

Seneca Business Plan 2016-2017

Version 5

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The 2016-17 Business Plan reflects Seneca’s commitment to quality and success. We’ve set goals for this fiscal year that will help move us towards accomplishing Seneca’s Key Indicators and align with our three Strategic Objectives: Great Teaching and Learning; Great Student Experiences and Great Foundations.

Great teaching and learning

Initiatives for 2016-17	Performance indicators/measurable outcomes To be achieved by March 2017 (unless otherwise stated)
Map core literacies in Seneca full-time programs.	Core literacies mapped with online exemplars in one program (at minimum) in each school.
Enhance approach to student orientation in full-time programs to focus on key components that new, incoming students need to know for success in their studies.	10 new programs ready for launch pending Ministry approval by March 2016. Outside of the classroom orientation programming enhanced to support new in-class programming.
Continue to build an academic foundation and community capable of developing, delivering and sustaining high-quality bachelor’s degrees..	Development completed for four new bachelor’s degrees, including joint degrees. Skills and credentials documented for all faculty teaching in degree programs consistent with PEQAB standards.
Expand partnerships and pathways with Ontario universities and other colleges.	Partnership framework, governance model and program plan completed for the York-Seneca Partnership. Two new pathway proposals with university partners approved by ONCAT and agreements signed with partner institutions. Two college-to-college pathways approved by ONCAT and agreements signed with partner institutions.
Continue provincial leadership role with ONCAT.	At minimum, one ONCAT research funding proposal approved.
Expand reach of the Centre for Research in Student Mobility.	At minimum, one research proposal approved for international funding.
Implement and develop new experiential learning opportunities to address gaps identified.	Outreach and engagement activities increased to students interested in participating in applied research. 750 students have participated in at least one seminar for youth entrepreneurship within the HELIX incubator.
Develop new cross-disciplinary learning opportunities in all academic schools.	New cross-disciplinary learning opportunities developed in all academic schools.
Increase flexible delivery options across all Seneca programs.	40 new online courses offered through eCampus Ontario portal. 55 new Continuing Education course offerings launched on web-based platforms. 40 courses re-designed for flexible delivery, including hybrid.
Develop proposals for new program offerings.	10 new program proposals developed and approved by Senior Executive Committee and presented to the Board of Governors.
Develop curriculum and implement new programs.	Five new programs ready for launch pending Ministry approval.
Refresh and review existing program offerings.	17 summative program reviews completed. Formative reviews for 75 programs completed. Self-study summative reviews for six degree programs completed.
Strengthen first-semester retention rates.	Evaluate success of retention action plans for low-performing programs and next steps determined.
Implement new faculty development framework in half of all academic schools.	New faculty development process implemented in 10 academic schools. Online modules for each Teaching Standard of Practice launched.
Increase number of applied research initiatives	Applied research opportunities in partnership with 30 new industry partners. Applied Research Project Showcase held at each major campus. One faculty-led research initiative per academic faculty launched. Applied Research-led awareness building workshop held.
Increase federal and provincial support for applied research in identified areas of expertise.	10 new research grant applications submitted with 50 per cent success rate achieved.
Continue strategic approach to international education recruitment and initiatives	Number of partner organizations for study/volunteer abroad program increased by five, targeting one new partner in Africa, the Americas, Australia, Asia and Europe. Five new international markets entered into as part of the diversification recruitment strategy, targeting one new

	country in Africa, the Americas, Asia, Europe and the Middle East.
	Five ongoing multi-year projects in place with an additional two projects in negotiation phase.
	Central tracking system for student and faculty study/work abroad opportunities implemented by December 2016.
Enhance processes and practices on assessment, testing and English course content.	Process mapping commenced by December 2016. Investigate strategies for enhancing English/communication courses by December 2016.

Great student experiences

Initiatives for 2016-17	Performance indicators/measurable outcomes To be achieved by March 2017 (unless otherwise stated)
Implement new student advising model.	New student advising model launched in all full-time faculties, including development of evaluation by January 2017.
Enhance service offerings for students.	Phase Two completed of new integrated student service model including implementation of automated queuing system. Plan developed by Service Advisory Committee to support new service organizational structure.
Launch Virtual Newcomers' Centre to engage newer immigrants and professionally-trained individuals.	Web-based Virtual Newcomers' Centre launched.
Enhance student housing offerings.	Renovations and improvements to Newnham (78 suites) and King (43 suites) residences completed by September 2016.
Continue planning for new and enhanced Student Life facilities at the Newnham Campus.	Functional space planning process completed and plans developed to implement recommendations. Renovation of Student Health Centre completed by August 2016.
Improve student study spaces across Seneca campuses.	More than 120 enhanced 'wired' study carrels made available to Seneca students.

Great foundations

Initiatives for 2016-17	Performance indicators/measurable outcomes To be achieved by March 2017 (unless otherwise stated)
Move forward with King Campus Expansion.	Operational plans and agreements developed and finalized in conjunction with Seneca Student Federation (SSF) and Student Athletic Association (SAA). Approximately \$3 million in fundraising secured in support of King Campus Expansion and other priorities. Dufferin St. intersection improvements at King Campus entrances completed by August 2016. Sewage treatment plant capacity optimization project at King Campus completed by September 2016. Financial close with preferred consortium reached for King Campus new building and associated parking and site improvements achieved by September 2016.
Ensure i3 core modules are optimized and integrated into college operations and processes.	i3 Student system enhanced to provide full mobile student experience. Initial roll-out scheduled for May 2016. Existing Class Scheduling system upgraded, enterprise level scheduling capabilities implemented and real time integration with Student System established. New improved multi-channel campaign management functionality for CRM system implemented. i3 Student system stabilization and optimization completed. i3 Human Resources system redesigned for improved user experience. i3 Budget Tool and Budget Display systems redesigned for improved user experience. Faculty of Continuing Education and Training (FCET) website redesigned and enhanced.
Enhance information technology infrastructure, including network equipment and operational systems.	Existing wireless network upgraded to further enhance the performance, capabilities and availability. Telephone systems at Newmarket and Scarborough campuses upgraded to enhance integration with Seneca telephony solution and expanded ability to use Seneca five-digit extensions.
Continue to build culture of philanthropy to support Seneca students.	At least \$520,000 in renewable funds raised through annual fundraising appeals in support of Campaign for Students and United Way. Central resource for tracking new funding opportunities across the institution developed by fall 2016.
Expand Seneca's brand awareness and profile to support key performance indicators.	First-choice applications increased including improved performance of recently launched programs. Complete master brand positioning exercise to launch a new communications platform by fall 2016.
Implement new Sexual Assault and Sexual Violence Policy and Protocols.	Review completed of current Seneca policies to ensure alignment with new protocols by December 2016.
Review institutional policies and procedures to ensure strategic risks are effectively managed.	Policy audit and development updates completed in preparation for submission to Ontario College Quality Assurance Service (OCQAS) by December 2016. Audit and review of institutional policies and procedures completed by June 2016. Policy template developed and approved by March 2017.
Improve internal processes, procedures and reporting tied to facilities management and capital planning.	RFPs issued to potential Vendors of Record (VORs) for the College's usage of consultants, general contractors and tradespeople. Standard Operating Procedures (SOPs) developed and implemented for each division across Seneca.
Deliver enhanced and integrated resources and supports to Seneca staff and faculty.	Phase II rollout of New Human Resources Information System (HRIS) modules completed. Review of HR processes completed. Workforce health and safety monitoring module launched.
Enhance data-driven decision-making across the institution.	Integrated KPI data dashboard to support sustainable growth developed.

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