

Seneca

No Boundaries

The 2023-24
Seneca Polytechnic
Business Plan

A Seneca Polytechnic education has no boundaries

Every day we see reminders of the change that our students and graduates will experience throughout their careers. Technological, societal, economic, political: from incremental to transformative, from gradual to instantaneous, from evolution to revolution, constant change is deeply embedded across the full spectrum of human activity.

Seneca's strategic plan, our roadmap, must be bold enough, innovative enough, authentic enough, to deliver the education and experiences our graduates need to thrive in that world.

Welcome to *The Next – A Strategic Plan for Seneca Polytechnic*. The plan, guiding Seneca's course as a global leader in postsecondary education, is made for the challenges ahead.

The Next builds on Au Large, our transformative mandate introduced during the pandemic to build the equitable, sustainable and more virtual Seneca as the foundations for our renewal.

The strategic plan advances Seneca Polytechnic as an explicit declaration of our brand commitment: offering students an invaluable combination of practical and sophisticated training, underpinned by rigorous academics and a focus on building human skills.

No Boundaries is the title of the business plan to start the implementation of *The Next*, but that expansive approach isn't new at Seneca.

We've been delivering innovation in our classrooms and labs since our founding in 1967. And for years, we have offered a polytechnic education, combining the best of college and university approaches to offer a seamless transition from education to employment.

Our plan reflects the leadership we've shown in developing educational opportunities without boundaries. Our pathways lead from and to a growing complement of credential options: career-focused degrees, highly specialized graduate certificates, short-burst microcredentials and superior work-integrated learning opportunities — including industry-friendly applied research.

At the heart of Seneca Polytechnic is a steadfast commitment to provide a great education that builds great careers for our graduates. More than that, we are preparing them to make a positive difference in the communities where they live and work. For their families. And for themselves.

If the seismic societal changes brought on by pandemic have taught us anything, it's that we must always be ready to change how we accomplish our mission while never losing sight of our core purpose. And we are.

There is no better example of Seneca's agility than the embrace of the more virtual delivery model of our programs and services while giving students more choice and more convenience ... bespoke education, in the words of the Strategic Plan.

Working together across Seneca, we are relentlessly focused on getting our students career- and world-ready, providing great, flexible experiences for those who study and work here. The members of the Seneca community are addressing the challenges we see globally today — and those yet to come.

No Boundaries documents the strategic initiatives across all academic and service areas that we will undertake in year one of the new Strategic Plan.

Focus is our watchword

The success of every strategic planning initiative begins and ends with the creativity and commitment of Seneca’s employees – faculty, support staff and administrators. They create the environment — on campus and online — that our students need to be successful.

One of the many benefits of a new Strategic Plan is the consultation process, offering opportunities to connect directly with employees and members of the Seneca community to hear first-hand their ideas and insights on where we should focus our efforts.

Without exception, our community sees Seneca as a leader in high-quality polytechnic education. We are also seen as a global brand, with a student and alumni population that transcends borders. And they support the importance of the Au Large priorities of reconciliation and inclusion, sustainability in all its forms and leveraging the latest technology to provide new flexibility for students and employees in learning and work.

Business planning for year one of *The Next – A Strategic Plan for Seneca Polytechnic* has taken place in a time of flux. The waning global pandemic continues to take a toll. A brutal, unjust war in Ukraine has entered its second year. And we continue to see climate change-induced natural disasters devastating communities around the world.

In Ontario, provincial government funding for postsecondary education is stagnant, and a domestic tuition freeze remains in place. All Canadians are dealing with inflation and a looming recession. The forces of digitization and automation continue to change how we think, communicate and work.

Through these challenging times, Seneca continues to excel, thanks to the ingenuity and dedication of our employees, strong enrolment, an unwavering commitment to innovate — especially when it comes to flexible program and service delivery, developing partnerships globally and seeking financial sustainability.

Moving forward, we will take nothing for granted. With pride, we introduce the new Business Plan and the initiatives for the next fiscal year.

While our agenda is ambitious, it is also focused on what makes Seneca, Seneca. And that starts with focusing our efforts on what matters most — our students.

Five priority areas will drive our business plan in 2023-24:

- Preparing world-ready graduates
- Seneca Polytechnic - education for life
- A great Seneca experience for students and employees
- Au Large: building the equitable, sustainable and more virtual Seneca
- Enhancing our strong foundations

Preparing world-ready graduates

Human skills and industry experiences for the workplace and life

Expanding the teaching of human skills to prepare graduates for their careers and rapidly evolving workplaces
Offering seed funding to entrepreneurs through microgrants at HELIX, Seneca’s business incubator and accelerator
Providing more work integrated learning opportunities, employer support and career services
Establishing the Seneca Centre for Innovation in Life Sciences (SCILS) Lab at Seneca@York Campus, providing more applied research opportunities in collaboration with industry partners
Launching the Seneca Film Institute, providing students with screen-industry professional experiences, contacts and partnerships
Enhancing experiential learning through new labs and cross-disciplinary immersive learning hubs that enable academic schools to connect, share knowledge and work on projects

Seneca Polytechnic – education for life

A brand differentiator

Advancing Seneca’s reputation, domestically and internationally, by positioning Seneca more boldly as a polytechnic

Expanded opportunities

Offering new pre-professional and diploma-to-degree completion pathways
Expanding prior learning assessment and recognition to provide a superior student experience
Improving use of data to create more accessible admission-based financial aid options for incoming pathway students
Launching an engagement strategy for Seneca’s global alumni community
Planning and launching a comprehensive campaign to transform advancement and alumni relations to achieve current and future revenue and engagement goals

Academic quality and flexible learning

Supporting the five-year program development plan and establishing new credential types, including executive certificates, three-year degrees and applied master's degrees
Expanding use of academic quality data for institutional reporting, planning and decision making
Creating a student quality assurance council to support program ideation, development and renewal activities
Expanding and upgrading flexible learning classrooms and labs

A great Seneca experience for students and employees

Students

Planning new on-campus events and activities to engage students, celebrate diversity and build community
Exploring fee payment options to help students in financial need
Providing a seamless experience for prospective and current students exploring full- or part-time study options through information sharing, registration processes and service delivery
Increasing fundraising efforts to support additional financial aid for students
Integrating additional departments to The Service Hub, expanding digital and self-serve options and adding an onsite Seneca Smart Bar
Providing students with exceptional wellness, recreational, fitness and athletic programming
Implementing an innovative data-driven advising module for early identification of students at risk

Employees

Redesigning the administrative compensation and job architecture to attract, motivate, engage and retain high-performing employees
Implementing a new HR operating and service delivery model to provide ease of access for employees and new recruits
Adding to the resources and supports for faculty development and teaching innovation
Providing laptops to part-time faculty to support remote teaching and learning
Advancing Seneca's brand and reputation internally and externally through engagement and enhanced experiences

Spaces

Designing and developing the Health and Wellness Centre at Newnham Campus and the new Garriock Hall at King Campus
Building a nursing laboratory at Newnham Campus for programs in the Seneca Nanji Foundation School of Nursing
Maximizing service spaces at Seneca@York to ensure students have convenient access to supports they need to be successful in their studies
Renovating the garden level at the Seneca International Academy at Markham Campus to accommodate a growing international student population
Renewing the Enterprise Data Storage System to ensure necessary capacity and data security
Continuing to upgrade video surveillance across all campuses to ensure community safety

Au Large: building the equitable, sustainable and more virtual Seneca

The equitable Seneca

Creating an Office of Reconciliation and Inclusion to support and implement Seneca's EDI Plan: <i>A Shared Commitment with Responsibilities</i>
Ensuring equitable access to resources and inclusive experiences through innovative and expanded student services
Improving timely access to essential accessible learning supports and technologies
Training on reconciliation and inclusion for board members and employees
Securing new art that features Indigenous and equity-deserving artists to display on campuses

The sustainable Seneca

Introducing an energy and emissions plan to reduce environmental impact
Continuing to track and rate sustainability initiatives using the Sustainability Tracking, Assessment & Rating System (STARS)
Reducing carbon footprint from transportation and commuting
Establishing an indoor research farm to support sustainable food production in the Canadian North
Installing wind and solar turbines to conduct ongoing energy experiments
Beginning phase three of the Newnham Campus landscape master plan, creating a King Campus landscape master plan and completing the Seneca@York courtyard revitalization

The more virtual Seneca

Developing a VR/XR strategy to complement in-class learning and support skill development
Digitizing paper-based and downloadable forms to provide a better, more sustainable student experience with more efficient processes for sharing essential information
Optimizing digital technologies and channels to support student recruitment and conversion
Exploring artificial intelligence technologies to enhance student/faculty experience and to develop a digital workforce
Introducing digital technologies for student assessments and establishing a comprehensive learner record

Enhancing our strong foundations

Enrolment management

Evolving the Start at Seneca, Stay at Seneca and Return to Seneca strategies with a continued focus on lead generation, in-funnel conversions, retention and re-enrolment
Implementing a program optimization model that assesses enrolment on various factors, including corridor funding, weighted funding units, SMA3, program demand and space utilization
Developing an enrolment management plan based on the ongoing work of the Enrolment Management Committee and subcommittees
Expanding the use of data systems and predictive analytics to assess student performance and incorporating in-term information to identify students who are at-risk of not completing their programs to support student retention and graduation rates

International

Continuing to expand revenue-generating opportunities internationally
Providing more support for post-graduate work opportunities for international students
Streamlining the registration process for international students through automated document management and evaluations of credentials and English language scores
Continuing to diversify the international student population
Developing intercultural competencies for students and employees throughout international travel experiences and teaching and learning activities

Digital strategy

Updating the cyber incident prevention management system
Moving the i3 information and budgeting system to the Oracle Cloud Infrastructure
Digitizing OneCard top-up capabilities