

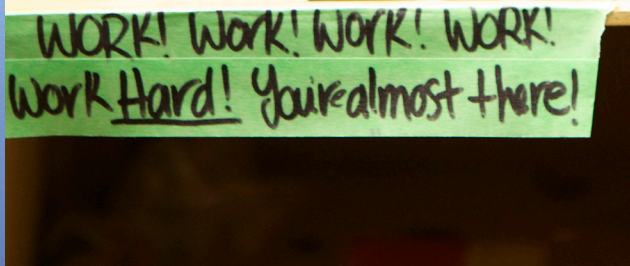
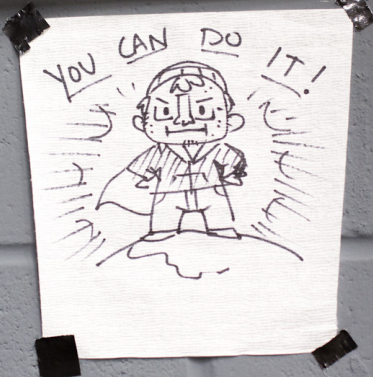
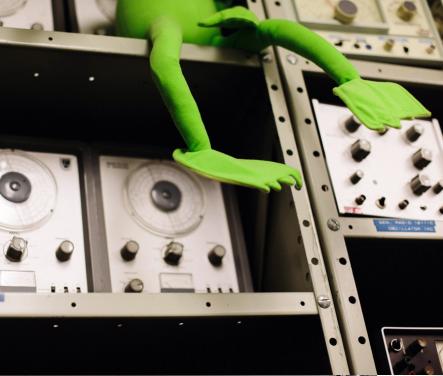
# Sheridan

STRATEGIC PLAN



DISCOVER OUR NEW BRAND. UNDERSTAND ITS IMPORTANCE TO OUR VISION FOR SHERIDAN'S FUTURE. AND SEE OUR COMPREHENSIVE STRATEGY FOR MOVING FORWARD.

2013-20



# Colleges are notable for being nimble and adaptable to shifting realities – Sheridan is no exception.

Ontario is in the midst of an important discussion focusing on the student experience. The way forward can no longer simply be a mirror of the past. With successful examples of college transformation already in place in other provinces, Sheridan is uniquely positioned to answer the call in Ontario and be part of the solution for our province's – indeed, our country's – challenging future.

After a thoughtful, representative and participatory process, the Board of Governors endorsed a bold new vision for Sheridan – to establish Sheridan University, a unique undergraduate professional university, developed upon our reputation of creativity and innovation.

We're proud of what the institution has achieved as it approaches 50 years of making a difference for students, businesses and communities here and around the globe. We're also excited to embrace evolutionary change and embark upon an inventive new journey built on Sheridan's renown.

Our mission continues to ensure students graduate with the skills and knowledge needed to thrive in our changing world – a mission with its success reflected today in our graduation rate, the highest in the Greater Toronto Area.

That's not all that sets Sheridan apart. Our programs, faculty and staff have won more national awards of excellence than any college in Canada. Our alumni lead successful businesses, win Academy and Gemini awards, perform on stages across North America and around the world, and make invaluable contributions in the health care and community service fields. With more than 133,000 alumni (2012), Sheridan graduates have made a significant difference in building communities, both socially and economically.

Very simply, this is Sheridan's legacy – standing out from the crowd and making an impact in extraordinary ways.

The Board of Governors adopts this Strategic Plan to declare that Sheridan will continue to be an outstanding, extraordinary postsecondary educational institution, using our essence of creativity and innovation to forge a new path that meets the future needs of our students, our communities and our country.



**Robert Filkin, J.D.**  
Chair, Board of Governors (2012-2013)

# VISION

To become Sheridan University, celebrated as a global leader in professional education.

# MISSION

Sheridan delivers a premier, purposeful educational experience in an environment renowned for creativity and innovation.

# VALUES

Academic Excellence  
Creativity and Innovation  
Global Citizenship

# STRATEGIC GOALS

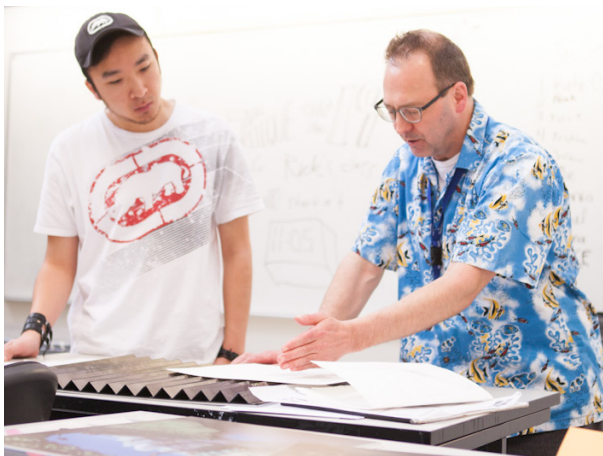
Inspire creative, innovative teaching and learning. Provide a premier learning environment. Build our reputation as a leading employer.





## Inspire creative, innovative teaching and learning

Teaching excellence will continue to be the hallmark of our faculty. Our excellence is evidenced by our focus on teaching as the primary responsibility of our professors and our commitment to the scholarship of teaching and learning to identify, refine and share best teaching practices.



**TEACHING EXCELLENCE AND THE BEST STUDENT EXPERIENCE COMPRISE OUR PROMISE. THIS COMMITMENT IS EXEMPLIFIED BY:**

- Our focus on creating opportunities for academically prepared students.
- Clear and accessible academic pathways enabling mobility between institutions and programs so that eligible learners can progress from one credential level to the next at Sheridan and beyond.
- Collaboration with students to enhance college activities and services.
- Formally recognizing the importance of quality programs, great teaching and responsive services.

**STATE-OF-THE-ART HIGH QUALITY PROGRAMS DEFINE OUR SUCCESS. SHERIDAN DEGREES AND RELATED PROGRAMS:**

- Embed theoretical and applied learning.
- Integrate applied research involving students from many disciplines collaborating to solve relevant workplace problems.

- Offer professional education firmly linked to industry and community needs.
- Include work-integrated learning via internships.
- Are interconnected with a significant number of Year 3 and 4 degree seats reserved for college program transfers/graduates.
- Prepare students to excel in a global economy within an international community.
- Focus unrelentingly on quality as evidenced by accreditations by professional and academic bodies to meet our quality commitment and public accountability expectations.

**OUR COMMITMENT TO INSPIRE CREATIVE, INNOVATIVE TEACHING AND LEARNING WILL BE ENHANCED BY FOUR PRIORITIES:**

**A Teaching and Learning Research Mission**

Sheridan's research will be focused on better preparing students for a world in which innovation — the ability to acquire new knowledge and apply it in novel ways — will be the key to prosperity.

**A Network of Learning Possibilities**

Our students will pursue a range of postsecondary options, including diplomas and certificates as well as degrees.

**New Technologies in an Inter-Professional Environment**

Sheridan delivers a purposeful educational experience, realized in large part by our ability to integrate and provide access to technologies that are important and significant to the students' learning in the future. We'll inspire our students to thrive in an environment where the pursuit of independent research, reading and reflection are the keys to creativity and lifelong learning.

**International Impact**

We have an international reputation for creativity and innovation, and we're committed to growing that over the life of this Strategic Plan.



## Provide a premier learning environment

Sheridan recognizes that student success is unique to each individual student. Our environment for learning is designed to create the opportunity for a distinctive educational journey that's positive and filled with incremental milestones and achievements.





**AT SHERIDAN, THIS JOURNEY IS CHARACTERIZED BY CERTAIN QUALITIES:**

- Discovery of career and personal goals and direction.
- Development of the whole person, including intellectual, personal, artistic and social development.
- An ignited passion for active learning.
- Mastery of skills and capabilities within the student's chosen discipline.
- Academic and professional achievement and a sense of personal accomplishment that prepare students for the next steps beyond Sheridan.

**WE'LL BUILD AND SUSTAIN OUR EXCEPTIONAL LEARNING ENVIRONMENT THROUGH THE FOLLOWING:**

**Recruitment and Student Success Programs**

Our efforts in student recruitment and success programs will focus not only on the programs of today but also the programs of tomorrow.

- With our changing student demographics, various educational pathways will need to be supported.
- We'll develop comprehensive recruitment and student success programs to provide support to all of our students.
- A student communications process will be developed to provide information in a way that works best for our students.

**Reinvention of Student Services**

We'll reinvent services for students in structure and function to efficiently support a growing, diverse student population. Our goal is increased responsiveness to students through efficient, flexible and high quality services.

- We'll transform our services to students through the efficient and effective use of technology, while also maintaining (where appropriate) the personal touch.
- We'll enhance effective coordination and collaboration among campus colleagues.

**Enrolment Model**

The mix and composition of our student body is a key element in providing the kind of premier learning environment we believe creates the strongest foundation for our students' success. As well, achievement of our enrolment targets supports the long-term financial viability of Sheridan.

- We'll deliver on enrolment targets at the program-by-program level with a balance of degrees, diplomas and certificates.
- We'll continue the focus on international enrolment to help diversify the culture of our student population and global citizenship.

**Design of Physical Space**

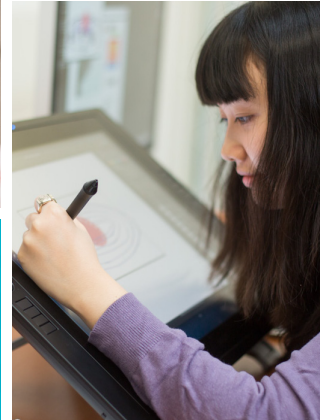
Sheridan will develop the kind of imaginative and collaborative learning spaces that create the best opportunity to realize our mission of purposeful educational experience in a creative and innovative environment. Specifically, our design elements will include:

- Flexibility to manage current and future curricular needs.
- An appropriate 'fit' within the dynamic of existing Sheridan space.
- Recognition of the cultural diversity and international nature of our students and programs.
- Demonstration of Sheridan's commitment to sustainability, including waste reduction.
- Celebration of Sheridan students and graduates.

**Digital Learning Environment**

Most students in the 21st century will be at ease with technology and will easily adapt and integrate new functionality as introduced. Students have the right to expect to leverage technology in their learning environment as they do in their personal lives. Sheridan will deliver on our commitment to meet the scheduling, learning and service flexibility needs of our students through the following means:

- We'll design and implement Sheridan Open Learning, the repository for our hybrid (combination face-to-face and online) and full online programming.
- Collaborative portals" will be implemented to allow students engaged in capstone projects to have a sub-site created for them to be used to collaborate and manage project content.
- All Sheridan courses will be on Sheridan's Learning Management System (SLATE).



## Build our reputation as a leading employer

Sheridan employees put students first. We see our role in relation to its impact on students. We understand our effect on the students' educational experience and how we contribute to providing our students with the knowledge and skills necessary to achieve career success. We're proud leaders in the use of technology as a tool that supports both our workplace and the teaching and learning environment.



Our workplace provides a stimulating environment that encourages creativity and innovation, values the diversity of individuals and ideas, and fosters ongoing individual professional development. Individually and in teams, the talent and contributions of all employees enables Sheridan to achieve results that contribute to the achievement of our strategic goals.

We'll embark upon a new journey through this Strategic Plan, where sustained, incremental change to our People Practices will complement the organization's need to build future capacity and deliver on the new Vision, Mission and Strategic Goals. Our focus will be built on two foundational principles: continuing to attract the best talent and enhancing our capacity to retain a highly engaged workforce.

We're committed to implementing the Sheridan People Plan and the intended results will be delivered over the life of this Strategic Plan. Sheridan's reputation as a really great place to work will be undeniable and will, in fact, grow over time.

**INTEGRAL TO OUR SHERIDAN PEOPLE PLAN WILL BE A FOCUS ON:**

**Leadership Effectiveness, Management and Employee Development**

- We'll ensure aligned and effective leadership teams across the organization.

- We'll foster and build a "leaderful" organization, working together to cultivate innovation and lead change.
- We'll strengthen our management skills and build our capacity to support employees to manage their own careers while contributing to the achievement of Sheridan's Strategic Goals.
- We'll develop future leadership capacity and have the opportunity to professionally grow, learn and develop in our work.

**People Management Transformation**

- We'll enable our People Managers to successfully embrace their strategic role in the achievement of Sheridan's Strategic Goals through skill building and team development.
- We'll ensure that the necessary human resource capacity and capability are in place to achieve our intended results.
- We'll work in an organizational culture focused on student success.

**Communication and Transformational Change Capabilities**

- We'll ensure consistent and effective organizational communications that connect important information to our employees and stakeholders throughout Sheridan.

- We'll strengthen our organization to proactively anticipate change, manage productively through change and evolve our processes and practices to positively support change.
- We'll focus on practices that will align our change management initiatives with our organizational communications.

**Total Rewards Review**

- We'll focus on providing a Total Rewards Program for our employees that helps Sheridan to attract, engage and retain the best.
- We'll link our rewards programs directly to individual and team accountability and performance.
- We'll effectively communicate Sheridan's perspectives and values on total rewards.
- We'll ensure our programs demonstrate that our employees are valued and their contributions and achievements towards Sheridan's Strategic Goals are recognized.

Sheridan is a pathfinder. We're challenging fundamental concepts of what makes a great undergraduate education and what a leading undergraduate school can accomplish. And we're doing it by embracing the concept of creativity with purpose. It follows, then, that our brand must embody these two ideals, both in spirit and in practice.

If our brand is to embrace creativity, it stands that we must also embrace it in every aspect of what we do — from curriculum development to billboard advertising to answering the phone. Yet we must also ensure that imagination does not run wildly over purpose. Creativity in service of a goal works. Whimsy does not. In branding, as in our undergraduate education, creating a balance between creativity and purpose will guide us towards success.

# Four pillars of Sheridan's new brand

Revitalizing the Sheridan brand is a critical step in our new vision and in the fulfillment of our Strategic Plan. Our new brand stands upon four concepts, called pillars, that form the foundation of the brand. They describe what we're known for and strive towards.

## CREATIVE CAMPUS



Creative Campus isn't a particular place or program. It's an idea — a big idea — that's an inextricable part of every aspect of the Sheridan experience: the people, the approach, the curriculum, the programs, the facilities, the faculty. Creativity is what makes us different. It's what makes Sheridan, Sheridan.

## GREAT UNDERGRADUATE TEACHING



Our teachers are multi-talented but have one focus: teaching, and doing it very well. Sure, Sheridan teachers have been in the field and bring deep professional know-how to the classroom. But what's more important is what they offer in terms of dedication, training and commitment to helping students learn best — and be their best.

## PURPOSEFUL PROGRAMS



Yes, the programs we offer are purposeful in every way: outcomes, career-readiness, life and work skills. But we take purposeful further — much further. Every centre of excellence, every applied research project, every social responsible initiative has at its essence a higher purpose. And it is with purpose that we make creativity into a vital asset for living, working and learning.

## BIG STUDENT LIFE



Sheridan students call campus life super-friendly and fun. We call it an essential component of the Sheridan brand. Why? Because school is about so much more than academics, and we think student life should be bursting with big experiences. So, Sheridan builds on the good things going on at each campus, in our local communities and in our proximity to the dynamism and diversity of the GTA and Toronto. At Sheridan, student life is an experience our students will remember for all the right reasons.

Like any entity, the Sheridan brand has a unique personality. And make no mistake, it's a living, breathing thing, brought to life with every Sheridan action in the world. If our brand is consistent, people get to know our true personality. We become memorable — and gain recognition for the good work we do here.

To give a flavour of Sheridan's brand, we have chosen six key words that we believe best describe its character.

## CURIOUS

Interested and inquisitive in the world around us, Sheridan is never satisfied with the status quo. We're always asking, how can we make it better?

## PURPOSEFUL

Everything we do serves a greater good and reason. Purpose keeps us grounded and in touch with our primary objective: great undergraduate education. If there's no purpose, there's no place for it in our brand.

## SMART

We are sharp. To the point. Insightful. But without the need to be clever for the sake of it.

## GUTSY

We aren't afraid to go where our creativity takes us, even it means taking a risk. If a higher purpose is served by breaking with convention, we'll do so without hesitation.

## INSPIRED

At Sheridan, we unite the worlds of imagination and intention to create inspiration. We're inspired by learning, by growing. This inspiration is always authentic — never forced — and keeps us focused on making things better.

## REAL

We don't live in an ivory tower. We live in the real world and work towards creating change that benefits our faculty and staff, students, industry partners and communities near and far. Our approach is always down-to-earth and based in reality.



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Creative

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