

---

# The International Centre Plan

---

2018-2022



# 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.



# The International Centre Plan

## Message from the Dean

This plan is an integral part of moving Sheridan forward on a process of holistic internationalization, and affirming the value of the global cultures, perspectives, experiences, knowledge and networks of our students, faculty and communities. Sheridan has very successfully internationalized through increasing enrolments of international students. Holistic internationalization will build on that success by ensuring that people across the institution are able to realize the benefits of education in a global economy. Intersecting with, supporting and actively collaborating with academic and administrative units all around the college are essential to that process. The plan articulates actions on many levels aimed at developing the Intercultural Intelligence (I<sup>2</sup>) of students, faculty and staff, and further building the inclusive learning community envisioned by the Academic Plan.

**A. Michael Allcott,**  
Dean, International

---

## Land Acknowledgement Statement

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 Nation, 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.

## Priority #1

### *Build community by embodying Sheridan's unique character.*

Sheridan's campuses reside in and reflect communities that represent the dynamism of Canada's globalized present and future. Our unique character depends on a spectrum of diversity; Sheridan's people, programs and learning environments blend dynamic diversity into a shared character. Thirty-four per cent of our students come from more than 100 countries around the world, and another 10% of our students have lived in Canada for less than three years. Holistic internationalization — incorporating international, intercultural or global dimensions into all aspects of Sheridan's work — is the process by which that character can be fulfilled. Our service, engagement and collaboration with people, agencies, faculty and students across the institution affirm Sheridan's shared commitment to inclusion, social innovation and sustainability.



#### Goals

» Integrate holistic internationalization goals into leadership/planning processes.

» Ensure that all students have a sense of belonging to a community that values the cultural perspectives, experiences, capacities and knowledge they bring to our learning community.

» Reduce structural barriers to international student participation and engagement.

» Increase Sheridan's international partnerships.

» Integrate Faculty and International enrolment planning through SEM.

#### Actions to achieve this initiative

» Dean, International member of Provost's Council, Administrative Leadership Council, Senate:

- » Support internationalization elements of Faculty Academic Plans.
- » Integrate internationalization into Administrative Plans.
- » Ensure that holistic internationalization is central to future strategic planning processes.

» Continue to grow engagement programming such as the International Welcome Festival.

» Collaborate with Student Affairs in developing co-curricular programming to bring domestic and international students together (e.g. First-Year Experience review, Davis Learning Community Citizenship initiative).

» Support and engage Faculties to create opportunities for learning and social communities to form across campus and campuses (in collaboration with Faculty of Animation, Arts & Design [FAAD]).

» Through Strategic Enrolment Management (SEM): Collaborate with Communications, Public Affairs & Marketing (CPAM) to integrate Sheridan's international people, partnerships and networks into brand identity.

» On-campus work for international students: Collaborate with Finance, Centre for Equity and Inclusion (CEI), Student Affairs, Student Leadership, and Office of the Registrar (OTR) to identify and eliminate structural barriers, especially barriers to on-campus work.

» Adopt policies and procedures to facilitate agile partnership development and implementation through International Affairs Committee.

» Collaborate with OTR on International Transfer Credit project.

» Support Faculties and Continuing Education in developing international Knowledge Mobility: Sheridan International Summer Institute.

» Align with SEM Plan (collaboration through Provost's office).

#### Metrics

- » International Student Barometer.
- » International student retention/completion rates.
- » Student survey each term.
- » Orientation evaluations.

## 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.*

Recognizing and affirming the perspectives, skills, capacities, and strengths of the diversity of our students provides the connection and engagement necessary for all learners to grow, develop and achieve their learning goals. The International Centre has an ongoing commitment to working with Faculties and the Centre for Teaching and Learning (CTL) to build professional development and capacity-building programming that meets the needs of teachers, learners and professional staff at Sheridan. This collaboration will be at the heart of developing Intercultural Intelligence (I<sup>2</sup>) for Sheridan students, faculty and staff.

Intercultural Intelligence: I<sup>2</sup> = (competencies + perspective) x relationship



### Goals

» Develop Sheridan's Intercultural Intelligence (I<sup>2</sup>): grow competencies, perspectives and relationships.

» Develop Faculty capacity for international teaching/learning.

» Increase advising support to international students.

» Increase Study Abroad opportunities for Sheridan students.

» Increase International Learning at Home opportunities.

### Actions to achieve this initiative

» Annual Sheridan International Professional Day: Collaboration with administrative agencies across Sheridan (OTR, Student Affairs, Human Resources, Centre for People & Organizational Development [CPOD]).

» Collaborate with CTL to integrate principles of holistic internationalization into program review and development processes.

» Collaborate with CTL and Faculty of Applied Health and Community Studies (FAHCS) in developing systematic program for faculty-inclusive teaching of ESL and international learners.

» Bring International Student Advising staff levels up to best professional practice.

» Supplement in-service advising to FAHCS and Faculty of Applied Science and Technology (FAST), especially at Davis Campus.

» Collaborate with the Advancement Office to grow scholarship/bursary/award fund for Study Abroad.

» Collaborate with Student Affairs to incorporate international opportunities in Work-Integrated Learning (WIL) (co-op, internships, placements, work-study).

» Engage governing bodies and leadership to study "global citizenship" development in the context of social innovation.

» Launch annual Internationalization Challenge: Reward faculty/staff creativity in developing and implementing new study abroad programming that meets our students' needs/capacities.

» Add full-time Study Abroad Coordinator to International Centre staff.

» Study the value of institutional engagement with community agencies serving international and multicultural organizations (collaboration with Student Affairs, Community Relations, FAHCS).

» Collaborate with Library and Learning Services to develop International Education Week programming, thus supporting student leadership in internationalization.

» Launch annual Internationalization Challenge: Reward faculty/staff creativity in developing and implementing new International Learning at Home programming that taps the cultural and global knowledge and capacity of our communities.

### Metrics

» International student satisfaction rate/International Student Barometer.

» Study Abroad participation rates.

» International WIL outcomes.

» Student service satisfaction surveys.

## Priority #3

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

International partnerships, visiting scholars and faculty exchange can support and animate SRCA. Likewise, research and creativity drive international networks that can strategically promote holistic internationalization. The International Centre supports faculty creativity by providing advice and networks, as well as policies and procedures to support SRCA, internationally and locally.



#### *Goals*

- » Support Faculty initiatives in alignment with internationalization strategy.
- » Support SRCA partnerships.

#### *Actions to achieve this initiative*

- » International Affairs Committee: Develop policies and procedures to facilitate international partnerships.
- » Integrate research into international partnership protocols.
- » Support the development of international research agreements.
- » Collaborate with Sheridan's Entrepreneurship, Discovery, Growth Engine (EDGE) to ensure international student and alumni engagement, as well as access to entrepreneurship support and opportunities.

## Priority #4

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

The International Centre's core purpose is to recruit, onboard, retain and maintain a lifelong Sheridan relationship with students from around the world. Developing the Sheridan community's Intercultural Intelligence and global citizenship by supporting Study Abroad and international opportunities for domestic students is integral to creating the inclusive community that will sustain international enrolments. As Sheridan commits to holistic internationalization, the visibility and presence of international people and networks, both in physical spaces and online, will be increasingly important.



### Goals

» Provide immigration and cultural adaptation advising at the level of best professional practices.

» Engage new and continuing international students through technology.

» Provide orientation services that meet the adaptation and learning needs of all international students.

» International student leadership development.

### Actions to achieve this initiative

» Continue to build RISIA-certified staffing levels towards best professional practice.

» Renovate and expand Davis Campus International Centre.

» Engage Space Planning Process to analyze appropriate International Centre presence on all campuses.

» Restructure International Centre Customer Service, Mobility and Admissions teams to more effectively meet students' needs.

» Continue to develop mobile apps and online engagement programming (in collaboration with CTL).

» Through SEM processes, identify new digital tools for recruitment and onboarding.

» Collaborate with Student Affairs on First-Year Experience review/strategy.

» Continue engagement with international students throughout their Sheridan experience:

» Pre-departure Orientation.

» International Orientation in collaboration with Student Affairs Orientation Week.

» Weekly workshops during term on topics offered to meet just-in-time needs of international students (Collaboration with Student Affairs, Library and Learning Services, Faculties, OTR).

» Collaboration with Student Affairs to increase student leadership development and programming.

### Metrics

» International student satisfaction surveys.

» iCent feedback.

» International student retention.

## Priority #5

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

International enrolments account for 34% of Sheridan's students, so transparency, accountability, collaboration and coordination with Faculties and the Office of the Registrar are priorities. Building mutually beneficial partnerships with institutions abroad will be key to medium- and long-term sustainability. Our commitment is to grow moderately in line with the SMA, and to diversify our enrolment. India will remain our most important source of students, China is a high priority for growth, and other regions like Colombia/ Brazil; Vietnam/Philippines; Middle East will continue to be cultivated for broader growth and future potential.

Technological advancement and integration of international application and records management are high priorities. Implementing agile and effective marketing practices and tools will be essential to risk mitigation.



#### Goals

» Update technology tools.

» Adopt new technology tools for recruitment.

» Deploy a diversification strategy.

» Develop Transfer Credit/ partnership agility.

#### Actions to achieve this initiative

» Migrate outmoded ISP database to an integrated system (in collaboration with IT).

» Develop new International Admissions Application (in collaboration with IT).

» Upgrade to a robust CRM, and add a virtual tour to Sheridan website, in alignment with SEM.

» Maintain international enrolments: Modest growth in line with the Strategic Mandate Agreement (SMA), diversification of country of origin and campus.

» Transfer Credit Process project (in collaboration with OTR).

» International Affairs Committee policies.

#### Metrics

» Processing time.

» Conversion: application to enrolment.

» Enrolment stats.

## Priority #6

*To recognize Sheridan's investment in hiring exceptional and quality staff, the organization is committed to providing opportunities to develop and foster.*



### Goals

- » Develop the Intercultural Intelligence (I<sup>2</sup>) of Sheridan staff.
- » Develop International leadership team.
- » Professional competency best practice: International Services and Study Abroad.
- » Professional competency best practice: Admissions and Operations teams.

### Actions to achieve this initiative

- » Encourage participation in Sheridan International Professional Day.
- » Develop online and in-person training strategy/modules for staff.
- » Restructure International Centre Leadership Team.
- » Nominate Director for Leadership Intensive.
- » Nominate Associate Director for Leadership Intensive.
- » Attend the CICan, NAFSA, CBIE, OAIE annual conferences.
- » Organize annual WES, TAIE training.

### Metrics

- » Participation in, and participant evaluations of, Sheridan International Professional Day.
- » Training modules developed.
- » Annual performance review process for International Centre team.



**GET IN TOUCH**

**Davis Campus**

7899 McLaughlin Road  
Brampton, Ontario L6Y 5H9  
T 905-459-7533

**Hazel McCallion Campus**

4180 Duke of York Blvd.  
Mississauga, Ontario L5B 0G5  
T 905-845-9430

**Trafalgar Road Campus**

1430 Trafalgar Road  
Oakville, Ontario L6H 2L1  
T 905-845-9430

 [sheridan\\_college](#)

 [sheridaninstitute](#)

 [sheridancollege](#)

 [sheridaninstitute](#)

 [sheridan\\_c](#)