

# SHERIDAN ANNUAL REPORT 2021-2022

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## A Year in Review

As we contemplate our future in the face of pandemic recovery, the only viable path forward leads to a new normal. This historic crisis laid bare the heart-wrenching perils of inequality and the steady erosion of our climate. It also, however, illuminated the immense power of radical, collaborative action toward shared values and goals.

Sheridan's response to the pandemic was grounded in the guiding principles articulated in our [2024 Strategic Plan](#). Our vision is to place students at the epicentre of ground-breaking, standard-setting higher education that unleashes their full potential and empowers them to flourish in, and shape, an ever-changing world.

This past year, we made great strides toward achieving our strategic priorities. It's no longer sufficient to teach students the academic and work-ready skills that make them a first choice among employers. Our identity as trailblazers demands that we never relent on quality and that we impart the critical skills that render students more resilient, agile, and culturally competent. These are now fundamental competencies for thriving in an ever changing, post-pandemic world.

Sheridan has a long history of teaching skills like creativity and innovation that people once thought were unteachable. Critical thinking and building collaborative, innovative relationships can be broken down, articulated with clarity, practiced and mastered over time. In the following pages, you will see evidence of how we're purposefully fueling the confidence and self-awareness our learners take with them after graduation.

Everyone at Sheridan is inspired by the knowledge that postsecondary education has the power to transform people, and communities. We also believe that everyone deserves to bring their whole selves to school and work. Everything referenced in this annual report reflects collaboration and our commitment to delivering optimal educational experiences.

We are incredibly proud of our Sheridan community for the resilience, creativity and innovation they've demonstrated. You can rest assured that – together – we will continue to push forward.

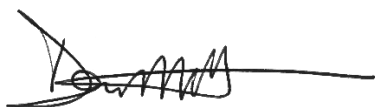
### **Janet Morrison, PhD**

President and Vice Chancellor



### **Daniela Hampton-Davies, ICD.D, MBA**

Chair, Sheridan Board of Governors



## Integrated Planning Process: An Overview

In 2019, the Sheridan community proudly released its new strategic plan, *Sheridan 2024: Galvanizing Education for a Complex World*. The plan was developed through unprecedented dialogue and debate and captured our shared vision for the future of postsecondary education. The strategic plan codifies what people value about Sheridan and what students will need to thrive in an ever-changing world. It articulates a new vision and mission for Sheridan — one that cares less about what we're called, and more about what we can help people achieve. A detailed overview of the plan is available in Appendix A, while the key priorities are outlined below:

### Sheridan 2024's Priority Areas of Impact & Empowering Enablers

Priorities	Enablers
1. Exceptional Teaching, Research and Creativity	1. Inclusion and Equity
2. Boundless Opportunities	2. People-centric Technology
3. Agility and Potential	3. Flourishing Workforce
4. Reciprocal Work-Learn Relationships	4. Healthy and Creative Communities
	5. Fiscal and Environmental Sustainability

Integrated planning is the means by which we will advance our progress on the goals and objectives of *Sheridan 2024*. It provides a comprehensive approach to institution-wide planning that is grounded in evidence-informed decision making and organizational performance measurement and is aligned with college-wide budgeting to achieve resource optimization. A core component of Sheridan's integrated planning process is the setting of ambitious yearly objectives that are realized through the development and implementation of divisional business plans.

To support this work, the integrated planning process provides in-depth consultation, tools and resources that guide our Academic and Administrative areas from the pre-planning stage through to performance monitoring and reporting. It also includes advisory services for Sheridan's executive leadership in areas of priority setting and strategy development.

The results of Sheridan's concerted planning efforts are shared in this report, which provides an update on our programming and enrolment, and highlights the achievements that were made possible by the collective ingenuity of the Sheridan community over the past year.

## 130 Programs

14	Ontario College Certificates	40	Ontario College Diplomas	19	Ontario College Advanced Diplomas
24	Ontario College Graduate Certificates	2	Bachelor's Degrees	5	Collaborative Degrees

## Students

<b>20,543</b>	<b>3,612</b>	<b>706</b>	<b>8,545*</b>
FULL-TIME	PART-TIME	APPRENTICE SEATS	CONTINUING AND PROFESSIONAL STUDIES REGISTRATIONS

\*Annual projection as of February 16, 2022

## Of the full-time students:

Residency	Campus Location	Faculty	
<b>14,360</b>	<b>7,749</b>	<b>5,288</b>	<b>1,533</b>
DOMESTIC	DAVIS CAMPUS	FACULTY OF ANIMATION, ARTS AND DESIGN	FACULTY OF HUMANITIES AND SOCIAL SCIENCES
<b>6,183</b>	<b>5,137</b>	<b>4,763</b>	<b>5,281</b>
INTERNATIONAL	HMC CAMPUS	FACULTY OF APPLIED HEALTH AND COMMUNITY STUDIES	FACULTY OF APPLIED SCIENCE AND TECHNOLOGY
	<b>7,658</b>	<b>3,678</b>	
	TRAFALGAR CAMPUS	PILON SCHOOL OF BUSINESS	

## Report on 2021 - 2022 Strategic Priorities and Year 3 Objectives

### **Priority 1: Exceptional Teaching, Research and Creativity**

*Strengthen Sheridan's unique blend of teaching excellence, hands-on learning, research, innovation and exceptional creativity to prepare students, faculty and staff to shape and navigate the future.*

#### **Fuel Academic Innovation**

- Received a \$250,000 donation from Scotiabank to fund the International Work Study program.
- Received the College and Community Social Innovation Fund (CCSIF) grant valued at \$356,400 for three years. This award will fund the *Community Ideas Factory: The Life Skills Project*, which will provide an innovative response to the need for effective life skills programming among marginalized and/or precariously-housed individuals in Halton region.
- Launched the Academic Integrity Space, a virtual community on the Sheridan Learning and Teaching Environment (SLATE) where faculty can explore academic integrity-related resources to implement in their courses. These educational resources aim to promote academic integrity and provide support for responding to instances of academic integrity breaches.
- Student Research Opportunities: Mitacs, a non-profit national research organization, offered several internship funding programs for Sheridan students and recent graduates to work on research projects with industry, not-for-profit, hospital and municipality partner organizations.

#### **Well Series**

- Launched two new instalments in the Well Series: (1) Work Well is a self-paced program that supports students in finding their career paths while getting them ready for the workplace. The (2) Arrive Well program includes interactive modules that support international students in building the foundations for their success at Sheridan.
- Hosted various learning sessions as part of the Teach Well Series, including Learning Analytics: Foundational Concepts; From Land Acknowledgement to Truth and Reconciliation; Supporting Autistic Learners at Sheridan; Open Educational Resources (OER) Panel Session; and Inclusion in a Culturally Diverse Classroom.

#### **Internationalization Plan – Implementing the Plan**

- Year 1 of the plan was implemented by three Divisions (Academic/SEEM, External Relations and EDI).
- Partnership with the Mastercard Foundation Young Africa Works in Kenya – TVET program. This research project is a joint effort with Niagara College and focuses on gender equality policies at TVETS in Kenya over the next three years. Young Africa Works in Kenya-TVET is a five-year program (2020-2025) and aims to increase the participation of young Kenyans, particularly women, in market-relevant skills training programs.

## Priority 2: Boundless Opportunities

*Establish Sheridan as the epicentre for a new kind of education that enables the most flexible opportunities for open-ended, lifelong learning and success in an emerging economy. A Sheridan degree, diploma, apprenticeship program or certificate will open up diverse options for work and enable a seamless transition to ongoing education.*

### Youth Amplified

- Launched a community partnership initiative to create sightline into postsecondary education for youth through mentorship, connections to financial aid, guidance through the application process and a window into student life and career and education pathways.
- Sheridan College and the Youth Amplified initiative joined the Actua network, Canada's largest network-based organization delivering science, technology, engineering and mathematics (STEM) programs to young people. Youth Amplified's STEM-based work will focus on programming for grades 3-12, with the aim of ensuring all youth in their communities have equal access to foraging a path to postsecondary studies in STEM.

### New Program Approvals and Pathways

- Sheridan has been granted Ministry approval to officially offer three new graduate certificate programs – Clinical Kinesiology, Clinical Research and Regulatory Affairs – beginning Fall 2022.
- The Pharmacy Technician diploma program has received a Full Accreditation designation by the Canadian Council for Accreditation of Pharmacy Programs (CCAPP) from January 2022 to June 2027.
- The Pilon School of Business has partnered with Supply Chain Canada to provide students with an efficient pathway towards earning a supply chain professional designation. Graduates of the Business Analysis and Process Management postgraduate certificate program will be granted the Supply Chain Management Professional (SCMP) Designation, a credential that can increase their employability, earning power and advancement opportunities. A similar partnership was also announced for graduates of the Honours Bachelor of Business Administration (BBA) – Supply Chain Management degree program.

### Priority 3: Agility and Potential

*Sheridan will be known for a signature palette of capabilities designed to foster lifelong learning, critical thinking, initiative, agility, collaboration, equity and creativity. This palette will guide truly unique, learner-centric experiences that position everyone to navigate an unpredictable, possibility-filled world with confidence.*

Sheridan's 2024 Strategic Plan captured our vision for a new model for higher education: one that equips our graduates with a signature ability to thrive on change through learning agility, resilience, social consciousness, possibility-filled thinking and action.

This signature ability has been crystallized as the S-Sense: an intangible yet developed quality present in the way Sheridan students confront obstacles, navigate complexity, embrace difference, negotiate challenge and organize change. It's a sense that exudes and inspires confidence; a sense they know the way forward and see the world not for its limitations, but for its endless possibilities. It reflects a way of being equipped to think, relate and innovate, with resiliency and agility, always for the greatest impact. It's the signature "S-Sense," or essence, that Sheridan students will be known for.

#### Over this past year Sheridan has moved S-Sense forward through:

- **Virtual Learning Strategy: ESL course**  
The Faculty of Humanities and Social Sciences received the Virtual Learning Strategy E-campus Ontario Grant which will fund an online participatory ESL course that uses the **Hypothes.is LMS app**. The app is an open-source web annotation tool that allows public annotations and will be integrated into SLATE to allow students to make comments and replies on SLATE learning materials.
- **Mobile Computing Capstone**  
Development of a self-reflective platform and programme in My S-Sense which is being built by a core team of seconded faculty, staff, the Mobile Computing Degree Capstone and Co-op students, CCRs and recent Sheridan graduates.
- **ORBIS: S-Sense Inventorying**  
Ongoing work including the initial tagging of the S-Sense within curricular and learning and development framework.
- **Faculty and Staff Engagement**  
In Spring/Summer 2021, we launched the first ever **S-Sense Designscape**, bringing faculty together in an active, human-centred design process to map out future Learningscapes for Sheridan faculty. These visions, which describe truly novel, creative and game-changing opportunities for students to develop their S-Sense, will serve as the foundation for each of the Faculties' S-Sense implementation forward.



#### **Priority 4: Reciprocal Work-learn Relationships**

*Engage with communities and employers to strengthen learning-integrated work locally and globally, co-creating new approaches for hands-on learning, continual development and interdisciplinary innovation. Everyone at Sheridan – learners, faculty and staff – will continually build expertise, knowledge and experience through innovative work-learn possibilities.*

#### **Over the past year:**

- Sheridan received the Shock-proofing the Future of Work research grant valued at \$154,200 from the Future Skills Centre. This grant will fund projects aimed at helping small-business owners impacted by COVID-19.
- The Entrepreneurship Discovery and Growth Engine (EDGE) innovation hub and the Pilon School of Business launched the “Building Small Business Resilience” (BSBR) initiative. BSBR will enhance the digital marketing capabilities of small-business owners who have been forced to pivot online due to the COVID-19 pandemic.
- Sheridan introduced the Innovative Field Placement Bursary to support students who participated in unpaid field placements or mandatory professional practice during the Winter 2021 semester. The bursary awarded up to \$1,200 to eligible students who were participating in a placement with a Canadian employer or community partner at any point between the dates of January 15 - April 30, 2021. The bursary is funded in part by the Government of Canada’s Innovative Work-Integrated Learning Initiative (I-WIL) and Co-operative Education, Work-Integrated Learning (CEWIL), Canada’s Innovation Hub (iHUB).
- Hosted Sheridan’s International Alumni: Pathways to Triumphs – a panel discussion featuring Sheridan alumni who began their journeys as international students. Discussion topics included their Sheridan student experience, current careers and educational journey in Canada.
- VIP Innovation Accelerator: Developed a post-COVID-19 plan for the 10-week team-based experience created to guide students through the ideation process in an interdisciplinary design challenge.
- Announced a new accelerated training program for personal support workers (PSWs). The PSW Accelerated program will use a hybrid model that combines online learning with in-person practical experience. Provincial funding will cover students’ tuition and ancillary fees, and students will be paid during a 12-week field placement arranged at a long-term care facility. Graduates will enter the workforce at the end of six months.

## **Enabler 1: Inclusion and Equity**

*Every individual at Sheridan will work to actively embed inclusion and equity into their spheres of influence. Together, we will create a community where everyone is bringing their full potential and experiences, knowing their unique contributions are valued.*

### **Equity, Diversity and Inclusion**

- Joined the Colleges and Institutes Canada's (CICan) ImpAct-EDI, a national initiative aimed at facilitating the sharing of best practices and promoting a coordinated approach to foster a culture of inclusion specific to the college and institute system.
- Celebrated Breaking Barriers Week, a week-long initiative held from October 12-15 to create a safe space for members of the Sheridan community to celebrate, learn about and discuss equity, diversity and inclusion in the workplace.
- Launched Open Access Week (October 2021) which highlighted the importance of building equity, diversity and inclusion into the community of knowledge sharing, discourse and research participation.
- Dimensions: Equity, Diversity and Inclusion Canada program — Research focus group sessions were held in early 2022 to inform Sheridan's institutional self-assessment, which contributes to the institution's self-understanding and to the evidence base that informs the development of an action plan, as part of the Dimensions application for recognition.
- Received \$500,000 in federal funding that will allow more than 600 students to pursue rich international educational opportunities over the next four years, including:
  - eight new Collaborative Online International Learning (COIL) offerings with eight different international partners
  - four new physical mobility opportunities to Spain, Denmark, Kenya and Brazil
  - a new student COIL support module
  - a comprehensive intercultural training module for all participating students
  - a suite of wraparound supports aimed at enhancing the overall student mobility experience including updated risk management protocols and policies

### **Centre for Indigenous Learning and Support**

- The Centre for Indigenous Learning and Support continued to offer the Indigenous Learning Series to members of the Sheridan community.
- In honour of the National Day for Truth and Reconciliation, Sheridan hosted a virtual observance for students and employees and shared guidance and educational resources to learn more about Canada's history with Indigenous Peoples.
- Organized new initiatives and events throughout the academic year centred around Indigenous worldviews and cultures. These events explored contemporary issues impacting Indigenous Peoples, and current challenges and opportunities in postsecondary education.
- Created the Land Acknowledgement Guide which provides employees with the foundational knowledge needed to build stronger relationships with the territory on which Sheridan stands.

## Inclusive Communities

- Hosted the *Breaking Barriers – Network to Get Work* panel discussion, as part of the Black Leadership, Ambition, Collective Knowledge and Success (BLACKS) Career Conversation Series. The discussion explored the importance of advancing dialogue to break down barriers of employment and career success and understanding the value of networking.
- Launched the Accessibility Sheridan mandatory online training course on SLATE for all Sheridan employees. This course meets the regulatory changes and applicability to Sheridan in 2021 and reflects progress in removing barriers to students, employees and campus visitors with disabilities.
- Launched the Black Mentorship Program, a six-month pilot program to provide Black Sheridan students with opportunities to develop their skills, expand their professional networks and prepare for their future careers. Students are paired with alumni mentors and meet five times throughout the academic year.
- Celebrated Transgender Awareness Week to increase visibility and awareness of the transgender community.
- Celebrated Islam Awareness Week and held special events to raise awareness of the issues facing members of the Muslim community.
- Launched the Inclusive Communities Webinar Series 2022, offering a lively and engaging space in which members of the Sheridan community can learn and discuss a wide range of EDI-related topics.
- Hosted a wide range of events in celebration of Black History Month 2022, with a focus on the theme of *Imagining Futures*. These celebrations were in partnership with diverse communities, namely the Sheridan Student Union, Sheridan Alumni team, Canadian Caribbean Association of Halton and the Sheridan Black Students' Association.

## **Enabler 2: People-centric Technology**

*Invest in a range of interactive and intelligent technologies that enhance the student experience and faculty and staff capacity to effectively carry out their work.*

### **Over this past year, Sheridan:**

- Revamped the IT Services online appointment bookings page to better reflect services and delivery modes for the fall and winter semesters.
- Deployed a new Virtual Desktop Infrastructure (VDI) to allow users to connect to a virtual Windows desktop that runs in the cloud to use college-licensed software.
- Partnered with Oracle to undertake the Managed Services Model initiative. This partnership will enable Sheridan to move its systems to a cloud-based managed services model, and significantly modernize and stabilize system performance and uptime. Concurrently, it will streamline monitoring and support to deliver a better user experience for students and employees.
- Operationalization and staffing of the Office of Enterprise Architecture.

### **HR Technology**

- Introduced JDEExpert to digitize and streamline the job development process. This software is the first of its kind in the college system.
- The HR Information Systems (HRIS) team continues to work on large scale projects such as the PeopleSoft upgrade and cloud integration and payroll upgrades which will introduce new functionality.
- Talent acquisition has continued to perfect recruiting in a remote environment. Sheridan adopted asynchronous video interviewing, which has expedited the hiring process and made the interview experience more convenient for candidates.
- Progressively digitized paper-driven aspects of the hiring process and placed strong focus on proactively identifying candidates and drawing them to positions of interest.

### **Project Springboard – Transformational Technology Projects**

Thirty-one technology projects are currently in progress in 2021-22.

Highlights include:

- Development of the Student Advisement Case Management Solution. Requirements have been identified and interim solutions have been explored with the Project Springboard team.
- Preparation for the new Continuing and Professional Studies (CAPS) e-commerce platform that is expected to launch in 2022.
- Implementation of ABB (Activity-Based Budgeting) and the Questica budget software.
- Contracting software and staff account creation.

### **Enabler 3: Flourishing Workforce**

*Foster wellness, creativity and personal and professional fulfilment among staff and faculty through a culture of innovative risk-taking, interdisciplinary collaboration, lifelong learning and flexible work environments.*

#### **Over the past year, Sheridan achieved the following milestones:**

- Launched the online resource DevelopMe to provide consultative career advice to faculty, staff and administrative groups as part of Sheridan's suite of employee development series. It is a self-directed toolkit that allows employees to strategically plan, manage and accelerate their own career development, while also providing managers tools and tactics to support employees in career discussions.
- Introduced a new approach to employee recognition. In lieu of individual employee accomplishments, special recognition was given for the People Award and Teaching Award recipients, as well as a celebration of major departmental and team achievements that fuelled Sheridan's success over the past year.
- Made career coaching resources accessible to all leaders as a way of building their capacity and competencies in this area.

#### **Performance Feedback and Talent Management**

Sheridan is improving the practice of performance coaching through improved performance feedback and development, and the evaluation of leaders using the leadership competency framework. Development of an e-performance and e-talent management system is in progress and will transform our manual processes to a digital experience. A performance feedback and development process for support staff will be launched in spring 2022.

#### **Flexible Workplace Strategy**

Sheridan has reoriented many of its services to meet the challenges of the pandemic but also remained focused on long-term goals and development. Within the Flexible Workplace Strategy, the following milestones were accomplished:

- Implemented the On-Campus Working Experience Survey to learn more about employees' working experience both at home and on campus during the COVID-19 pandemic.
- Gradual implementation of remote work options to enhance Sheridan's employment experience beyond the pandemic while maintaining campus vibrancy. The extent to which remote work can continue will be determined once the operational reality is experienced and the ongoing needs of Sheridan students are fully assessed and understood.
- Sheridan's Human Resources launched the Return to Campus (Employee) Resource site which provides employees with comprehensive information, resources and supports relating to returning to campus.

## **Enabler 4: Healthy and Creative Communities**

*Create healthy and vibrant communities on each campus and across Sheridan through design, wellness practices and physical spaces that bolster our community members and their ideas, and nurture diverse approaches to creativity and innovation.*

### **Campus Wellness**

- Sheridan's Wellness Team has continued to build on the Campus Wellness Strategy to include the development of more resources supporting those who are working on campus and remotely.
- Sheridan received \$25,000 from the Bell Let's Talk Post-Secondary Fund to support Sheridan's mental health services and supports for students.
- The Sheridan Student Union (SSU) donated \$430,000 to support two health promotion specialist roles at Sheridan, dedicated to developing programs and resources that proactively address health and wellness for all students at the college.

### **On-Campus Pandemic Operations**

- In summer 2021, Sheridan collaborated with the Punjabi Community Health Services and Indus Community Services to host a COVID-19 vaccine clinic at the Davis campus. Over the course of 55 total clinic days, more than 35,000 COVID-19 vaccinations were administered.
- Sheridan participated in a rapid antigen screening pilot in conjunction with the Province of Ontario to reduce the spread of COVID-19 by enhancing existing routine screening measures for asymptomatic students and employees who have not been exposed to COVID-19.
- At Davis and Trafalgar Road campuses, GO-VAXX busses operated as fully-functioning vaccine clinics for those who still required vaccinations.
- Sheridan secured the services of two third-party organizations – one to track vaccination and accommodation documents and the other to provide an onsite rapid testing program.
- The SSU announced \$250,000 in funding to assist Sheridan students affected by the COVID-19 pandemic and social inequality. This funding focuses on increasing access to education and responds to the SSU goal of supporting quality student experiences at Sheridan.

### **On-Campus Safety**

- Created security response protocols that addressed the risks and vulnerabilities specific to working and learning during all stages of the pandemic.
- Established a framework to effectively manage all security-related infrastructure, including resources that supported access control and safety during pandemic recovery.

## **Enabler 5: Fiscal and Environmental Sustainability**

*Lead, manage and innovate for long-term sustainability, seeking novel approaches to funding options and partnerships, and reinforcing our leadership in green campus initiatives.*

### **Healthy and Sustainable Environments**

- Identified and began concept development work for front-running projects under the Campus Master Plan.
- Implementation of a new software platform, Archibus, and production of updated space information for all spaces across our campuses.
- Establishment of the Institutional Asset Management team and engagement with stakeholders across the organization to understand the current status and opportunities.

### **Activity Based Budgeting (ABB)**

- Implementation of a flexible budgeting approach that balanced Sheridan's long-term financial sustainability goals with the short-term pandemic response.
- Training and preparation for the new budget software Questica, in advance of the activity-based budgeting model.
- Provided ongoing training to the Sheridan community, including Budget Lunch and Learns, to provide employees information on Sheridan's budgeting process in advance of the 2022-23 budget.

### **Corporate Governance Transformation**

- Identified and supported initiatives to strengthen governance and compliance with our regulatory framework, including the establishment of the College Advisory Council.

### **Sustainable Development Goals**

- Placement as a finalist in the Nature Inspiration Awards 2021 for our leadership in restoring biodiversity and reconnecting the community with the natural environment.
- Work towards the completion of the Mission Zero Plan that will outline implementation of sustainability priorities and initiatives.

## Appendix A: Sheridan 2024

### SHERIDAN 2024

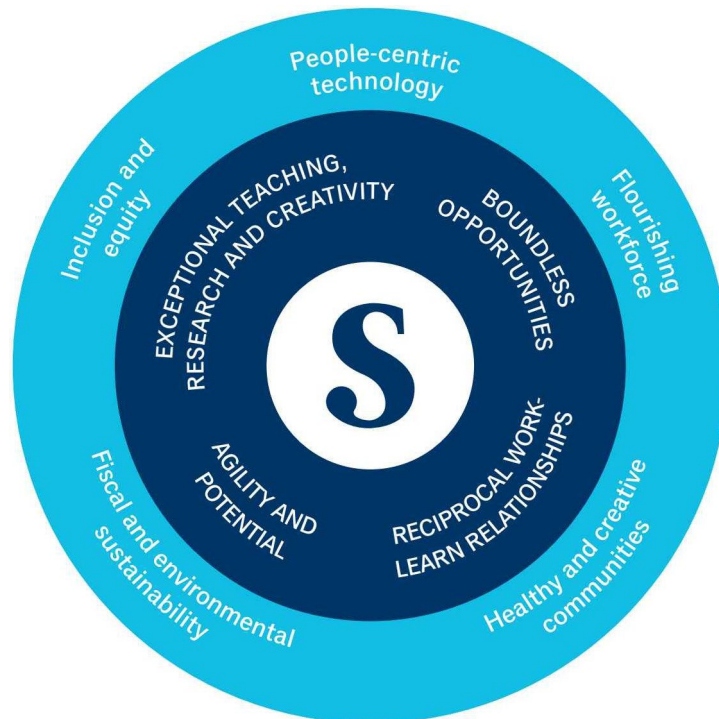
In March 2019, the Board of Governors approved Sheridan's new Strategic Plan 2019-2024: Galvanizing Education for a Complex World.

#### 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

Sheridan acknowledges 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.



## Appendix B: Audited Financial Statements

### **2021/22 Financial Results Management Analysis**

<https://www.sheridancollege.ca/-/media/project/sheridan/shared/files/about/administration-and-governance/policies-and-accountability/corporate-reporting/financial-results/21-22-financial-results.pdf>

### **Sheridan Financial Statements 2022**

<https://www.sheridancollege.ca/-/media/project/sheridan/shared/files/about/administration-and-governance/policies-and-accountability/corporate-reporting/financial-statements/financial-statements-2021-22.pdf>

## Appendix C: Board of Governors

Name	Status	Term Expiry Date
Samy Abd El-Sayed	Support Staff Governor	2 <sup>nd</sup> term ends August 31, 2025
Chuks Ezeokafor		1 <sup>st</sup> term ends August 31, 2023
Bunmi Dosunmu	Chair of the Finance, Audit and Property Committee	1 <sup>st</sup> term ends August 31, 2023
Mary E. Hofstetter, C.M.	Chair of the Governance and People Committee	2 <sup>nd</sup> term ends August 31, 2024
John Fleming	Past Chair	2 <sup>nd</sup> term ends August 31, 2022
Daniela Hampton-Davies	Chair	2 <sup>nd</sup> term ends August 31, 2024
Arlene Coates	Chair of the Academic and Student Affairs Committee	1 <sup>st</sup> term ends August 31, 2023
Arlene Minott		1 <sup>st</sup> term ends August 31, 2024
Kerry Mann		1 <sup>st</sup> term ends August 31, 2023
Sara Cumming	Faculty Governor	1 <sup>st</sup> term ends August 31, 2024
Robert Poulton		1 <sup>st</sup> term ends August 31, 2023
Steve de Eyre		1 <sup>st</sup> term ends August 31, 2024
Taran Chahal		1 <sup>st</sup> term ends August 31, 2024
Sunand Sharma	Administrative Governor	1 <sup>st</sup> term ends August 31, 2024
Matthew Szablowski	Student Governor	1 <sup>st</sup> term ends August 31, 2022

## Appendix D: Summary of Advertising and Marketing Complaints

For the period of April 1, 2021 to March 31, 2022, no complaints were received regarding Sheridan's advertising and marketing activities.

Nature of complaint: N/A

Date received: N/A

Action taken: N/A

Date resolution communicated: N/A

Time taken to resolve: N/A