

Sheridan Business Plan

2024-2025

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Land acknowledgment statement

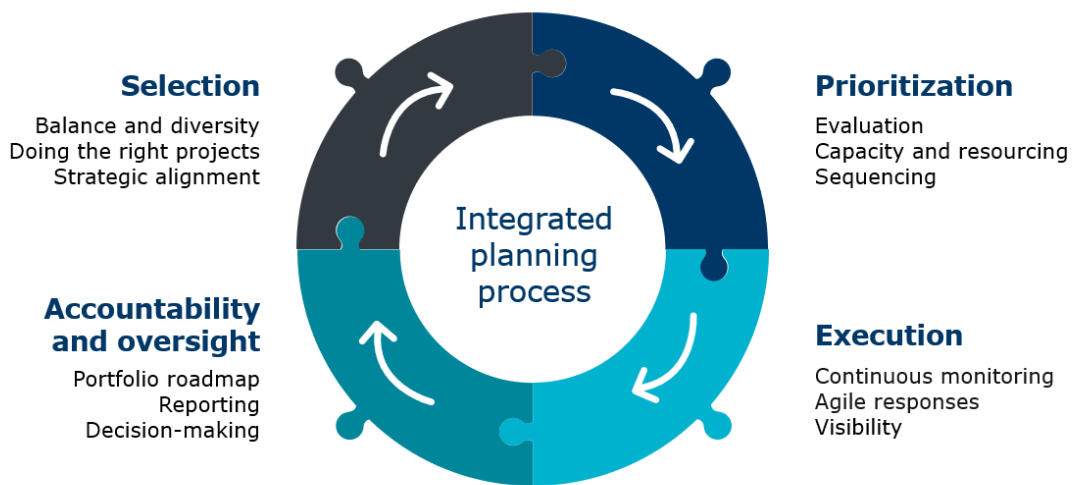
We acknowledge the land for sustaining us and for providing us with the necessities of life. This territory is covered by the Dish with One Spoon treaty and the Two Row Wampum treaty, which emphasize the importance of joint stewardship, peace and respectful relationships. As we reflect on land acknowledgments, let us remember that we are all stewards of the land and of each other.

We recognize the land on which we gather 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 on 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.

Integrated planning at Sheridan

Integrated planning is the process by which Sheridan will advance our strategic plan, *Galvanizing Education, Sheridan 2027: Forging the Future*. The integrated planning process ensures a sustainable approach to institution-wide planning. This supports evidence-informed decision making, organizational performance measurement and college-wide budgeting in support of Sheridan's vision and strategic objectives. A core component of integrated planning is the development and approval of strategic initiatives through a formal enterprise intake process that is intentionally aligned to our budget allocation and employee performance development processes.



Integrated planning is critical in driving Sheridan's vision, mission, principles and strategic priorities. The integrated planning framework aids in supporting transparent decision-making across the institution. Our goal is to build an integrated, evidence-informed and impactful planning culture across Sheridan by:

- Supporting institutional **priorities**
- Measuring and reporting **performance**
- Integrating and optimizing **processes**
- Supporting our **people**

Sheridan's strategic plan

Galvanizing Education

Sheridan 2027 | Forging the Future

Vision

Sheridan is the epicentre for groundbreaking, 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.

Principles

- **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.
- **Radical engagement:** We believe that we are better humans and make more meaningful choices when we make generative connections across world-views, life experiences, cultures and disciplines.
- **Trailblazing:** We believe it is our profound responsibility to cultivate the thought leadership, personal capacity and systemic change we need to navigate and shape an uncertain world.
- **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.

The full strategic plan is available online. The following pages highlight the three strategic priorities of Sheridan 2027 and the key areas of focus that will enable the achievement of our strategic goals.



Priority 1: 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.

Key areas of focus and action

Transformative learning opportunities

Expand participation in our ecosystem of transformative learning opportunities.

Actions: We will continue to innovate and expand our programs with initiatives like **Sheridan 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.

Flexible learning experiences

Create flexible, engaging and accessible learning and service experiences.

Actions: 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.

Agile program evolution

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

Actions: We are actively **adapting our existing programs and developing new ones**, 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.



Priority 2: 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.

Key areas of focus and action

Agile processes and systems

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

Actions: We will revamp administrative processes and enhance our technologies to boost efficiency and responsiveness to external changes, while prioritizing entrepreneurship and resource stewardship. This will include initiatives such as the **upgrade and optimization of PeopleSoft**, a core operational system used across the institution.

Flourishing workforce

Attract and retain a talented, engaged and diverse workforce.

Actions: Through initiatives like our **EDI framework** and **campus wellness strategy implementation**, 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.

Infrastructure and sustainability

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

Actions: 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 and initiatives**.



Priority 3: 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.

Key areas of focus and action

Alternative revenue growth

Grow revenue from alternative sources.

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

Enrolment growth and diversification

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

Actions: 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. This also includes initiatives implementing and leveraging technological solutions such as **admissions streamlining enhancements** and **recruitment environment development**.

Anchor institution

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 foster strong, collaborative relationships with our community, industry and government partners through our external relations strategy. Initiatives such as the **Indigenous Engagement and Education Plan** and the **Brampton Charter for Improving the International Student Experience** will ensure that we maximize our contributions as an engine of social, economic and community development, while enhancing a feeling of belonging as valuable contributors for our community members.

Measuring success

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

Success measures	Trailblazing education	Organizational excellence	Sustainable growth
EDI indicator framework	✓	✓	✓
Enrolment in programs offering Sheridan S-Sense or Signature Learning Experiences	✓		✓
Number of students participating in research and entrepreneurship	✓		✓
Number of programs offering hybrid/virtual delivery	✓		✓
Graduation and graduate employment rates	✓		
Employee engagement score		✓	
Facilities management benchmark metrics for Ontario colleges		✓	
Sustainability tracking, assessment and rating		✓	
Revenue (versus targets, including by source)	✓		✓
Domestic and international enrolment (versus targets, market share, origin market distribution)	✓		✓
Community reputation score	✓	✓	✓
Research rankings – number of partnerships	✓		

Appendix A: Budget for 2024–2025