

# Seneca Business Plan 2014-2015

Version 5

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The 2014-15 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.

## Seneca's key indicators

### 1. Core literacies

In five years, every Seneca graduate will demonstrate competency in the Seneca Core Literacies

Initiatives for 2014-15	Performance indicators/measurable outcomes
Develop a framework to assess core literacies and apply to a program in each Faculty.	Framework developed and applied to five programs by March 2015.
Expand components of Experience Seneca (First Year Orientation) to engage students in our core literacies.	New Experience Seneca course developed for Fall 2014.
Develop and launch new delivery models for first-semester foundation courses.	New delivery models launched by March 2015 for first semester communications, ICT and math courses.

### 2. Innovative partnerships

In five years, Seneca will be the preferred partner for colleges and universities, offering the most innovative pathways for students in Ontario.

Initiatives for 2014-15	Performance indicators/measurable outcomes
Build a framework for the University of York-Seneca and confirm program portfolio.	Joint program portfolio confirmed by Spring 2014.
Expand partnerships and pathways with Ontario universities and colleges.	Three innovative pathways created with York University by March 2015.
	Two college-to-college pathways established with partner institutions by March 2015.
	New Arts and Science – University Transfer program implemented by Winter 2015.
Continue provincial leadership with ONCAT.	At least one new funding proposal approved by ONCAT by March 2015.
	One hundred new equivalencies added to ONCAT's course-to-course database by March 2015.

### 3. Cross-disciplinary, experiential and flexible learning

In five years, every program will embed cross- disciplinary learning, experiential learning opportunities and flexible learning options that enable students to access courses offered in the day and evening, in person and online.

Initiatives for 2014-15	Performance indicators/measurable outcomes
Create and launch a model through which every Seneca student will have a cross-disciplinary and experiential learning experience.	Seneca Innovators Series developed by December 2014.
	Three new cross-disciplinary experiences between faculties developed by December 2014.
	Online database of cross-disciplinary and experiential learning opportunities established by March 2015.
	New course to address flexible, cross-disciplinary and experiential learning and core literacies launched by March 2015.
	Co-op placement activity increased by 20%.

	Four courses re-developed into cross-disciplinary offerings enabling team teaching by March 2015. Faculty and students engaged through spaces for developing digital teaching and learning innovations at Newnham and Seneca@York campuses.
Increase flexible delivery options across all Seneca programs.	By August 2014, 11 online courses developed and approved through the Ontario Online Institute model.
	Fifty new Continuing Education course offerings launched on web-based platforms by March 2015.
	Six Business courses re-designed for hybrid delivery and launched by March 2015.

#### 4. Integrated student services

In five years, every Seneca student will have access to ongoing and integrated advisory opportunities starting from their first contact to the day they graduate.

Initiatives for 2014-15	Performance indicators/measurable outcomes
Evaluate and enhance student advising model.	New student advising model launched in all faculties by March 2015.
	New advanced standing process implemented by March 2015.
Expand student support programs and services.	Participation in Foundations for Success workshops, Career Services offerings, SMILE Mentoring and Success@Seneca increased by 25% by March 2015.
Redesign student service model.	New integrated student service model designed and implementation plan developed by December 2014.

## 5. Smart growth

In five years, our students will be learning in new facilities at our King Campus and in our new home for our Bachelor of Aviation Technology program.

Initiatives for 2014-15	Performance indicators/measurable outcomes
Move forward with King Campus Expansion.	Working with Infrastructure Ontario, academic functional planning requirements for new building confirmed by Fall 2014.
	Partnership agreements signed with Seneca Student Federation and Student Athletic Association by Fall 2014.
	King Campaign Case for Support finalized and quiet phase of fundraising campaign launched in Fall 2014.

#### 6. i3 – Information, integration and innovation

In five years, we will have an integrated enterprise system in place to support streamlined business processes and improved services across student, financial and human resources systems.

Initiatives for 2014-15	Performance indicators/measurable outcomes
Implement new tools and information systems and train staff.	Implementation of Human Resources and Finance components of PeopleSoft completed by April 2014.
	Training completed by June 2014.
	Implementation of a new tool for budgeting completed by September 2014.
	Training completed by December 2014.
	Implementation of first components of the student information system completed by October 2014.
	Implementation of the remaining components of the student information system completed by February 2015.
	Training commenced in early 2015.

## Great teaching and learning

Initiatives for 2014-15	Performance indicators/measurable outcomes
Increase faculty engagement in the work to implement our Academic Plan.	Engage faculty in all relevant task group memberships and implementation strategies.
Develop proposals for new program offerings.	Eighteen new program proposals developed, approved by Senior Executive Committee and presented to the Board of Governors by March 2015.
Develop curriculum and implement new programs.	Twenty-five new programs ready for launch pending Ministry approval by March 2015.
Refresh and review existing program offerings.	Twenty-three summative program reviews started in 2014 completed by December 2014. 2015 cycle for 18 summative program reviews launched by March 2015.
	Sixty-five formative program reviews completed by March 2015.
	Program prioritization completed for Schools of Business Management, International Business and Marketing by March 2015.
	Successful PEQAB reviews of Bachelor of Aviation Technology and Bachelor of Technology (Software Development) completed by March 2015.
Develop and implement strategies to improve	Plans developed and implemented to improve first-semester retention in five underperforming programs.

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Develop and implement a quality framework for General Education and Liberal Studies Options.	Better coordinated General Education and Liberal Studies Options offerings made available by March 2015 with improved access for students.
Strengthen Seneca's position as a leader in teaching and learning excellence and support faculty development across Seneca.	Teaching standards of practice finalized and a plan for a new faculty performance review system developed by March 2015.
Establish a Centre for Research in Student Mobility.	Centre personnel secured; website established by March 2015. Two research projects in the new Centre completed by March 2015.
Pursue applied research initiatives for the mutual benefit of our students, partners, faculty and community.	75 faculty engaged in applied research activities by March 2015. 400 students engaged in applied research activities by March 2015. 20 new industry partners engaged in applied research projects by March 2015. Seneca Student-Faculty Entrepreneurism Incubator launched by March 2015. Staff-initiated research fund launched by September 2014. Seneca Applied Research Day held by December 2014. "Research Rocks" workshops promoting applied research opportunities to faculty and students launched by March 2015.
Increase federal and provincial support for applied research in identified areas of expertise.	Ten new research grant applications submitted by March 2015, with 50 per cent success rate achieved.
Implement International Education Strategy.	Number of partners for Seneca's study/volunteer abroad program increased. Implementation of new international recruitment strategy initiated.
Launch Seneca International (Mobility) initiative to provide global experiences for students and faculty.	20% increase in faculty and students working and studying abroad by March 2015.

## Great student experiences

Initiatives for 2014-15	Performance indicators/measurable outcomes
Develop and implement a new Experience Seneca course that integrates student orientation initiatives that count for academic credit.	New Experience Seneca Course and Orientation model implemented by March 2015 with methods of assessment developed to track and improve first semester retention rates.
Develop first year programs and services to support Experience Seneca and transition of students to the College.	A new college-wide plan including an assessment model to support programs and Experience Seneca launched by March 2015.
Implement an enhanced strategic, coordinated and integrated approach to communicating with prospective students, current students and alumni.	Communication strategy deployed by Fall 2014. Communication tools implemented by Fall 2014.
Develop a conceptual design with the Seneca Student Federation and the Seneca Athletic Association that incorporates a new student and athletic build at the Newnham Campus.	Conceptual design that integrates all stakeholders completed by March 2015.
Review Seneca's endowment and investment policies and practices to ensure sustainability and predictability of student support.	Investment portfolio review completed by March 2015.
Enhance technology across Seneca campuses.	42 classrooms A/V upgraded by December 2014. By March 2015, College-wide Internet availability, download speed and wireless network reliability and performance improved.
Increase functionality of One Card system for students and employees.	Additional student and employee services including secure room access and employee time and attendance tracking to be offered using One Card system by March 2015.
Enhance Seneca mobile app.	Seneca Mobile application updated to enhance functionality by August 2014.
Enhance Parking Services at all campuses.	Improved service repair times reached to address parking system issues by March 2015.
Improve Protective Services presence across Seneca.	Renovation of Security and welcome bases completed at Seneca@York Campus.
Promote our faculty, alumni and partners' contributions.	Media and presentation training for administrative and academic leads completed by Summer 2014.

## Great foundations

Initiatives for 2014-15	Performance indicators/measurable outcomes
Continue to build an academic foundation and community capable of developing, delivering and sustaining high-quality, bachelor's degrees.	New full-time faculty hired as per PEQAB requirements by March 2015.
Continue to build culture of philanthropy to support Seneca students.	Seneca's student aid endowment strengthened through major gift solicitations, annual campaigns and leveraging existing partnerships, resulting in a minimum \$400,000 annual increase. At least \$500,000 in new funding secured for expendable gifts for student aid and sponsorships. 30 new student awards established. Minimum of 50 networking and reunion events supported by Advancement and Alumni. Planned giving strategy for staff, alumni and donors introduced by Fall 2014.
Build leadership capacity within our organization.	Support staff specific programming for performance management to be developed by Winter 2015.

Review College privacy policy to ensure currency.	Review completed by Fall 2014.
Ensure customer service training adheres to AODA accessibility standards.	College-wide AODA compliance achieved by March 2015.
Support development of College's first Enterprise Risk Management Plan.	Enterprise Risk Management Plan in place by Summer 2014.
Improve Seneca's capacity to coordinate, control and deploy IT resources.	Deploy Information Technology Services Management (ITSM) Solutions System by March 2015.
Upgrade academic workstations and create more active learning classrooms.	1,200 upgraded workstations and two active learning classrooms created by December 2014.
Continue integration of planning across departments.	Revised integrated planning schedule developed and approved. Begin implementation of FY2015-16 Integrated Planning Process in Summer 2014.
Streamline method by which Facilities Management service requests are processed.	College-wide facilities service request system in place by March 2015.
Expand digital marketing strategy, including social media strategy.	Second phase of digital marketing strategy launched by Fall 2014.
Increase functionality of One Card system for students and employees.	Additional student and employee services including secure room access and employee time and attendance tracking to be offered using One Card system by March 2015.
Develop targeted communication plans for academic programs.	Program-specific communication plans developed and implemented beginning in Fall 2014.
Develop promotional strategy for use of expert faculty by media.	Seneca expert strategy developed by Fall 2014.
Revamp the Seneca website to create a mobile-first, engaging and informative experience for internal and external audiences.	New website launched by Winter 2015.

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