



# Sheridan Business Plan 2010-2011

5/19/2010  
Sheridan College Institute of Technology and Advanced Learning

## **Sheridan Business Plan 2010 – 2011**

Culminating with the launch of Sheridan's new five year plan "Our strategy to Shine Brighter" the 2009/2010 business plan results reflect a positive year of achievement for Sheridan. With strong enrolment growth both domestically and internationally, Sheridan's year end results were favourable supported by a balanced budget. The implementation of the Shine Brighter plan inspired a year of research, reflection and discovery as longer term planning efforts cascaded across the organization and longer term strategic plans emerged across divisions. These plans align to support the Shine Brighter plan and build upon Sheridan's strong foundation setting the stage for the successful launch of future strategic initiatives and activities.

In 2010/2011, Sheridan's values will continue to guide our actions and behaviours in our day to day efforts and interactions:

1. Academic Excellence
2. Commitment to lifelong learning
3. Creativity & innovation
4. Inclusiveness & diversity
5. Service & accountability

The five year plan focuses on becoming more welcoming, more supportive, more inspiring and providing more valuable experiences for students, applicants, employees, community partners and industry. These strategic thrusts are aligned to achieve three goals:

1. Help students to develop to their full potential
2. Be a destination of first choice for applicants, students, employees & industry
3. Benefit our communities socially and economically

As outlined in the Shine Brighter plan seven priority initiatives will drive the achievement of our goals:

1. Curriculum renovation & innovation
2. Strategic enrolment management
3. Campus development & expansion
4. Expansion of international activities
5. New Canadian & re-skilling outreach
6. Expanding digital learning environments
7. Organizational effectiveness

In 2009/2010, these priorities were explored and further defined. Many activities and achievements were ignited this year to advance Sheridan's priorities and set the stage for future efforts in 2010/2011.

## **Changing Environment**

The global economic crisis and its effects upon unemployment and government funded initiatives strongly impacts Sheridan's future. Unknown funding model allocation creates uncertainty surrounding the availability of funds. The current economic climate creates additional pressure to constrain spending, reevaluate structures to optimize efficiencies and scrutinize opportunities to ensure maximum return while minimizing risks.

Sheridan will continue to operate with strong financial stewardship balanced against increasing enrolment and access demands to meet the needs of the diverse communities we serve. Sheridan will continue to be a strong participant in key government initiatives that allow us to better serve our communities and the needs of our student population.

Technological, demographic and social changes influence students and their preferences for more choice, flexibility and connectedness while acknowledging social responsibility, environmental sustainability and global perspectives. Through the student lens, Sheridan will strive to consider these important factors in everything we do. In a more mindful and intentional way, Sheridan will provide more opportunity for students to explore their educational pathways in a more welcoming and supportive way that provides more valuable experiences for the Sheridan community.

## **Curriculum Renovation & Innovation**

The launch of the five year Academic Innovation Strategy (AIS) in 2009/1010 guides the development of an emergent curriculum model driven by research and reflection. Academic teams have embarked on a path to explore emerging themes and their implications on curriculum development and delivery. These emerging themes encompass:

1. Applied Research
2. Creative Campus
3. Digital Learning Environments
4. Experiential Learning
5. International and Internationally Trained Immigrants
6. Inter-Professional / Interdisciplinary Learning
7. Sustainability

Recommendations stemming from these exploratory efforts will emerge in the spring of 2010 with integration and convergence of implications by summer. Curriculum design, development and delivery modifications will be informed by these recommendations as curriculum renovation and innovation work begins in the summer.

An academic audit conducted in 2009/10 provides insight into areas of improvement that will help guide academic efforts in the future. Program development refinements, a framework for prioritizing programs and improvements to academic processes will be pursued in 2010/2011. The development of a program mix model including program costing will inform a comprehensive balanced education portfolio that addresses changing economic trends and meets the needs of students and employers with an array of credentials, relevant curriculum and applied research. Substantial curriculum development work will be undertaken in the 2010/2011 year.

Academic initiatives involve the development of curriculum and people, flexible delivery and extensive community engagement inspired by creativity and innovation across disciplines. In 2010/2011, all schools will be challenged with starting to implement the emerging curriculum design, development and delivery modifications enveloped in the new model. The Mississauga campus provides the opportunity to implement many academic strategies and to pilot the new curriculum within the Business School at Mississauga for the opening on September 2011.

A new E-learning strategy will evolve in 2010/2011. This plan envisions a more intense focus upon e-learning and the structural foundation necessary to support robust e-learning efforts. Significant course conversion is desired as E-learning is a critical component of the institution's digital learning environment initiative.

## **Strategic Enrolment Management**

In 09/10, Sheridan realized a total student enrolment of 15,059, an increase of 8.7% compared to prior year. Sheridan's full time enrolment target for 2010/11 year is targeted to reach 16,197 students in 2010/11 representing an overall increase of 7.6%. Sheridan is working to create more classroom and student space to ensure that our capacity expands in response to strong community demand. With accelerating population growth within the Halton and Peel regions, Sheridan is positioned to achieve enrolment growth well into the future.

### **Recruitment**

The online environment is rapidly and continuously changing. Given the demographics and extreme technology habits of new high school graduates as well as the growing adoption rates of online tools by adult students including newcomers to Canada and influencers, Sheridan must be interactively fluent and omnipresent to have credibility as a choice for higher education.

A comprehensive Shine Brighter marketing plan will be implemented in 2010/2011 centered upon social networking and digital distribution opportunities to broaden awareness and attract applicants. Capturing student and employee success stories and sharing with communities and prospects will demonstrate how people shine brighter at Sheridan. Whether to attract employers, display results of their work or chat about student projects and outcomes, the ability to post ideas and share experiences will be supported and encouraged among community members as an important element of the shine brighter positioning.

Building upon the prospect management plan from 2009/10, E-communication strategies will be further developed to ensure application numbers at Sheridan continue to grow. More strategic prospect management tools will be used to interact with high quality prospects. Admissions processes will be improved to ensure a smooth conversion of applicants to enrolled students.

### **Retention Enhancement**

Retention initiatives will continue in 2010/11 building upon the foundational work of 2009/10 while expanding across more programs. Increasing financial aid turnaround time and expanding financial options for students will be explored in response to increased student need given current economic conditions. A financial calculator will be added to the Sheridan site to allow students to explore options more easily.

Smoother access to general support services will be encouraged with referrals to high touch specialized services when required. This will facilitate Sheridan's ability to support students to develop to their full potential as defined by an individual student's needs and aspirations.

Further engagement will be encouraged with expanded orientation and first year program activities to improve connectivity to students in support of their successful transition to Sheridan.

## **Campus Development and Expansion**

The new Mississauga campus with a targeted opening date of September 2011 will be a key focus for Sheridan over the next year. Planning, design and development efforts will be significant in 2010/11 across the organization as the new Mississauga campus is recognized as an opportunity to create the campus of the future. The campus will be leveraged as a catalyst and venue for innovative initiatives driven by the Academic Innovation Strategy and the Shine Brighter Plan.

Integral to the Academic Plan, curriculum design and development work will be extensive for the Business School throughout 2010/11. Workforce Development efforts will be heightened focused upon outreach to community service partners and academic program and service development. The integration of initiatives spanning student services, enrollment management, systems and process innovations, marketing and communications, resource allocation, facilities and infrastructure will be critical to ensure a smooth opening of this campus.

Extensive community engagement with both internal and external stakeholders will be critical to securing buy in and momentum around the new Mississauga campus. A comprehensive communication strategy will be developed and implemented. Advancement efforts will be strengthened in support of the Mississauga capital campaign.

Significant improvements are planned to create more welcoming student support spaces at the Trafalgar and Davis campuses. The goal of the space redesign is to provide an inviting environment for all who arrive on campus. As the demographics shift within our communities, Sheridan recognizes the diverse needs of growing student segments. Becoming more flexible and nimble in our approach to serving students will be greatly facilitated by both physical and virtual space that provides fluidity in workflows as Sheridan strives to support the student need for high touch, high tech servicing. For Sheridan to become even more welcoming, it is essential that everyone who arrives on campus receive a warm welcome and seamless support tailored to their needs.

The development of a new residence building at the Trafalgar campus will be further evaluated this year. Improvements to the external environment will be focused upon the grounds and outdoor athletic space. A sustainability review may offer opportunities for other enhancements to improve our environment at Sheridan.

## **Expansion of International Activities**

Sheridan has significantly increased international enrolments in 09/10 by 74% compared to prior year and this growth trend in future as a critical component of Sheridan's enrolment and globalization strategies.

Increased outreach, support and engagement efforts will be undertaken to integrate international participation in college wide activities. Raising the awareness of international students and the value of leveraging global perspectives more fully for the benefit of all students will be encouraged in 10/11.

Efforts will be made to engage international students in orientation and networking prior to their arrival at Sheridan with a goal of familiarizing them with Sheridan and easing their integration efforts upon arrival in country. Mentoring support and offering more international student outings and events will help to develop stronger connectivity and support student success. Removing process barriers will also be critical to delivering smoother services and improving our customer service competitiveness in a global marketplace. In 10/11, Sheridan will strive to strengthen its customer service orientation which is earning Sheridan a stronger reputation in the marketplace.

Localized market plans will be implemented in geographic regions to strengthen and build sustainable networks and local market expertise. Increased international activities spanning partnerships, projects and exchanges will be critical to Sheridan's long term sustainability in the international domain. As offshore partnership interest continues to grow, Sheridan will continue to pursue global partners who complement and strengthen Sheridan's reputation and program offerings. Building expertise in geographic regions will further enhance Sheridan's brand and establish local market depth to strengthen Sheridan's position across all of its programs and business development opportunities. Recognizing the natural immigration patterns within our GTA catchment area, efforts will be made to leverage synergies between local immigrant communities and global opportunities.

## **New Canadians & Re-skilling**

Community outreach efforts will continue to explore new and unique ways to engage with our diverse communities. Offering more communication in a variety of languages to our local communities through social media and community promotional efforts will strengthen Sheridan's more welcoming position. An emphasis upon serving our local global community will be encouraged to support Ontario's quest to tap into the richness of diversity and transform it into prosperity for the new economy.

Ontario's economic downturn has driven people back to school in significant numbers. People facing workplace transitions represented a greater proportion of new applicants which is expected to continue throughout the coming year as the recession persists. Sheridan will continue to improve its support for people experiencing the need to upgrade credentials, re-skill and re-train.

Sheridan upgrading programs have expanded to offer more seats to students requiring access to preparatory programming. Assessment facilities will be enhanced at Davis in response to increased community need providing more efficient and accessible opportunities for students.

The creation of a one stop student welcome model at the entrance of our campuses is under development. The intent is to provide more welcoming access for all students to seek information and initial guidance as they engage with the Sheridan community. Strengthening advisement services that meet the unique requirements of various student demographics will be pursued in 10/11. This represents significant steps to acknowledge and service the rapidly shifting mix of students and their diverse needs.

Whether it's a demographic change of our students or an economic downturn that drives Ontarians to retrain or new Canadians seeking Canadian credentials, Sheridan will strive to ensure our services and programming continue to meet the demands of a changing student population in support of our new emerging economy in Ontario.



## **Digital Learning Environments**

Sheridan will be further exploring and benchmarking options to expand digital learning environments in 10/11. Efforts will be focused primarily upon e-learning curriculum development, establishing a blueprint for the technological infrastructure and developing the technical expertise required to support such a platform.

Significant employee development efforts will be planned and developed to ensure our employees successfully transition into this new mode of learning, development and delivery. Pathways for offering more program choices and delivery options will be explored and modeled as the academic teams explore the possibilities of flexible deliver for students.

A movement toward exploring on-line services will be made to provide more flexibility and choice for students. More online access to information and services are planned to be introduced across all student audiences. Research and exploration of e-servicing models will begin in 2010/11 as Sheridan continues to pursue how to provide more flexible service options for students. Current and emerging models will be studied and the feasibility of options for Sheridan will be determined.

Sheridan will also continue its focus upon further integration of information systems and providing platforms to facilitate information sharing and collaboration.

## **Organizational Effectiveness**

At the core of Sheridan's organizational effectiveness efforts in 2010/11 will be a focus upon creating a more welcoming and more supportive environment for the Sheridan community.

Accessibility is at the heart of Sheridan's value of inclusiveness and diversity and will be at the forefront of our efforts to provide a more valuable experience for all. Sheridan will endeavour to exceed accessibility standards as outlined in the new AODA regulations emerging in Ontario. An action plan addressing the new workplace violence regulations will also be established to ensure compliance.

Employee and leadership development and enrichment opportunities will be encouraged this year. Strengthening expertise surrounding e-learning and new curriculum design efforts supported by Faculty training and mentoring efforts will be pivotal to the success of the academic innovation strategy.

A sustainability assessment will commence in 10/11 as part of Sheridan's sustainability focus. Exciting new curriculum possibilities will be explored to offer state of the art programming in this field. Facility enhancements are anticipated in response to the assessment and may provide opportunities for student engagement on projects and placements. Sheridan is committed to developing a green action plan.

Streamlining processes particularly at hand off points between departments will be critical to ensure that students receive seamless service. Co-location of services at Davis will offer a more welcoming environment to students and visitors to the campus and provide a more fluid flow of service delivery. Planning for a similar model at the Trafalgar campus is underway. A service hub will create an engaging atmosphere for students, one that is more accessible and provides more extensive service delivery.

Sheridan will continue its efforts to become more sophisticated in its approaches to planning. Further implementation of a 3 year business planning framework will incorporate risk management, longer term financial planning and resource allocation modeling in 2010/11. Strengthening project management disciplines will be core to managing complex initiatives moving forward. Integration of more data and metrics into planning and decision making models will strengthen Sheridan's ability to proactively monitor and improve organizational performance. Risk management frameworks will help to ensure risks are well managed and minimized with strong governance structures in place.

## **Build & Deploy Resources Strategically**

As the new funding model structure is not yet confirmed, Sheridan's financial funding flows are uncertain. Given the current economic climate and the slow recovery anticipated, forecasted assumptions against the current model and potential future funding have significant implications on Sheridan's future.

Focus upon growth opportunities in areas not impacted by MTCU General Purpose Operating Grant funding will be pursued to minimize the risk of potential funding imbalances. Pursuit of new alternate revenue streams will continue in 2010/11 including commercialization and partnership opportunities. Strong financial stewardship will be upheld despite strained economic times.

To advance the goal of developing an integrated forecasting model, Sheridan will continue working towards building the robustness of forecasting models to incorporate financial information, program costs and space utilization. In 2010/11, resources will be deployed strategically to support the next steps in achieving the seven key priorities outlined in the Shine Brighter plan.