

# SHERIDAN BUSINESS PLAN

## 2023-2024

Sheridan

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## Land Acknowledgement Statement

Sheridan acknowledges that all of its campuses reside on land that has been and still is the traditional territory of several Indigenous nations, including the Anishinaabe, the Haudenosaunee Confederacy, the Wendat and the Mississaugas of the Credit First Nation.

As an institution of higher learning, Sheridan recognizes and embraces the critical role that education must play in facilitating real, transformational change. We continue our collective efforts to recognize Canada's colonial history and take steps towards meaningful truth and reconciliation.

# Integrated Planning at Sheridan

Integrated planning is the means by which Sheridan is advancing its ambitious strategic plan, Sheridan 2024: Galvanizing Education for a Complex World. The integrated planning process provides a sustainable approach to institution-wide planning that supports evidence-informed decision making, organizational performance measurement and college-wide budgeting to achieve resource optimization in support of Sheridan’s vision and strategic objectives. The Integrated Planning and Analysis (IPA) team provides integrated analysis, real time data and research to inform College stakeholders. A core component of integrated planning is the development and approval of Yearly Objectives and Divisional Business Plans, a process which is intentionally aligned to our budget allocation and employee performance development processes.

In Winter 2023, Sheridan’s Faculties and administrative areas were actively engaged in developing their 2023-24 Divisional Business Plans. The process provided staff and leaders with a shared opportunity to reflect on their current work and propose initiatives that will advance their respective priorities. The proposed Divisional Business Plans were brought forward to Sheridan’s executive leadership committee, where facilitated dialogue and structured priority-setting exercises led to the articulation of Year Five (2023-24) Objectives for the organization. These Year Five Objectives were used to contextualize and inform strategic investment decisions and allocations for 2023-24. Sheridan’s planning framework and process promotes nimbleness and ensures the College can respond deftly and effectively to changing circumstances, including those related to the COVID-19 pandemic.



Through the Strategic Priority Setting process, the College’s executive leadership committee refines, prioritizes and identifies objectives.

Business Units develop plans with supporting initiatives. Integrated Planning synthesizes and analyzes the plans to lead the Strategic Priority Setting process.

Integrated Planning leads the scoping of strategies/priority areas into initiatives with deliverables, milestones and interdependencies. Prioritization of initiatives were recommended through the enterprise intake process, a cross college advisory body.

This stage involves the development and implementation of a Performance Measurement criteria and tools that cascades from strategy to projects. Reporting is done on a semesterly basis to ensure projects are on track.

# Sheridan’s Strategic Plan

## Galvanizing Education for a Complex World

### Our Vision

Sheridan is the epicentre for ground-breaking, standard-setting higher education that unleashes everyone’s full potential and empowers people to flourish in and shape an ever-changing world.

### Our Mission

Cultivate resourceful, highly-skilled and creative people and communities through cross-pollinated active learning and the relentless incubation of new ideas.

### Our Strategy

To reach our guiding vision, we’ll focus on achieving four priorities (our actions), which are supported by five empowering enablers (the commitments that underpin our efforts).

#### Priorities

- 1. Exceptional Teaching, Research and Creativity
- 2. Boundless Opportunities
- 3. Agility and Potential
- 4. Reciprocal Work-Learn Relationships

#### Enablers

- 1. Inclusion and Equity
- 2. People-centric Technology
- 3. Flourishing Workforce
- 4. Healthy and Creative Communities
- 5. Fiscal and Environmental Sustainability

## Sheridan 2024 is an actionable strategy that:

### Responds to what the next decade may hold

Innovation will continually reshape how we work, learn, live and communicate. The future needs people who thrive on change and can re-gear to seize emerging opportunities.

### Retains the best of our roots

We’re building on our strong foundation of hands-on learning, small class sizes, tight connections with industry, applied research, creative activities and trailblazing ethos.

### Re-imagines how Sheridan must evolve

We’re advocating for key attributes such as the ability to offer applied master’s degrees and giving our graduates unfettered access to graduate studies. We’ll also co-design new options for work-learn connections that fuse the worlds of work and study.

The following pages highlight the Year Five Objectives for the 2023-2024 fiscal year that align with the priorities and enablers of Sheridan’s Strategic Plan. The full Strategic Plan can be found in Appendix A.

## **Objective 1: Galvanize Education**

We will advance this objective through the completion of the following strategic goals:

### **Enrolment Growth**

Fortify enrolment through a domestic and international recruitment and admission strategy.

*Priority 1: Exceptional Teaching, Research and Creativity*

### **Student Experience**

Enhance our services, technology and interventions to achieve our student experience and retention aspirations.

*Priority 1: Exceptional Teaching, Research and Creativity*

### **Academic Innovation**

Drive academic innovation through forward-looking programming, projects and the signature student experience.

*Priority 1: Exceptional Teaching, Research and Creativity*

*Priority 4: Reciprocal Work-Learn Relationships*

### **Internationalization**

Execute an outward, proactive approach to global connectivity and internationalization.

*Priority 1: Exceptional Teaching, Research and Creativity*

### **S-Sense**

Cement and launch a trajectory for S-Sense as the differentiating signature learning experience.

*Priority 3: Agility and Potential*

## **Objective 2: Strengthen Our Communities**

We will advance this objective through the completion of the following strategic goals:

### **Anchor Institution**

Build community relationships locally and globally to enhance Sheridan's reputation.

*Priority 2: Boundless Opportunities*

### **Well-Being**

Foster the well-being of the Sheridan community.

*Enabler 4: Healthy and Creative Communities*

### **Equity, Diversity and Inclusion (EDI)**

Advance the foundational work to embed EDI principles in everything we do at Sheridan.

*Enabler 1: Inclusion and Equity*

### **Workforce**

Attract and retain the best workforce with a flexible work-learn environment that supports development and fosters belonging, respect and accountability.

*Priority 4: Reciprocal Work-Learn Relationships*

*Enabler 3: Flourishing Workforce*

## **Objective 3: Solidify Our Foundation**

We will advance this objective through the completion of the following strategic goals:

### **Fiscal Health**

Support long-term financial sustainability and pandemic recovery.

*Enabler 5: Fiscal and Environmental Sustainability*

### **Campus Experience**

Ensure optimum on-campus experiences for Sheridan's learning community.

*Enabler 5: Fiscal and Environmental Sustainability*

### **Decision Support**

Provide expertise in research, data analysis and planning to fuel evidence-informed decision making.

*Enabler 5: Fiscal and Environmental Sustainability*

### **Operational Effectiveness**

Invest in technology, systems and processes that support the Sheridan community's ability to be productive and effective in their work.

*Enabler 2: People-centric Technology*



# Appendix A: Strategic Plan

## SHERIDAN 2024

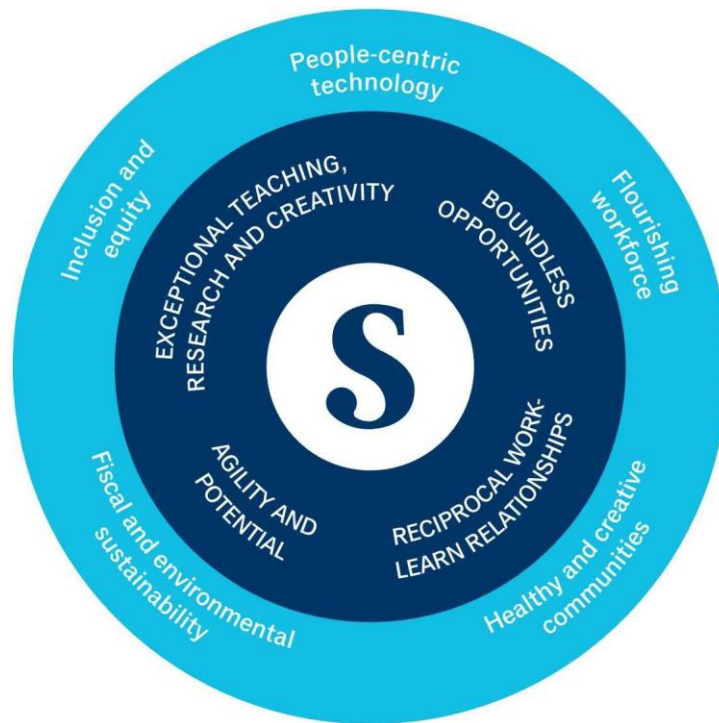
In March 2019, the Board of Governors approved Sheridan's new Strategic Plan 2019-2024: Galvanizing Education for a Complex World.

### Sheridan's Vision:

Sheridan is the epicentre for groundbreaking, standard-setting higher education that unleashes everyone's full potential and empowers people to flourish in and shape an ever-changing world.

### Sheridan's Mission:

Cultivate resourceful, highly-skilled and creative people and communities through cross-pollinated, active learning and the relentless incubation of new ideas.



### Land Acknowledgement Statement

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## Appendix B: Academic Priorities

As a learning community, Sheridan’s overarching academic aspirations are to 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.

As codified in Sheridan’s Academic Plan (2019-2024), our learning community is committed to the following 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 ground-breaking 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

Within and across these priorities, we are focused on enhancing the student experience through teaching and learning excellence, and on our commitment to innovation and community engagement.

Explicit in Sheridan’s character is a commitment to creativity. Creativity matters. It’s the precursor to innovation, and it inspires — and is inspired by — 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.

## **Appendix C: Budget for 2023 – 2024**

The 2023 – 2024 Budget, as approved by the Board of Governors on May 8<sup>th</sup>, 2023.

Please visit Sheridan's Corporate Reporting web page for full financial statements.

<https://www.sheridancollege.ca/about/administration-governance/policies-accountability/corporate-reporting>