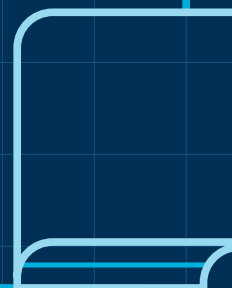
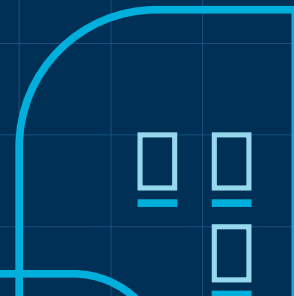
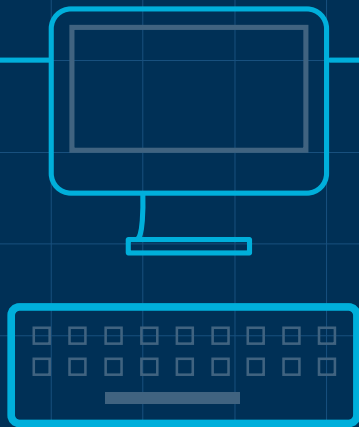


Sheridan



Academic Plan 2017-2022



On behalf of the Sheridan learning community – governors, senators, students, faculty and staff – I am proud to present our 2017-2022 Academic Plan.

To begin, Sheridan would like to acknowledge that all of its campuses reside on land that for thousands of years before us was the traditional Territory of the Mississaugas of the Credit First Nations, Anishinaabe Nation, Huron-Wendat and the Haudenosaunee Confederacy. It is our collective responsibility to honour and respect those who have gone before us, those who are here, and those who have yet to come. We are grateful for the opportunity to be working on this land.

As your Provost and Vice President, Academic, I am immensely proud to lead at Sheridan. Our community is curious, gutsy, smart, purposeful, real and inspired. Creativity has long been our hallmark and it's firmly rooted in our Strategic Plan and in this new Academic Plan. Our Creative Campus philosophy is our commitment to embedding creativity into every aspect of Sheridan – our programs, people, processes and places. Under the auspices of this Plan, we will advance our reputation as global leaders in postsecondary education, and amplify our enviable record of success in driving personal, economic and social outcomes.

This pan-institutional academically-driven document was collegially developed over 18 months of consultation with a diverse array of stakeholders. Purposely developed to enact the institution's 2020 Strategic Plan, it builds on our strengths, outlines our academic priorities and positions us for the future. Specifically, it will fuel Sheridan's mission to deliver a premier, purposeful educational experience spanning a range of career-focused credentials that engage students in active learning, theory, applied research and creative activities to drive economic outcomes and foster social innovation. It will be supported by local operating plans, performance management plans and budget planning, which will collectively become our "how-to" guide for realizing these academic priorities.

This Plan impacts every member of the Sheridan learning community regardless of their affiliation or title. I would ask each of you to think consciously about your role in delivering on the promise of our core themes and priorities. Achieving our aspirations will require discipline, hard work, creativity and a shared sense of purpose.

As a "living" document, our Plan may require adjustment as circumstances evolve over the next five years. The goal is to realize progress over that period through leadership, integrated planning, effective change management, strategic communications, active monitoring and reporting.

Thank you for your efforts in helping to develop Sheridan's 2017-2022 Academic Plan. This Plan builds on your ongoing contributions that have already given Sheridan its enviable reputation for excellence. I am tremendously excited about realizing the impact of our collective commitment to *character, quality and accountability*.

Sincerely,

Janet Morrison, PhD
Provost and Vice President, Academic

Core Themes



Summary Statement

Moving forward to 2022, the Sheridan learning community will invigorate our enviable organizational *character*; maintain and intensify our pursuit of *quality*; and, continue to develop, implement and deploy tools that promote individual and organizational *accountability*.

Academic Priorities

Build community by embodying Sheridan's unique character.

Advance quality teaching and deep learning through inclusive, learner-focused design and academic support services that embrace the diverse strengths of our students.

Cement our commitment to polytechnic education by promoting and supporting scholarship, research and creative activities.

Fuel academic and career success by cultivating curiosity, a passion for growth and learning, perseverance, fun and a sense of purpose.

Enhance the student experience through programs, services and space design.

Develop an operational culture of planning, accountability and continuous improvement.



Build community by embodying Sheridan's unique character.

Undeniably, character distinguishes Sheridan as a premier, internationally-renowned postsecondary institution. We pride ourselves on being a socially responsible, inclusive, caring and generous learning community. Individually and collectively, we value relationships. Sheridan will continue to actively foster a sense of belonging and community engagement for all of its members: students, faculty and staff. Additionally, we will strive to maximize our social and environmental impact, internally and externally.

Explicit in Sheridan's character is a commitment to creativity. Creativity matters: it's the precursor to innovation and it inspires collaboration. Sheridan will continue to focus on purposeful creativity and creative problem solving to enhance creative leadership and innovation performance across the institution. We will fuel creativity through interdisciplinarity.

The Academic Plan's development process provoked discussion and debate about Sheridan's core values. To further unite the community, and in anticipation of a new Strategic Plan in 2020, Sheridan will invest in a collaborative process to codify our shared values. It is evident that students, faculty and staff identify strongly with words such as inclusivity, diversity, engagement, integrity, equity, respect, collaboration, excellence and belonging.

Focus on Creativity

“As someone new to Sheridan, I'm very focused on our institutional character because I think it distinguishes our learning community in the broader postsecondary system. This ‘theme’ speaks to creativity, community, growth-mindset and partnerships. Included are our commitments to innovation, interdisciplinarity, communication, engagement, embedding Indigenous knowledge, accessibility and inclusivity.”

– Dr. Janet Morrison, Provost and Vice President, Academic

Areas of Focus for 2017-2022

Shared Values | Creativity | Communication | Collaboration

Advance quality teaching and deep learning through inclusive, learner-focused design and academic support services that embrace the diverse strengths of our students.

Academic quality is the cornerstone of our commitment to excellence.

That commitment rests on the strengths of Sheridan's outstanding faculty and their enviable capacity to design innovative, learner-centred programs and pedagogies that embrace diversity. Our quality teaching environment is richly supported and reinforced by strategically aligned academic and learning support services. Increasingly, our curriculum is being purposely structured to cross disciplines and produce graduates who will thrive in the future labour market and fill both predicted and yet unknown skills gaps. Our aim is to foster learning experiences that promote the mindsets, behaviours and skills that prepare students for success beyond Sheridan.

To that end, we will bolster our investments in faculty development. We must also leverage technologies that enhance learning and deliver on our commitment to accessibility and inclusivity. Sheridan will ensure that every student has access to experiential education through activities

such as Work-Integrated Learning and Capstone Projects.

Our commitment to past, present and future Indigenous students rests on the Truth and Reconciliation Commission's Calls to Action, and on the Colleges and Institutes Canada Indigenous Education Protocol. Over the next seven years and in collaboration with our Indigenous Education Council, Sheridan will commit resources to design and implement a variety of curricular and co-curricular learning opportunities to embed Indigenous knowledge and values into the fabric of the Sheridan community.

International students are a significant part of our community. Robust success in recruitment must be joined to a holistic integration of international people, perspectives, knowledge and networks. Addressing enrolment management, international student services, education abroad and faculty development, our internationalization strategic process will assess, affirm and integrate the potential of international members within our learning community.

Focus on Creativity

“Using creative problem-solving techniques in the classroom allows students to deconstruct and understand sources in new and sophisticated ways. They gain greater self-awareness of the critical investigatory process and agency in their own scholarship.”

– Dr. Christian Knudsen, Professor, Cultural History



Areas of Focus for 2017-2022

Faculty Development | Indigenous Knowledge | Internationalization Strategy | Technology-Enhanced Learning | Work-Integrated Learning

Cement our commitment to polytechnic education by promoting and supporting scholarship, research and creative activities.

Areas of Focus for 2017-2022

SRCA Engagement Framework | SRCA Resource Plan | Coordinated Community and Industry Partnership/Connection Strategy

Focus on Creativity

“You learn to take risks, make stronger choices, and you learn firsthand from the writers how to dissect new music and create new characters.”

– Vanessa Sears, Honours Bachelor of Music Theatre Performance, '15 and participant in the Canadian Music Theatre Project

Sheridan is committed to cultivating and supporting a differentiated Scholarship, Research and Creative Activities (SRCA) culture that is inclusive and broad, engaging our students, staff, professors and the communities we serve.

With its connection to industry, community organizations and “real world” challenges, SRCA enhances student and faculty engagement and promotes deep learning through the development of critical thinking, creative problem-solving and collaboration skills. It also creates social and economic benefit to our region.

SRCA is fundamental to Sheridan's identity as a polytechnic, which is defined by the following features:

- Broad range of technical, technological, vocational and professional training programs from apprentice training to diplomas and certificates, as well as post-graduate credentials.
- Ability to offer four-year bachelor's degrees.
- Strength in applied research and industry innovation, combined with a track record of success in federal research funding competitions.
- Location in key economic regions of Canada which have significant socioeconomic activity and concentration of businesses and industries.
- Large enrolment of local, regional, national and international students.



To advance Sheridan's unique commitments to Scholarship, Research and Creative Activities – which are grounded in Boyer's 1990 model of scholarship – we will actively encourage and support faculty and student involvement.¹

This will include embedding SRCA across our curriculum, enhancing and tracking our community/industry connections, engaging more visibly with the outside scholarly community, and creating a new framework that effectively balances the teaching, SRCA and service work done by faculty.

¹ Boyer, Ernest. *Scholarship Reconsidered: Priorities of the Professoriate*. Lawrenceville, NJ: Princeton University Press, 1990.

Fuel academic and career success by cultivating curiosity, a passion for growth and learning, perseverance, fun and a sense of purpose.

Areas of Focus for 2017-2022

First-year Experience | Academic Advising | Student Well-being Strategy | Pathways

Focus on Creativity

“Your creativity is a catalyst for your own liberation in this life. I see students beginning to open themselves up to the possibility that their world could be radically different and I'm most inspired when they demonstrate the courage to make it so.”

– Dr. Michael McNamara, Professor of Creativity and Creative Thinking

Sheridan takes a comprehensive view of student learning, seeking to foster a mindset that ties educational attainment with intellectual curiosity, the pragmatics of applied learning with a sense of purpose that is reflected in professional readiness, and the value and joy that comes from persevering with realizing one's potential and attaining a goal.

Sheridan is committed to ensuring that students in our certificate, diploma, apprenticeship and degree programs are provided with the skills and supports they need to meet the challenges of

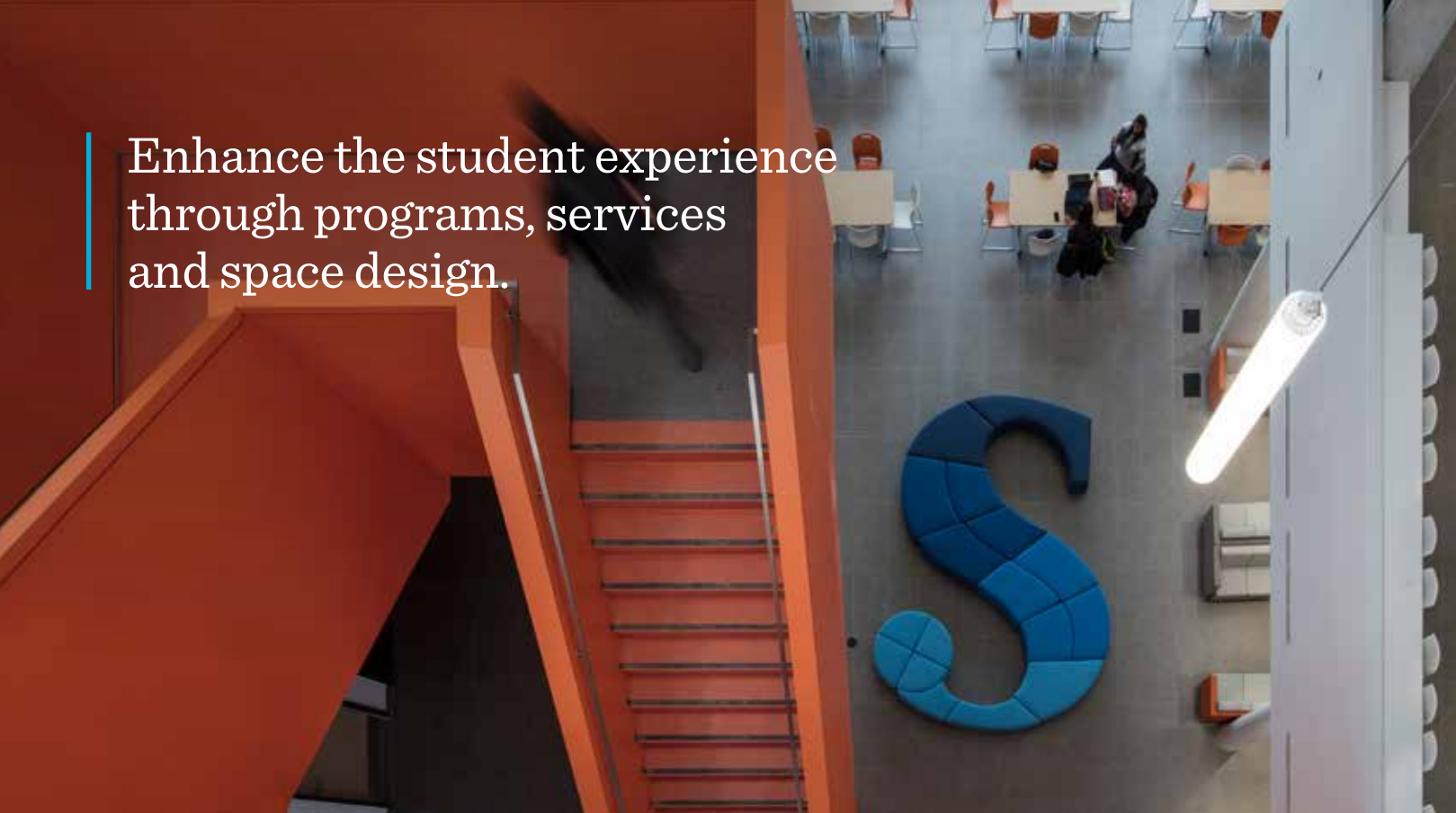
postsecondary education and thrive in a competitive labour market. As part of a comprehensive support system, we will develop a First-Year Experience Strategy that accounts for the diversity of our students and the differences in life experiences, perspectives and circumstances that inform their learning. We will also refine our pan-institutional and outcomes-based model of academic advising, and enhance our focus on student mental wellness. These initiatives will complement the already robust programming Sheridan offers.

As an educational institution, Sheridan values lifelong learning, and believes that intellectual and imaginative growth continue throughout the lifespan.

This commitment is reflected in our career-focused programs and on the pathway opportunities that Sheridan has developed. To help prospective, transfer and current students leverage their education and experiential background and ensure the timely completion of credentials, Sheridan will also increase the utilization of pathways by making them more effective and efficient.



Enhance the student experience through programs, services and space design.



Develop an operational culture of planning, accountability and continuous improvement.

Sheridan is proud to be an employer of choice in our communities. The institution's reputation for quality and excellence rests on the faculty and staff who work tirelessly to support our mission: to deliver a premier, purposeful educational experience in an environment renowned for creativity and innovation. To fuel and recognize their investment, Sheridan will – consistent with our People Plan – focus on talent management, employee recognition and employee well-being.

To ensure that our commitments to character and quality remain viable, Sheridan will focus on the stewardship of our most valuable assets: people, space and revenue. Specifically, we will invest in projects and practices that increase the sustainability of our organization, including an integrated planning framework, strategic enrolment management and activity-based budgeting. Further, we will pursue pan-institutional initiatives to optimize space usage and increase our awareness of administrative and academic program costs.

Areas of Focus for 2017-2022

People Plan |
Integrated Planning |
Operational Effectiveness

Areas of Focus for 2017-2022

Student Space Enhancement |
Student Engagement Strategy

Students come first at Sheridan: student success and the student experience are priorities for every faculty and staff member.

Recognizing that student success is uniquely defined by each learner, Sheridan has adapted a Student Success Model that encompasses five dimensions: identifying or discovering career and personal goals, the development of the whole person, an ignited passion for learning, the mastering of skills and capabilities, and academic and professional achievement.

The student experience at Sheridan transcends the classroom to include both curricular and co-curricular spheres. It is enhanced by interactions with peers, faculty and staff.

We know from decades of research that student engagement is correlated with a broad array of success and development outcomes, including satisfaction, persistence, retention and GPA attainment. Informed by theory and based on evidence, Sheridan will develop a plan to more broadly engage its students. Consistent with Sheridan's character and values, this will include a focus on leadership development, citizenship and social responsibility.

In collaboration with students and the Student Union, Sheridan is equally committed to ensuring that our space – physical and virtual – is specifically designed to promote success and remove barriers to allow for more universal access. This may include, for example, enhanced library space, expanded informal study spaces, quiet rooms and/or renovations to our cafeterias.

Focus on Creativity

“The design concept for the Hazel McCallion Campus expansion project is grounded in the belief that learning and creativity are best fostered in settings that provide open and inspiring interstitial spaces which encourage investigation and (collaboration) beyond the traditional classroom and are connected to the larger urban context.”

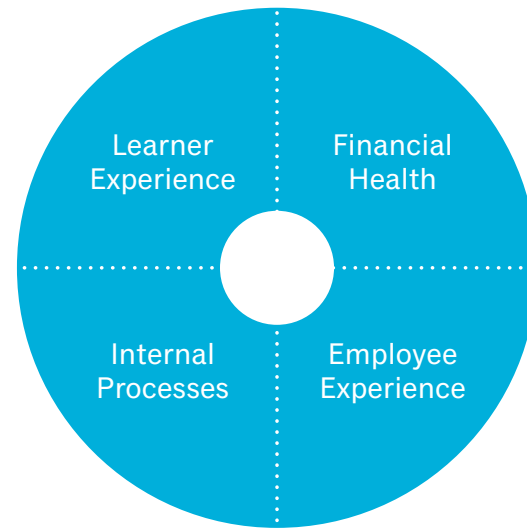
– Daniel Teramura, Moriyama & Teshima, and Daniel Ling,
Montgomery Sisam, Hazel McCallion Campus expansion architects



Measuring our Progress-to-Plan

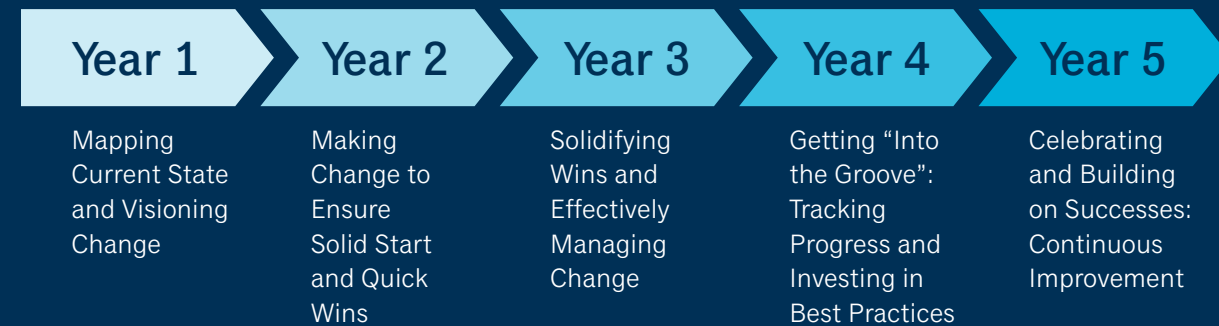
Our Academic Plan priorities and related annual goals will be measured using a balanced scorecard. We will achieve success through an integrated focus across four perspectives.

To achieve the promise of this Plan, we must demonstrate success across measures of the learner experience, financial health, employee experience and internal processes by 2022.



Staging and Gating Progress

The success of Sheridan's Academic Plan rests on the community's collective capacity to "live" it between now and 2022. Please see below our roadmap for change, and the determinants of success inherent in "living" the Plan through to 2022.



Living the Plan



- Leadership
- Integrated Planning
- Effective Change Management
- Strategic, Ongoing Communications
- Ongoing Monitoring

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