Pilon School of Business Academic Plan

Sheridan

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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 groundbreaking education by promoting and supporting scholarship, research and creative activities.

» Fuel academic and career success by actively supporting the potential of students and pushing for unfettered access to ongoing learning.

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

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

CHARACTER   QUALITY   ACCOUNTABILITY

Pilon School of Business

Welcome from the Dean

Sheridan's Pilon School of Business is the destination of choice for undergraduate business education for almost 5,000 learners from around the world. With two campuses — Hazel McCallion Campus in Mississauga and the Davis Campus in Brampton — we proudly offer diverse and innovative applied business programs at the diploma, advanced diploma, post-graduate certificate and degree levels.

Our goal is to cultivate career-ready, agile, creative and socially responsible, lifelong learners. We excel at preparing graduates for the unpredictable and uncertain 21st century environment by facilitating the mastery of discipline-specific technical skills and the employability skills necessary to add immediate and sustainable value to, and positively influence, the organizations and communities they serve. Through our highly committed and supportive learning community, we nurture strong relationships, meaningfully collaborate across diverse communities, engage in purposeful continuous improvement, and incubate new ideas with the intention of creating transformative learning experiences, and contributing to the advancements and innovations in business education.

We are so very pleased to share our new five-year strategic academic plan as it is the product of significant community consultation, conversation and engagement. The result is a plan focused on our learners, transformative learning experiences and the importance of community.

Dr. Anne-Liisa Longmore
Dean, Pilon School of Business

Land Acknowledgment Statement
We would like to acknowledge that the land on which we gather has been and still is the traditional territory of several Indigenous nations, including the Anishinaabe, the Haudenosaunee Confederacy, the Wendat, the Métis, and the Mississaugas of the Credit First Nation. Since time immemorial, numerous Indigenous nations and Indigenous peoples have lived and passed through this territory. We recognize this territory is covered by the Dish with One Spoon treaty and the Two Row Wampum treaty which emphasize the importance of joint stewardship, peace, and respectful relationships. Sheridan College affirms 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 and living on this land.

Priority #1

Build community by embodying Sheridan's unique character.

We will continue to leverage Pilon School of Business' unique character and strengths by partnering, collaborating and generating innovative programming with our Sheridan community partners, to expand opportunities for interdisciplinary and interprofessional learning.

With campuses strategically situated in key GTA locations, Pilon School of Business is uniquely positioned to engage, and build, strategically aligned relationships with our internal and external community to become a partner of choice.

We are all learners, and the Pilon School of Business honours the experiences each individual brings to their work and learning. We embrace the challenges and opportunities of the rapidly changing, uncertain 21st century workplace by embracing the intersections of essential business and learning competencies, and discipline-specific skills and knowledge.

Goals / *Actions to achieve this initiative*

Goals	*Actions to achieve this initiative*
» Define, differentiate and effectively communicate the Pilon School of Business' unique character and value proposition.	» Conduct a critical analysis of the Pilon School of Business' strategic competencies and value propositions. » Create a Pilon School of Business alumni and industry engagement strategy.
» Develop business professionals who, upon graduation, successfully obtain employment and immediately add value in their chosen fields.	» Continue to develop curriculum and programs that purposefully foster and showcase the development of 21st century discipline-specific and professional competencies for business graduates. » Create a mutually beneficial partnership strategy with Continuing and Professional Studies (CAPS) that advances innovative and flexible learning opportunities. » Explore emerging trends alongside creative funding and resource opportunities, with the intent to capitalize on untapped markets and optimize program offerings.

Goals / *Actions to achieve this initiative*

Goals	*Actions to achieve this initiative*
» Cultivate a community of care dedicated to promoting individual and collective excellence, and equity, diversity and inclusion.	» Explore ways in which the Pilon School of Business community may purposefully continue to incorporate values of care, corporate social responsibility, and equity, diversity and inclusion into the fabric of our work and learning.
» Establish the Pilon School of Business as a partner of choice for industry and community projects within the GTA.	» Develop a multidisciplinary industry and community partnership strategy to support active and problem-based learning opportunities in Pilon School of Business programs. » Create a Pilon School of Business partnership liaison position to identify, develop and maintain strong industry and community partner relationships in key catchment areas such as Mississauga and Brampton.
» Increase the readiness of our learners to continue to pursue additional education through academic pathways.	» Develop synergistic partnerships across Sheridan, with community, industry, and with other colleges and/or universities to develop creative pathways and programs for Pilon School of Business learners.

Metrics

» Improvements in PSB community engagement metrics.

» Creatively articulated PSB value proposition and brand essence.

» Number of synergistic partnerships and pathway opportunities.

» Number of quality community and industry projects.

» Participation rates of alumni, community, and industry partners across PSB events and activities.

Priority #2

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

The Pilon School of Business is committed to facilitating transformative, experiential and active learning. Our teaching and learning philosophies are industry and research informed, driven by relentless innovation, and focus on preparing career-ready graduates who are passionate about learning, and becoming socially responsible citizens.

The Pilon School of Business is committed to cultivating learning environments that foster inclusivity, accessibility, agility, curiosity and deep learning through the purposeful adoption of adult learning principles, industry and research-informed curricula, and technology-mediated learning.

Goals

» Become recognized leaders in providing innovative, unique, transformative learning experiences in postsecondary business education.

Actions to achieve this initiative

» Co-create learning environments, programs and curricula, that foster individual and collective transformation, deep learning and growth.

» Identify and facilitate opportunities through which faculty may share, learn about, and develop innovative, unique and transformative teaching and learning advancements.

» Building on our learning from our Honours Bachelor of Business Administration programs, purposefully create curricular and program-level opportunities through which learners may engage in meaningful learning experiences and master discipline-specific and professional competencies that anticipate, and are responsive to, the needs of the 21st century workplace.

» Cultivate and support communities of practice in areas such as teaching and learning, research and creative activities, internationalization, diversity and inclusion, and more.

Goals

» Become recognized leaders in facilitating relevant and purposeful experiential, active and reflective learning in postsecondary business education.

» Attain Association to Advance Collegiate Schools of Business (AACSB) accreditation for Pilon School of Business Honours Bachelor of Business Administration programs.

» Improve the Pilon School of Business' positioning, graduation rates, and student and employer satisfaction rates in the GTA for all programs.

Actions to achieve this initiative

» Explore how critical reflection may be more purposefully embeded into the Pilon School of Business practices, curriculum and programming.

» Explore opportunities for program expansion (e.g. badges, microcredentials, master's programs, and more) during the next five years.

» Develop a plan and critical path for submitting AACSB accreditation application.

» Research, define and establish a benchmark for Pilon School of Business student-defined career-readiness and satisfaction.

Metrics

» Achieving AACSB accreditation.

» Number of applications, enrolment, retention and graduation rates across PSB programs.

» Learner, graduate and employer satisfaction rates.

» Rate of employment after graduation.

» Number of new and innovative program offerings.

» Number of, and participation in, available opportunities for faculty and staff development.

Priority #3

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

Engage faculty, learners and partners in scholarship, research and creative activities (SRCA) and processes that will foster innovations in teaching, learning and solutions to challenges emerging through the volatile, uncertain, complex and ambiguous (VUCA) world.

Goals

» Cultivate a thriving research culture in Pilon School of Business that fuels our pursuit of excellence in teaching and learning innovations, and solutions to community and industry challenges.

Actions to achieve this initiative

» Collaborate with Sheridan Research, internal partners, industry and other educational institutions, to identify strengths and prioritize research and creative activities opportunities.

» Develop a Pilon School of Business scholarly research and creativity activities plan that leverages Sheridan's SRCA plan, and advances creativity, innovation and transformation in our communities, industry and business education.

» Leverage the Scholarship of Research and Creative Activities mentoring program initiative to develop a Pilon School of Business community research support network.

Goals

» Become a known leader in college business education research by increasing the number of active and relevant research initiatives within the Pilon School of Business.

» Encourage research and creative competency development within the PSB community.

Actions to achieve this initiative

» Increase awareness of applied research opportunities to internal stakeholders.

» Explore and identify key motivating factors for participating in Sheridan Research and Creative Activities (SRCA).

» Build upon institutional efforts to share stories and provide meaningful recognition and rewards acknowledging contributions in SRCA.

» Dovetail into institutional efforts to reverse engineer existing research and creative activities success into repository literature.

» Forge relationships with the EDGE, Research Centres, Sheridan Research and other Faculties to increase collaboration in research initiatives.

» Build on institutional efforts to further define creativity and creative thinking in the context of business learning, and identify relevant measures.

» Explore ways to continue building faculty and student research and creative competency.

» Build on success of the Creativity and Creative Problem Solving certificate in degrees and explore similar learning opportunities for the diploma, advanced diploma and graduate certificates.

Metrics

» Awareness of applied research opportunities.

» Number of active research projects, initiatives, grants, industry projects.

» Number of faculty development opportunities related to research competency development.

» Number of opportunities for students to develop research competencies.

» Number of publications, conference presentations, and other scholarship and creative activities.

Priority #4

Fuel academic and career success by actively supporting the potential of students and pushing for unfettered access to ongoing learning.

Cultivate curiosity, a passion for growth and learning, perseverance, and a sense of purpose by inspiring, and providing opportunities to Pilon School of Business learners, and community members, to engage in activities and initiatives that fuel personal and professional development.

Goals

» The Pilon School of Business programs and courses will continue to be designed with the dual purposes of cultivating deep learning, and 21st century discipline-specific and professional competencies.

Actions to achieve this initiative

» Create a process that purposefully integrates the development of technical, professional and 21st century competencies for each discipline area/program in the Pilon School of Business.

» Evaluate each program in Pilon School of Business to identify opportunities to expand the nature, quantity and quality of experiential learning, integration of competencies and critical reflection.

» Enhance alumni, Professional Advisory Council (PAC), industry and retiree connections and engagement with our learning community.

» Engage alumni and upper year students to develop a mentoring program for new incoming Pilon School of Business learners.

» Graduate confident, competent, engaged, critically-reflective and socially-conscious business professionals who immediately add value to their communities, and organizations.

» Develop a socially responsible Pilon School of Business community engagement strategy grounded in equity, diversity and inclusive practices in order to foster social awareness and leadership competency development.

» Explore developing "community-development/social enterprise" opportunities within PSB programming.

Goals

» Expand opportunities for industry/community embedded learning.

» Cultivate opportunities for meaningful extracurricular and co-curricular learning.

Actions to achieve this initiative

» Expand industry and community relationships to explore innovative learning modalities that go beyond the traditional boundaries of the classroom.

» Advance community mindedness, social action and whole learner development by encouraging, developing and implementing strategic internal and external community partnerships and initiatives.

Metrics

» Number of courses and programs that explicitly include 21st century and professional competency development and assessment.

» Number of courses that integrate critical reflection and/or enquiry to the learning outcomes.

» Expanded opportunities for community, alumni and industry engagement in programming.

» Number of student mentors in PSB.

» Increased participation in co-curricular and extracurricular activities.

» Number of community-enhancement projects.

Priority #5

Enhance the student experience through programs, services and space design.
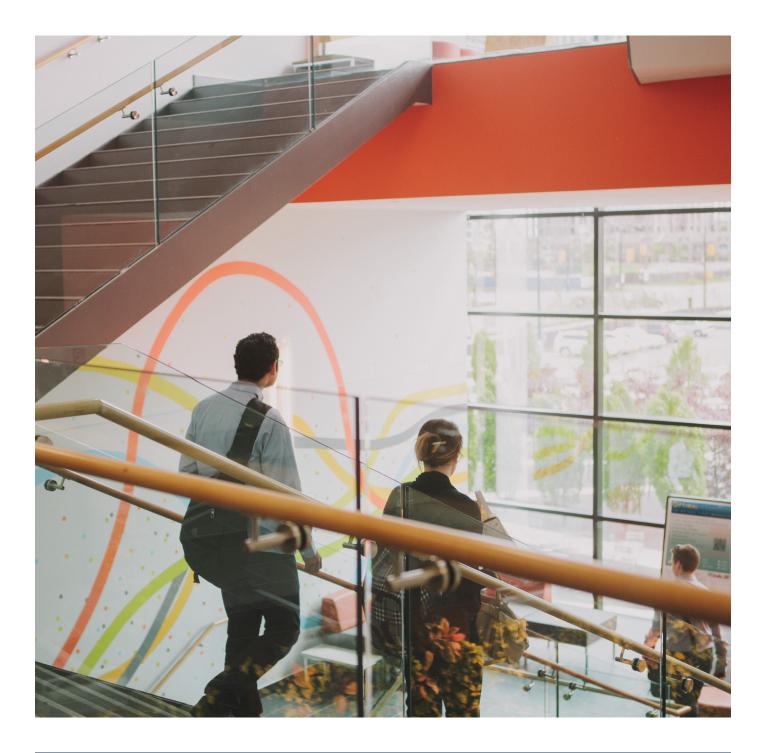
Collaborate with our internal and external partners to co-create a signature Pilon School of Business transformative experience for every learner — fostering a passion for learning, commitment to community, a drive to pursue one's personal best and lifelong pride. Empower our learners, and nurture a sense of agency, confidence, resilience, and agility to thrive in a complex and changing world.

Goals	*Actions to achieve this initiative*
» Improve overall Pilon School of Business' college student satisfaction rates by 2024.	» Research, define and establish benchmarks for Pilon School of Business student and industry defined career-readiness, and satisfaction.
	» Create a unique Pilon School of Business learner orientation and first-year learning experience that provides the foundation for learner success.
	» Over the next five years, develop and implement two student-centered showcase events per year.
» Become a leader in innovative business student learning experiences and space design.	» Develop adaptive and multifunctional spaces and modalities (office, interpersonal, interprofessional, virtual, classroom and "lab") that foster collegiality, community-building, collaboration, reflection and professional development.
	» Create an exclusive Pilon School of Business community and industry consultancy project hub.

Metrics

» Student and graduate satisfaction rates.

» Improved retention rates.

» Number of student-focused showcase events.

» Number of community and industry-related events and consultancy projects.

Priority #6

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

Engage in evidence-based continuous improvement processes where accountability, integrity and strategic planning are the hallmarks of our work and learning.

Cultivate strong, mutually beneficial relationships with internal and external stakeholders to foster ongoing innovation, excellence and creativity, with exceptional learner experiences as our overarching goal.

Goals	Actions to achieve this initiative
» Annually recognize Pilon School of Business community members (faculty, staff and students) for their individual and collective leadership and contributions to learner success.	» Develop a formal process by which to recognize excellence across all roles and functional areas within the Pilon School of Business community.
» Annually conduct course reviews with key stakeholders to assess effectiveness, gaps and areas of improvement.	» Develop an annual course review process (applying best practices) in all programs. Track recommendations and implementation of improvements. » Create a process by which to continuously scan the macro environment and use information gathered to inform planning processes.
» In consultation with key stakeholders, contribute to streamlining and improving internal evidence-based decision-making and approval processes and timelines.	» Regularly examine current Pilon School of Business administrative practices, decision-making processes and measurements to identify gaps and improve practices where necessary.

Goals	Actions to achieve this initiative
» Foster a culture of continuous professional currency and faculty development.	» Explore diverse means by which faculty and staff may maintain/build professional currency (AACSB five-year cycle). » Increase information regarding opportunities and means by which faculty and staff may presently maintain their currency (e.g. sabbaticals, board participation, volunteerism, etc.).
» Increase opportunities and means by which faculty may reflect upon, and continue to develop their teaching practice.	» Incorporate relevant and timely faculty-led/expert-led faculty development opportunities within Pilon School of Business community meetings (3-4 times per year). » Explore opportunities to support and enhance faculty and staff engagement at/in conferences, professional associations and industry events. » Encourage participation in Sheridan-wide development opportunities (e.g. SparkTalks, Sheridan Creates, etc.).
» Improve year-over-year performance in key driver areas.	» Develop, implement and evaluate an annual academic strategy and budget drawn from the Academic Plan. Monitor progress regularly and make adaptations based upon emerging market and operational data. » Regularly assess Pilon School of Business overall and program-level key performance indicators. » Identify and develop strategies to build upon areas of strength and address areas of improvement. » Leverage existing institutional data sources to monitor program and school performance. » Regularly share Pilon School of Business performance against established key performance indicators to key stakeholders.

Metrics

» Faculty and staff engagement and satisfaction rates.

» Number of opportunities for, and participation in, faculty and staff professional development.

» Demonstrated improvement on key performance indicators such as enrolment, retention, graduation rates, satisfaction, revenue, costs and return on investment.

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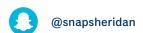**T** 905-845-9430

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