

Seneca Business Plan 2017-2018

Version 5

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The FY2017-18 Business Plan has been compiled concurrently with the development of Seneca's new Strategic and Academic plans. These two plans will come into effect within the fiscal year.

The initiatives presented in the FY2017-18 Business Plan were correlated with the foundations and key indicators of the current Strategic and Academic plans (2012-2017).

Seneca's key indicators

1. Innovative partnerships

Initiatives for 2017-18	Performance indicators/measurable outcomes to be achieved by March 2018 (unless otherwise stated)
Continue to build an academic foundation and community capable of developing, delivering and sustaining high-quality programs.	Six Postsecondary Education Quality Assessment Board (PEQAB) consent renewals submitted.
	Five new graduate certificate program proposals developed and ready for launch pending Board of Governors and Ministry of Advanced Education and Skills Development (MAESD) approval.
	Four new honours bachelor degree programs ready for development pending PEQAB assessment, MAESD consent and funding approval.
	Five new honours bachelor degrees launched pending MAESD consent.
Expand partnerships and pathways with Ontario universities and other colleges.	10 new pathway opportunities established.
Continue provincial leadership role with Ontario Council on Articulation and Transfer (ONCAT) and expand reach of the Centre for Research in Student Mobility.	Partnership framework, governance model and program plan completed for the York-Seneca Partnership.
	Three student-mobility-focused research proposals submitted, including one specific to an international opportunity.

2. Cross-disciplinary, experiential and flexible learning

Initiatives for 2017-18	Performance indicators/measurable outcomes to be achieved by March 2018 (unless otherwise stated)
Increase flexible delivery options across all Seneca programs.	30 new online courses launched through the Faculty of Continuing Education and Training (FCET) and available on the eCampus Ontario portal and five program proposals for development approved.

3. Integrated student services

Initiatives for 2017-18	Performance indicators/measurable outcomes to be achieved by March 2018 (unless otherwise stated)
Enhance service offerings for students.	New customer service model implemented and Q-Nomy Customer Service Project Phase I launched.
	Net-tuition and Ontario Student Assistance Program transformation developed.
	Student Health Services expanded.
Improve student advising resources and supports.	New advising models implemented for full- and part-time students.
	Academic adviser training program for support staff implemented.
	Three unique "Work Ready" workshops developed.

4. Smart growth

Initiatives for 2017-18	Performance indicators/measurable outcomes to be achieved by March 2018 (unless otherwise stated)
Move forward with construction of Centre for Innovation, Technology and Entrepreneurship (CITE), King Campus expansion and artificial turf field and dome construction.	CITE programming, academic research, entrepreneurship and space planning requirements defined.
	Operational plans and agreements finalized in conjunction with Seneca Student Federation (SSF) and Student Athletic Association.
	Design and tender construction work for additional parking spots in lots 6, 7 and 8 at Newnham Campus finalized.
	Opportunities for the repurposing of Eaton Hall explored with a third-party.
	FCET area at Newnham Campus (Building D) renovated to create a circulation path between the existing building and CITE.

	Artificial turf field and dome opened at Newnham Campus.
5. i3 – Information, integration and innovation	
Initiatives for 2017-18	Performance indicators/measurable outcomes to be achieved by March 2018 (unless otherwise stated)
Ensure i3 core modules are optimized and integrated into college operations and processes.	New features implemented into i3 system for all stakeholders, including self-service capabilities and Business Intelligence modules.
Great teaching and learning	
Initiatives for 2017-18	Performance indicators/measurable outcomes To be achieved by March 2018 (unless otherwise stated)
Refresh and review existing program offerings.	13 summative program and 60 formative reviews completed.
Increase federal and provincial support for, and expand engagement in, applied research.	10 new externally-funded research grants received and Industry Advisory Board established.
	50 new ventures accelerated through the Health, Entrepreneurship and Lifestyle Xchange (HELIX) and Summer Institute pilot implemented.
	Applied Research, Innovation and Entrepreneurship Showcase held.
Enhance General Education and Liberal Studies (ELS) course development to provide consistency and high standards for the ELS curriculum.	New course development process and framework implemented and scaled to all ELS projects.
Continue strategic approach to international recruitment and contract training initiatives.	Ongoing diversification recruitment strategy expanded into two new countries.
	Multi-year training project bid submitted in partnership with Colleges and Institutes Canada and Global Affairs Canada.
	Contracts negotiated and developed for long-term overseas consultancy and a short-term Ontario-based training program.
Great student experiences	
Initiatives for 2017-18	Performance indicators/measurable outcomes To be achieved by March 2018 (unless otherwise stated)
Improve academic learning services.	Integrated Learner Needs survey implemented and Supported Group Learning pilot and online tutoring services launched.
Enhance Seneca's efforts to further Indigenize the institution.	An Indigenous education framework developed in consultation with the Seneca Aboriginal Education Council and Indigenous design elements for CITE finalized.
Enhance student housing offerings.	Renovations to Newnham (65 suites) and King (33 suites) residences.
Great foundations	
Initiatives for 2017-18	Performance indicators/measurable outcomes To be achieved by March 2018 (unless otherwise stated)
Develop new Strategic and Academic Plans and Strategic Mandate Agreement.	Strategic and Academic Plans approved by the Board of Governors and 2017-2020 Strategic Mandate Agreement submitted to MAESD.
Enhance data-driven decision-making across the institution.	Integrated Key Performance Indicator (KPI) data dashboard and implementation timeline developed.
	KPI Student Satisfaction survey engagement strategy implemented, focusing on improving data collection processes, visibility and collaboration.
Implement enhanced academic technology and mobile app.	On-demand academic resource streaming and lecture-capture technology implemented.
	New features implemented in mobile app.
Continue sustainable approach to facilities management and capital planning.	New multi-year capital, operational, waste management and energy management plans developed.
Ensure compliance with government legislation related to sexual violence and harassment, human rights and accommodations for students with mental health.	Sexual Assault and Sexual Violence policy reporting completed and compliant with legislation as it is rolled-out by the government. Ontario Human Rights Commission recommendations implemented.
Continue to build culture of philanthropy to support Seneca students.	\$7.41 million in cash and new pledges obtained through major gifts, affinity and annual fundraising appeals.
	Alumni engagement increased through mentorship programs, outreach, events and networking opportunities.
	Legacy Society launched for recognition of planned giving donors.
Expand Seneca's brand awareness and profile to support recruitment activities, benefitting enrolment, retention, reputation building and community engagement.	Outreach to direct and non-direct markets increased, including expanding visits to cover Greater Toronto and Hamilton Areas, junior grades and newcomer centres.
	Opportunities for prospective students to visit campuses increased, including enhancing campus tours, organizing activities to experience specific programs/schools and departments.
	Seneca's new master brand launched.
	Seneca website redesigned.
	Evidence-based retention action plan implemented.
	Academic and service orientation programs enhanced and implemented.
Review institutional policies and procedures to ensure strategic risks are effectively managed.	Seneca-wide policy audit completed and forward-facing online database developed.
Deliver enhanced and integrated resources and supports to Seneca staff and faculty.	Phase III rollout of Human Resources Information System (HRIS) modules completed.
	Seneca-wide diversity plan executed, with training for administrators and community events held.
	Plans and strategies developed to address issues identified in the Employee Engagement Survey.
	Chair Orientation and Management Foundations programs launched.
	New emergency response plans launched and campus security enhancements implemented.

tags : business-plan, plans-and-reports