

Sheridan | 2024

Galvanizing Education for a Complex World

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. It is our collective responsibility to 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 working on this land.

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Introduction

The world is changing fast. Sheridan graduates will navigate it with confidence.

At 52 years young, Sheridan has mastered its original mandate. We're known for our trailblazing programs, high quality standards, strong ties to industry, and our wide span of credentials that enable our graduates to find meaningful work in their chosen fields.

We also know that innovation is continually reshaping how we work, learn, communicate and live. Just as the world continues to change, so must we.

Over the course of six months, we brought together over 3,000 voices from across Sheridan and our broader community to build a shared vision for the future. We explored what the next decade may hold, what our community most values and how we must powerfully evolve.

Our resulting plan is called Sheridan 2024 – Galvanizing Education for a Complex World.

This actionable strategy builds on the best of our history and incorporates chosen elements of colleges, polytechnics and universities to architect a new, composite and visionary form of higher education.

A Sheridan education will give learners discipline-specific skills – rooted in academic rigor – while fostering individual transformation by developing students' capacity for agility, self-direction, calculated risk taking and imagination. Our plan also calls on us to be a resource hub and anchor in our communities that accelerates economic development and fuels social innovation.

We invite you to read the pages that follow to explore our bold plan for the future. We hope you'll be as excited as we are about the many ways in which Sheridan will unlock people's potential, prepare our graduates to thrive on change, and empower them to seize a possibility-filled world with confidence.

Sincerely,



Janet Morrison, Ph.D.
President and Vice Chancellor



John E. Fleming, C. Dir.
Chair, Sheridan Board of Governors

Sheridan's five-year strategy

The Sheridan 2024 strategy is called **Galvanizing Education for a Complex World**.

In this context, “galvanize” has a double meaning: it is a call to action to all providers of higher education to reshape themselves to prepare people for the uncertainty and unbridled potential of the future; and it plays on the meaning of coating a metal with a protective layer, suggesting that learners at Sheridan will be fully reinforced to thrive in 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.

Sheridan's first principles¹

» 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.

» INTENTIONAL IMPACT

We focus on, invest in and say yes to the things that matter, and we are letting go of things we no longer need.

» 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.

» RADICAL ENGAGEMENT

We believe that we are better humans and make more meaningful choices when we make generative connections across worldviews, life experiences, cultures and disciplines.

» TRAILBLAZING

We believe it's our profound responsibility to cultivate the thought leadership, personal capacity and systemic change we need to navigate and shape an uncertain world.

» ALL EMBRACING EXCELLENCE

We strive towards mastery in everything we do.

Sheridan's strategy

To reach this guiding vision, Sheridan will focus on four priorities, with five enablers.



¹First principles: A basic assumption that can't be broken down any further (essential truths).



Four priority areas of impact

1

Exceptional teaching, research
and creativity

2

Boundless opportunities

3

Agility and potential

4

Reciprocal work-learn
relationships

Exceptional teaching, research and creativity

Goal

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.

Year one objective

Assert and brand Sheridan's unique role as a trailblazer, defining and galvanizing higher education for the evolving world.

Bringing it to life

Students in the Bachelor of Mobile Computing program are at the heart of the collaboration between the Centre for Mobile Innovation and a private company, Cloud DX. They're working to refine technology that will improve the hospital experience for patients, streamline medical data for physicians, and lead to the 'Clinic of the Future'.

Key Elements

- Everyone in the Sheridan community will have an individual development plan by 2024.
- Scholarship, research and creative activities within and across disciplines will reinforce faculty currency in their fields and develop adaptable, lifelong learners.
- The Sheridan community will have diverse options for work-integrated learning and learning-oriented work to build experience for learners and connect faculty and staff to their industries.
- Our culture will cultivate curiosity, a passion for growth and learning, perseverance, fun and a sense of purpose.
- Smart technology will be seamlessly integrated into our teaching, physical spaces and processes to foster collaboration and connection, and to generate time and space for creativity.
- Learning, teaching and research will be strengthened by internationalization.

Boundless opportunities

Goal

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.

Year one objective

Pave ways for graduate options and programming; advocate for master's degrees with government and secure approval for unfettered access to graduate programs in Ontario.

Bringing it to life

The demand for skilled trades employees remains high, but so does lack of awareness about rewarding career paths in the trades. Sheridan works to change perception through advocacy - supporting a Women in the Trades event in partnership with Skills Ontario, as well as the FIRST Ontario Robotics Championship and the Halton Skills Competition.

Key Elements

- Creative approaches to structures and curriculum will ensure the exceptional quality of Sheridan's full suite of credentials while setting up multiple, seamless options for further education.
- Learner-centric approaches to scheduling, curriculum and assessment will support more fluid pathways, improve access for learners with diverse life circumstances, and make transferable skills and knowledge more visible.

Agility and potential

Goal

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.

Year one objective

Identify and define the Sheridan palette of capabilities to support agility, confidence and the ability to flourish in an innovation economy.

Bringing it to life

Numerous studies have cited creative thinking and problem solving as critical skills in the 21st century. In line with its Creative Campus philosophy, Sheridan offers students across credentials access to creativity and creative problem-solving courses - over 3,000 have enrolled to date.

Key Elements

- Everyone at Sheridan will be engaged in deepening their capabilities, developed through a range of depth, breadth and individual opportunities.
- Learner-centric student supports will enable people to access opportunities, make informed decisions and fulfil their individual potential.
- Universal design principles and technology will be integrated into space planning and learning design with the goal of full accessibility for everyone at Sheridan.

Reciprocal work-learn relationships

Goal

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.

Year one objective

Design and implement a community/industry engagement model to enable easy access to Sheridan, reciprocal relationships and strategic partnerships.

Bringing it to life

Our commitment to strengthening work-integrated learning opportunities for students has the backing of government. The EDGE Entrepreneurship hub, which offers an entrepreneurial co-op option to students and also supported more than 40 client companies last year, received \$1.5 million from FedDev Ontario and \$500,000 from the Government of Ontario in 2019.

Key Elements

- We will be valued as a resource hub for local and global communities and employers. We will build hands-on learning while using our expertise and creativity to: co-design new training and learning that meets emerging economic needs, strengthen our shared communities and solve complex problems.
- We will generate many creative options for work-integrated learning, so every employer can benefit from our expertise, faculty are continually connected to their fields, and students have a full array of learning opportunities.
- Sheridan will be positioned as the destination of choice for skilling, re-skilling and up-skilling for graduates, workers, learners and our local communities of Brampton, Mississauga and Oakville.



Five empowering enablers

These four priorities will be driven by five enablers that run across everything Sheridan does.

- 1 Inclusion and equity
- 2 People-centric technology
- 3 Flourishing workforce
- 4 Healthy and creative communities
- 5 Fiscal and environmental sustainability

Inclusion and equity

Goal

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.

Year one objective

Complete foundational work to embed equity, diversity and inclusion in everything we do at Sheridan, enabling everyone to bring their full selves, talents and capabilities to a diverse Sheridan community.

Bringing it to life

Based on Sheridan's demonstrated commitment to equity, diversity and inclusion through our programs, resources and supports, we were selected to participate in the Government of Canada's Dimensions pilot project - which aims to foster change in postsecondary research by identifying and eliminating inequities related to funding, participation and practices.

Key Elements

Our intentional, measurable inclusion and equity interventions will:

- Leverage the diversity of our Sheridan community to unleash the potential of everyone within our organization.
- Tap the diversity of our local Brampton, Mississauga and Oakville communities to enrich our campuses.
- Advance the development of intercultural competencies in the context of teaching and learning to support internationalization, inclusion and equity.
- Facilitate an equitable learner-centric experience for all students with special attention to international, first generation and students with disabilities.
- Policies, processes and spaces will be created with universal design principles so they are understood, accessed and used to the greatest extent possible.
- The values, principles and priorities of the Centre for Indigenous Learning and Support will be integrated into all work across Sheridan.
- We will purposefully strengthen holistic internationalization on our campuses.

People-centric technology

Goal

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.

Year one objective

Advance the IT operational strategy and technology framework to enable productive and effective work, with well-scoped and prioritized projects and a project management framework.

Key Elements

- A comprehensive technology strategy will guide Sheridan to develop and invest in the most meaningful technology solutions that enable collaboration, learning, student experience, remote work and effective administration.

Bringing it to life

Sheridan is developing a new support model to help faculty design accessible, engaging and responsive learning experiences for students in class and online environments. It's also committed \$15 million in its 2019-20 budget to invest in interactive and intelligent technologies, to ensure that employees and students have the tools they need to be productive and effective.

Flourishing workforce

Goal

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.

Year one objective

Create a “galvanize” fund and hub for innovation, creativity and entrepreneurship that advance our vision.

Bringing it to life

We engage our employees and enrich their learning opportunities by bringing thought leaders on campus - from author Thomas King and advocate Roberta Jamieson to address Indigenous issues, to notable and provocative authors including Lawrence Hill, Marlon James and Tracey Lindbergh through the Sheridan Reads series.

Key Elements

- Create flexible work options that simultaneously meet institutional and community needs while enabling faculty and staff to flourish in their work and sustain wellness.
- Institutional priorities and principles will be fully integrated into workforce recruitment, performance assessment and personal development.
- Space and time for interdisciplinary learning, work and personal development will be cultivated.

Healthy and creative communities

Goal

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.

Year one objective

Plan for the space of the future; complete a visionary Campus Master Plan that positions Sheridan for future growth and development and as a key partner in our local communities.

Bringing it to life

A vibrant arts and culture scene is a core element of healthy and creative communities. In partnership with the Canadian Opera Company and National Ballet of Canada, Sheridan's Screen Industries and Research Training Centre is exploring the boundless possibilities offered by digital technologies in the performing arts through the Digital Stage project.

Key Elements

Create a Campus Master Plan that prioritizes:

- Wellness-oriented campuses that integrate light, connections to nature, healthy food, physical movement and reflective space.
- Porousness between Sheridan campuses and local communities.
- Visible creativity.
- Full flexibility and use of space.
- Attention to spaces for disciplinary identity and connection, collaboration and quiet reflection.

Fiscal and environmental sustainability

Goal

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

Year one objective

Launch a shadow budget using collegially developed ABB principles in 2020, for a transparent, incentive-based approach to prioritizing resources.

Bringing it to life

District Energy networks at our Brampton and Oakville campuses offer our students hands-on learning related to global best practices in energy management, while supporting collaboration with our municipal government partners to establish targets and roadmaps for reducing energy and greenhouse gas emissions throughout our broader communities.

Key Elements

- Collaborations with industry and others that unleash opportunities for partnership and funding.
- Generate diverse streams for revenue growth.
- Integrate a sustainable approach to institution-wide planning, including activities-based budgeting, to guide priority-based decision-making and use of resources.
- Continue to strengthen governance and financial stewardship.
- Continue to set new standards for environmental sustainability on our campuses and in local communities.
- Renew our Mission Zero environmental sustainability initiatives with expanded 2024 goals.

Measuring our Progress

Goal

We will measure the success of our priorities and goals, using the Sheridan Performance Measurement Framework.

Every quarter, we'll measure and report on the progress of our projects, programs and processes.

Sheridan Performance Measurement Framework

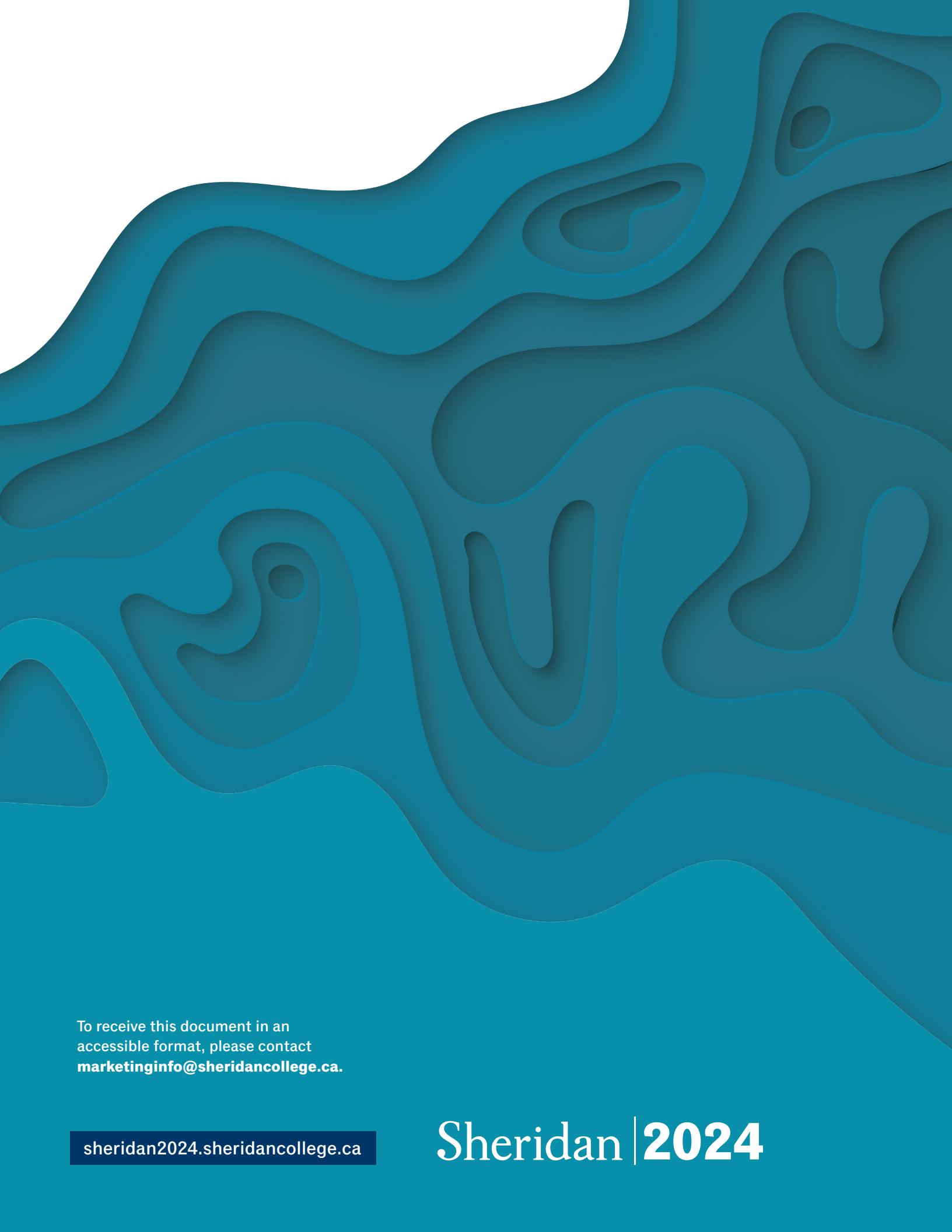




Five-year outcomes

As the strategy comes to life, Sheridan will see a series of global outcomes:

1. Sheridan will be internationally recognized as a trailblazer in defining and galvanizing the kind of higher education needed for the evolving world.
2. Everyone at Sheridan – faculty, staff and learners – will be actively building signature skills and abilities to support their agility, confidence and ability to flourish in an innovation economy.
3. Every Sheridan student will receive an accessible, individualized experience that enables them to maximize opportunities and achieve their potential.
4. Every student at Sheridan will have access to meaningful workplace practice opportunities from small projects to longer-term placements, co-created with local communities and businesses.
5. Community and industry partners will leverage Sheridan expertise and creativity to develop innovative solutions for real-world problems.
6. Everyone at Sheridan will be supported to be at the cutting-edge in their fields of expertise.
7. All Sheridan programs, space, curriculum and community activities will be designed for universal accessibility.
8. Everything at Sheridan will be designed to support full inclusion, and everyone will be invited to bring their full selves, talents and capabilities to the Sheridan community.
9. Every square foot of space at Sheridan will be fully and flexibly utilized to support discipline-specific, collaborative, and/or reflective learning and development.
10. Sheridan will be innovative in its approaches to environmental and fiscal sustainability.
11. Sheridan will be known as the employer of choice in higher education, offering leading progressive work practices and opportunities.
12. Everyone at Sheridan will have access to proven technology and tools that simplify work, promote learning and support boundless collaboration.

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