Seneca Business Plan 2012-2013

Version 5

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The 2012-13 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 our Strategic Plan's Key Indicators and align with our three Strategic Objectives: Great Teaching and Learning; Great Student Experiences and Great Foundations.

Great teaching and learning

Strategic Priority	Initiatives for 2012-13	Performance outcomes
Academic Plan Development and Implementation	Finalize and begin roll-out to support the implementation of the new 2012-2017 Academic Plan.	New plan approved by the Board of Governors. Consultations conducted with stakeholders on how to achieve goals outlined in the Academic Plan. Five year plan for implementation completed.
Cross-disciplinary, Networked Learning	Use Quality Enhancement funds to support academic plan initiatives related to cross-disciplinary and outreach activities.	At least one new outreach initiative per Faculty developed and implemented to enhance networked learning. Criteria defined and baseline inventory developed for cross-disciplinary learning. Mapping process established and begun.
	Build a strong digital library that supports the research behaviours and needs of students and faculty.	Library resources in digital formats that allow users 24/7 access to content, simultaneously and remotely, actively acquired. Comprehensive streaming video collection established.
Core Literacies and Skills	Embed Seneca's 10 Core Literacies across all programs.	Continued implementation of Language Across the Curriculum to support the development of written and oral communications skills. Criteria defined and baseline inventory developed for Seneca Core Literacies. Mapping process established and begun.
High-quality, Relevant Programs and Pathways	Develop plans to support transition of aviation-related programs with the announced closure of Buttonville Airport.	Functional space programming completed for all aviation-related programs. New site secured for delivery of years 2, 3, and 4 of the Bachelor of Aviation Technology program and academic/HR transition plans developed.
	Implement new streamlined formative program review process.	Formative program review pilot expanded in spring 2012 to include five schools. Full implementation launched in 2012-13 academic year. Program Review Reference Group established. Support materials developed and distributed to faculty/chairs/deans.
	Build on current partnerships with GTA universities.	New transfer opportunities with GTA universities and colleges created.
	Develop new programs and renew degree consents.	Potential degree and graduate certificate program areas identified with program development underway. Bachelor of Aviation Technology and Bachelor of Software Development degree renewal documentation submitted to PEQAB.
	Help advance CUCC Phase III Projects and new ONCAT college to college initiative.	Mid-point update on Phase III project (Arts and Science electives) completed and database of Liberal Studies courses created to provide better information to potential transfer students. ONCAT deliverables on track and report submitted.
	Advance pathways research as part of CUCC/ONCAT project.	Project deliverables on track and report submitted.
	Expand credit transfer to Seneca degrees.	ONCAT deliverables related to the enhancement of Seneca degree pathways met. Diploma to degree promotion strategy finalized and implemented.
	Expand pathway opportunities for direct entry students.	Increased number of students and school partners in Dual Credit program.
	Increase hybrid/online opportunities for students.	New courses and programs developed.
Teaching Excellence	Create Seneca standards of practice for full and part-time faculty.	Current standards of practice identified and used as a basis to create new Seneca policy and standards in consultation with relevant stakeholders. Report on methods, tools and metrics for faculty evaluation completed.
	Develop new materials to support effective teaching and learning.	New training plan highlighting best instructional practices for multiple modalities developed by CAE and the Learning Centre.
	Strengthen Seneca's position as a leader in the area of pedagogical research.	New scholarship of teaching and learning proposals developed. Final College Choice Project report submitted to HEQCO.
Applied Research, Partnerships and Outreach	Create foundation for enhanced approach to applied research.	Completed ORI operational review with recommendations for defining the role of the department and articulating multi-year objectives. Internal communications strategy created to inform faculty and deans about research activities.

Opportunities	Actively facilitate, pursue, and source applied research initiatives for the mutual benefit of our curriculum, students, partners and community.	Several new projects initiated and underway. New research grant proposals submitted. 40 faculty or staff members engaged in an applied research project or activity. 80 students engaged in an applied research project or activity. Multiple research-related events held across Seneca campuses.
	Increase industry awareness of Seneca's research program.	External communications and marketing plan designed to inform industry about Seneca's capabilities and opportunities for collaboration.
	Continue diversification of international recruitment by geographic region.	New partnership agreements with international postsecondary institutions signed. Increase in recruitment efforts in diversified markets.

Great student experiences

Strategic Priority	Initiatives for 2012-13	Performance outcomes
Effective Student Supports and Services	Review Seneca's endowment and investment policies and practices to ensure sustainability and predictability of student support.	Revised investment and disbursement policies approved and implemented.
	Ensure timely delivery of financial assistance to students.	Working group with staff and student representation established to review financial aid policies. Plan developed to streamline delivery of assistance.
	Continue analysis of factors affecting completion rates and satisfaction-related KPIs.	Early warning system for students in academic distress pilot completed. Fall 2012 semester results evaluated. CUCC-approved transfer research project completed in summer 2012.
	Provide meaningful orientation supports for students.	Orientation practices across all campuses reviewed with aim of ensuring common meaningful orientation experience. Standardized approach developed in consultation with Dean of Students, Events Team and the SSF.
	Move forward with the integration of student services.	Completion of operational planning supporting the achievement of 2012-17 Strategic Plan's priority areas. Expansion of student success programs across all Seneca campuses. New student service centre launched for Fall 2012 to deliver "first stop shopping" for students with multiple student services relocated and clustered in renovated space at Newnham.
	Review approach to student health, counseling and disability services.	Evaluation completed and new service delivery model for student health, counseling and disability services created based on best practices.
	Create new Student Life facilities in alignment with Seneca's Campus Master Plans.	Functional space program created for King build based on consultations with the SSF and SAA. Design consultations held. Newnham Student Build plans advanced.
	Enhance technology across Seneca campuses.	Wireless upgrades completed for 4 main campuses. Consultations held with the SSF and CAE to identify potential wireless access improvements. New student email system implemented.
	Increase functionality of One Card system for students and employees.	Move to 'cashless' option for photocopying, food services, bookstore and vending machines achieved.
	Improve transitions and supports for international students	Participation in the international student barometer survey. Areas for improvement based on survey results identified and actions plans created to address issues raised. Online SMILE program for international students piloted.
Celebrating our Achievements	Implement systematic approach to promoting Seneca's successes and programs.	Review of internal and external communication strategies and materials completed. Social media activities embedded in all communication strategies.
	Promote our faculty, alumni and partners' contributions.	At least one academic event held per term featuring activities/work/research of Seneca staff and at least one involving external participants. New alumni advisory group launched. Divisional alumni events held as part of the Pillar Sponsorship program.
	Leverage technological capacity to reach out more effectively to our communities.	Redevelopment of Seneca website based on completed web audit and additional stakeholder feedback. Mobile application platform to promote services and disseminate information to alumni introduced. Social media involvement across the college increased.
	Provide timely communication about new philanthropic investments.	Annual stewardship and accountability reports for major philanthropic investment accounts delivered.

Great foundations

Strategic Priority	Initiatives for 2012-13	Performance outcomes
Strategic Plan Development and Implementation	Finalize and begin roll-out to support the implementation of the new 2012-2017 Strategic Plan.	New plan approved by the Board of Governors. Cross-functional teams formed to support implementation of priority initiatives and Seneca Key Indicators. Five year plan for implementation completed.
Talented People and an Inspiring Culture	Build leadership capacity within our organization.	New leadership development strategy implemented. More managers enrolled in Seneca's leadership foundation program.
	Develop robust recruitment and selection practices.	Recruitment forms simplified and workflow process streamlined. Manager's toolkit to aid in hiring process developed and implemented. Key HR metrics tracked and analyzed. Seneca values incorporated into selection process.
	Develop Academic Resource Planning support tools and guidelines to assist Chairs and Deans.	Enhanced Resource Planning framework and tools developed.
Effective Systems and Processes	Review endowment strategy and performance to ensure optimal income/payout rates ensured.	Investment review completed and steps taken to protect principal and increase investment returns. Seneca's student aid endowment strengthened through major gift solicitations, annual campaigns and leveraging existing partnerships.
	Initiate a comprehensive approach to	Inventory of current risk management practices and gap identification completed.

	risk management across college initiatives.	
	Develop Strategic Enrolment Management initiatives.	Long-term enrolment plans for all campuses reviewed and updated.
	Integrate information systems to support streamlined business processes and improved services.	Vendor selected for i3 project and implementation plan developed.
	Improve IT Services support and capability.	New operational plan for IT Services developed and implemented.
	Improve approach to space planning.	Seneca Space Planning and Infrastructure Committee established. New process for capital approvals implemented.
	Review course selection procedures.	Plan for revisions developed; pilot underway in at least one faculty.
	Continue integration of planning across departments.	Seneca's business, capital and operating, and human resource planning integrated into the same calendar cycle, with strong links to the academic and strategic plans.
	Improve integration of departmental activities and resources to strengthen coordinated research infrastructure.	Seneca research protocols created by new research advisory committee and systematization of the sharing of research-related information achieved.
	Review current college services to enhance service value.	Engineering assessment of parking lots at Newnham, Markham and King campuses conducted and implementation commenced on new parking systems. New tracking system introduced for inter-campus courier service.
Great Places for Teaching and Learning	Support implementation of Campus Master Plans through better coordination of capital asset and cash flow planning.	Long-term capital asset plan review completed in conjunction with the development of a multi-year cash flow management plan.
	Move King campus expansion project forward on scheduled timelines.	Partner agreement reached with the York Regional Police. Functional space plan and site servicing analysis completed. Design process commenced. King community long-term outreach plan developed.
	Enhance Seneca facilities for students, faculty and staff members.	Eaton Hall review completed and strategic direction decided. Upgrading of student lounge seating at King, Markham and Seneca@York completed.
	Create more Active Learning Classrooms.	One Active Learning Classroom on each campus identified and created.
	Develop integrated approach to learning spaces.	Consultations with ITS, CAE, Deans and Chairs, the SSF and Facilities carried out to inform a holistic approach to teaching and learning spaces across various projects.

tags : business-plan, plans-and-reports