

2021

INTERNATIONALIZATION & GLOBAL CONNECTIVITY STRATEGY



Sheridan

INTRODUCTION

Sheridan is launching its Internationalization and Global Connectivity Strategy at a time when our planet is engulfed by the COVID 19 pandemic and is confronting the fracturing outcomes of centuries of deep-rooted and increasingly widening nationalism and social, environmental, and economic divides, as well as disparities across the globe. We have been witnessing times of rapid societal, technological, and environmental change that will not only be faster and more drastic but also further inexorably and inextricably link our local and our global contexts. The global scale and depth of change and disruption in 2020 has touched every aspect of our lives and upended education as we know it. The good news is that agility, resilience, and imagination are within Sheridan's DNA. As a trailblazing institution, Sheridan is built for change, thrives in the face of ambiguity, and catalyzes innovation. It is during challenging and uncertain times that we reinforce our commitment to the fundamental essence of internationalization and global connectivity that fosters greater collaboration, inclusion, mutuality, and multilateralism. It is critical that our thinking in relation to Sheridan's global connections always remains dynamic. Just as the world changes around us, so must our ideas and actions.

While our aspirations are boundless, an effective strategy is not only about strategic vision; it is also about strategic choices. Hence, for this strategy to be impactful, we align our efforts with a set of priorities, focusing on areas where we can make the biggest and most needed difference.

“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 everchanging world.”

Sheridan 2024

LOCALLY ROOTED, GLOBALLY CONNECTED

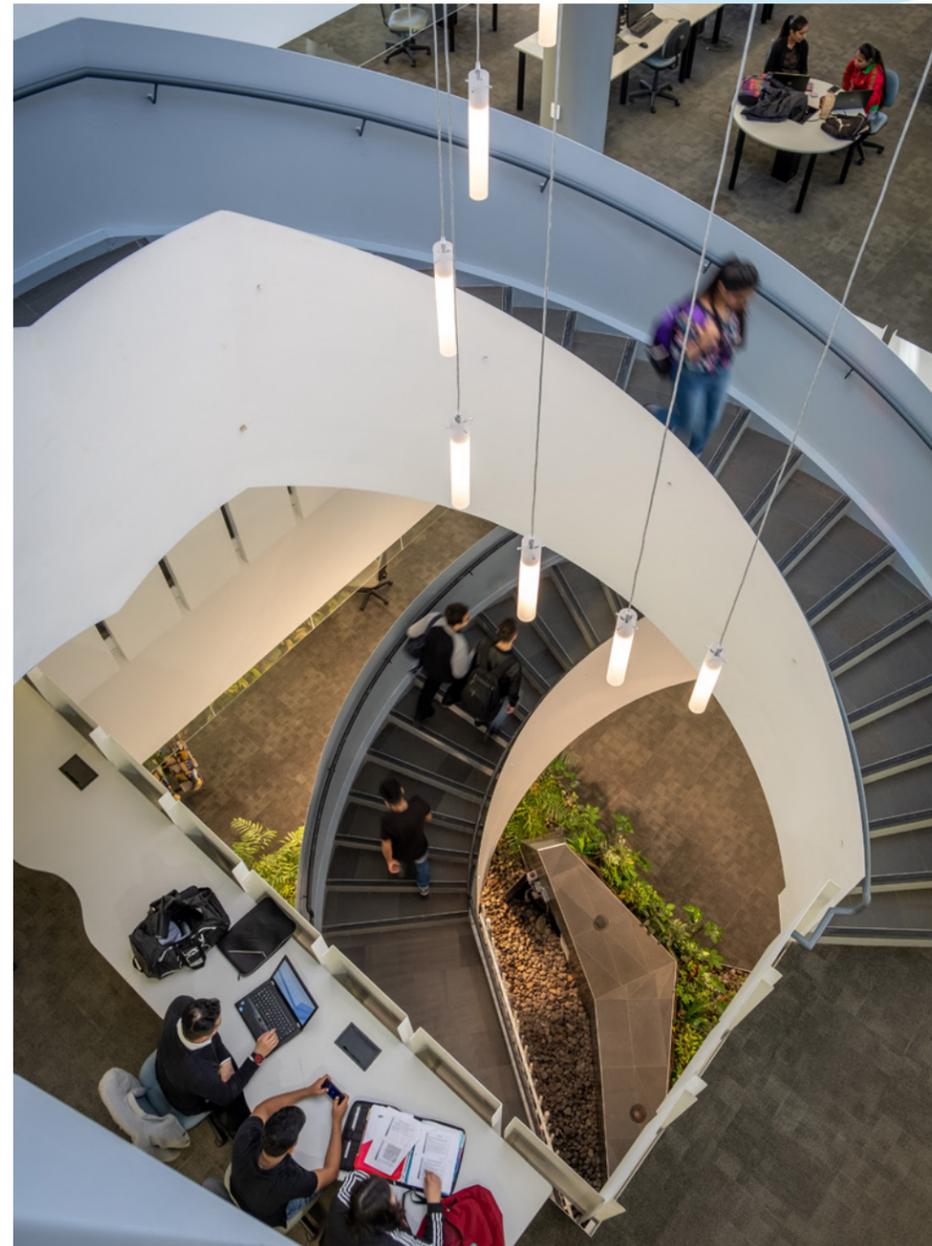
**In developing our global connections,
we acknowledge our own history,
challenges, privileges, and local contexts.**

**We recognize the multiplicity of
cultures within and outside of Canada.**

INTERNATIONALIZATION AT SHERIDAN

Sheridan 2024: Galvanizing Education for a Complex World envisions Sheridan to become “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 world¹.” In this quest, Sheridan has recognized that engaging with our international community is indispensable to enhance our teaching, learning, research, community and industry relations. Adopting an intentional and purposeful holistic approach to internationalization is identified by Sheridan 2024 as a vital tool to help achieve Sheridan’s priorities of academic excellence, rich student experience, learner-centered services, and commitment to scholarship².

Sheridan has a long history of engagement with internationalization. Our recent institutional internationalization scan highlighted our success with welcoming 8,200+ international students from 110+ countries; students who reported high satisfaction rates with their experience at Sheridan. Our alumni are spread over 88 countries and our faculty and employees bring rich and diverse cultural and international experiences to our campuses. Our faculties and different units have incorporated intercultural and international fluencies into our curricular and cocurricular programming. Over the last 20 years, we had 100+ memoranda of understanding (MOUs), articulation and affiliation agreements with international partners that ranged between student and faculty exchange, pathways, work-integrated learning, and study abroad. Recently, we introduced Collaborative Online International Learning (COIL) to our programming to provide a new modality for international mobility that is inclusive, accessible, and sustainable.

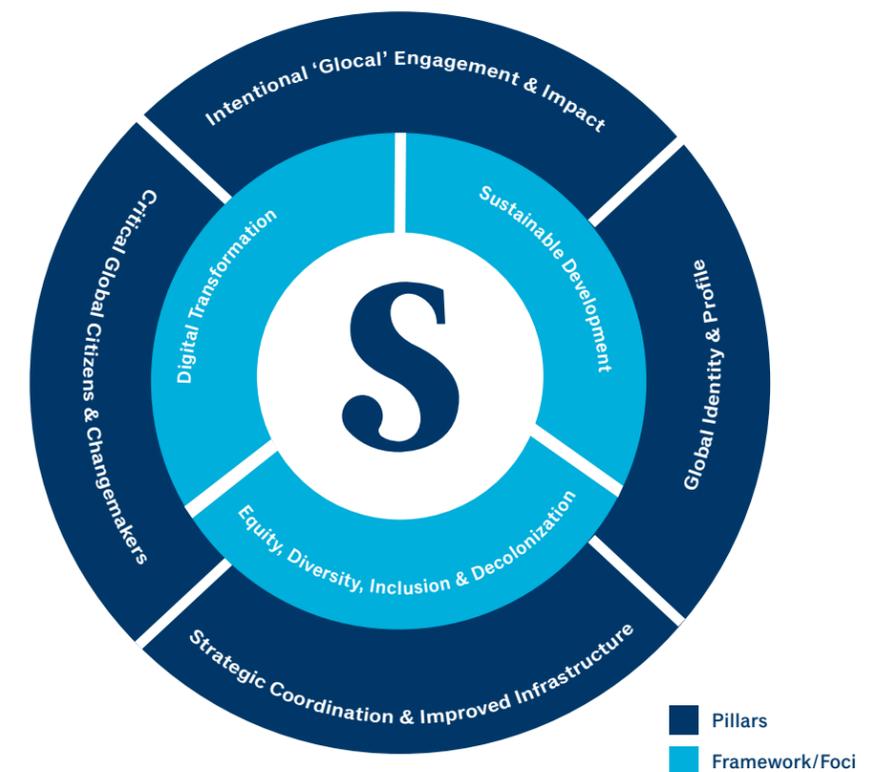


Building on these successes, it is time for Sheridan to adopt a more outward, intentional, and proactive approach to global connectivity. An approach that involves not just a passive awareness of global issues but active participation in addressing the challenges of the world. We aim to diversify our international partnerships through adopting a more strategic and intentional approach. We will re-evaluate our dormant partnerships and further develop our active ones. While maintaining the successful partnerships in Europe, Asia, and the United States, we aim to diversify our regional presence there as well as expand to Africa, Latin America, and the Caribbean through strategic institutional partnerships and consortiums. This would allow us to offer our community ample opportunities to engage with diverse world views and knowledges and expand our global impact. Aligning with Sheridan’s strategic objectives, this

strategy aims to engage faculty, employees, students, programs, faculties, centres, and industry and community partners through a purpose-driven mission for internationalization and global connectivity. This strategy is built of three points of foci: equity, diversity, inclusion, and decolonization; sustainable development; and digital transformation. It has four pillars: Intentional global and local (‘glocal’) engagement and impact; critical global citizens and changemakers; global identity and profile; and strategic coordination and improved infrastructure. This strategy is accompanied by a granular action plan that will be incorporated within the annual divisional planning process. As a community we are committed to continuous learning as we grow; hence, critical self-reflection and constant improvement are key to our approach.

Sheridan’s Internationalization & Global Connectivity Strategy: Locally Rooted, Globally Connected

2021-2024



1. Sheridan 2024, 2019, p. 3.
 2. Academic Plan, 2017- 2022

SHERIDAN'S INTERNATIONAL PARTNERSHIPS

1967 50+ years of leadership in postsecondary education



3 campuses

5

faculties



120+ full-time programs



26,200 full-time and part-time students; 14,995 continuing & professional studies students



8,200+ international students



190,000 alumni in 88+ countries around the world



110+ countries represented by our student population



1 among GTA colleges for overall student and graduate satisfaction



Recipient of numerous national and provincial co-op and work integrated learning awards



5 research centers and an entrepreneurship hub



\$4.9M external research funding



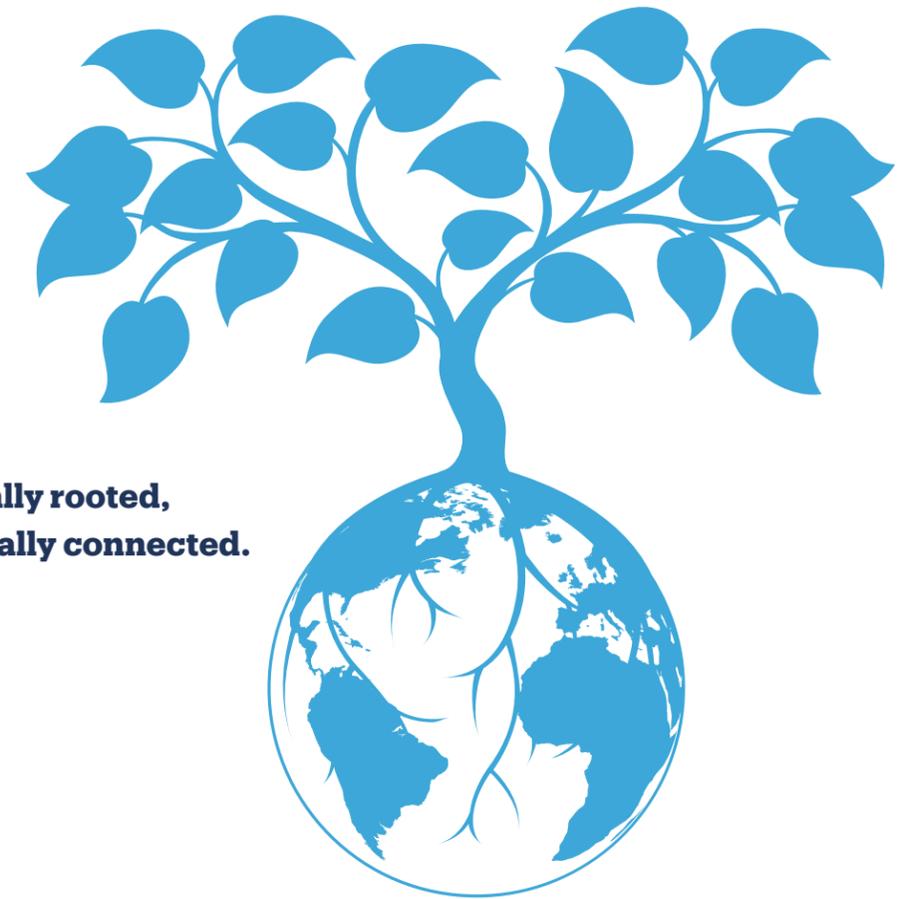
- MOUs, articulation, and affiliation agreements
- COIL partnerships

Source: Sheridan at a Glance (March 2021)

INTERNATIONALIZATION & GLOBAL CONNECTIVITY

“Before you finish eating breakfast this morning you’ve depended on more than half of the world. This is the way our universe is structured... We aren’t going to have peace on earth until you recognize this basic fact of the interior interrelated structure of reality.”

Dr. Martin Luther King Jr.



**Locally rooted,
globally connected.**

Internationalization and Global Connectivity

Internationalization is a holistic and “intentional process of integrating an international, intercultural or global dimension into the purpose, functions and delivery of post-secondary education, in order to enhance the quality of education and research for all students and employees, and to make a meaningful contribution to society³.”

Global connectivity is a response to the complex ways in which globalization has changed the world in which we live. We are connected on individual, institutional, and national levels with other people socially, politically, economically, and environmentally. Connectivity is also a term associated with the technological world referring to “the ability to connect to or communicate with another computer or computer system⁴.” Internationalization and global connectivity

share the emphasis on relationships. The prefix inter-originate from Latin to mean between nations and connectivity is derived from the Latin word connectere which means to con ‘with, together’ and nectere ‘to tie.’

While the two terms reflect a mutual relationship of togetherness where all partners are invested in building and shaping the relationship, they are not mutually inclusive. Whereas it is difficult to be globally connected without internationalization, the reverse is not necessarily true. Together, internationalization and global connectivity will reinforce Sheridan’s goal of strengthening its exceptional teaching, research and creativity and cementing its unique role as a trailblazer, defining and galvanizing higher education for the evolving world⁵.

3. de Wit, Hunter & Egron-Polak, 2015, p. 29

4. Merriam Webster Dictionary

5. Sheridan 2024

Our Internationalization and Global Connectivity framework is informed by three interconnected foci:

1 EQUITY, DIVERSITY, INCLUSION, AND DECOLONIZATION (EDID)

Sheridan 2024 commits to promoting diversity, advancing equity, and fostering a culture of inclusion at Sheridan. It also commits to creating spaces and resources for reconciling our relationship with Indigenous histories, cultures, and nations. Key to that is recognizing that marginalization happened way beyond the creation of Canada since Indigenous peoples have been in this territory for thousands of years. In developing our global connections, we acknowledge our own history, challenges, privileges, local contexts and recognize the multiplicity of cultures within and outside of Canada. Informed by

the Indigenous Education Protocol and United Nations Declaration on the Rights of Indigenous Peoples, we are working with our local and global partners to re-balance power, dominance and control and ensure that different ways of knowing and doing are perceived, presented, and practiced as equal to Western ways of knowing and doing. An internationalized Sheridan is based upon critical global citizenship, social justice, a commitment to Indigenous and local communities, and empowerment of those who have been historically marginalized in Canada and worldwide.

“Let us find a way to belong to this time and place together. Our future, and the well-being of all our children, rests with the kind of relationships we build today”

Chief Dr. Robert Joseph



2 SUSTAINABLE DEVELOPMENT

We do not live in isolation; our local successes and challenges are part and parcel of a global context. The key to creating an equitable and sustainable community, country, and world lies in our education systems. Sheridan has committed to play a pivotal role in building a more sustainable world and equitable future for all through the Sheridan 2024 Strategy, Mission Zero Sustainability Framework, Campus Master Plan and most recently signing the United Nations Sustainable Development Goals (UN SDG) Accord. The UN SDGs represent a unique platform to bring together communities to work together in a

proactive and purposeful way on issues of local and global relevance. As part of the SDGs, Education for Sustainable Development (ESD) aims at fostering transformative social, economic, educational reorientation towards a more collectively sustainable future⁶. This framework paves ample opportunities to develop critical thinkers, culturally competent, and emotionally resilient leaders capable of answering trans-disciplinary and problem-based questions such as these as they relate to the SDGs.



Sheridan has committed to playing a pivotal role in building a more sustainable world and equitable future.

3 DIGITAL TRANSFORMATION

Accelerated by COVID-19, digital education and technology are disrupting and will continue to disrupt our education, industry, economy, and society. In addition to offering quality well-rounded educational experience on our physical campuses, Sheridan will leverage innovative digital technology to inform its internationalization initiatives creating transformative opportunities for students, employees, and faculty members to engage with international partners through remote and/or hybrid models. Through digital education, Sheridan will expand its access to broader and more sustainable international markets and equip

graduates with digital fluency for working virtually and multi culturally. Informed by our EDID focus, our digital transformation will actively attempt to address digital divide and accessibility challenges. This will be modelled after our Library and Learning Services' Digital First Model. Sheridan will leverage its digital, accessible, often multilingual and open access, resources and digital spaces to enhance access to global learning, scholarship, and discovery.



GUIDING PRINCIPLES

Our internationalization and global connectivity efforts will be guided by the principles outlined in Connected Sheridan: a Lens on our Connections.

Reciprocity

Work together to obtain results that are mutually beneficial for all involved and that support the greater public good.

Relevance & Impact

Design relevant and meaningful engagements that make a positive and measurable difference among all participants and communities involved.

Reflexivity

Continuously reflect on, engage in inclusive collaborative discussions, and evaluate the nature of our partnerships anticipated impacts, and actual outcomes.

Respect

Consider interests of all partners, use active listening, check assumptions, and create interactions guided by generosity, authenticity, and curiosity.

Responsibility

Extol the importance of open communication, access to information, accountability, transparency, and actively involve partners in the engagement process.

Inclusivity

Value and respect diversity of knowledge, worldviews, and experiences; intentionally seek to understand other perspectives, and address historic and current inequalities.

1

INTENTIONAL 'GLOCAL' ENGAGEMENT & IMPACT

To prepare people to thrive in a future that promises great opportunity and waves of disruption, Sheridan assumes its role as a local and global actor in a highly interconnected world. Sheridan holds unique strengths that well-place it to respond meaningfully to global and local (glocal) concerns and opportunities and yield the greatest value and mutual benefit.

Research has always been part of Sheridan's identity whether through faculty-led projects, curriculum-based or innovative research and entrepreneurship centers. This has been reinforced through Sheridan's "Shaping an Ever-Changing World through Research, Innovation and Entrepreneurship: A Shared Vision" which aims to intentionally connect our local and international communities through high impact

projects that address sustainability goals. While the COVID-19 global pandemic highlighted the need for broader interdisciplinary approaches to research, Sheridan has been a trailblazer on this front. Our successful interdisciplinary real-world problem solving approach is based on industry, community, and academic collaboration. This positions us to serve our local and global communities by convening impactful, multilateral partnerships and cross-pollinated disciplinary teams. This global engagement will also enhance the impact of our education and research and contribute to a more just, sustainable, and resilient world.



2

CRITICAL GLOBAL CITIZENS AND CHANGEMAKERS

Our new ground-breaking S-Sense learning model aims to enhance our technical excellence and interdisciplinary capacity by developing a mindset that equips our community with the ability to think, relate, innovate, and evolve with resiliency and agility through change, uncertainty, complexity, and perceived differences. Cultivating a global mindset, fluency, and outlook is imperative to enable Sheridan's students, employees, and faculty to actively relate, engage, and positively impact 'glocal' communities. Developing intercultural fluency, fostering global perspectives, promoting the value of critical global citizenship, and sustainable development, and promoting diversity of thought are key to Sheridan's strategy. Critical global citizenship is an active process whereby we, as an institution, faculty, employees, and students, continuously question our social, cultural, and socio-economic environments and engage in self-reflective exercises on our role within our local and global communities. In order to understand 'glocal' issues, we will continue to engage in a process of unpacking cultural contexts and addressing economic and cultural roots of inequalities in power and wealth. Our global outlook and fluency will include recognition of other ways of knowing and being that function beyond the dominant Western point of view – a framework that often goes unchallenged.

Sheridan students, faculty, and employees will have access to a wide range of inclusive and accessible global learning opportunities not only through international connections, but also engagement with diverse cultures and nations within Canada. We will engage our community in transformative learning experiences in 'glocal' contexts and issues through internationalization at home, cross border internationalization, and international partnerships. These experiences will enhance our faculty and employees' abilities to actively infuse elements of critical global citizenship, social justice education, equity, and inclusion in the learning environment. They will also guide our students on their voyage towards global citizenship and leadership and empower them to become agents of social change on local and international levels. We will prepare our students to collectively find the answers to the tough questions facing our world through enabling them to make generative connections across worldviews, life experiences, and cultures. Sheridan will have a reputation for producing graduates who are globally and multiculturally aware, empathetic, workplace ready, and poised to thrive in a global economy – graduates with the mindset and personal capacity needed to see through the eyes and minds of others.

Key Supporting Actions

- 1 Adopt an integrated approach to global projects that recognizes social, economic, and environmental benefits at the organizational as well as community level.
- 2 Develop an interdisciplinary, collaborative approach to international engagement projects.

Key Supporting Actions

- 3 Aligned with S-Sense outcomes, expand the internationalization of teaching and learning in all programs and credentials, including the strategic introduction and expansion of Collaborative Online International Learning (COIL) offerings across all faculties and applicable departments.
- 4 Increase and diversify student mobility programs in terms of destination, program, and student body.
- 5 Develop and deploy a critical global citizenship cocurricular recognition as part of S-Sense learning scape.
- 6 Develop and deploy internationalization focused professional development and capacity-building programming for teachers, learners, and employees.

3

GLOBAL IDENTITY AND PROFILE

A positive global reputation is key in all aspects of the college's mission, including student experience, partnerships, fundraising, and recruitment. Sheridan will enhance its reputation globally through underscoring its unique approaches to experiential education, community and industry engagement and partnerships, and social and pedagogical innovations. A culturally and globally engaged Sheridan will sustain the College's brand position, serving to further differentiate ourselves while solidifying our reputation as Canada's leader in applied, experiential learning. The visibility and presence of international people, activities, partners, and networks, both in physical spaces and online, is paramount to position Sheridan as an institution of choice for local and global partners: students, faculty, research, and industry partners. This is aligned with Sheridan's academic

priority to "advance the quality of teaching and deep learning through inclusive learner-focused design and academic support services that embrace the diverse strengths of our students" and ensuring a "holistic integration of international people, perspectives, knowledge and networks".

Our diverse complement of faculty and employees, many of which are multilingual with a wealth of international experiences, bring their knowledge, expertise, and lived experiences to their work enriching the teaching and learning experience. Sheridan is committed to offering its diverse student body with a rich and personalized experience that enhances their lifelong learning and promotes their academic, professional, and personal success.



4

STRATEGIC COORDINATION AND IMPROVED INFRASTRUCTURE

In an increasingly transparent and connected world, the ability to work and communicate seamlessly across boundaries is no longer optional. Thus, forging even stronger partnerships with our students, employees, industry, community organizations and other educational institutions is key. To achieve our goals, it is important that Sheridan identifies and mobilizes comprehensive and multifaceted strategic partnerships encompassing of teaching, learning,

research, and outreach to further the college's social purpose and broaden its local and global impact. No one department and/or faculty can achieve these goals in silo. Achieving these goals is a shared responsibility between all faculties, departments, and units, hence, working collaboratively is key. An infrastructure that is conducive to internationalization should be in place to support our goals.

Key Supporting Actions

- 7** Continue to evolve a strategic international recruitment plan focusing on market diversification, new market development, and strategic alignment of the local and global engagement efforts.
- 8** Advance a positive experience for Sheridan's diverse international audience.
- 9** Expand Sheridan's access to the global marketplace for virtual learning and further enhance our wraparound virtual support services such as career counselling and academic support.
- 10** Reinforce Sheridan's international presence and reputation through concerted marketing and communication efforts and leveraging Sheridan's international alumni network.

Key Supporting Actions

- 11** Advance evidence-informed practice by addressing gaps in data collection on international activities.
- 12** Better manage, diversify, and expand international partnerships through strategic engagement and adoption of partnership and mobility management systems.

7. Sheridan Academic Plan 2017-2022

LOOKING AHEAD

This document is intended as a high-level institutional strategy, providing a guiding framework for Sheridan's internationalization and global connectivity initiatives. It aims to recognize our achievements, refocus our future efforts, and strategize our partnership choices. This Strategy complements and supports Sheridan 2024, the Academic Plan, the Strategic Research Plan, and other key strategies. It is expected that this strategy will guide the development of mid-level operational plans to be incorporated in Divisional and Faculty Integrated Resource Plans including the

specific actions and metrics based on their unique contexts. Faculties and related offices will report their progress annually as part of their Integrated Resource Plans. An institutional assessment of our progress towards achieving our goals will be closely monitored through yearly evaluations. As Sheridan's vision is expected to continue to grow and evolve, so will our viewpoint on engagement with internationalization. This strategy will be updated during the next college strategic plan discussions.



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