

SENECA CHANGES YOU.

# Seneca



STRATEGIC PLAN

2008–2011

## MISSION STATEMENT



# TO CONTRIBUTE TO CANADIAN SOCIETY BY BEING A TRANSFORMATIONAL LEADER IN PROVIDING STUDENTS WITH CAREER-RELATED EDUCATION AND TRAINING

## FROM THE PRESIDENT AND THE BOARD OF GOVERNORS

The 2008–2011 Strategic Plan is a continuation of our mission to be a transformational leader in career-related education and training.

This is an update of the Plan that was first created in 2004, and its origin is similar. Both are based on consultation with Seneca's internal and external community. During this period, we asked about our future challenges and in which areas the previous plan could be updated.

As a result, the 2008–2011 Strategic Plan includes our College Values, our Planning Context, a sharper focus on our goals and sets new priorities while continuing much of what was started successfully before.

Our goals of a *Superior Education Experience* and *Access to Success* will be at the forefront. At the same time, these two overarching goals will be supported by the priorities to *Build Organizational Capacity to Support our Educational Philosophy*, *Create a Climate of Innovation* and *Continuous Improvement as Part of a High Performance Organization*.

A newly stated priority is to *Transform our Institution as the Canadian Model of Polytechnic Education*.<sup>1</sup> While stating this priority in these terms is new to Seneca, we have in fact been moving in this direction for almost ten years. As guided by our previous Plan, we have sought differentiation from the Province, expanded our degree offerings and joined with other institutions across the nation to form Polytechnics Canada – all of which are committed to producing career-ready graduates who combine critical thinking with theoretical understanding and practical competence. Achieving this goal will address the programming mix that Seneca will offer and, in turn, how it is perceived by College stakeholders, students and employers.

As any such plan should be, ours is dynamic. It provides direction but also gives us room to meet the unexpected challenges that will present themselves. As a result, some aspects of the Plan will evolve as we implement and live it, and this will be reflected in our annual Business Plan.

Ultimately, the reason for this Strategic Plan is to continue Seneca's progress through the coming years and put us on the proper footing to meet emerging opportunities. We are an acknowledged leader in post-secondary education, and this Plan will ensure that we continue in that role.

Jean Anne McLeod  
Chair  
Board of Governors

Rick Miner Chair  
President

1. Seneca is a member of Polytechnics Canada. For background information on polytechnic education in Canada visit [www.polytechnicscanada.ca](http://www.polytechnicscanada.ca)

# Our Vision

We are recognized as the leader in:

- Student Success... by preparing today's learners for tomorrow's communities and workplaces
- Access to Higher Education... by developing comprehensive programming, multiple pathways and supports for students to achieve their educational goals
- Learning... by providing excellence in education and skills development, and by encouraging all Senecans and others in the community to be lifelong learners
- Applied Research... by contributing economically and socially with solution-focused research activities in collaboration with business, industry, social agencies, other institutions of higher learning, and government
- Innovation... by developing a culture that encourages risk-taking, entrepreneurship, flexibility, and by embracing change in the interest of organizational effectiveness
- Our Commitment to People... by creating dynamic working and learning communities that value people and support inclusion, initiative, personal development and mutual well-being
- Our Commitment to Diversity and Equity in Employment... by enhancing a diverse workforce that promotes, reflects, and supports our diverse college community

# Our Values

We believe in the following values which guide our work every day as we endeavour to realize our Vision and achieve our Mission.

- **QUALITY**

We are committed to the highest standards of excellence.

We are accountable.

- **LEARNING**

We are learner-focused.

We make informed decisions and take appropriate risks to enhance the student experience.

- **RESPONSIVENESS**

We monitor the global marketplace and respond quickly.

We embrace innovation and creative thinking.

- **TEAMWORK**

We communicate effectively and honestly.

We work collaboratively to achieve shared goals.

We are open to each other's ideas, feedback and change.

We establish strong partnerships.

- **INCLUSION**

We embrace the principles of fairness and equity in everything we do.

We treat each other with respect.

We create and thrive in a stimulating, collegial, highly professional and receptive environment.

# Our Planning Context – The Challenge of Change

In developing our goals and priorities, several trends identified in the external environment have been taken into account. These factors arose as part of our stakeholder consultations and cover issues within business and industry, social and cultural norms, the political arena and the education system itself.

## We foresee an education system under pressure...

- Increasing enrolment and participation rates in the GTA
- Inadequate capacity for projected growth in the GTA
- Challenged to keep up with the speed and impact of technological change
- Learners increasingly demanding choice
- Education and training now a global enterprise
- Impact of increasing competition

## ...and populated with learners who have evolving needs and expectations...

- Customization and consumer-orientation key to satisfaction
- Growing demands for intra- and inter-institution mobility
- Learners evaluating their opportunities via cost-benefit analyses
- Provincial legislation creates new credentials

## ...faced with new employment and economic conditions.

- Multiple careers in a lifetime
- Forecasts of a national skills shortage
- Need for continuous learning

## ...operating within a shifting political climate...

- Need to achieve government objectives within funding limitations
- Continued emphasis on accountability reporting
- Growing importance of partnerships and collaborations
- Competing for a fair share of human and social services provincial funding envelope
- Need for a government relations strategy to keep pace with changing priorities

## ...living in dynamic communities...

- A rapidly changing and inherently unpredictable digital culture
- Growing importance of environmental issues
- Increased citizen engagement
- Continuing racial and cultural diversity
- An aging population
- Multi-faceted social change



# Our Strategic Goals

Students are the central focus of Seneca's Mission and Vision. Thus, two overarching goals serve as the foundation of all we do.

- **SUPERIOR QUALITY EDUCATION EXPERIENCE**

Student engagement and success are the most important results we deliver. These outcomes are unequivocal. We achieve them through expert faculty and staff, relevant curricula, valued credentials, opportunities for lifelong learning experiences, personal development, informed course and program choices, varied delivery options, and appropriate supports and services that are timely and targeted to individual student needs.

- **ACCESS TO SUCCESS**

We are the Canadian model for lifelong access opportunities to higher education and training. Our plans to this end include a diversity of academic opportunities, credit transfer agreements; partnership agreements with governments, colleges, universities, boards of education, community groups and industry associations; supports and services that promote access, retention and student success; multiple entry and bridging opportunities; research to identify effective access and retention strategies; assistance to foreign-trained persons; and proactive access and success strategies for students and employees with disabilities.

In order to achieve the expected results from these two goals, we pursue a strategic direction that differentiates our institution in a meaningful way, adding value for our students and alumni, their employers, our employees, the communities we serve and, ultimately, society as a whole.

Our strategic direction is further defined by the following priorities, which guide our work and support our commitment to superior quality education experience and access to success:

- **TRANSFORM OUR INSTITUTION** ...as the Canadian model of polytechnic education
- **BUILD ORGANIZATIONAL CAPACITY** ...to support our educational philosophy
- **CREATE A CLIMATE OF INNOVATION AND CONTINUOUS IMPROVEMENT** ...as part of a high performance organization

# Our Core Strategies

GOALS	<p>Superior quality education experience Access to success</p>		
PRIORITIES	<p><b>Transform our institution</b> ... as the Canadian model of polytechnic education</p>	<p><b>Build organizational capacity</b> ... to support our educational philosophy</p>	<p><b>Create a climate of innovation and continuous improvement</b> ... as part of a high performance organization</p>
CORE STRATEGIES	<p>Develop and deliver applied advanced education and quality services</p> <p>Provide increased access to educational options and pathways in post-secondary education</p> <p>Accelerate applied research activity</p> <p>Enhance our national reputation</p> <p>Expand international education and services</p>	<p>Implement best practices to achieve:</p> <ul style="list-style-type: none"> <li>– diversity and equity in employment</li> <li>– employee engagement</li> </ul> <p>Provide facilities and technologies that reflect the changing learning and service needs of our students, employees and customers</p> <p>Maintain our financial health to support high quality learning and service needs</p> <p>Foster quality relationships with local, national and international community partners</p> <p>Develop a culture for philanthropy</p>	<p>Embed quality assurance processes that produce improvements in our programs, services, and business practices</p> <p>Create a culture of lifelong learning by providing, and stimulating participation in personal and professional development opportunities for employees and students</p> <p>Inform institutional planning and decision-making with evidence-based methods</p> <p>Cultivate an entrepreneurial approach to our business practices</p>

# Our Measure of Progress

GOALS	<p>Superior quality education experience Access to success</p>		
PRIORITIES	<p>Transform our institution ... as the Canadian model of polytechnic education</p>	<p>Build organizational capacity ... to support our educational philosophy</p>	<p>Create a climate of innovation and continuous improvement ... as part of a high performance organization</p>
MEASURES	<p>Recognition of credentials</p> <p>Applied research funding and projects</p> <p>Market share</p> <p>Employment rate of graduates</p> <p>Employer satisfaction</p> <p>Student retention rates</p> <p>New programme development</p> <p>International agreements and activity</p> <p>Participation rates of under- represented groups</p> <p>Pathways and transfer agreements</p>	<p>Student satisfaction and engagement</p> <p>Fiscal needs assessment and resource measurement</p> <p>Fundraising targets and achievements</p> <p>Seneca Corp results and revenues</p> <p>Partnership development</p> <p>Student and employee diversity</p> <p>Employee satisfaction and engagement</p>	<p>Business intelligence and analytics (Dashboards)</p> <p>Quality assurance assessments and improvements</p> <p>Risk management standards and reporting</p> <p>Program review</p> <p>Centres of Excellence</p> <p>Audit reports and internal auditor</p>

# Strategic Plan Implementation

The key goals of the Strategic Plan 2008–2011 are our focus on students through provision of a superior quality educational experience and access to success. These goals are set in the context of the development and delivery of applied advanced education and quality services, allowing Seneca College to lead nationally in the transformation to an model of polytechnic education.

Focusing on a review of the existing Strategic Plan 2004–2009, Seneca once again engaged in a process of broad community consultation and review. Members of our community comprised of students, faculty and staff, business and government participated in reviewing the Strategic Plan and provided critiques and suggestions for enhancement and refinement. The Seneca Board of Governors, in a series of retreats, reviewed community input, Strategic Plan progress and an environmental scan to provide guidance in the redevelopment of the existing Strategic Plan.

Given input to the Strategic Plan review, the result represents the effort of the diverse community. Once approved by the Board, this plan will provide the focal point for the progress review, Business Plan development and reporting to government. Special efforts will be undertaken to ensure that every employee understands how they may be expected to contribute to the realization of the plan.

The annual Business Plan will directly reflect the direction provided in the Strategic Plan and in the operational plans developed by faculties, schools and departments. Regular reviews, as outlined in the Planning and Review Cycle, will measure progress toward achievement of the goals of the Strategic Plan. The Strategic Plan's Core Strategies and Measures will be the principal guidelines by which development of the Business and Operational Plans will come to life and help to ensure a common understanding of organizational priorities and processes. To maintain maximum flexibility, the review mechanisms and annual environmental scan will also provide feedback for possible modifications to both strategy and operations.

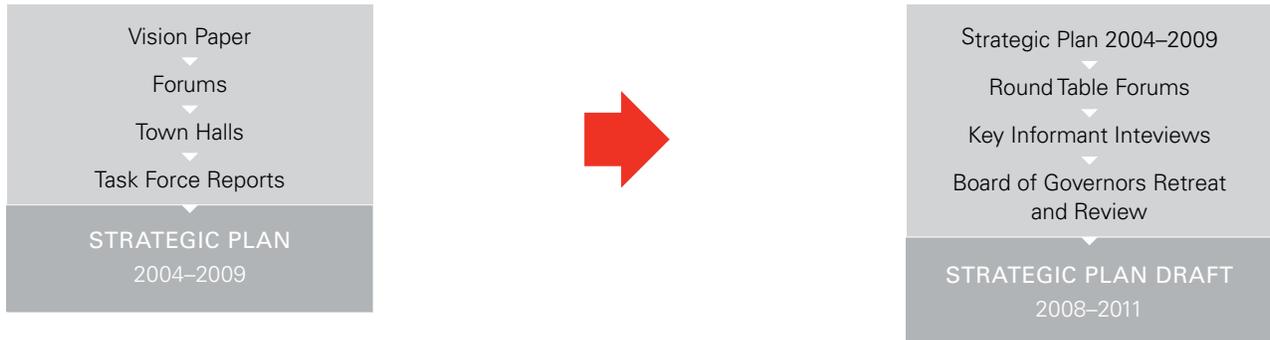
Seneca's Strategic Plan requires staged implementation, the alignment of structures and resources with priorities, and the coordination of effort. Seneca's business plans will be the mechanism for monitoring annual progress towards the achievement of strategic goals. The engagement and commitment of all employees to the Strategic Plan will be key to establishing Seneca as a global leader in post-secondary career-related education, training and research.



# Development Process

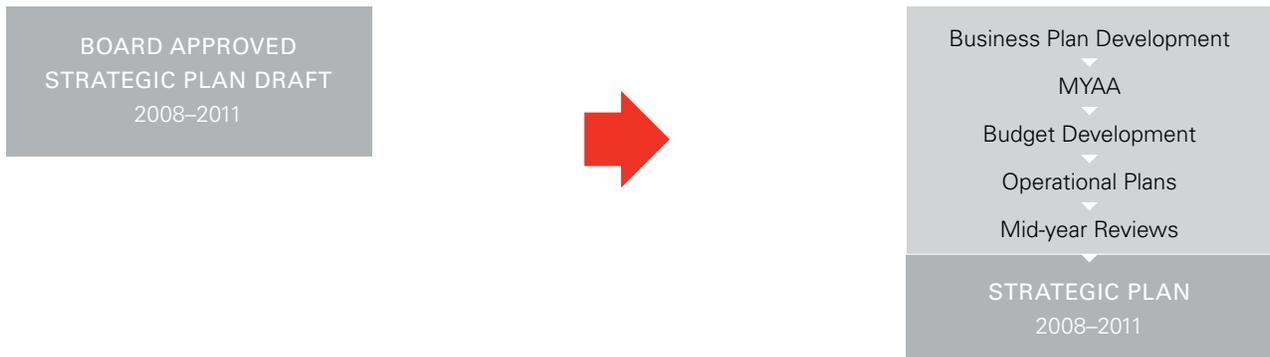
## 1. Strategic Plan 2008–2011 Development Process

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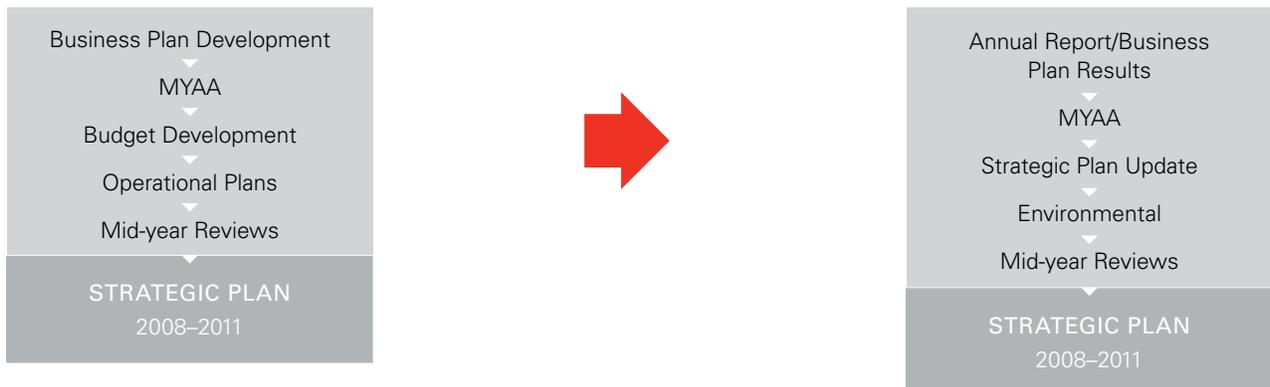
## 2. Implementation

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## 3. Annual Planning and Review Cycle

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## Integrated Planning and Strategic Plan Review Cycle

ACTIVITY	TIMING	RESPONSIBILITY	APPROVAL or INFORMATION
<b>Strategic Plan</b>			
Assessment of progress	Annual Review–June	All Faculty/Schools/ Departments	Board of Governors (Approval)
Review and revision	Mid-year review–November	Executive Committee Board of Governors	Executive Committee
<b>Annual Business Plan and MYAA</b>			
Preparation, assessment and update	July–October	All Faculty/Schools/ Departments  Executive Committee	Board of Governors (Approval)
MYAA		Executive Committee	Board of Governors (Approval)
<b>Fiscal Year-End Reporting</b>			
Year-end results (Audited f/s)	March–April	All Faculty/Schools/ Departments	Line Supervisors
Auditor’s Report	May–June	Finance Department	Board of Governors (Approval)
Internal Financial Statements	Monthly	Finance Department	Board of Governors (Information)
Annual Report and MYAA	May–June	Governance and Planning	Board of Governors (Approval)
<b>Budget Building/Review Cycles</b>			
Mid-year results @ Sept 30	October–November	All Faculty/Schools/ Departments	Deans/Directors/Line Supervisors
Operational Plans	October–December		Executive Committee
Division Budgets	November–January		Line Supervisors
College Budget	January–February	Finance Services Department	Executive Committee
Final Budget Submissions	March	Executive Committee	Board of Governors (Approval)
<b>Environmental Scan</b>			
Trends and issues analysis	February–May	Institutional Research	Executive Committee Board of Governors (Information) Deans/Chairs/Directors College Community

# Seneca

Seneca believes that people change through learning. Education is about self-determination. It's about ambition. It's about building on what you know and what you can do. Seneca's reputation is built on the relevance of its programs, the industry experience of its superb faculty, the dedication of its staff and the capabilities of its graduates. More students choose Seneca than any other college in Canada.

## SENECA CHANGES YOU.

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