSIB Training revenue	355,800	355,800	-
Financial Aid processing revenue	398,000	-	(398,000)
OCAS related revenues	1,340,000	1,340,000	-
Life Drawing fees	75,800	75,800	-
Pay-for-print	330,000	330,000	-
Miscellaneous revenue	885,477	306,819	(578,659)
Total Ancillary revenue	17,765,042	17,729,324	(35,719)

The reduction of \$698,000 from the split-fee and financial aid processing fee are as a direct result of a change in the Minister Binding Policy regarding fees. Effective 2015/16, these fees were no longer eligible under the policy.

Table 8a: Ancillary Operations Revenue			
Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
Bookstore lease	500,000	500,000	-
Cafeteria lease income	847,000	847,000	-
Residence	9,195,716	9,195,716	-
Parking	2,332,257	2,532,257	200,000
Other ancillary operations revenue (see Table 8b)	3,594,351	3,393,839	(200,512)
Total Ancillary operations revenue	16,469,324	16,468,812	(512)

Table 8b: Other Ancillary Operations Revenue			
Description	2014/2015 Final Budget (\$'s)	2015/2016 Proposed Budget (\$'s)	Variance (\$'s)
Athletic activities	2,019,656	1,773,300	(246,356)
Conference services (space rental, food & beverage sales)	520,150	517,150	(3,000)
Fund raising activities (Gala, Golf Tournament)	90,200	250,000	159,800
Misc revenue from various departments	964,345	853,389	(110,956)
Total Other ancillary operations revenue	3,594,351	3,393,839	(200,512)

While not specifically identified above, interest revenue for the College for 2015/16 (as identified in Appendix 6) will decline year-over-year from \$1.4 million to \$210,000. Interest revenue is a function of reserve fund balances and tuition fee cash flow. For 2015/16, reserve fund balances will decline as capital purchases and programs (Davis expansion) are actioned. In addition, the Minister's Binding Policy: on Tuition Fees has adjusted the cash flow dates for tuition fee payments. This change will have a negative impact on Sheridan's cash flow and interest revenue.

2015/16 Capital Expenditure Forecast

The following table (Table 9) presents the Facility Renewal Program (FRP) forecast expenditures for 2015/16. It is expected that FRP funding for 2015/16 will grow from \$576,900 (2014/15) to \$897,000 for this fiscal. A further increase to just under \$1,200,000 has been announced for 2016/17. The amount budgeted in excess of this funded amount will be derived from in-year savings. If savings are not identified, the budget will be adjusted to meet the revenue projection.

**Table 9: Facilities Renewal (FRP) Submission
2015/16**

Item #	Project Description	Budget Allocation
1	Replacement of exterior concrete sidewalks	\$50,000.00
2	Exterior painting	\$50,000.00
3	Replacement of eastern-most exterior pedestrian bridge	\$35,000.00
4	Replacement of western-most exterior pedestrian bridge	\$35,000.00
5	C-wing post IECMP acoustic ceiling replacement	\$75,000.00
6	C-wing cladding and flashing replacement	\$100,000.00
7	C-wing roofing repairs	\$175,000.00
8	C-wing roof top window replacement	\$30,000.00
9	Electrical distribution/panel replacements	\$50,000.00
10	SCAET post IECMP refurbishment	\$25,000.00
11	Classroom flooring replacement	\$50,000.00
12	Fire alarm cabling replacement	\$100,000.00
	Sub-total	\$775,000.00
1	Replacement of exterior concrete sidewalks	\$50,000.00
2	Exterior painting	\$50,000.00
3	B-wing roofing repairs (three locations)	\$175,000.00
4	Electrical distribution/panel replacements	\$50,000.00
5	H-wing post IECMP refurbishment	\$25,000.00
6	C-wing post IECMP refurbishment	\$25,000.00
7	Classroom flooring replacement	\$50,000.00
	Sub-total	\$425,000.00
	Total all FRP Projects	\$1,200,000.00

In addition, to FRP funding, the draft 2015/16 budget also has a provision for Capital Equipment and Renovations (CERF) of \$1,536,000. This amount includes \$536,000 funded by the Province as a result of the CERF funding provisions and is further supplemented by \$1.0 million in general revenue. A detailed list of recommended projects will be provided to the Board in the spring of 2015.

It should be also understood that the FRP list is subject to change as a result of new information, additional funding or the resetting of college priorities. A quarterly capital projects review report will be developed for Administrative Excellence Committee to review expenditures of these budgets. These reports will form the basis of the annual review completed prior to Board approval.

Not included in the lists above is also \$250,000 set aside within the budget for capital improvements and renovations required as a result of Health and Safety inspections.

2015/2016 STATUTORY/MANDATED OBLIGATIONS

In order for the College’s budget to reflect the “real” operating circumstances, it must address enrolment changes (Table 1) as well as statutory and inflationary expenditure increases prior to addressing strategic investments. For 2015/2016 there are several increases to the budget required to meet these circumstances as follows:

General Salary and Benefit Increases **\$ 6,000,000**

The 2015/2016 budget includes increases to salaries and benefits to offset staff movement on the grid as well as changes negotiated with bargaining groups. With specific reference to benefits, changes in statutory benefits and employee pensions costs have also been included

Salary and Benefit Impact of the 2015/2016 Enrolment Growth **\$ 1,365,000**

The total compensation (salary and benefits) budget has been adjusted in the 2015/2016 to take into consideration the increased costs of faculty and support staff required to manage the projected 2015/2016 enrolment increase. At the writing of this report, 22 additional faculty and faculty support staff had been hired as a result of the enrolment growth forecast.

EFFICIENCY/COST REDUCTION SAVING MEASURES AND ADDITIONAL REVENUE FOR 2015/2016

Beyond the current fiscal year reductions and in order to meet an ongoing requirement to ensure operational efficiencies, during 2015/2016, staff will continue to review college expenditures as follows:

Energy Management (Implementation of IECMP) **(\$ 450,000)**

In 2013, the College Board approved an investment approximately \$20.0 million, over seven years, to address the efficient use of energy, the efficient distribution and the efficient and clean supply of energy. In 2014/15 approximately \$5.0 million was invested in ICEMP projects including new building automation systems and air handling systems. These projects have resulted in a real savings of \$450,000 in natural gas and electricity for 2015/16. A comprehensive report on the IECMP will be brought forward to the Administrative Excellence Committee in February 2015.

Cell Phones **(\$ 100,000)**

In 2014 the college tendered for a cell phone carrier and reviewed its cell phone policy. As a result of this process we have been able to reduce the average cell phone bill by 30 percent to \$41.25 plus tax and have also limited the number of cell phones in use by college employees.

Overtime Budgets **(\$ 400,000)**

All administrative departments were asked to reduce their over time budgets by up to 50 percent.

Technology Leasing **(\$ 1,000,000)**

Technology leasing is a significant area of expenditure in both academic and administrative departments. In 2014/15 approximately \$34,000,000 in equipment was leased by the college. As leases came due,

the equipment will be reviewed to determine what, if any, useful life existed or if the equipment could be repurposed. In addition, a new zero client technology for all common areas (student commons, library) and desk top computer usage was implemented. This technology allows for ‘cloud’ computing without the need for local processing capacity. For 2015/16 it is expected that this comprehensive review program will continue with an objective to again look for a significant reduction in the lease line of the budget.

Operational Efficiency and New Revenues in all Departments (\$2,600,000)

As part of the development of the draft budget, all VPs were asked to work with their teams on building efficiencies and identifying areas of potential revenue growth. Items identified as part of this process include:

- Credit transfer fees
- Letter of attendance fee
- Health Centre ‘rental fees’ (change in the way we staff Health Centres)
- Eliminate the group discount for international agents
- Eliminate ‘cloud’ for D2L
- Restructuring fee requirement – copyright
- Departmental reorganisation from contract/consultant to full-time staff

2015/16 STRATEGIC PLANNING INVESTMENTS

The 2015/2016 Budget demonstrates the continued commitment of Senior Administration to the 2013 -2020 Strategic Plan and Sheridan’s vision of becoming “a top ranked undergraduate teaching university”. While details of the business plan are provided in Appendix A1, specific investments are being made for 2015/16 in the following areas.

Inspire Innovative Teaching and Learning

Library Collections and Technology \$ 270,000

In addition to the increased library investment of \$880,000 approved in 2014/15, for 2015/16 and beyond, the library budget will be increased by \$210,000 to support additional collections and \$60,000 to support library technology. Specifically, by March 2016 these funds will enable Sheridan’s library services department to:

- Reach AUCC 2016 Collection benchmark targets as indicated in the externally reviewed Library and Learning Services Business Plan at approximately 58% of targeted Collection Budget; *See Library and Learning Services Business Plan of full metrics*
- Complete a review of existing degree collections and continue to build and augment current collections to meet AUCC accreditation standards
- Meet AODA requirements for accessibility to Library print collection
- Acquire Sheridan's first Library special collection: Material ConneXion
- Continue to shift focus to digital from print collections
and
- Investigate opportunities to expand use of technology within the library to support teaching and learning

Provide a Premiere Learning Environment

Way Finding **\$ 660,000**

The 2015/16 budget includes the first year of a three year investment to improve way finding across all campuses. For 2015/16 existing signage at the Trafalgar Campus will be removed and replaced with new internal and external signage based on a strategy developed by Cannon Design as part of the HMC II design activities. The Project will address both brand strategy and way finding as new signage will reflect Sheridan's new visual identity and also provide increased directional assistance.

Corporate Systems Review **\$ 1,000,000**

Guided by the project management office and executive committee for 2015/16 the project improvements include (but are not limited to):

- Completion of 2014/15 development
- Curriculum Planning (Niagara)
- Term Planning (AI Replacement)
- Contributor Relations System (Raiser's Edge)
- HR PeopleSoft 9.2 Upgrade

As they are developed, the enhancements will require documentation on how the revision will improve services to Sheridan students and staff and if any operational savings may be generated. This project will also provide data and information to a sector based People Soft users group

Student/ Staff One –Card System **\$ 500,000**

The college is now in the final phase of the implementation of the “one-card” initiative. This amount, funded by student fees, will provide for the one-card office to begin to offer programs including meals, flex dollars (printing/bookstore), classroom access and library loans.

Degree Marketing **\$ 1,000,000**

These additional funds will be used to develop and deploy an integrated marketing and advertising campaign strategy that will enhance the visibility of academic and student-focused state of the art, high quality programs at Sheridan. This program will include (but not be limited to):

- Creating an integrated campaign plan framework that addresses campaign tactics, processes and success metrics.
- Identifying and implement key campaigns (Open House, FCAPS, degree promotion) to test, refine and standardize integrated campaign planning framework.
and
- Establishing effective analysis processes and tools for engaging and motivating target audiences and to define key messages

Build our Reputation as a Leading Employer

Library Staffing **\$ 365,000**

Libraries are an integral part of the learning environment. In 2015/16 Sheridan will continue its commitment to expand library staffing in support of students and faculty. To this end information specialists prepared to develop and deliver 21st century library and learning services, in accordance with a teaching-focused undergraduate university that meets AUCC member comparator school levels, will be hired.

Investment in Capital Infrastructure

In addition to capital construction and capital equipment purchases as identified in Table 2, there are several major capital infrastructure investments currently in the planning stages as follows:

Hazel McCallion Campus – North Building: **\$ 18,000,000**

Working with Infrastructure Ontario, and the Ministry of Education, Bondfield Construction has been hired to build, and finance the HMC Phase II (North) Campus. This campus, will be approximately 223,000 square feet, will include classrooms, faculty space, meeting rooms, an innovation centre, student commons area, senate/board chamber and the provision for food services delivery. The total Sheridan contribution for this building will be in the order to \$18 million. Funding in the amount of \$12.5 million has already been established in our reserve funds. The additional funding requirement will be derived from both year-end surpluses and our annual financial review and budgeting process.

Davis Expansion: **\$ 47,500,000**

The budget and contractor for the Davis Expansion/STC relocation was provided in the fall of 2014. This capital project will provide the facilities required for a comprehensive skills trade program at the Davis Campus. Combining the apprenticeship programs with the engineering program will enhance the career and pedagogical pathways that presently exist. In addition, the students and apprentice employees that are presently at STC will have access to a full service campus.

In addition, the expansion will eliminate the portables on the Davis site and provide for an increase in library commons space of approximately 10,000 square feet. Details of the entire Davis expansion project were approved by AEC and the Board in May 2014.

Trafalgar Campus Expansion/Joint Venture Project: **\$ to be determined**

In the fall of 2014, the Board of Governors approved architects for the development and design of a new Trafalgar Theatre as well as a new student centre. Design and development work will continue through 2015/16 with a final report on cost and funding to be presented as part of the 2016/17 budget.

Integrated Energy and Climate Master Plan: **\$ 5,200,000**

First year investments of the Integrated Energy and Climate Master plan total \$3.4 million and are targeted to enhance (develop) control systems and the building envelope. As the expenditure of these projects exceeds \$1.0 million a comprehensive report will be forthcoming to Administrative Excellence in advance of any expenditure.

RISKS INHERENT WITHIN the 2015/16 OPERATING and CAPITAL BUDGET

With all revenue budgets there is inherent risk which must be monitored and managed to ensure that, where appropriate, actions may be taken to avoid short term or long term financial instability. Within the 2015/16 Budget and Capital Plan, the following areas of risk will be monitored throughout the year.

- International enrolment: Table 5 details tuition fee revenue for 2015/16. International tuition now makes up 54 percent of total tuition revenue and just over 24 percent of total revenue. Of this amount more than 80 percent comes from India and China. The international office continues to develop plans to diversify this revenue.

- Table 6 details Continuing Education and Corporate Training revenue for 2015/16. As noted, these projects for 2015/16 include an increase of 13 percent or \$555,000. This increase is forecast after several years of declining revenue.
- The College's 2015/16 capital plan will require that debt of \$40 million be raised in 2016. This debt will require an annual payment beginning in 2016 of approximately \$2.5 million (assuming an interest rate of 4 per cent and repayment over 25 years). It is imperative that funding be 'set aside' for this project as part of the 2016/17 and future budget planning processes.

SEMESTER and QUARTERLY UPDATES TO THE BOARD – GOAL ALIGNMENT

On a semester and quarterly basis formal reports to the Board on each of the Business Plan Items as well as 2015/2016 investments, efficiency reviews and risk assessment/mitigation will be presented.

These reports will detail the:

- Risk and present situation with respect to impact – if any;
- Objectives/Metrics of the initiative/efficiency measure;
- Actions to date;
- Expenditure/savings to date;
and
- Future actions required to achieve the stated objectives.

Quarterly/semester reports will also detail the status of the college's finances and any issues arising from a change in inputs or outputs (enrolment/grants/expenditures). Revisions to quarterly reports will be provided on an "as needed" basis to ensure all stakeholders receive the information they require to understand the actions/expenditures of the college.

CONCLUSION

The 2015/2016 operating and capital budget of Sheridan College reflects the priorities and objectives of the Executive Committee and the Board. The budget's foundation has been Sheridan College's 2013 to 2020 Strategic Plan and it demonstrates a commitment to manage the issues that have resulted from a growing system and changing demography.

This multi-year financial plan supports our students in achieving their aspirations, leveraging the strengths of Sheridan's community and Ontario's need for people who can contribute with innovative thinking, integrative approaches to problem solving and analytical and social intelligence to produce advanced creative solutions. In addition, the strategic imperatives and financial commitments to hire full-time faculty, expand Sheridan's degree programs and plan for our capital needs of the future also demonstrate our dedication to move from great to greater. Of course our commitment to excellence will be constant.

2015/16 Sheridan Business Plan

Vision:

To become Sheridan University, celebrated as a global leader in professional education.

Mission:

Sheridan delivers a premier, purposeful educational experience in an environment renowned for creativity and innovation.

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
Values:						
1. Academic Excellence	Quality	1	Institutional Metrics Develop evidence of ongoing institutional quality assurance and improvements	1. By May 2015, institutional metrics will be identified, defined, and approved. 2. By September 2015, a plan for the collection, analysis and reporting of institutional metrics will be developed. 3. By March 2016, phase 1 of institutional metrics will be implemented.	Mary Preece	Mark Chapman
2. Creativity & Innovation	Creative Campus	2	Creativity Strategy Continue the Work of the Creative Campus	Institute for Creativity 1. By May 2015, establish the Terms of Reference for the Creative Campus Advisory Council and produce a framework for the Institute for Creativity; identify engagement initiatives for each Faculty and support as appropriate; prepare to review and recognize the achievements of each Faculty and participating division within an Institute for Creativity framework. 2. By August 2015, produce the Council's first annual report, including achievements, strategic direction, and goals for 2015-16. 3. By March 2016, continue with the Council's work to support an engagement structure for the Institute for Creativity and to integrate a framework for dedicated creative spaces that represent the Institute, including a plan for the new expansion element in Mississauga. Distinguished Visiting Scholar 1. By May 2015, review achievements of the visiting scholar program over the 2014-15 academic year, including the outcome of CPS sessions, faculty engagement, and collaborative work between Sheridan and the visiting institution. 2. By June 2015, as determined/appropriate, set goals and schedule visiting dates for 2015-16. 3. By March 2016, prepare to review achievements for 2015-16 and set goals for 2016-17. President's Creative Challenge 1. By January 2015, work with the host department to organize the submission and vetting process. 2. By August 2015, announce winner of 2014-15 challenge and introduce the 2015-16 challenge. 3. By March 2016, prepare for adjudication of 2015-16 challenge and begin planning for the launch of the 2016-17 challenge.	Mary Preece	Yael
3. Global Citizenship	Internationalization	3	Internationalization Strategy	1. By Dec. 2015 establish an International Steering group to develop the scope and a strategy and steer future direction on an ongoing basis 2. By Dec. 2015 incorporate President's Challenge into Strategy 3. By Feb. 2016 establish an Operating Group to undertake the strategy 4. By, March 2016, develop and have approved a five-year internationalization plan 5. By June 2016 establish outcome measures and data requirements in support of the achievement of the strategy	Ian Marley	Drew and Bill Holmes

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
Strategic Goals:						
1. Inspire creative innovative teaching and learning.	Academic Programming	4	Degree Enrolment Growth Implement strategies to increase enrolment in existing degree programs.	<ol style="list-style-type: none"> 1. By September 2016, achieve sustained year over year increase in enrollment in all degree programs. 2. By January 2015, establish parameters and targets for increased evening, weekend, summer offerings 3. (Cross-listed with #25) By March 2015, establish, document and finalize marketing program to enhance marketing and recruitment efforts for Sheridan's degree programs; promote pathways into degree programs from Sheridan and elsewhere; promote conversion program for students in Dip/Adv Dip programs; and to promote pathways into Graduate Study, professional designations 4. By the end of January, 2015, establish, document and market robust student engagement portfolio 5. By April 2015, establish dedicated summer student services/OTR/advising team 6. Investigate remediation programs for students w/o Grade 12 Math/English 7. Investigate quick-start summer program consisting of core/breadth classes in 7b 8. Investigate the potential to expand Undergraduate Board Certificate offerings 9. Investigate opportunities to expand degree offerings onto other campuses/locations/institutions 10. Implement a retention strategy 	Mary Preece	Bill Holmes; M Spence-Ariemma
		5	Undergraduate Research and Creative Activities Review the Undergraduate Research, Creative Activities proposal and Scholarship of Teaching and Learning program report to develop an implementation plan for 2015-2016.	<ol style="list-style-type: none"> 1. By April 2015, have established a plan to support Undergraduate Research and Creative Activities and Scholarship of Teaching and Learning at Sheridan 2. Obtain Senate endorsement for recommendations in the URCA White Paper published fall 2014. 3. Obtain Senate endorsement for recommendations in the Scholarship of Teaching and Learning report published fall 2014 	Mary Preece	B. Holmes; M. Spence-Ariemma
		6	Academic Pathways Support clear and accessible academic pathways enabling mobility between institutions and programs so that eligible learners can progress from one credential level to the next at Sheridan and beyond	<ol style="list-style-type: none"> 1. Completion of public website documenting established pathways into and out of Sheridan programs. 2. Documented process for credential evaluation and transfers into Sheridan and from other institutions. 3. Use student/alumni testimonials to demonstrate pathways from Sheridan degrees into graduate programs 4. Formalize letters of support obtained in new degree submissions to demonstrate pathways from Sheridan degrees into graduate programs 	Mary Preece	Sherri Murray
		7	New Degree Program Development Continue to develop and launch new degrees as outlined in the 2020 Program Mix.	<ol style="list-style-type: none"> 1. Implement the 2015-2016 new program development plan (refer to plan for specific details on development and approvals) 2. Determine if any additional labour market scans required (to be discussed if there should be a call in 2015-2016 for proposals) 	Mary Preece	M. Spence-Ariemma; B. Holmes
		8	Digital Learning Integrate and evolve our digital resources including library, learning management systems and information technology to create an enriched teaching and learning experience	<ol style="list-style-type: none"> 1. By September 2015, have developed a proposal for the 2016-2020 digital education strategy for Sheridan (Lead Michael Evans CTL) 2. By March 2016, have developed a plan to use digital platforms for disseminating, discovering and preserving research and creative activities (Lead Library and UR) 	Mary Preece	Brian Jervis; Joan Sweeney Marsh

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
		9	Entre/intra preneurship strategy Develop an institutional strategy regarding intrapreneurship and entrepreneurship	1. Explore a corporate strategy	Mary Preece	Melanie/Bill/ Sylvia/ Ronni
		10	Library collections development Build and provide access to library collections appropriate for an undergraduate teaching university in the digital age and that meets AUCC standards.	The growth and development to the level of an AUCC member school Library collection will require multiple years investment and planning. By March 2016 we will: <ul style="list-style-type: none"> • Reach AUCC 2016 Collection benchmark targets as indicated in the externally reviewed Library and Learning Services Business Plan at approximately 58% of targeted Collection Budget;<i>See Library and Learning Services Business Plan of full metrics</i> • Complete review of existing degree collections and continue to build and augment current collections to meet AUCC accreditation standards • Meet AODA requirements for accessibility to Library print collection; • Acquire Sheridan's first Library special collection: Material ConneXion; • Continue to shift focus to digital from print collections; 	Ian Marley	Joan Sweeney Marsh / Jennifer Hance
		11	Research skills development program Design a research skills development program in partnership with CTL, Undergraduate Research and Faculty that is collaborative, creative and centered on teaching excellence and the student experience.	Supporting the development of research skills is a key skill supported by academic libraries. By March 2016, the following activities will be in place or in the implementation phase: <ul style="list-style-type: none"> • Liaisons regularly consult with faculty re: curriculum development and delivery pertaining to research and degree-level assignments (SLATE, TLA/FTL, curriculum design) • Library Reference and Citation Specialists work with Learning Centre staff and faculty to identify and deliver opportunities for skill development. • Conduct Student-centered instruction on research and academic integrity skills to assist with assignments at point of need, in the classroom, online and one-on-one. • Collaborate with the Learning Center and Copyright Coordinator on Academic Integrity efforts; • Assess and modify as needed First Year Library Program <i>*See Library and Learning Services Business Plan for complete metrics.</i>	Ian Marley	Joan Sweeney Marsh / Marian Traynor

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
		12	Library evaluation, assessment and outreach Improve the User Experience through evaluation, assessment and outreach	AUCC member Libraries submit annual usage and user experience statistics to regional reporting bodies. By March 2016, we will have completed or started to: <ul style="list-style-type: none"> • Explore and implement library industry quality survey measure tools (e.g. LibQUAL). Most AUCC member schools and large college libraries utilize these tools; • Publish annual Library and Learning Services Report. • Reach out to partners across the college to ensure all students are successfully utilizing academic supports; • Establish and cultivate relations with the Student Union and other student groups to improve awareness and solicit feedback; • Rebrand Library and Learning Commons spaces so there is a clear connection between the spaces for PEQAB and AUCC visits <i>*See Library and Learning Services Business Plan for full metrics</i>	Ian Marley	Joan Sweeney Marsh / Library Admin Team
		13	Academic Integrity Initiatives Foster academic integrity throughout the college	By March 2016, LLS will have implemented or started to: <ul style="list-style-type: none"> • Instruct students and support faculty in the instruction of students on academic integrity standards to help avoid plagiarism or other forms of cheating. • Keep Sheridan community current on copyright developments as it affects educational uses of protected works: • Advise and educate faculty and staff on copyright best practices to provide them and the college with reasonable protection against copyright infringement charges • Facilitate avenues that make it easy for faculty and staff to comply with copyright law and licensing restrictions: • Research and advise on open access alternatives such as alternative image and video sources Influence institutional culture of integrity by: <ul style="list-style-type: none"> • Promoting five fundamental values of The International Center for Academic Integrity: honesty, trust, fairness, respect, and responsibility. • Discuss and engage Library and Tutoring staff in issues pertaining to academic integrity. • Explore the idea of developing a Centre for Academic Integrity at Sheridan 	Ian Marley	Danielle Palombi/ Marian Traynor/ Joan Sweeney Marsh
		14	Tutoring Services Implement Learning Centre (tutoring) services that meet the distinct needs of our students	By March 2016, the Learning Centres will: <ul style="list-style-type: none"> • Continue to partner/support with faculty in developing curriculum-based learning with the assistance of tutors; • Continue to review data and assess impact of services; • Explore and pilot/adopt alternative tutoring models as required (e.g. online, embedded); • Employ the skills of Learning Strategist when necessary; • Utilize Sheridan students as tutors whenever appropriate. <i>*See Library and Learning Business Plan for full metrics</i>	Ian Marley	Danielle Palombi/Joan Sweeney Marsh
		15	Creative problem solving competency curriculum Identify competencies related to creative problem solving and creativity	1. By September 2015, have completed an inventory of the curriculum where creativity and creative problem solving is integrated into the course and program learning outcomes 2. By February 2016 have developed a strategy to integrate creative competences into program curriculum	Mary Preece	M.Spence-Ariemma

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
<p>2. Provide a premier learning environment.</p>	<p>Infrastructure - Buildings and Equipment</p>	16	<p>Capital Plan Develop Process to set, evaluate options and implement Sheridan's 5-year Capital/Technology Evergreening Plan Task Identified: - include current capital projects (HMC II, Davis Expansion, Trafalgar Theatre, Trafalgar Welcome Centre)and any projects after 2016 - assess funding requirement for debenture/loan repayment section 28 reports to Finance where required. --Creation of Detailed Technology inventory and replacement schedule - Board and AE reports Parking + Roads + Fencing + Planning Vendor of Records Department 3-year Plan Department 1-year Plan Resource Academic and Student Services Capital Priorities Tasks Identified: - Resource Academic and Student Services Capital Priorities Develop criteria for assessment and prioritization - Assess current infrastructure - Develop criteria for assessment and prioritization</p>	<p>1. Capital/Technology requirement/replacement/renovation template to be established and input requested by October 30 of each year 2. AVP Capital Planning to meet with all VPs to ensure no gaps in requests 3. Capital priorities established by November 30 of each year 4. Full report and capital funding recommendations on annual budget requirements as part of annual budget development process 5. Monthly report on progress to Executive and PC</p>	Steven Parfeniuk	André Plante
		17	<p>Infrastructure Maintenance Projects Plan Infrastructure Maintenance Renewal Projects Tasks Identified: - Assess current infrastructure - Develop criteria for assessment and prioritization - Create priority list - Create evergreening process</p>	<p>1. Maintenance infrastructure requirement template to be established and input requested by October 30 of each year. 2. Maintenance priorities established by November 30 of each year 3. Annual Budget set as part of annual budget development process 3. Monthly reports prepared for Executive and PC</p>	Steven Parfeniuk	Jim Fletcher
		18	IECMP	<p>1. 50% reduction in source energy consumption, 60% reduction in Greenhouse gases and a positive rate of return on investment for the College of >7% annually. 2. Sheridan should begin producing its own power by September 2016 3. Reduction in the use of electricity should be in accordance with IECMP plan</p>	Steven Parfeniuk	Herb Sinnock, Jim Fletcher

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
		19	Zero Waste Program	<ol style="list-style-type: none"> By End of 2015 the college should be diverting 50 percent of waste from landfill. By the end of 2016 the college will be diverting 75 percent of waste from landfill and will have developed a composting site at Davis and Trafalgar. Composting of organic waste on Trafalgar and Davis site to begin in fall of 2015 	Steven Parfeniuk	Herb Sinnock, Jim Fletcher
		20	Library spaces Develop spaces for research, study and collaboration in line with comparator universities that also support Sheridan's creative activities.	<p>Begin implementing <i>Library and Learning Services Space Assessment Plan</i> and this includes:</p> <ul style="list-style-type: none"> The completion of expanded and enhanced Library and Learning Services Space at HMC, potentially in HMC1 and HMC2 (TBD); Integration and expansion of Library and Learning Services space in Davis Campus J Wing including guard.me funded Learning Centre on the first floor; Begin work on modernizing and expanded Trafalgar Library and Learning Services Spaces; <p>See <i>Library and Learning Space Assessment Plan</i> and <i>Library and Learning Services Business Plan 2013-20120</i></p>	Ian Marley	Joan Sweeney Marsh / Facilities TBD
		21	New Parking Processes and System	<p>Develop new process for parking and fee payment by June 2015. Implement new system in August 2015.</p>	Steven Parfeniuk	Michael Burjaw
	Infrastructure - Marketing and Communications	22	External Relations and Communication Strategy	<ol style="list-style-type: none"> Research & Measurement: 1. Competitive analysis of Sheridan's reputation vs its competitors, combining traditional media, social media and public opinion data (mindset, trends, hot button topics, thought leadership, tone, clout, sharing) to determine the impact of our efforts and the strength of our profile. Report will inform future areas of focus. Owned Media: 1. Develop an integrated storytelling / content strategy to highlight Sheridan's strengths and support the institution's vision and goals (determine annual themes and coordinate content among marketing/OTR, alumni, communications, athletics, undergraduate research). Earned Media: 1). Develop an editorial calendar to map / plan news stories depending on seasons / holidays, cultural/societal events, conferences, topics of public interest. 2). Nominate Sheridan's programs and people for awards (CASE, CCAE, CIC, Colleges Ontario). 3). List the experts as the pilot group in a re-developed Sheridan subject matter expert database to connect journalists to those who can promote Sheridan on traditional & online channels. Digital Communications: 1). Create short videos, mash-ups, storify clips, infographics, and in-depth written stories/articles for internal and external channels to promote Sheridan's expertise and thought leadership and to advance its vision and goals. 2). Contribute to conversations and engage audiences on other institutional social media accounts (Facebook, twitter, LinkedIn, YouTube, vimeo, Instagram). 3). Develop common hashtags for consistent use across platforms. 4. Identify and feed stories to Sheridan social media champions. Government Relations: 1. Launch new monthly eNews for elected officials, civil servants, Boards of Trade/ Economic Development Organizations (recap of Sheridan's news stories and news hits). 2. Organize speaking tour for President re Journey and Exec Advisor re Creativity. 	Lisa Piccolo	Christine

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		23	Wayfinding Project	Directional Signage/Visual Identity Update: Existing Sheridan signage will be removed and replaced with new internal and external signage at all campuses. Project will address both brand strategy and wayfinding as new signage will reflect Sheridan's new visual identity and also provide increased directional assistance. This is a multi-year project that will be phased in by campus.	Lisa Piccolo	Jane C
		24	Content Marketing Plan Framework Develop a comprehensive and integrated content strategy to enhance the visibility of academic and student-focused programs & initiatives that support Sheridan's commitment to creative teaching and learning environment.	1. Develop a content marketing plan framework for key core units within the institution that address audience segmentation, marketing priorities & positioning, content development, marketing channel selection and implementation process. 2. Develop an institutional video strategy that supports institutional priorities and enhance our reputation	Lisa Piccolo	Jane C
		25	Marketing and Advertising Campaign Strategy Develop and deploy integrated marketing and advertising campaign strategy that would enhance the visibility of academic and student-focused state of the art, high quality programs at Sheridan.	1. Create an integrated campaign plan framework that addresses campaign tactics, processes and success metrics. 2. Identify and implement key campaigns (Open House, FCAPS, degree promotion) to test, refine and standardize integrated campaign planning framework. 3. Establish effective analysis processes and tools for engaging and motivating target audiences and to define key messages	Lisa Piccolo	Victoria B
		26	Brand Strategy Development	1. Continue to enhance Sheridan's reputation in the marketplace through targeted marketing strategies which focus on degree promotion. 2. Continue to reinforce new visual identity and corresponding brand pillars and characteristics through print, web and social media campaigns. 3. Continue integration of brand strategy and communication efforts to underscore the Sheridan journey to become Sheridan University. 4. Build internal capacity to develop and implement strategic brand enhancement projects (staffing will be required).	Lisa Piccolo	Jane/Victoria
	Infrastructure - Systems	27	ONE Card Continue to enhance college-wide use of ONECard services	- maintenance of transaction system - software/hardware additions & improvements - marketing of ONECard program	Ian Marley	Elisabeth Connell/ Aesha Brown
28		Library technologies Optimize technology to deliver services and connect users to quality information	<ul style="list-style-type: none"> Implement Digital Repository for institutional/scholarly and creative objects; Improve discoverability of library resources & services by investigating and if appropriate, implementing: methods of extending the Discovery Service, maintenance and continued work with consortia to maximize integration of the ILS, e-Reserve Tools, cloud solutions for digital content; better communication tools for notifying the Sheridan community (e.g. list of new books/journals posted online, technology that allows students to quickly access Summon, documents from SLATE, USB drives for printing, open source technologies) Improve efficiencies in managing and monitoring library collections & services by investigating and implementing, when appropriate, tools such as: an E-Resource Management Tool, a Copyright Management Tool, an upgraded chat service; a tool for managing service usage and improved automation processes for managing digital content including the creation and maintenance of metadata Evaluate and implement tools or processes to better meet AODA standards. Investigate opportunities to make use of new technologies to support teaching and learning; Investigate and recommend strategies regarding the following: development of multiple standard online modules covering basic information literacy skills, copyright, and library orientation for faculty & students; development of flexible, course-specific online modules with evaluations that can be customized and used by faculty to incorporate into their SLATE course offerings (i.e. Academic Honesty) Investigate and recommend a mobile strategy for Library and Learning Services. 	Ian Marley	Joan Sweeney Marsh / Jennifer Hance	
29		IAPS Implementation and Renewal of Corporate Systems (IAPS)	see detailed project plan	Steven Parfeniuk	Brian Jervis	

Strategic Plan Linkage	Strategic Initiative	#	Key Actions	Milestones	Sponsor	Lead(s)
		30	Web governance model Develop an institutional web governance and support model to address new web advancements and digital entrepreneurial activities that will continue to elevate our online student experience, enhance the visibility of academic and student-focused state of the art, high quality programs at Sheridan and support revenue objectives.	1. Develop an institutional web governance model that would ensure that Sheridan externally focused website strategic goals and outcomes are established and met 2. Establish resource capacity to address and support Sheridan's current and increasing needs for advanced digital user experience and presence and build intellectual property and knowledge in house, minimizing reliance on external consultants and resources.	Lisa Piccolo	Victoria
		31	SAL Deploy a new system for managing changes to academic programs and courses (SAL). System delivers consistency of process for academic quality; shorter interval, and provides a definitive source for program information managed by the Faculties	1. By December 2014, complete early test-drive with 5 program support specialists, one from each faculty plus CTL. 2. By February 2015, complete roll-out and training plan for 2015/16 3. By August 2015, complete first trial of new SAL capability 4. By December 2015, ready for production deployment.	Mary Preece	Brian Jervis
		32	Course Evaluation Framework and System Implement a new course evaluation strategy and system.	1. By the beginning of April 2015, have an implementation strategy developed 2. By the beginning of April 2015, have hired a Research Analyst - Course Evaluations 3. By the beginning of September 2015 have piloted one new course evaluation for one FACULTY on the new course evaluation system 4. By the beginning of September 2015, have BLUE as the new system being used for all course evaluations at Sheridan	Mary Preece	M. Spence-Ariemma/ Brian
		33	Academic term planning system Deploy a new system for academic term planning. System takes enrolment forecasts and curriculum and establishes a "reference plan" for sections for coming terms. Focus is on shorter intervals in Faculties and in Scheduling, and on re-engineering processes. This work is the foundation for delivering a 3-year planning horizon for course offerings for students	1. By December 2014, complete early test-drive with 5 APAs 2. By February 2015, complete roll-out and training plan for 2015/16 3. By August 2015, complete first trial of new Term Planning system (DCU with PeopleSoft) 4. By December 2015, ready for production deployment 5. By March 2016, principles of 3-year planning horizon for students defined and agreed	Mary Preece	Brian Jervis
		34	Course-based registration systems Enhance systems to accommodate the course based registration models being adopted by programs	1. By August 2015, complete specification for system changes to accommodate full CBR 2. By September 2015, deploy College Scheduler as first step for students to create personalized timetables	Mary Preece	Brian Jervis
		35	Contributor Management System New Contributor Management System (e.g. Raiser's Edge) Acquisition, Integration, Testing and Deployment	1. By January 2015, complete RFP to select new vendor 2. By October 2014, complete integration and testing of new system, ready for production deployment.	Mary Preece	Lisa Piccolo, Brian Jervis
		36	HRIS Upgrade H.R. System to PeopleSoft 9.2, with business process enhancements for general ledger, time and labour, and templates. Requires SA/HR split (March 2015 in production)	1. By December 2015, complete integration and testing, ready for production deployment.	Mary Preece	Cathi Berge, Brian Jervis

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		37	Business Process Improvements Finance Business Process Improvements. Requires Finance upgrade to 9.2 (February 2015 in production).	1. For November 2015, Business Process improvements (Chart of Accounts, Reporting, Security) deployed. 2. By August 2015, complete roadmap for single system to align budget planning and reporting between Finance and Faculties.	Mary Preece	Steven Parfeniuk, Simpson Siu, Brian Jervis
		38	Online services Enhance on-line services and usage of PeopleSoft Student Administration to create further efficiencies	1. By April 2015, the Student Affairs portion of IAPS to be implemented 2. By April 2015, the next phase of enhancements (not currently part of IAPS) identified and prioritized 3. By April 2015, knowledge and usage of existing PeopleSoft functionality is operationalized 4. By April 2015, an annual plan to maintain compliance with PeopleSoft patches and fixes is implemented.	Mary Preece	Linda Dalton, Brian Jervis

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		39	CRM System Enterprise Customer Relations Management (CRM). This system will provide a 360-degree view of the student for all involved. The system would also need to support CRM for external organizations	1. By September 2015, complete plan for new CRM system 2. By December 2015, complete system implementation.	Mary Preece	Ian Marley, Bill Holmes, Maria Lucido-Bezely, Brian Jervis,
	Resource Maximization	40	Academic Revenue Generation Strategy Develop an academic revenue generation strategy	1. By September 2015, evaluate opportunities for academic revenue generation 2. By December 2015, develop an implementation strategy	Mary Preece	Bill Holmes and M.Spence-Ariemma
		41	Resource Utilization Analyse and identify opportunities to gain efficiencies	1. Develop comprehensive report on teaching and physical resource utilization using meaningful and reliable data. 2. Evaluate opportunities for efficiencies.	Steven Parfeniuk	Bill, Melanie, Simpson
		42	Capital Campaign Launch a comprehensive fundraising campaign for all Sheridan campuses.	1. Create a compelling campaign Case for Support 2. Set challenging goals - HMC/Mississauga -\$9M - to complement capital plan requirements & institutional priorities 3. Right-size staff to appropriately resource opportunities 4. Secure funds from prospects,i.e corporate and individual giving	Lisa Piccolo	Sharon
		43	Annual Giving Program Launch a comprehensive annual giving program.	1. Create a comprehensive entrance scholarship program including case for support, identify prospect list and solicit support. 2. Use technology to facilitate increased donations to Sheridan 3. Create resources to support employee and student fundraising activities. 4. Roll-out a multi-faceted Theatre Sheridan fundraising plan with a revenue target of \$150,000 5. Create sponsorship opportunities for a variety of events and programs to offer new giving opportunities to prospects.	Lisa Piccolo	Jennifer D
		44	Community Partnerships Coordinate and leverage community partnerships.	1. Identify a number of key events/partnerships throughout our communities that would help to support enrolment, programming, fund development and goodwill. 2. Identify and celebrate current partnerships that exist between Sheridan and our communities. 3. Encourage faculty and staff to volunteer within our communities by creating a program that celebrates and encourages this involvement. Encourage faculty and staff to share their involvement. 4. Create guidelines to provide direction to community partners that identifies how Sheridan can work collaboratively with them. 5. Continue to develop and host events and activities that encourage our communities to come onto campus (Arts Open House). 6. Create a new position that oversees community engagement.	Lisa Piccolo	Christine
		45	Project Management Office Develop a Project Management Office at Sheridan.	Deferred to 2016/17.		M. Chapman
	Student Life Cycle	46	Integrated marketing and student engagement strategy Develop an integrated marketing and engagement strategy that creates and supports a positive institution experience throughout the entire student lifecycle. (supports recruitment, enrollment, and retention)	1. Develop and execute a market research study that would identify positive experience triggers for various student audiences: prospects (high school and mature), current students, alumni. 2. Develop and propose an integrated marketing and communication plan that addresses every stage of student lifecycle and builds a positive educational journey and experience for our students.	Lisa Piccolo	Jane/Victoria

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		47	Student Communication Strategy Enhance/diversify communication and advocate for a comprehensive student communication strategy	<ol style="list-style-type: none"> 1. By April 2015, creation of a centralized online knowledge base resource for all Sheridan front-line staff 2. By March 2016, myOTR and myStudentCentre is further developed 3. Build communication flows using COMM GEN in PS to support increases in enrolment yield by March 2015 4. Develop an SSAEM student communication strategy by March 2016 5. By December 2015, develop a comprehensive survey strategy for the institution 	Ian Marley	Linda/ Maria Mark C
		48	Student Services Redesign Redesign services for students to improve maximize quality, gain fiscal efficiencies and ensure maximum impact for students	<ol style="list-style-type: none"> 1. By June 2015, Implement recommendations from the External Review and evolve our service philosophy with structural/organizational alignment for Sheridan U. 2. By December 2015 Create a comprehensive student mental health framework for Sheridan 3. By December 2015 Pilot Academic Advising 4. Implement, an automated international fee payment system by June 2015. 5. Establish winter convocation ceremonies to accommodate the increasing number of August and December graduates, by December 2015 6. Develop a multiyear plan to develop the Office of the Registrar resource and support structure appropriate for Sheridan University 7. By March 2016 Enhance existing scheduling practices in the context of student focused seats in classes and space optimization. 8. By September 2016, a service support structure/model to align with our changing environment and diverse student population is implemented 9. By March 2016, implement approved recommendations from the Contact Centre report 10. Expand funding of intra-campus shuttle services to ensure continued levels of service regardless of funding commitment from college partners (SSUI, other) by August 2015 	Ian Marley	Maria Linda/Maria/ Drew/Bill Drew/ Simpson
		49	Aboriginal Initiatives	<ol style="list-style-type: none"> 1. Add an Aboriginal Elder, to offer cultural / spiritual guidance to Sheridan community 2. By June 2015 deliver one aboriginal event each semester: 3. Provide Professional development opportunities for all Sheridan staff and faculty 	Ian Marley	Ian/Ron
		50	Alumni Strategy	<ol style="list-style-type: none"> 1. Create an Alumni Awards of Distinction program to celebrate alumni accomplishments. 2. Identify 25 new graduates each year that demonstrate tremendous promise in their chosen field and develop a close relationship in order to convert them to donors/ambassadors/volunteers. 3. Identify and implement a system for finding and tracking alumni accomplishments. 4. Work more closely with faculty regarding outreach and engagement with alumni to capture existing relationships or onsite visits to build affinity and convert them to donors. 5. Link alumni success stories to the online program pages. 6. Increase the number of alumni who donate to Sheridan. 7. Develop an alumni top 10 list for each program and work to engage these alumni. 8. Pilot Launch Lab for aspiring alumni entrepreneurs. 	Lisa Piccolo	Jennifer D
		51	Strategic Enrolment Management Re-establish Strategic Enrolment Management Process	<ol style="list-style-type: none"> 1. Establish a Strategic Enrolment Management Committee by December 2014, with sponsors, terms of reference, goals and sub committees 2. By Feb. 2015 Sub Committees up and running (Marketing and Recruitment, Retention and Enrolment Planning) 3. By June 2015 Report back process from Sub Committees in place 4. By Sept 2015,SEM strategic recommendations integrated into operations 5. Achieve enrolment targets and communicate enrolment strategies & statuses to all stakeholders. 6. Ensure international enrolment goals are met to help diversify the culture of our student population. (International - Agent Management Software) 7. Develop Strategies to improve student retention (merit based scholarships \$250K), possibly funded as part of the degree marketing project. 	Ian Marley	Ian, Linda, Maria, Drew, Mark, Bill, Melanie

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		52	Out of Class Experience Strategy	<ol style="list-style-type: none"> 1. By Dec. 2015 establish an Institutional Steering group to develop the scope and a strategy and steer future direction on an ongoing basis 2. By June 2016 establish a Cross-Sheridan Operating Group to undertake the strategy 3. By June 2016 establish outcome measures and data requirements in support of the achievement of the strategy 4. By March 2016 Implement recommendations from the Peer Mentoring review to enhance mentoring activities at Sheridan and building on the roles and activities that cover all aspects of student life 5. By June 2016 build a culture of volunteerism and service learning among all students by providing increased opportunities and awareness both on campus and in our communities 	Ian Marley	Maria Lucido Beazley
		53	Social Media Strategy Enhance Social Media Presence at Sheridan	<ol style="list-style-type: none"> 1. Develop and execute Social Media annual campaign planning program in support of Sheridan's recruitment, enrolment, retention and reputation building initiatives. 2. Increase participation and involvement in College Social Media Committee group to evolve and produce more integrated social media programs. 3. Deploy an effective tools and process for initiating, monitoring, and measuring audience social media engagement 	Lisa Piccolo	Victoria B
3. Build our reputation as a leading employer.	People	54	Change Leadership	<ul style="list-style-type: none"> * Provide change consulting support on those initiatives approved through the business planning process that are identified by Executive to be large-scale, complex change initiatives impacting multiple stakeholders. The request for a temporary resource to assist COPD in resourcing the volume of organizational requests at this time is an interim strategy, allowing leaders continue expanding their skills in this area, Consulting will include organizational readiness assessments, stakeholder engagement analysis and strategies, training, communication and implementation planning support, measurement and sustainability. * The change model and leader skill development in the area of change leadership will continue as planned through the Leadership Institute. 	VP HR	Amanda Pike
		55	Professional Development Programs Review and development of programs that support the continued academic growth and development of our employees in support of the organizational operational plans (TRF, PD funding, sabbaticals, etc.)	<ul style="list-style-type: none"> * Revise the Tuition Reimbursement program and receive appropriate approvals. * Implement the revised program and communicate to the broader Sheridan community by January, 2015. * Review the PD funding program and complete recommendations for appropriate approvals by Q3, 2015. * Review sabbatical program and complete recommendations completed for appropriate approvals by Q3, 2015. (This is phase 1 of a 3 year plan)	VP HR	Amanda Pike
		56	Total Rewards Program Further development of a total rewards program for Sheridan as per the People Plan	<ul style="list-style-type: none"> * Conduct a current state analysis of existing rewards and recognition initiatives at Sheridan to determine gaps. * Review existing internal data as well as best practice research to make recommendations on a Sheridan rewards and recognition strategy. 	VP HR	Amanda Pike
		57	Diversity and Inclusion Strategy	<ul style="list-style-type: none"> * Develop a needs assessment tool. * Develop a strategy for conducting the needs assessment. * Complete the needs assessment. (This is phase 1 of a 3 year plan).	VP HR	Lynn Rutherford
		58	Mental Health Strategy Employees	<ul style="list-style-type: none"> * Develop a draft program through the engagement of appropriate expertise and consultation, and receive endorsement for program launch. (This is phase 1 of a 2 year plan). 	VP HR	Lynn Rutherford
		59	Employee Engagement Strategy Pilot Survey	<ul style="list-style-type: none"> * Develop a strategy, identify an employee engagement survey tool, complete a pilot implementation plan and obtain appropriate approvals. * Develop and implement employee climate issue specific polls (link to Corporate Communications). (This is phase 1 of a 3 year plan). <ul style="list-style-type: none"> * Embed the work of Communications in the creation of an employee driven culture code into the overall Employee Engagement Strategy. 	VP HR	Amanda Pike

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		60	Health and Safety Program Ensure a robust and responsive health and safety program that meets legislative requirements	<ul style="list-style-type: none"> * Develop a Slips, Trips and Falls Reduction Plan. * Implement a Smoke Free Sheridan program. * Develop the terms of reference for the Sheridan Joint Occupational Health & Safety Committee operations and conduct a compliance review. * Meet Legislative training requirements. * Implement changes to legislation. (This is phase 1 of a 2 year plan)	VP HR	Lynn Rutherford
		61	AODA Program Ensure a robust and responsive AODA program that meets legislative requirements	<ul style="list-style-type: none"> * Meet legislative training requirements. * Implement changes to legislation. 	VP HR	Lynn Rutherford
		62	Human Rights and Workplace Harassment Program Ensure a robust and responsive human rights and workplace harassment program that meets legislative requirements	<ul style="list-style-type: none"> * Develop an awareness campaign for human rights complaint intake. * Meet legislative training requirements. * Implement changes to legislation. 	VP HR	Lynn Rutherford
		63	Finance and Administration Organizational Review Complete comprehensive assessment of Finance and Administration and develop new organizational structure to maximize efficiency and reduce fixed costs. (examples: ITSC Help Desk, Facilities Help Desk, Security, One Card, financial services automation, develop content management system and information repository, review non-classroom technology infrastructure, rollout EFT to all vendors, financial services upgrade.	Report to PC on reorganization in May 2015. Report on information management in May 2015. Report on One Card self sustaining project in June 2015 EFT to all Sheridan vendors in January 2016. Develop and implement new budget and monitoring system for April 2016.	Steven Parfeniuk	Simpson Siu
		64	Internal Communications Strategy Develop and Implement	1. Institutional research 1. Conduct a study on building a creative culture (Melanie Spence-Ariemma, Gerard Puccio, Brett Richards, Christine Szustaczek) 2. Create Sheridan Ambassadors who can articulate what Sheridan stands for and defend or advance its reputation: 1).. Create an employee-driven culture code as an outcome of the 2013 research, which will be a subset of the overall employee engagement strategy in HR/OD. 2). Expand the piloted “Everyday Heroes” story campaign to other Faculties/Campuses. 3). Deliver the “You are a part of our History” internal campaign (together with Marketing). 4). Identify and support a limited number of Sheridan experts [Offer in-house media training through the Leadership Institute, help them develop an online presence with a nameplate site, speaker’s page, graphic resume). 3. Portal / Intranet 1. Develop a “first-point-of-access” intranet for employees (with limited functions for applicants and alumni) that is robust, personalized, and searchable and integrated with PeopleSoft, MyOTR, SLATE.	Lisa Piccolo	Christine
		65	Faculty Human Resource Plans Develop a plan to optimize FT and less than FT academic staffing mix.	1. By November 2014, establish credential requirements for hiring of FT/PT/PL/ Sessional professors and for delivery of programs 2. By April 2015, establish desired steady state by faculty/program for FT/PT/PL and sessional professor ratios 3. By May 2015, establish review process for management of PL, PT and Sessional contracts 4. By December 2015, completed Human Resources Plans for all PT and FT employees in the academic Faculties (See Human Resources Business Plan Strategic Goal #3, Initiative #1, Activity #6) 5. By March 2016 establish metrics and guidelines regarding levels of administrative and support staff required by academic Faculties 6. By March 2016 establish a long-term hiring plan that includes fiscal implications	Mary Preece	Bill Holmes, Megan Mascarin

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		66	Formative Faculty Assessment Policy Implement	1. Develop and implement a formative faculty assessment program in accordance with the Formative Faculty Assessment Policy. 2. Launch the pilot program by the end of January, 2015. 3. Complete pilot program evaluation by June, 2015. 4. Implement initial cycle by January, 2016. (This is phase 1 of a 3 year plan).	Mary Preece	Amanda Pike and Melanie Spence- Ariemma (co- chairs)
		67	Academic Awards Implement awards to celebrate excellence in teaching and Undergraduate Research and Creative Activities (URCA) and the Scholarship of Teaching and Learning	1. By the end of June 2015 have Senate endorsement for teaching awards 2. By the beginning of September 2015, have implemented the process to recognize and celebrate excellence in teaching/teaching excellence/undergraduate research and creative activities 3. By the end of June 2016 have determined professors who will be recognized and celebrated for their effective teaching/teaching excellence/undergraduate research and creative activities (Fiscal 2016-2017) 4. By the end of June 2016 have developed a corporate communication strategy to recognize recipients (Fiscal 2016-2017) 5. Announce the 2015-2016 recipients at the Welcome Back Breakfast in August 2016 (Fiscal 2016-2017)	Mary Preece	M. Spence- Ariemma and Bill Holmes
		68	Student Affairs and Enrolment management Organizational Review Organizational review for enhanced services and operational efficiencies	1. By November 2015, complete a review of the roles, responsibilities, organizational structure and processes of departments/senior positions reporting to the Vice-President, Student Affairs and Enrolment Management (External consulting support \$50K) 2. By March 2016, launch the creation of the new organizational structure and associated processes	Ian Marley	Ian
		69	Field Placement Integrate all field placement functions within the co-op office.	By Jan. 2016 Integrate the field placement functions within Co-op.	Ian Marley	Maria / Richard Finch
		70	Library Staffing Attract and retain information specialists prepared to develop and deliver 21st century Library and Learning services in accordance with a teaching-focused undergraduate university and that meets AUCC member comparator school levels.	By March 2016 we will: • Reach AUCC staff benchmark targets for 2015/16 as indicated in the externally reviewed Library and Learning Services Business Plan that includes new Faculty Librarians, Library Technicians and Library Clerks at approximately 75% of targeted Staffing Budget in <i>Library and Learning Services Business Plan for full metric</i> . • Collaborate and consult with the appropriate departments/faculties regarding the recruitment and selection process to ensure new hires are closely aligned with the specific research and academic needs of degree students; • Create a training plan that for Library and Learning Services Staff that: 1. Enhance teaching and learning skills as well as digital literacy skills; 2. Perform needs analysis where necessary to establish current staff competencies; 3. Develop and provide a comprehensive orientation program that ensures a standard of training for new hires;	Ian Marley	Joan Sweeney Marsh / Library Admin Team
		71	Leadership Competency Framework	* Introduce, validate and socialize the new leadership competencies at each level of leadership within the organization (Executive, PC, Mgr./AD). (Q1 & Q2 of 2015/16) (This is phase 1 of a 3 year plan).	VP HR	Amanda Pike
		72	Management Performance and Development Process process for administrators at the executive, senior and middle management levels which integrates the leadership competency model	* Develop a performance review process and tools to be incorporated in the PD plans/process for all leaders by Q3 2015/16 (including training). (This is phase 1 of a 3 year plan).	VP HR	Amanda Pike

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		73	Sheridan Leadership Institute (Includes: middle management leadership program, emerging leader program, speaker s series, learning moments, and advanced leadership program)	<ul style="list-style-type: none"> * Implement the middle management leadership program. Launch the pilot by January, 2015. Complete evaluation of the program by July, 2015 (following 6 month program cycle). Implement full program offerings by Fall, 2015. * Design and develop an emerging leader program and prepare for launch by March, 2016. * Design, develop and launch advanced leadership modules by March, 2016. * Implement full calendar year inspirational leaders speaker series by Fall, 2015. * Implement learning moment series for all levels of leadership by Summer, 2015. * Design and deliver change leadership learning opportunities at the beginner, intermediate and advanced levels for all leaders. * Further develop members of the COPD team and HRPMS to consult on change initiatives. (This is phase 1 of a 3 year plan)	VP HR	Amanda Pike
		74	Management Tool-Kit	* Develop a management Toolkit, that is regularly refreshed, and forms a foundational document that compliments the middle management leadership training.	VP HR	Megan Mascarin
		75	Centralized part-time recruitment processes	* Fully operationalize the less than full-time faculty part-time pool. (This is phase 1 of a 2 year plan).	VP HR	Megan Mascarin
		76	Supportive Attendance at Work Program	* Develop a draft program through the engagement of appropriate expertise and consultation, and receive endorsement for program launch. (This is phase 1 of a 3 year plan).	VP HR	Lynn Rutherford
		77	Administrator Staff Performance Development Processes Develop a performance development process for Administrators at the staff level	Deferred to 2016/17.	VP HR	Amanda Pike

ENROLMENT STATISTICS SINCE 2006/07

FACULTIES	2006/07 actual	2007/08 actual	2008/09 actual	2009/10 actual	2010/11 actual	2011/12 actual	2012/13 actual	2013/14 actual	2014/15 Apr-01	2014/15 Mid Year	2015/16 Apr-01
DOMESTIC											
FAAD*	6,632	6,815	7,021	7,317	7,364	7,220	7,246	8,108	9,293	8,343	8,465
FAHCS	6,596	6,749	7,322	8,576	9,545	8,896	9,406	9,056	9,395	9,695	10,075
FAST	2,868	2,996	3,387	3,710	4,250	4,640	4,936	5,209	5,173	5,414	6,171
FOB	7,264	7,281	7,470	8,034	8,101	8,099	8,253	7,898	8,222	6,761	6,915
FHASS	1,167	1,052	1,076	1,201	1,350	1,186	1,249	1,164	1,059	1,142	1,061
Growth Pool											0
Term Enrolment	24,527	24,893	26,276	28,838	30,610	30,041	31,090	31,435	33,142	31,355	32,687
FTE	12,264	12,447	13,138	14,419	15,305	15,021	15,545	15,718	16,571	15,678	16,344

INTERNATIONAL											
FAAD	291	267	274	348	357	381	493	616	963	844	1,061
FAHCS	23	38	70	134	348	697	596	572	701	781	946
FAST	140	150	200	398	1,184	2,066	2,903	3,303	3,591	3,919	4,548
FOB	217	219	261	417	1,006	1,603	1,950	2,073	2,424	2,175	2,610
FHASS	176	141	141	151	211	242	301	367	361	532	496
Growth Pool											0
Term Enrolment	847	815	946	1,448	3,106	4,989	6,243	6,931	8,040	8,251	9,661
FTE	424	408	473	724	1,553	2,495	3,122	3,466	4,020	4,126	4,831

TOTAL (DOM + INTERN)											
FAAD	6,923	7,082	7,295	7,665	7,721	7,601	7,739	8,724	10,256	9,187	9,526
FAHCS	6,619	6,787	7,392	8,710	9,893	9,593	10,002	9,628	10,096	10,476	11,021
FAST	3,008	3,146	3,587	4,108	5,434	6,706	7,839	8,512	8,764	9,333	10,719
FOB	7,481	7,500	7,731	8,451	9,107	9,702	10,203	9,971	10,646	8,936	9,525
FHASS	1,343	1,193	1,217	1,352	1,561	1,428	1,550	1,531	1,420	1,674	1,557
Growth Pool							0	0	0	0	0
Term Enrolment	25,374	25,708	27,222	30,286	33,716	35,030	37,333	38,366	41,182	39,606	42,348
FTE	12,687	12,854	13,611	15,143	16,858	17,515	18,667	19,183	20,591	19,803	21,174

Domestic to Total in %	96.7%	96.8%	96.5%	95.2%	90.8%	85.8%	83.3%	81.9%	80.5%	79.2%	77.2%
International Total in %	3.3%	3.2%	3.5%	4.8%	9.2%	14.2%	16.7%	18.1%	19.5%	20.8%	22.8%

*FAAD excludes joint programs with the University of Toronto

ENROLMENT Year over Year Changes in %

2007/08 vs 2006/07	2008/09 vs 2007/08	2009/10 vs 2008/09	2010/11 vs 2009/10	2011/12 vs 2010/11	2012/13 vs 2011/12	2013/14 vs 2012/13	2014/15 midyear vs 2013/14	2015/16 vs 2014/15 original
% 2.76	% 3.02	% 4.22	% 0.64	% (1.96)	% 0.36	% 11.90	% 2.90	% (8.91)
% 2.32	% 8.49	% 17.13	% 11.30	% (6.80)	% 5.73	% (3.72)	% 7.06	% 7.24
% 4.46	% 13.05	% 9.54	% 14.56	% 9.18	% 6.38	% 5.53	% 3.94	% 19.29
% 0.23	% 2.60	% 7.55	% 0.83	% (0.02)	% 1.90	% (4.30)	% (14.40)	% (15.90)
% (9.85)	% 2.28	% 11.62	% 12.41	% (12.15)	% 5.31	% (6.81)	% (1.89)	% 0.19
% 1.49	% 5.56	% 9.75	% 6.14	% (1.86)	% 3.49	% 1.11	% (0.25)	% (1.37)
% (8.25)	% 2.62	% 27.01	% 2.59	% 6.72	% 29.40	% 24.95	% 37.01	% 10.18
% 65.22	% 84.21	% 91.43	% 159.70	% 100.29	% (14.49)	% (4.03)	% 36.54	% 34.95
% 7.14	% 33.33	% 99.00	% 197.49	% 74.49	% 40.51	% 13.78	% 18.65	% 26.65
% 0.92	% 19.18	% 59.77	% 141.25	% 59.34	% 21.65	% 6.31	% 4.92	% 7.67
% (19.89)	%	% 7.09	% 39.74	% 14.69	% 24.38	% 21.93	% 44.96	% 37.40
% (3.78)	% 16.07	% 53.07	% 114.50	% 60.62	% 25.14	% 11.02	% 19.04	% 20.16
% 2.30	% 3.01	% 5.07	% 0.73	% (1.55)	% 1.82	% 12.73	% 5.31	% (7.12)
% 2.54	% 8.91	% 17.83	% 13.58	% (3.03)	% 4.26	% (3.74)	% 8.81	% 9.16
% 4.59	% 14.02	% 14.52	% 32.28	% 23.41	% 16.90	% 8.59	% 9.65	% 22.31
% 0.25	% 3.08	% 9.31	% 7.76	% 6.53	% 5.16	% (2.27)	% (10.38)	% (10.53)
% (11.17)	% 2.01	% 11.09	% 15.46	% (8.52)	% 8.54	% (1.23)	% 9.34	% 9.65
% 1.32	% 5.89	% 11.26	% 11.33	% 3.90	% 6.57	% 2.77	% 3.23	% 2.83

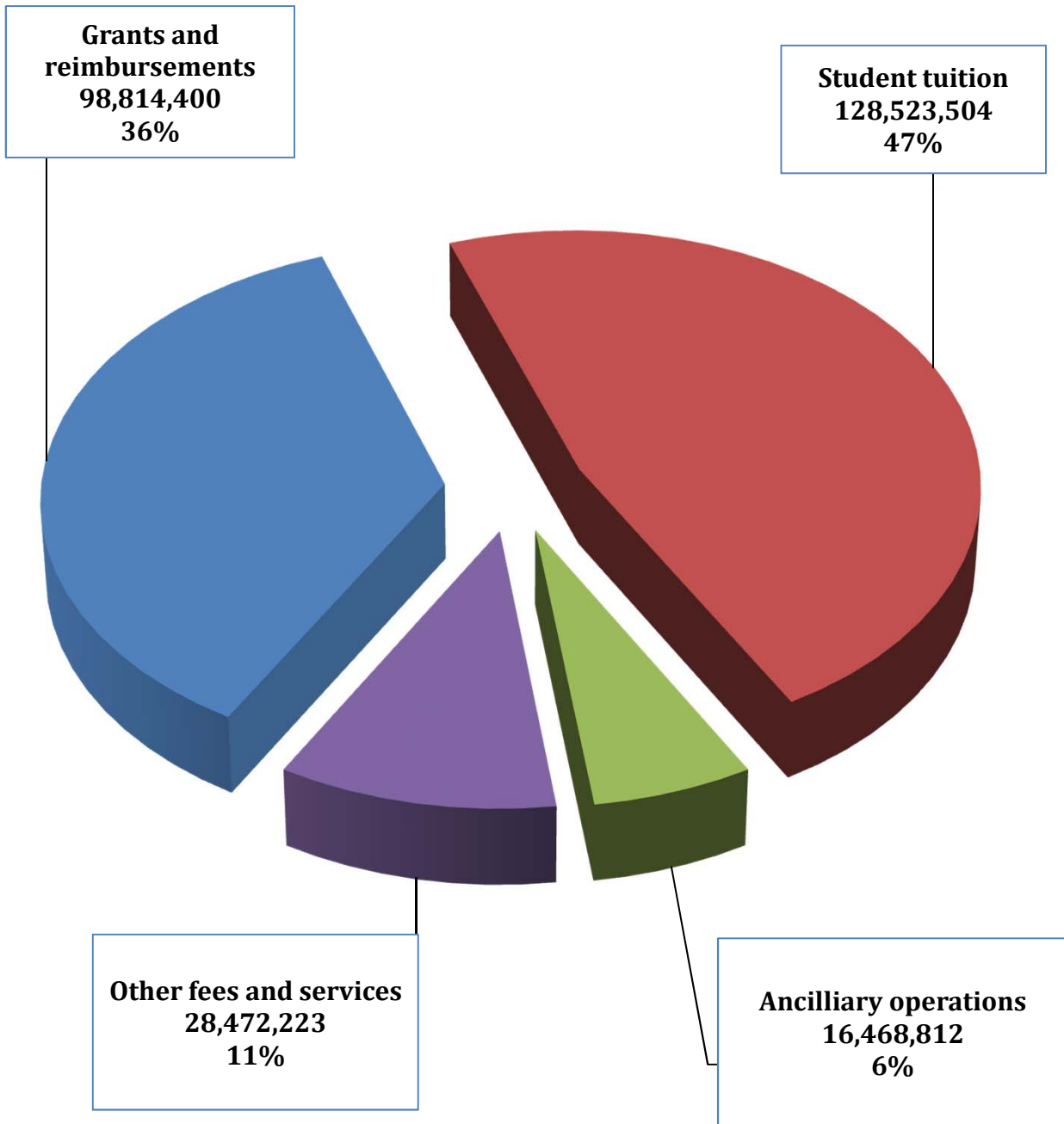
Sheridan College Institute of Technology and Advanced Learning

**Proposed Budget
for the year ending March 31st, 2016
(CASH Basis)**

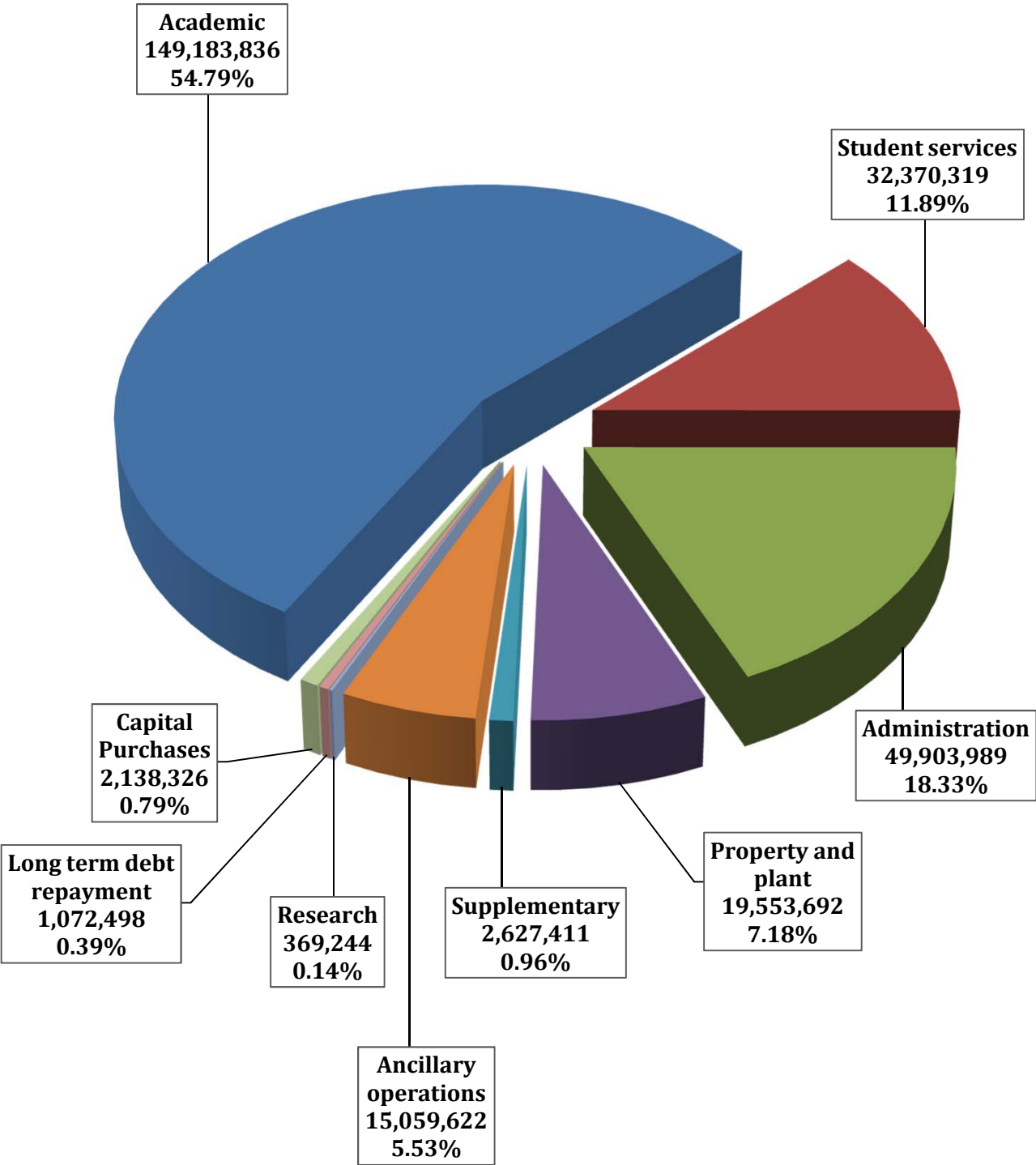
APPENDIX 3

Line		2014/2015 Approved April 1st, 2014 A	2014/2015 YTD Budget October 31st, 2014 B	2015/2016 Proposed Budget April 1st, 2015 C	Year to Year Budget Comparison (\$) X = (C - B)	Year to Year Budget Comparison (%) Y = (X/B)
1	REVENUE					
2	Grants and reimbursements	\$ 100,732,404	\$ 101,954,397	\$ 98,814,400	\$ (3,139,998)	(3.1%)
3	Amortization of deferred contributions related to:					
4	Capital assets					
5	Expenses of a future period					
6	Endowment fund interest					
6	Student tuition	115,818,318	116,041,700	128,523,504	12,481,804	10.8%
7	Ancilliary operations	15,430,917	16,469,324	16,468,812	(513)	(0.0%)
8	Other fees and services	26,680,103	31,803,709	28,472,223	(3,331,486)	(10.5%)
9	Gain (loss) on disposal of capital assets	-	-	-		
10	Subtotal	258,661,741	266,269,130	272,278,938	6,009,808	2.3%
11	Transfer from restricted reserves	4,490,200	17,916,430	-	-	
12						
13	(A) Total Revenue	263,151,941	284,185,560	272,278,938	(11,906,622)	(4.2%)
14						
15	EXPENDITURES					
16	Academic	144,751,106	140,970,952	149,183,836	8,212,884	5.8%
17	Student services	30,888,892	32,282,740	32,370,319	87,579	0.3%
18	Administration	50,647,420	52,042,327	49,903,989	(2,138,338)	(4.1%)
19	Property and plant	16,864,104	27,335,788	19,553,692	(7,782,096)	(28.5%)
20	Supplementary	2,627,411	3,288,371	2,627,411	(660,960)	(20.1%)
21	Ancillary operations	14,382,578	15,378,954	15,059,622	(319,331)	(2.1%)
22	Research	2,656,977	3,500,808	369,244	(3,131,564)	(89.5%)
23	Vacation pay					
24	Employee future benefits (recovery)					
25	Sick leave benefit entitlements (recovery)					
26	Amortization of capital assets					
27	Subtotal	262,818,488	274,799,939	269,068,114	(5,731,825)	(2.1%)
28						
29	Expenses of future periods:					
30	Awards and bursaries					
31	Other					
32						
33	(B) Total Expenditures	262,818,488	274,799,939	269,068,114	(5,731,825)	(2.1%)
34						
35	Excess of revenue over expenditures (before Repayment of Long Term Debt and Capital Purchases)	\$ 333,453	\$ 9,385,621	\$ 3,210,824	\$ (6,174,797)	(65.8%)
36						
37						
38	LONG TERM DEBT REPAYMENT AND CAPITAL PURCHASES					
39	Long term debt repayment	1,072,498	1,144,941	1,072,498	(72,443)	(6.3%)
40	Capital Purchases	2,138,326	8,126,371	2,138,326	(5,988,045)	(73.7%)
41						
42	(C) Total LTD and Capital Purchases	\$ 3,210,824	\$ 9,271,312	\$ 3,210,824	\$ (6,060,488)	(65.4%)
43	Total Expenditures, LTD and Capital Purchases	\$ 266,029,312	\$ 284,071,251	\$ 272,278,938	\$ (11,792,313)	(4.2%)
44						
45	(D) = (A) - (B) - (C)					
46	Net excess of revenue over expenditures (after Repayment of Long Term Debt and Capital Purchases)	\$ (2,877,371)	\$ 114,309	\$ 0	\$ (114,309)	(100.0%)
47						
48						

2015-2016 Proposed Revenue Budget (cash basis)



2015-2016 Proposed Expenditure Budget (cash basis)



Sheridan College Institute of Technology and Advanced Learning

**Proposed Budget
for the year ending March 31st, 2016
(CASH Basis Converted to PSAB Basis)**

APPENDIX 4

Line		2015/2016	PSAB	2015/2016
		Proposed Budget	Required Adjustments	Proposed Budget
		April 1st, 2015	(Estimated to be revised once 2014/15 fiscal year closed)	April 1st, 2015
		CASH BASIS		PSAB BASIS
		A	B	C = (A + B)
1	REVENUE			
2	Grants and reimbursements	\$ 98,814,400	\$ (600,000)	\$ 98,214,400
3	Amortization of deferred contributions related to:			
4	Capital assets		6,137,962	6,137,962
5	Expenses of a future period		8,478,719	8,478,719
	Endowment fund interest		1,495,773	1,495,773
6	Student tuition	128,523,504		128,523,504
7	Ancilliary operations	16,468,812		16,468,812
8	Other fees and services	28,472,223		28,472,223
9	Gain (loss) on disposal of capital assets	-		
10	Subtotal	272,278,938	15,512,454	287,791,392
11	Transfer from restricted reserves	-		-
12				
13	(A) Total Revenue	272,278,938	15,512,454	287,791,392
14				
15	EXPENDITURES			
16	Academic	149,183,836		149,183,836
17	Student services	32,370,319		32,370,319
18	Administration	49,903,989		49,903,989
19	Property and plant	19,553,692		19,553,692
20	Supplementary	2,627,411		2,627,411
21	Ancilliary operations	15,059,622		15,059,622
22	Research	369,244		369,244
23	Vacation pay		979,237	979,237
24	Employee future benefits (recovery)		135,000	135,000
25	Sick leave benefit entitlements (recovery)		(350,000)	(350,000)
26	Amortization of capital assets		15,210,008	15,210,008
27	Subtotal	269,068,114	15,974,245	285,042,359
28				
29	Expenses of future periods:			
30	Awards and bursaries		9,055,792	9,055,792
31	Other		918,700	918,700
32			9,974,492	9,974,492
33	(B) Total Expenditures	269,068,114	25,948,737	295,016,851
34				
35	Excess of revenue over expenditures (before Repayment of Long Term Debt and Capital Purchases)	\$ 3,210,824	\$ (10,436,283)	\$ (7,225,459)
36				
37				
38	LONG TERM DEBT REPAYMENT AND CAPITAL PURCHASES			
39	Long term debt repayment	1,072,498	(1,072,498)	-
40	Capital Purchases	2,138,326	(2,138,326)	-
41				
42	(C) Total LTD and Capital Purchases	\$ 3,210,824	\$ (3,210,824)	\$ -
43	Total Expenditures, LTD and Capital Purchases	\$ 272,278,938	\$ 22,737,913	\$ 295,016,851
44				
45	(D) = (A) - (B) - (C)			
46	Net excess of revenue over expenditures (after Repayment of Long Term Debt and Capital Purchases)	\$ 0	\$ (7,225,459)	\$ (7,225,459)
47				
48				

Sheridan College Institute of Technology and Advanced Learning								Appendix 5	
November 19, 2014									
	Restricted for 2014/15 (as at March 31, 2014)	Notes	Utilized during 2014/15 or Released for Redirection to other use Operating and Capital	Midyear Review 2014/15 Addition	Expected Amount to be Utilized during 2014/15	Current Balance at Year End 2014/15	2014/15 Notes	Unrestricted Reserves (Unrestricted Operating Net assets)	
Opening Balance per Audited Financial Statements 2014								\$ 37,994,857	\$ 5,128,878
Designated for:									
1	Davis CHC Mural					\$ 64,000			
2	New strategic initiatives 09/10 (Way finding, external sign and parking repavement)	711,115	For parking repavement			711,115	For parking repavement		
3		-				-			
4	2010/11 Strategic initiatives with project brief including Mississauga fund raising (2012/13 portion)	400,000	Remaining for HMC fund raising	(400,000)	400,000	400,000	Remaining for HMC fund raising		
5	HMC phase 1 remaining	1,226,178	Remaining work (roof) and Student wellness centre		(1,226,178)	-	Remaining work (roof) and Student wellness centre		
6		-				-			
7	Reserves for 2011/12 budget rollover - renovation	450,000	Elevator update work to be completed			450,000	Elevator update work to be completed		
8	Reserves for utilities	1,500,000	Increase to \$1.5m to buffer various utility rates potential increases before the completion of IECMP project. It is expected that the IECMP project, once completed, will reduce utilities costs by lower usage to compensate for rates increase.			1,500,000	Increase to \$1.5m to buffer various utility rates potential increases before the completion of IECMP project. It is expected that the IECMP project, once completed, will reduce utilities costs by lower usage to compensate for rates increase.		
9	Reserves for misc renovation requirement	2,000,000				2,000,000	usage: Davis bus loop, Trafalgar road work, watermain and electrical feeds		
10	Evergreen capital strategy reserves for equipment	1,000,000				1,000,000			
11	Operational Contingency	500,000				500,000			
12						-			
13						-			
14	Corporate System Review	741,570	Consolidation of several major system upgrade including e-store, Peoplesof upgrade, course base registration etc to be combined with additional \$2.975m as approved in 2014/15 budget			741,570	Consolidation of several major system upgrade including e-store, Peoplesof upgrade, course base registration etc to be combined with additional \$2.975m as approved in 2014/15 budget		
15						-			
16	Reserves for HMC Mississauga phase 2 and Sheridan Vision	12,522,403	Previously set aside plus 2013/14 year end 345K less 35K for Sheridan TV			12,522,403	Previously set aside plus 2013/14 year end 345K less 35K for Sheridan TV		
17	Trafalgar fire route ring road	78,925	Required by Town of Oakville to improve fire route around campus		(78,925)	-	Required by Town of Oakville to improve fire route around campus		
18		-				-			
19	Reserved for 2012/13 budget roll over - operating	-	Committed work of 2012/13 budgeted projects			-	Committed work of 2012/13 budgeted projects		
20	Reserves for 2012/13 renovation roll over	147,517	Committed work of 2012/13 budgeted renovation to be completed		(147,517)	-	Committed work of 2012/13 budgeted renovation to be completed		
21						-			

		Restricted for 2014/15 (as at March 31, 2014)	Notes	Utilized during 2014/15 or Released for Redirection to other use Operating and Capital	Midyear Review 2014/15 Addition	Expected Amount to be Utilized during 2014/15	Current Balance at Year End 2014/15	2014/15 Notes		Unrestricted Reserves (Unrestricted Operating Net assets)	
22	Leasehold improvement and furniture for New Conference Centre at Trafalgar	3,000,000	For the new conference space at the new Trafalgar residence, project completion postponed to May 2014			(3,000,000)	-	For the new conference space at the new Trafalgar residence, project completion postponed to May 2014			
23							-				
24	Reserves for Summer new Residence rental payment (timing difference on residence fee revenue and rental payment)	902,538					902,538				
25	Integrated Energy and Climate Mater Plan (IECMP) project. Place holder to be funded by Financing	-	To be funded by Financing	(7,930,000)		7,930,000	-	To be funded by Financing			
26	Reallocate for one time only projects in 2014/15	4,490,200	As per approved 2014/15 budget:\$2,957,200 Corp System, \$200K for IT wireless, \$400K for parking, \$80K for waste management, \$50K for diversity OPD, \$803K for one card.	(4,490,200)			-	As per approved 2014/15 budget:\$2,957,200 Corp System, \$200K for IT wireless, \$400K for parking, \$80K for waste management, \$50K for diversity OPD, \$803K for one card.			
27	Reserves for WSIB Schedule 2	500,000	WSIB Sch 2 is a "self-insured" WSIB program. This reserve is set up to deal with any potential claim that may excess in year WSIB premium savings				500,000	WSIB Sch 2 is a "self-insured" WSIB program. This reserve is set up to deal with any potential claim that may excess in year WSIB premium savings			
28	Reserved for 2013/14 budget roll over - operating and renovation	4,760,411	Committed work of 2013/14 projects and renovation works that were not completed by March 31, 2014 and deferred to 2014/15	(1,339,638)			3,420,773	Committed work of 2013/14 projects and renovation works that were not completed by March 31, 2014 and deferred to 2014/15			
29	Funding for 2014/15 Academic capital requirement	3,000,000	To fund Academic capital requirement in addition to the Ministry CERF funding of 600K	(3,000,000)			-	To fund Academic capital requirement in addition to the Ministry CERF funding of 600K			
30	Reserves for new Davis Engineering building (STC move)	-					-				
31	Reserves for Trafalgar Welcome Centre	-					-				
32							-				
33	Beanfield internet connectivity project (Place holder to funded by future revenue)			(1,000,000)		1,000,000	-				
34	Place holder for Alumni surplus and Golf tournament surplus to be moved to restricted fund accounts			243,408		(243,408)	-				
35		-					-				
36	Fiscal year end 2014/15 adjustment	-				114,308	114,308	Potential cash surplus as per midyear review			
	Total	\$ 37,994,857		\$ (17,916,430)		\$ 4,748,280	\$ 24,826,707			\$ 5,128,878	

Sheridan College Institute of Technology and Advanced Learning
Schedule - Revenue (College Wide)
for the year ending March 31st, 2016
(CASH Basis)

APPENDIX 6

Line		2014/2015	2014/2015	2015/2016	Year to Year	Year to Year
		Approved	YTD Budget	Proposed	Budget	Budget
		April 1st, 2014	October 31st,	Budget	Comparison	Comparison
		A	2014	April 1st, 2015	(\$)	(%)
					X = (C - B)	Y = (X/B)
1	Grants and reimbursements:					
2	Post-secondary	\$ 89,473,180	\$ 89,727,367	\$ 86,467,957	\$ (3,259,410)	(3.63%)
3	Employment Services / Summer Job Service	3,110,131	4,116,485	4,244,660	128,175	3.11%
4	Ontario Basic Skills	1,798,712	1,825,030	1,825,030	-	0.00%
5	Capital grants	576,900	772,277	897,000	124,723	16.15%
6	Municipal taxes	1,229,925	1,088,850	1,225,763	136,913	12.57%
7	Apprenticeship	1,216,994	1,487,392	1,216,994	(270,398)	(18.18%)
8	Other Ontario Ministry Grants					
9	Federal program - LINC					
10	Federal program - Other	3,326,562	2,936,996	2,936,996	-	0.00%
11	Subtotal	100,732,404	101,954,397	98,814,400	(3,139,998)	(3.08%)
12						
13	Amortization of deferred contributions related to:					
14	Capital assets					
15	Expenses of a future period					
15	Endowment fund interest					
16	Subtotal					
17						
18	Student tuition:					
19	Full-time	107,489,221	106,794,316	120,720,451	13,926,135	13.04%
20	Part-time	8,329,097	9,247,384	7,803,053	(1,444,331)	(15.62%)
21	Subtotal	115,818,318	116,041,700	128,523,504	12,481,804	10.76%
22						
23	Ancillary operations:					
24	Bookstores	599,349	500,000	500,000	-	0.00%
25	Cafeteria commission	778,930	847,000	847,000	-	0.00%
26	Residence	8,718,848	9,195,716	9,195,716	(0)	(0.00%)
27	Other	2,853,790	3,594,351	3,393,839	(200,512)	(5.58%)
28	Parking	2,480,000	2,332,257	2,532,257	200,000	8.58%
29	Subtotal	15,430,917	16,469,324	16,468,812	(513)	(0.00%)
30	Other fees and services:					
31	Research	2,681,020	3,946,578	350,000	(3,596,578)	(91.13%)
32	Daycare	1,102,499	996,172	990,672	(5,500)	(0.55%)
33	Bank interest	960,000	1,395,000	210,000	(1,185,000)	(84.95%)
34	Client services	350,000	196,000	300,000	104,000	53.06%
35	Ancillary fees and other	14,121,584	17,765,042	17,729,324	(35,718)	(0.20%)
36	Student IT and mobile fees	7,465,000	7,504,917	8,892,227	1,387,310	18.49%
37	Subtotal	26,680,103	31,803,709	28,472,223	(3,331,486)	(10.48%)
38						
39	Gain(loss) on disposal of capital assets					
40						
41	Total	\$ 258,661,741	\$ 266,269,130	\$ 272,278,938	\$ 6,009,808	2.26%
42						
43	Transfer from restricted reserves	4,490,200	17,916,430		(17,916,430)	
44						
45	Total Revenue including transfer from restricted reserves	\$ 263,151,941	\$ 284,185,560	\$ 272,278,938	\$ (11,906,622)	(4.19%)