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Galvanizing Education

Sheridan 2027: Forging the Future



Sheridan

Land Acknowledgement

We acknowledge the land for sustaining us and providing us with the necessities of life. 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. Let us remember that we are all stewards of the land and of each other.

Sheridan campuses reside on land which 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.

Sheridan affirms it is our collective responsibility to honour the land, as we 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 learning, working and thriving on this land.



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Introduction

To thrive in a rapidly changing world, Sheridan must continue to evolve. This plan – Sheridan 2027 – forges a path that will enable and empower our learning community to drive and inspire change.

This strategic plan represents both a renewal and an ambitious evolution of Sheridan’s last plan; it reinforces our commitment to do more than just educate. Our focus is on galvanizing learners with the resilience and skills for an ever-evolving future.

Crafted with input from over 1,600 stakeholders, Sheridan 2027 reflects a journey of remarkable achievements and a readiness to embrace new challenges. This plan not only reaffirms our core values but also introduces bold goals, recognizing Sheridan as a global leader in future-facing, post-secondary education.

‘Belonging, Trailblazing, Impact’ - these words represent more than just our aspiration. They guide our thinking and

actions as we work tirelessly to deliver on the promises made to learners who choose Sheridan. We are committed to creating a community where every individual feels valued, where innovation is not just encouraged but expected, and where our impact extends beyond our campuses and into the wider world.

The Sheridan community is diverse, creative, ingenious and entrepreneurial. Individually and collectively, we have embraced ‘galvanizing’ as our unique differentiator and inspiration for blazing the path forward. In the pages that follow, you will find details about who we are, our priorities, and how we measure success. We hope you’ll invest time to explore and understand how this plan will continue to shape Sheridan, our graduates, and the communities we serve. We also hope you’ll take the time to contemplate how you personally can contribute to our compelling story of transformation.



Janet Morrison, PhD.
President and Vice Chancellor



Mary E. Hofstetter, C.M.
Chair, Sheridan Board of Governors





Sheridan's 3 Year Strategy

To Galvanize | *It's not just a term, it's how we'll forge our collective future.*

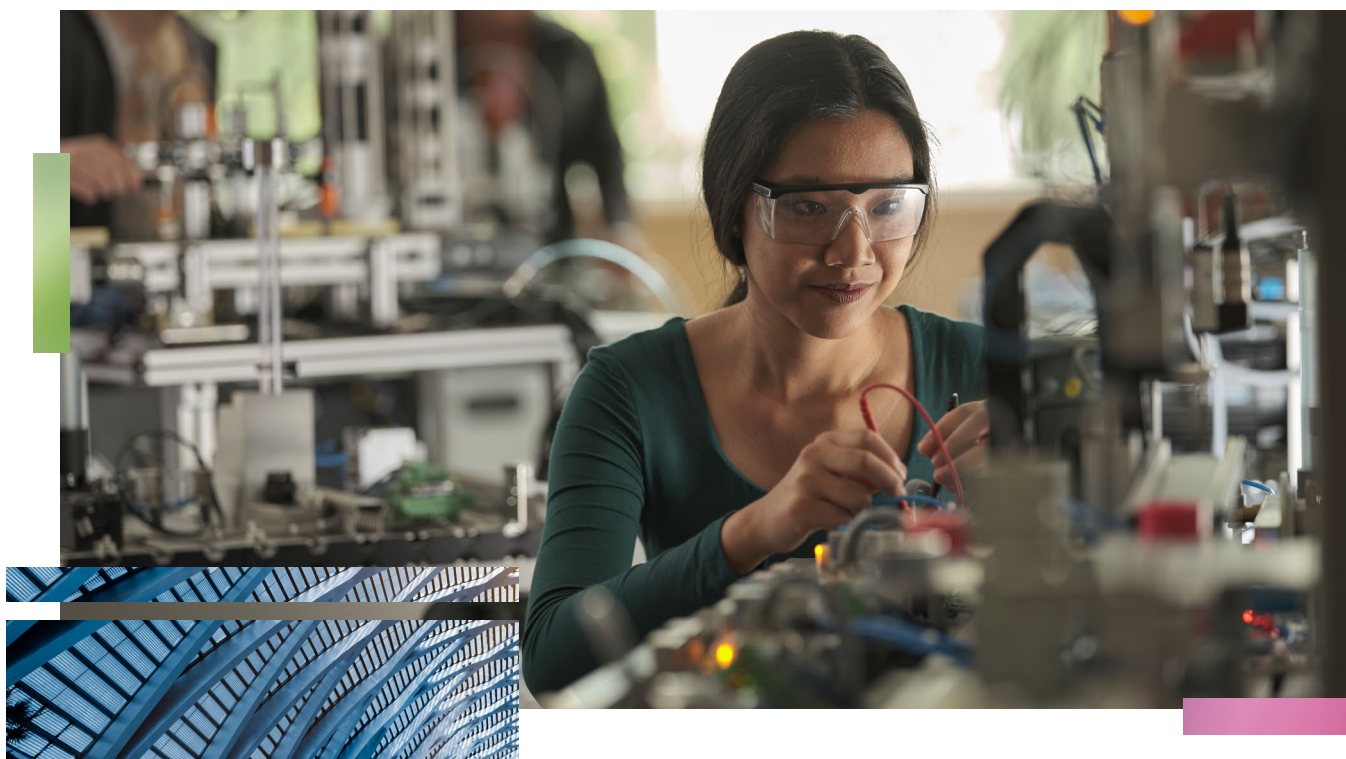
Galvanizing education is our shared purpose. It's our dedication to preparing learners for the future in a complex world. United in our mission and vision, galvanizing is both our bond and our commitment, guiding us forward together.

Vision

Sheridan is the epicentre for ground-breaking, standard-setting higher education that empowers people to help shape an ever-changing world.

Mission

To cultivate highly skilled, creative and resourceful people and communities through collaboration, active learning and the relentless incubation of new ideas.



Our Principles



Our principles are at the heart of everything we do; they are what we believe and guide every decision we make.

| Belonging

We embrace the rich diversity of Sheridan's community to foster a strong sense of connection and ensure equal opportunities to learn, engage, thrive and succeed.

| Inspired Questing

We believe that with creativity, curiosity, collaboration and courage, we will fulfil individual potential and collectively find the answers to the tough questions facing our world.

| Emotional Acumen

We believe personal development is a lifelong endeavour. We support each other to grow, and we act with empathy, inclusiveness, fairness and awareness of the consequences of our actions.

| Intentional Impact

We focus on, invest in and embrace the things that matter, and we are letting go of things we no longer need.

| Trailblazing

We believe it's our profound responsibility to cultivate the thought leadership, personal capacity and systemic change we need to navigate and shape an uncertain world.

| Radical Engagement

We believe that we are better humans and make more meaningful choices when we make generative connections across worldviews, life experiences, cultures and disciplines.

| Mino Miikana

We respect and value the history, wisdom and expertise of Indigenous peoples and see it as a core individual and collective responsibility to clear a good path (mino miikana) through leadership and action that will ensure meaningful access to Indigenous education, truth and relationships.

| All Embracing Excellence

We strive towards distinction in everything we do.



At a Glance

To achieve these strategic aims, Sheridan will focus on three priorities.



Trailblazing EDUCATION ▶

Goal: Create intentional impact for our learners and communities.

Outlook: We will be recognized for delivering the higher education learners need to thrive and lead in our evolving world.



Organizational EXCELLENCE ▶

Goal: Fuel organizational agility and operational excellence.

Outlook: We will enhance, renew and reinvest in our foundational enablers to support the achievement of our vision and mission.



Sustainable GROWTH ▶

Goal: Secure financial viability through responsible growth.

Outlook: We will pursue revenue growth that is smart, sustainable and aligned with our values and standards.





Trailblazing EDUCATION

01

Goal

Create intentional impact for our learners and communities.

Outlook

We will be recognized for delivering the higher education learners need to thrive and lead in our evolving world.

Our Why

Our trailblazing education sets us apart. We anticipate and meet the changing needs of our learners, employers and communities and our transformative learning experiences prepare students to be future leaders.



Key Areas of Focus and Actions

ONE

Expand participation in our ecosystem of transformative learning opportunities.

TWO

Create flexible, engaging and accessible learning and service experiences.

THREE

Anticipate and meet the emerging needs of our industry and community partners through agile program evolution.

Actions

We will continue to innovate and expand our programs with initiatives like S-Sense and Signature Learning Experiences to build advanced skills and diverse thinking in students. We will continue to solidify our role as a national leader in research and entrepreneurship while expanding career integrated learning to enrich student experiences and industry impact.

We will respond to student needs for flexibility by expanding blended learning options, increasing scheduling choices and adapting curriculum for more fluid pathways. We will continue to introduce dynamic, personalized student support with our Home Room initiative and enhance spaces and resources for Indigenous learners.

We are actively adapting our mix of programs and embracing a whole-person approach with equity, diversity and inclusion (EDI) at the forefront, to address evolving workforce needs, disruptive forces like artificial intelligence and the shift towards a carbon-neutral economy.





Organizational EXCELLENCE

02

Goal

Fuel organizational agility and operational excellence.

Outlook

We will enhance, renew and reinvest in our foundational enablers to support the achievement of our vision and mission.

Our Why

Our faculty and staff are central to our success, and we are committed to providing an exceptional employee experience. We will be responsive to the ever-shifting external landscape by fostering innovation, agility and resource stewardship.



Key Areas of Focus and Actions

ONE

Enhance organizational agility, efficiency and effectiveness by reimagining our processes, technologies and organizational design.

TWO

Attract and retain a talented, engaged and diverse workforce.

THREE

Renew our infrastructure to enhance student experiences and reduce our environmental footprint.

Actions

We will revamp administrative processes and enhance our technologies to boost efficiency and responsiveness to external changes, while prioritizing entrepreneurship and resource stewardship.

Through initiatives like our EDI framework, we're committed to fostering a community integral to achieving our vision and goals. We will continue to invest in professional and personal growth, while cultivating an environment of belonging, innovation, respect and diversity.

As a colonial institution on Treaty lands we are committed to addressing environmental issues and promoting sustainable development. We are advancing infrastructure renewal to support growth and enhance learner experiences, while addressing environmental challenges and reducing our footprint through our Mission Zero strategies.





Sustainable GROWTH

03

Goal

Secure financial viability through responsible growth.

Outlook

We will pursue revenue growth that is smart, sustainable and aligned with our values and standards.

Our Why

We will thrive in the evolving higher education landscape by diversifying and growing our enrolment and revenue. We will pursue innovative community and industry partnerships that are aligned with our values and goals to increase our reach and impact.



Key Areas of Focus and Actions

ONE

Grow revenue from alternative sources.

TWO

Diversify and increase enrolment while prioritizing the needs of our students, communities and the labour market.

THREE

Cement Sheridan's place as a valued institution with our community, industry and government partners, and build stronger relationships with Indigenous communities.

Actions

We will focus on non-traditional revenue streams, such as leveraging our strategic entrepreneurship framework, data-driven advancement strategies, and real estate partnerships, all aimed at reinvesting in Sheridan's programs and services.

We will focus on an enrolment growth strategy that emphasizes academic quality, transparency, accountability, and positive student outcomes, while diversifying our markets to align with local, provincial, and national labour needs.

We will foster strong, collaborative relationships with our community, industry and government partners through our external relations strategy and other initiatives to ensure we maximize our contribution as an engine of social, economic and community development, while enhancing a feeling of belonging as valuable contributors for our community members.



Galvanizing Our Future: Activating Sheridan 2027

As a planning-centric organization, we recognize that it's the rich dialogue, project implementations, and continuous feedback that will breathe life into our shared goals and shape our future.

We invite every member of our community to engage with this plan, ensuring it becomes a living part of our everyday narrative, not just a static page on a website or shelf.

Ask yourself: How can your unique talents and perspectives galvanize change? In what ways will you contribute to this evolving story of transformation?

Your daily actions, aligned with our strategic direction, are the real agents of change. It's up to each of us to actively live out the spirit of 'galvanizing' in our roles, driving innovation, and shaping the future of Sheridan.

Together, we have the power to turn our collective potential into a reality. Let's embrace this opportunity and make Sheridan 2027 a vibrant embodiment of what we can achieve together.



Measuring Success

To ensure the success of our strategic priorities, we've established clear measures that hold us accountable and focus on tangible impact. These metrics will guide our progress and drive our commitment to achieving meaningful results. Each of our success metrics is directly mapped below to the specific priorities they support.

Success Measures	Trailblazing Education	Organizational Excellence	Sustainable Growth
EDI Indicator Framework	Yes	Yes	Yes
Enrolment in programs offering S-Sense or Signature Learning Experiences	Yes		Yes
Number of students participating in research and entrepreneurship	Yes		Yes
Number of programs offering hybrid/virtual delivery	Yes		Yes
Graduation and graduate employment rates	Yes		
Employee Engagement Score		Yes	
Ontario Colleges Facilities Management Benchmark Metrics		Yes	
Sustainability Tracking, Assessment & Rating		Yes	
Revenue (vs targets, including by source)	Yes		Yes
Domestic and international enrolment (vs. targets, market share, origin market distribution)	Yes		Yes
Community Reputation Score	Yes	Yes	Yes
Research rankings - number of partnerships	Yes		





Galvanizing Education

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Visit Sheridan's website for more:
sheridancollege.ca/sheridan2027

Sheridan