

➤ \_\_\_\_\_ A Great  
Place to Learn

2018-19 Business Plan

**Seneca**

2018  
19

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Seneca offers students a range of credentials and flexible learning options renowned for their quality and respected by employers.

# A Great Place to Learn

Seneca provides our students with a great teaching and learning experience rooted in an advanced applied, broad-based education.

We aspire to be the first choice for learners at all stages of their careers and a demonstrated leader in academic excellence and collaboration within the postsecondary sector.

Through our graduates' successes, Seneca is bringing great to the world.



An Early Childhood Education student gains experience in the King Campus child care centre.

# Our Values

Seneca’s values start with centring all aspects of our operations, inside and outside the classroom, on student success. While that may seem obvious, and is a starting point broadly shared in the education system at all levels, we affirm being student-centred, and focused on the success of our students and our graduates, as the foundation of our values.

## Respect

It is a simple axiom: in everything we do, in all ways, we treat each other with respect.

## Excellence

While we will always be flexible in our approach, we never compromise on quality and standards.

## Innovating

From the day our first students walked through our doors in 1967, we understood that the world is in constant evolution. We are always improving, innovating and looking ahead.

## Community

We build bridges and networks within our institution, to our community and across the world. And, we give back, building and strengthening the communities where we live and work.

## Diversity

We celebrate our extraordinary diversity as an enriching strength and a competitive advantage in today’s global economy.

Seneca has a proud tradition of sporting excellence, offering varsity and intramural sports and recreational activities. The 2017-18 men's basketball team won the Canadian Collegiate Athletic Association national championship.



# Strategic Plan

## 2017–22

In 2017, Seneca introduced the 2017–22 Strategic Plan that renewed our high-level direction and set longer-term goals to bring this vision for Seneca to life. Recognizing the importance of our foundational work of providing a great teaching and learning experience rooted in an advanced applied, broad-based education, the plan highlights the need for Seneca to continue to evolve in exciting ways to serve new markets, a changing world of work and an expanding definition of student.

### The Consultation Process

The Strategic Plan, with the Academic Plan imbedded in it, is the product of extensive internal and external consultation. Town halls were held at the four largest campuses for students as well as focus groups and meetings with student leaders and class visits. Employees had an opportunity to contribute either through one of more than 30 consultation sessions held across Seneca or online. More than 800 students and employees participated.

As well, the Aboriginal Education Council, chairs of the Program Advisory Committees, secondary school teachers and students, industry partners, thought leaders in education and government representatives shared their perspectives. Before approving the plan in June 2017, the Board of Governors held two strategic planning sessions both to

hear the results of the consultations and to add their own perspective to the discussions.

### Our Plan

Through our consultations, common themes emerged that helped shape the plan:

#### Leading Through Excellence

We are focused on quality, innovation in teaching and learning and the determination to improve continuously.

#### Leading by Example

We are exemplars for the skills our graduates will need to forge successful careers and productive lives.

#### Leading in Collaboration

We are building even stronger partnerships with our students, employees, industry, community organizations and other educational institutions.

Taking the advice of our students, employees and partners, a comprehensive set of objectives, reflective of our values, was also developed. Together, these themes and objectives provide a roadmap for our journey, decisions and commitments, including those made in our 2017–20 Strategic Mandate Agreement, which was approved in February 2018.

# Business Planning: An Integrated Approach

Seneca employs an integrated process for business planning and budgeting to achieve the goals and commitments set out in our Strategic Plan and Strategic Mandate Agreement. This approach ensures clear expectations and that consistent information is collected across the institution, while also allowing the flexibility to adapt throughout the year to the constantly evolving external landscape.

Through a collaborative, transparent and evidence-based process, every area of Seneca contributed to the creation of the 2018–19 Business Plan.

The 2018–19 Business Plan is guided by the objectives and commitments in our Strategic Plan—it is our Strategic Plan in action.

## Navigating the Landscape: Factors Influencing our Planning

Current internal and external environmental factors require Seneca to be as innovative, flexible and responsive as ever, especially when planning multi-year initiatives or activities. As each academic and service area proposed their plans and budgets for 2018–19, deans and directors were asked to consider the following internal and external factors.

**1. Recruiting and retaining the most qualified students, both locally and globally, while strengthening our commitment to providing a great education**

Competition in the Greater Toronto Area will continue to be intense given the demographic challenges affecting higher education in Ontario. At the same time, continued strong demand for Canadian education and an increase in flexible program delivery has led to a surge in international and mature student enrolment at Seneca.

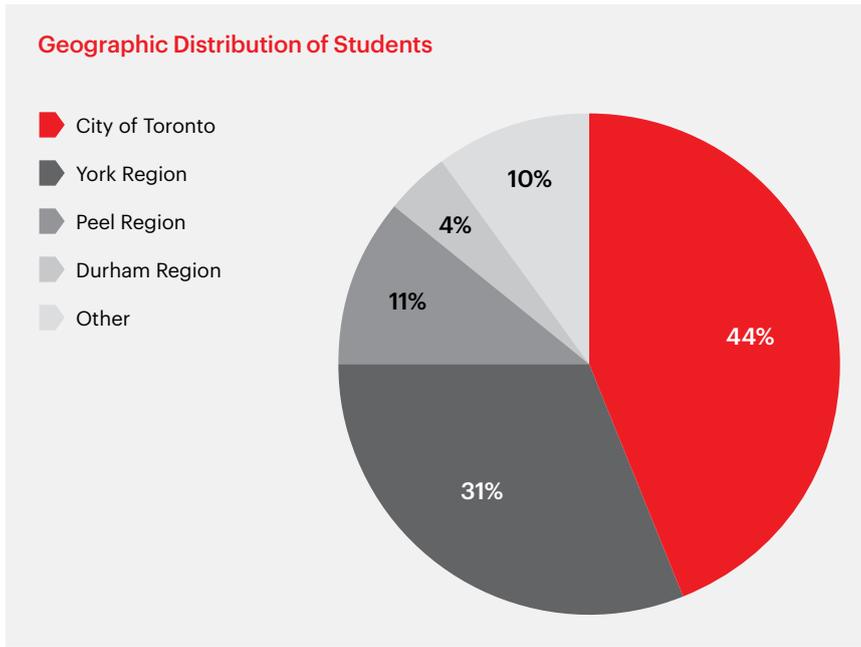
**2. Reflecting the changing world of work and its effects on work integrated learning, research, innovation and industry partnerships in our curriculum and experiential learning opportunities**

A continuous challenge faced by the postsecondary system is anticipating shifts in the skills in demand at any given time while automation and globalization continues to change the nature of work. With the rise of the ‘gig’ economy—labour market

demand for contractors and the self-employed—curriculum and other learning opportunities must also change to reflect the entrepreneurial skills that graduates will need to be successful in any occupation. Seneca’s response to these challenges includes continued vigilance as to changes in the labour market, innovation in program delivery and credential options, increased emphasis on applied research and business development opportunities, program assessment and renewal and constant efforts to renew and maintain our extensive relationships with leaders in industry.

**3. Planning for our new spaces**

In 2018-19, two of the largest construction projects in our history will be completed—Magna Hall at King Campus and the Centre for Innovation, Technology and Entrepreneurship (CITE) at Newnham Campus. Seneca2020, a comprehensive series of program, school and department moves, will start in the



spring of 2018 with expected completion in 2020. These moves will allow us to take full advantage of the new spaces that will be opening up at King and Newnham, affecting 6,000 student spaces and 900 employees.

**4. Absorbing the impact of Bill 148 *Fair Workplaces, Better Jobs Act, 2017***  
 Bill 148, now the law, introduced broad changes into our workplace primarily focused on equal pay between full-time employees and part-time, temporary and seasonal employees and a higher minimum wage. These changes have required Seneca to assess and plan for fiscal and human resources-related impacts that will require changes in service delivery.

**5. Improving the customer experience**  
 Striving for a great customer experience for all members of the Seneca community—students, employees, volunteers and partners—is a priority. To support these efforts, the Customer Service initiative was launched

as a comprehensive effort to ensure that all student and employee service areas achieve excellence in service standards.

**6. Leading through collaboration in the Ontario college system**  
 Through transfer pathways and academic partnerships, Seneca is focused on promoting and developing a more collaborative and connected postsecondary system that better serves students and, ultimately, employers. Part of our polytechnic strategy is becoming a transfer destination for students at small, northern and rural colleges with a variety of creative pathways among credentials and continuing to build relationships with institutions of all sizes.

22,889  
 Fall 2016 Enrolment

24,105  
 Fall 2017 Enrolment

# 2018–19 Business Planning Initiatives

The following initiatives have been structured to align with the objectives and deliverables of the 2017–22 Strategic Plan.

2018

🌐 \_\_\_\_\_ Preparing Seneca students for successful futures in a rapidly evolving world and economy  
Objectives 1, 2, 3

👤 \_\_\_\_\_ Preparing Seneca graduates to be engaged citizens, who participate and are leaders in their communities  
Objectives 4, 5

👑 \_\_\_\_\_ Leadership in postsecondary education that benefits our students, our employees, our communities and our partners  
Objectives 6, 7, 8, 9

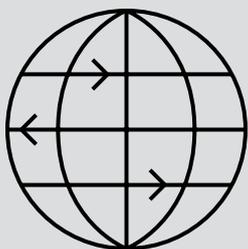
19

# Preparing Seneca students for successful futures in a rapidly evolving world and economy

Our work starts with our commitment to students. Our message to students is: Whatever your educational aspirations or entrepreneurial ambitions, however far along you are in your search for a career that you can be passionate about, Seneca will help you define your future.

We do that through high-quality programs delivered by outstanding, experienced faculty working with outstanding, supportive staff. We prepare you for the accelerating pace of change and tomorrow's world of work by offering programs with a wide range of experiential learning opportunities, a cross-disciplinary approach and our core literacies underpinning the curriculum.

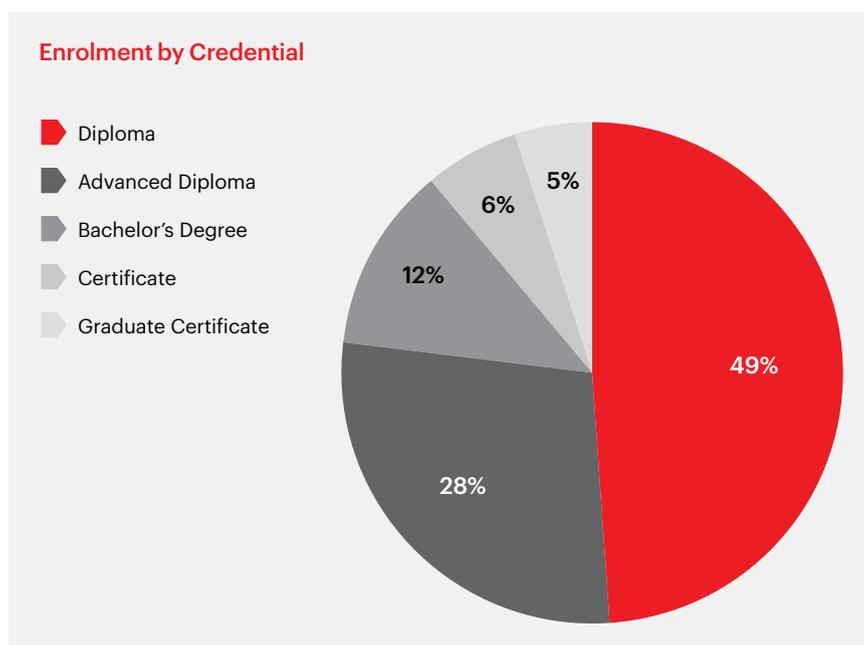
We have a broad range of support services including tutoring, mentoring and leadership development available to our students. We will help you get ready.



# Objective 1

High-quality programs providing relevant career and life skills

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>New and renewed programs to meet the demand for a highly skilled workforce and fill emerging labour market needs</li> <li>Rigorous curriculum design, quality assurance and program assessment processes</li> </ul>	<ul style="list-style-type: none"> <li>Credentials that provide comprehensive skillsets demanded by the labour market</li> <li>High-quality programs taught by expert faculty, with curriculum and learning experiences that meet the needs of employers</li> <li>Academic decision-makers with access to program-specific, ‘at-a-glance’ information for program development, assessment and prioritization</li> </ul>	<ul style="list-style-type: none"> <li>Launch new programs at various credential levels, with a focus on cross-disciplinary learning, in the areas of financial technology and business analytics</li> <li>Refresh and renew programs through regular summative and formative assessments and consent renewals</li> <li>Develop a course curriculum development and renewal framework</li> <li>Implement an Academic Planning dashboard, leveraging data visualization software, to support program development and prioritization</li> </ul>



# Objective 2

Teaching excellence and exemplifying Seneca’s core literacies

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>• Current and connected faculty who are active in their academic and professional communities</li> <li>• A commitment to Seneca’s standards of practice, authentic assessments, contextualized learning activities and the thoughtful use of technology tools</li> <li>• Evidence of core literacies being taught, practised and assessed in our programs</li> <li>• Opportunities for students and faculty to develop the core literacies in context</li> </ul>	<ul style="list-style-type: none"> <li>• Contextualized learning activities and the thoughtful use of technology tools that reduce barriers to education and provide flexible options for all learners</li> <li>• Experienced and industry-connected faculty who are prepared to address the needs of students and employers</li> </ul>	<ul style="list-style-type: none"> <li>• Launch Seneca’s Digital Learning Strategy and develop faculty experts in hybrid learning to teach in a multi-modal environment</li> <li>• Continue implementation of Faculty Development portfolios and implement a Faculty Professional Development Framework, increasing the number of faculty teams engaged in the development of Scholarship of Teaching and Learning resources</li> </ul>

### Caring, Connected Faculty

Seneca faculty are connected, respected experts in industry and bring first-hand experience working in their fields. With a reputation for academic excellence and innovation in teaching and learning, our professors are committed to student success.

# Objective 3

## Great student experiences

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>• Opportunities for cross-disciplinary learning, entrepreneurial skill development, and work integrated learning</li> <li>• A comprehensive range of connected student support services</li> </ul>	<ul style="list-style-type: none"> <li>• Programs and services aligned to provide students and employees optimal learning and working environments</li> <li>• Highest quality customer service to all stakeholders</li> <li>• An institution-wide academic advising model, which offers the necessary resources to facilitate a consistent, proactive approach to advising all students</li> <li>• A range of innovative delivery options that support the needs of all our learners</li> <li>• Proactive identification and interventions for high-risk courses and a renewed focus on the provision of foundational skills development</li> <li>• Opportunities for all students to balance their studies with physical fitness and health and wellness activities</li> <li>• Technology-enabled services and resources that support student success</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake the first phase of planned academic and service moves associated with Seneca2020</li> <li>• Roll out the Customer Service initiative</li> <li>• Continue to enhance the Student Advising Model to support student success and retention</li> <li>• Expand alternative program delivery modes, including hybrid, online and compressed</li> <li>• Commence next phase of the Learning Centre model</li> <li>• Expand recreational programming at the new athletics facilities at King and Newnham campuses</li> <li>• Enhance services offered by the Test Centre and Seneca Libraries</li> <li>• Make enhancements to OneCard, parking and shuttle bus services</li> <li>• Implement a new applicant tracking system, and complete the final stage of OSAP Transformation and Net Tuition Billing</li> </ul>

500+

Career Options

300+

Programs

# Preparing Seneca graduates to be engaged citizens, who participate and are leaders in their communities

Our strategic planning consultations underscored the importance of equipping our students with a broad set of skills and experiences to be successful. Whether it was employers describing the ideal graduate, or faculty emphasizing the importance of ethics, professionalism and the core literacies, the words of our founding president Dr. William T. Newnham ring as true today as they were in our founding year: “The Seneca graduate will make an informed and perceptive citizen.”

In virtually every conversation we had there was emphatic support for continuing to stress Seneca’s core literacies, a group of 10 key areas of knowledge that comprise the essential skill set for a successful graduate. It is part of the tool kit that will help our students not simply navigate but thrive in a world of change.



# Objective 4

Provide opportunities to develop professionalism, confidence and character

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>• Broaden the opportunities for students to develop leadership skills</li> <li>• Expand international and volunteer learning opportunities for students and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Learning opportunities that reflect the globalization of the labour market and the importance of providing students an international perspective</li> <li>• Engagement strategies to connect more of our graduates with students</li> <li>• A diverse and broad range of partnerships with donors, advisors and champions in industry</li> </ul>	<ul style="list-style-type: none"> <li>• Expand international student exchange agreements</li> <li>• Launch a mentorship program with the School of Leadership and Human Resources, offering opportunities for engagement with students</li> <li>• Increase student participation in the Alumni Sponsorship Program and applications to the Student Experience Fund</li> <li>• Engage alumni in senior leadership positions as volunteers, Work Integrated Learning partners, Program Advisory Committee members, guest speakers and mentors</li> </ul>

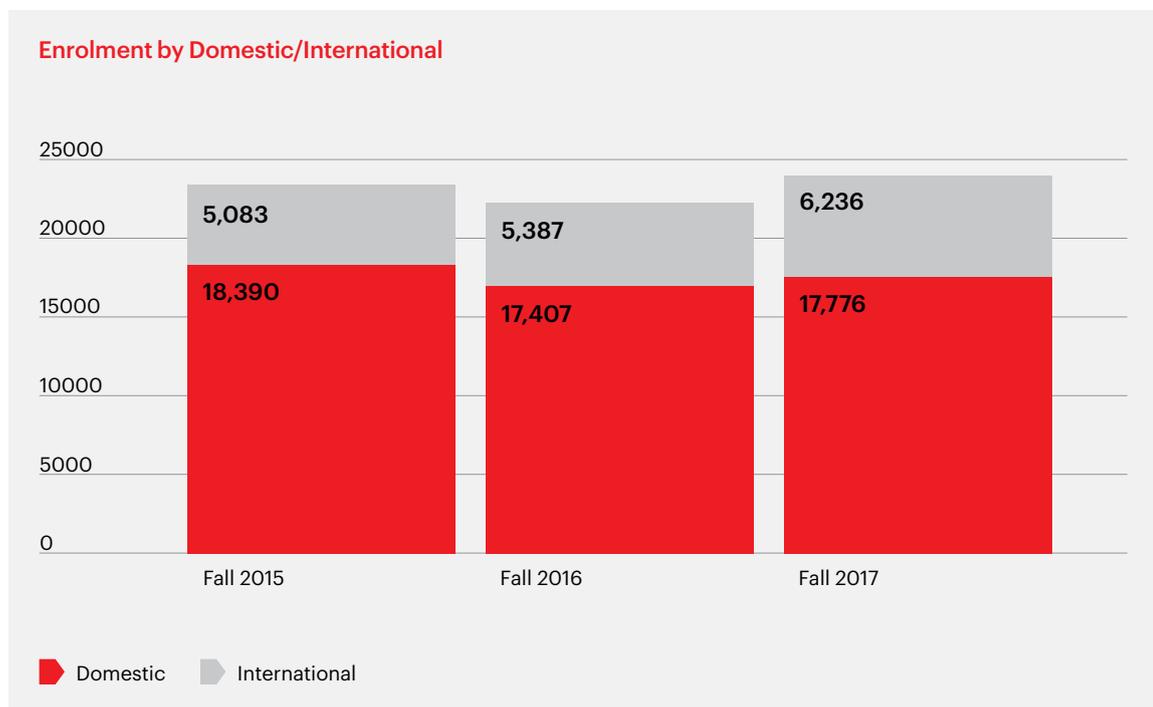
## A Global Institution

Reflecting the diversity of the greater Toronto region and thousands of international students from 150 countries, Seneca offers its students a global education. Seneca students can take their education outside of the classroom and the country, with an increasing number of opportunities to study, work and volunteer abroad.

# Objective 5

Reflect in all we do a deep respect for the diversity of our community and each other

Deliverables	Desired Outcomes	2018-19 Initiatives
<ul style="list-style-type: none"> <li>Embrace an inclusive and supportive environment for students and employees</li> <li>Ensure our curriculum, academic community, and language reflect diverse ways of thinking and being</li> </ul>	<ul style="list-style-type: none"> <li>Academic programs, services and culture that reflects our commitment to Indigenous ways of knowing</li> <li>Services and supports that offer a multifaceted approach to addressing the health and wellness of students and employees</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Indigenous education plan that integrates curriculum, services and the Truth and Reconciliation Commission of Canada recommendations affecting post-secondary education</li> <li>Create a comprehensive student mental health strategy with consultation from across the Seneca community</li> </ul>





Many Seneca programs offer the opportunity for students to participate in collaborative applied research projects, enabling them to find solutions to real-world challenges.

# Leadership in postsecondary education that benefits our students, our employees, our communities and our partners

At Seneca, we believe in collaboration. Even in a highly competitive higher education market, we are proud to be the leader in transfer agreements and pathways with colleges and universities because they help students achieve their goals, whether locally or abroad. Partnerships with employers are important to creating expanded experiential learning opportunities and developing applied research projects, equally benefitting the communities we serve. Collaboration with our students is vital to understanding how we can enhance the learning and campus community experience. And, it is the collaboration among our employees, within departments and across the institution, that creates the respectful teaching and learning environment that enables us to achieve our shared goal of supporting our students' success.

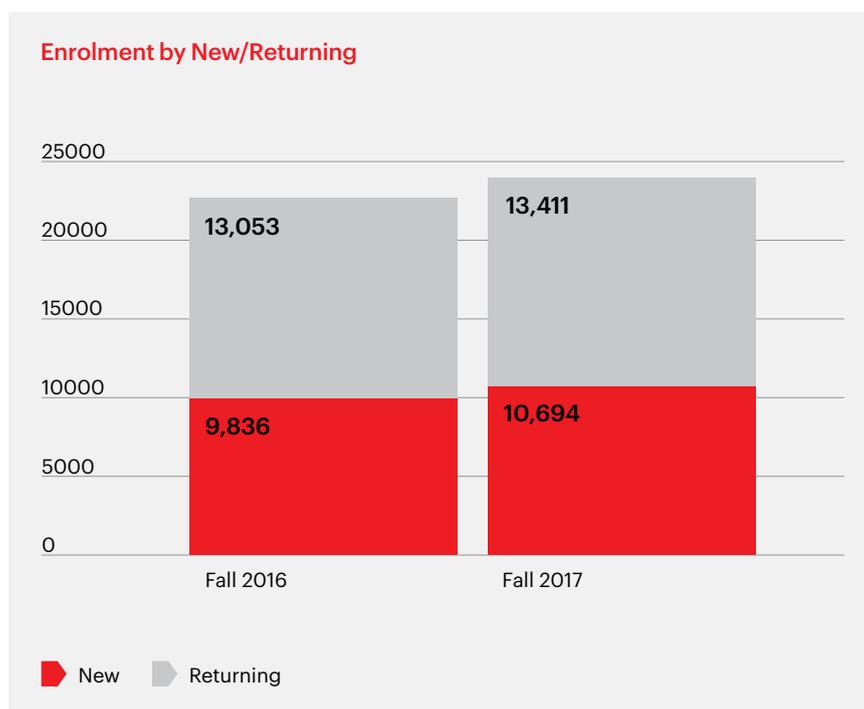
All of this rests on a solid financial base where our approach to enrolment and revenue growth create opportunities to invest in our people, services and facilities. That is how we lead—by working with others, by bringing true value to our partnerships—both inside and outside of Seneca—and by always continuing to improve what we do.



# Objective 6

Lead in credit transfer and pathway options to, from and within Seneca

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>Play a leadership role in the post-secondary system to improve student mobility</li> <li>Expand partnerships, articulation agreements and pathways with colleges and universities in Canada and abroad</li> </ul>	<ul style="list-style-type: none"> <li>Leadership in the development of a network that offers students seamless mobility to collaboratively built, technology-enabled transfer agreements between institutions</li> <li>A better understanding of emerging trends in student transfer behaviour</li> <li>Enhanced, efficient support for students pursuing their future educational goals</li> </ul>	<ul style="list-style-type: none"> <li>Establish new student pathway opportunities, with a focus on college-to-college partnerships as part of the Seneca ‘hub-and-spoke’ student mobility model</li> <li>Launch a student mobility research project in collaboration with Ryerson and York universities</li> <li>Transition to a completely electronic transfer credit system</li> </ul>





Seneca offers number of supports and services, including a mentoring program, career services and an Indigenous student centre.

# Objective 7

Build and strengthen student-centred partnerships with employers, communities, academic institutions and people

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>• Increase the participation of industry in applied research and entrepreneurial activities</li> <li>• Expand international partnerships to increase opportunities for both students and employees</li> </ul>	<ul style="list-style-type: none"> <li>• Active engagement in entrepreneurship activities among students, faculty and external partners</li> <li>• Applied research and entrepreneurship opportunities for students from all programs and stronger connections with community and industry partners</li> <li>• A diverse, sustainable international student base, and global recognition for our international education consultancy capacity</li> <li>• Meaningful outbound international education opportunities</li> <li>• A planned giving program that brings together those who are dedicated to Seneca’s mission and supporting student success</li> <li>• A reputation for corporate training excellence among employers and professionals looking to supplement their skillsets</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of ventures accelerated through HELIX and host the second edition of the HELIX Summer Institute</li> <li>• Establish a Seneca presence at ventureLAB, the Regional Innovation Centre for Markham/ York Region</li> <li>• Strategically expand international education consultancy activities in new and existing markets and continue diversification of recruitment activities</li> <li>• Implement mobility program tools that support increased coordination, promotion and risk management capacity</li> <li>• Continue to promote and grow the Au Large Legacy Society, an association that recognizes individuals who have made provisions in their estate plans to provide a gift to Seneca</li> <li>• Expand corporate training offerings and partners</li> </ul>

100+

Ventures Launched at HELIX

40

Applied Research Projects in Progress

# Objective 8

Provide our employees an outstanding place to learn and work

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>Enhance opportunities for cross-department collaboration, communication and innovation</li> <li>Increase learning and development options for employees</li> </ul>	<ul style="list-style-type: none"> <li>Employees who are engaged in initiatives and decisions that support Seneca’s mission and maintain a positive, supportive professional environment</li> <li>Planning and budgeting that ensures appropriate funding is allocated for additional costs</li> <li>Chairs who have the knowledge, skills and support to lead our schools confidently</li> <li>Human Resources Information System modules that support effective data gathering and analysis</li> <li>Institution-wide policies that efficiently guide decision-making and are made available centrally to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an Employee Pulse Survey and make recommendations to address identified areas for improvement</li> <li>Develop strategies to address Bill 148 compliance</li> <li>Launch the Chair Leadership Development program</li> <li>Implement the Health and Safety Workforce Monitoring System module</li> <li>Complete the Seneca-wide policy review and launch a forward-facing online database</li> </ul>

### Facilitating Success

Seneca provides state-of-the-art facilities, equipment and technology, and offers experiential learning opportunities at eight campuses located throughout the Greater Toronto Area—each with academic specialties and a unique appeal.

# Objective 9

Maintain a solid and sustainable financial foundation for the future

Deliverables	Desired Outcomes	2018–19 Initiatives
<ul style="list-style-type: none"> <li>• Smart growth in enrolment, revenues and assets</li> <li>• Increasing self-sufficiency in capital projects</li> </ul>	<ul style="list-style-type: none"> <li>• Robust academic infrastructure</li> <li>• A strong communication channel for employees that encourages information sharing, celebrating successes and increased engagement</li> <li>• An enhanced web presence with new content that tells Seneca’s story and entices potential students</li> <li>• Additional financial resources to remove barriers for students and a growing roster of committed donors who support Seneca’s mission and are recognized for their generosity</li> <li>• Coordinated, targeted and personalized communications that support recruitment and a positive student experience from recruitment through to graduation</li> <li>• Efficient records management of all stakeholder records</li> </ul>	<ul style="list-style-type: none"> <li>• Complete infrastructure projects:                             <ul style="list-style-type: none"> <li>• Construction of Magna Hall at King Campus and CITE at Newnham Campus</li> <li>• Renovations to the residences at Newnham and King campuses</li> <li>• First phase of renovations to Garriock Hall</li> </ul> </li> <li>• Evaluate and revise Seneca’s model for internal communications and develop a framework for a user-friendly intranet</li> <li>• Launch Seneca’s redesigned website</li> <li>• Increase donations through major gifts, affinity and annual fundraising appeals in support of student financial aid, capital and programming</li> <li>• Complete implementation of a customer relationship management system for recruitment initiatives</li> <li>• Implement an electronic records management system</li> </ul>

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30,000  
Full-time Students

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70,000  
Part-time Registrants



There are 190,000 Seneca alumni who have taken their place as leaders and creators around the world.

Seneca's career-focused programs integrate hands-on learning inside and outside the classroom. Our students graduate job-ready, with the specialized skills and experience that employers want.

Graduates are making an impact as engaged citizens prepared for the careers of tomorrow.

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**Seneca**