

BUSINESS PLAN

2011–12 Fiscal year

OUR PLAN

A concrete expression of our strategic direction and is grounded in today's reality while pushing us to achieve tomorrow's vision. Ambitious, exciting and innovative it is founded on our tenets of quality and student success. Focused on ongoing strategic growth and continuous improvement.

OUR NEW PATH

We are re-freshing our overall Strategic Plan, and will be spending time this year canvassing our employees, students, alumni and partners in government, industry and the community for their ideas. We are well-positioned to play an even larger role in the post-secondary education system, and we are prepared for this new role.

OUR DREAM

To be the leader in student success, renowned for the quality of our teaching, learning, innovation and applied research/whether for students, faculty and staff members or partners, we want to be the preferred choice for programs and services among post-secondary institutions.

Create the plan, follow the path, realize the dream.

Mission and Vision

Seneca's mission is to contribute to Canadian society by being a transformational leader in providing students with career-related education and training.

We strive to be the recognized leader in student success, renowned for the quality of our teaching, learning, applied research and innovation. Whether for students, faculty and staff members or partners, we want to be the preferred choice for programs and services among post-secondary institutions.

Seneca prepares today's learners for tomorrow's careers and professions by developing comprehensive programs, pathways to further education and strong supports for students to achieve their educational goals.

Seneca also provides access to post-secondary education and vocational training for students who demonstrate commitment and potential – but lack credentials – through community-based programs, offering academic upgrading.

Through our flexible program delivery and leveraging of technology, we encourage those we welcome to the College, as well as the entire community, to be lifelong learners.

We also offer solution-focused research activities in collaboration with business, industry, social agencies, other institutions of higher learning and government.

Values

Our culture encourages risk-taking, entrepreneurship and flexibility, and we embrace change as part of our drive for organizational effectiveness. The College community is a diverse, dynamic place, where people are valued, supported and encouraged to take initiative, while developing their career and professional aspirations.

Seneca also values teamwork. We create a stimulating, collegial, highly professional and respectful environment, where our students and employees collaborate to enhance our communities today and in the future.

President's Message

As the concrete expression of our strategic direction, Seneca's Business Plan must meet the twin tests of being grounded in today's reality while pushing us to achieve tomorrow's vision.

The 2011-12 Business Plan that you're reading now meets those tests, and more. It's an ambitious, exciting and innovative plan that is founded on our tenets of quality and student success. The initiatives in this year's Plan focus on our ongoing strategic growth and continuous improvement.

We're also gearing up to refresh our overall Strategic Plan, and will be spending time this year canvassing our employees, students, alumni and partners in government, industry and the community for their ideas. Seneca is well-positioned to play an even larger role in the post-secondary education system, and we are looking forward to the discussions with all our stakeholders.

However, we know that even though every indication is that education will remain a central provincial government priority, Ontario is entering a period of tough fiscal restraint and prudent spending. Our challenge in that environment will be to continue to strengthen the quality of the teaching and learning experiences at Seneca that underpin student success.

I'm very confident we will continue to excel. We are fortunate to be able to call on the talents and dedication of great faculty and staff at Seneca who daily demonstrate their commitment to student success. The initiatives in this Business Plan reinforce our strong focus on teaching, industry relevance and external partnerships—all of which work to provide great opportunities for our students to learn and grow.

David Agnew, President

Seneca in 2021: a planning framework for student success

At its planning session held in October 2009, Seneca's Board of Governors asked for an update to the College's Strategic Plan to take in account the many external factors that had changed since the plan had first been developed in 2007. A strategic planning framework was created to serve as a bridge from the existing Strategic Plan to the next phase of strategic planning. The framework, approved by the Board in January 2010, will serve as a guiding document for the College and set the stage for the next strategic planning process that will begin in September 2011.

THIS FRAMEWORK IS SUMMARIZED BELOW:

As a leading Ontario post-secondary education institution, Seneca has both unique opportunities and fundamental responsibilities shaping our strategic framework for the next decade.

Our opportunities come from the GTA enrolment boom over the next 15 years, our legacy as a high-quality college, the government's emphasis on education and post-secondary credential attainment, the evolution of the system to recognize differentiation among colleges and the growing sophistication of Seneca itself. And our responsibilities are rooted in the same factors: we are a critical educational institution located in the fastest growing region of the province at a time when Ontario needs more college graduates than ever before, and we are acknowledged as being capable of playing an even larger role in the province's economic and social well-being.

With the right focus, determination and investment, in 2021 we will be the leading college in Ontario, the preferred destination for students, employers, faculty and staff who are seeking excellence in career-related and professional education. Our brand and reputation will be based on the quality of our teaching and our strong commitment to students. We will provide relevant programs, services and supports that foster student success. Seneca will be considered the first-choice partner by the top-tier universities, and a respected competitor by the undergraduate-focused universities. In short, Seneca will mean success.

Our progress will be measured by, among other means: our rank in applications, the strength and depth of our partnerships with other PSE institutions, the demand for our graduates and our reputation among stakeholders.

While remaining a comprehensive college, we will build a discrete number of academic clusters with both "deep and wide" programs. Each major cluster will be characterized by a family of credentials: typically one or more degree offerings, related two- and three-year diplomas and graduate certificates, along with appropriate continuing education and corporate training offerings. Our degrees will remain career-oriented, while becoming progressively broader to reflect growing market demand for ever increasing advanced credentials as entry-level requirements to the jobs of the new economy.

We will continue to promote access to post-secondary education and vocational training for students who demonstrate both commitment and potential, but lack credentials, through workforce and skills development portfolio of programs.

We will offer flexible program delivery to meet the needs of our diverse student body, leveraging technology and recognizing the imperative for continuous learning. We will recruit, support and promote the best faculty and staff who have the relevant skills to support Seneca as the student-centred leader in teaching and learning.

In setting these directions, we will seek to control our growth at a pace, and in academic areas, that allow us to continue to grow without compromising our focus on quality and student success. Our "smart growth" targets include the following:

- > Full-time enrolment will grow about 3.5 per cent a year, or to roughly 30,000 students by 2021, with a supportive policy environment and appropriate government capital investments. We will focus our expansion in the York Region at our Markham and King campuses to provide about 8,000 more student spaces.

- > Between 15 and 20 per cent of our program activity will be in degrees. We will also increase the number of graduate certificates and advanced diplomas to become a preferred destination for college and university graduates to further their post-secondary education.
- > Consistent with the labour market needs of the innovation-based economy, we will expand and strengthen our “deep and wide” academic clusters of expertise. The benefits will be more comprehensive offerings, greater credential recognition, increased academic laddering opportunities and greater linkages across sectors and disciplines.
- > To enrich students’ classroom experiences and provide a diverse and global perspective, we will continue to be a leader in international student education. Up to 15 percent of our student population will be from outside Canada. In addition, we will pursue partnerships with international academic institutions to enhance pathways and mobility options for students.

Some of the initiatives that will be undertaken in support of these directions will include:

- > Playing a leadership role in student mobility within the post-secondary system by building stronger pathways, particularly to the GTA universities. We will be the preferred partner to smaller colleges to provide their students opportunities for transfer and advanced diplomas.
- > Broadening our proprietary degree offerings in areas such as business, technology and multidisciplinary studies, as well as developing our own nursing degree. In partnership with colleges and universities in the GTA, we will also develop innovative delivery models to address the imminent growth in demand for undergraduate education.
- > Developing a significant public safety and community health education facility at the King Campus in cooperation with York Region Police and fire services, aligning our police, fire and health services programs and developing programming focused on emergency services.

- > Recognizing that the next decade will be marked by constrained government resources, ensuring we stay entrepreneurial and ready for partnership opportunities. We will look to create stronger connections with industry to grow our endowment and assist in capital investments. We will also look for strategic partnerships that will differentiate Seneca in the marketplace.
- > Focusing our research activities on industry-driven research related to our degree offerings, as well as being the Ontario leader in applied research in pedagogy, building on current activities in areas such as retention research and the College Math Project.
- > Increasing the number of reciprocal partnerships with high caliber, international PSE institutions, including opportunities for our students to study abroad.

We will also continually review our academic directions, with our industry partners and program advisory committees, for opportunities for growth and further focus. While we have to be sensitive to the ebb and flow of business and economic cycles, we also need to review programs with low or declining enrolment to ensure continued fit with our academic directions.

This framework sets out a direction for Seneca’s own success: a distinctive positioning in the post-secondary marketplace based on an unapologetic drive to be the best college.

Our mission has evolved, as have the education system and the economy in which we are preparing our students to participate. But at heart we remain relentlessly focused on providing our students with the highest-quality career-related and professional education possible. And if we accomplish that, then truly Seneca is success.

Seneca's Planning Foundations

Government Landscape

Seneca's Business planning for 2011-12 has taken place in an environment of government concern about deficit reduction, pressure to slow spending and, at the same time, increasing emphasis on post-secondary education, particularly at the provincial level. Federally, Seneca will continue to lobby for increased support for applied research and programs to assist internationally trained professionals. At the municipal level, the College will have an increasing role to play in the rapid growth in York Region, while maintaining its position as a key post-secondary destination in the north end of Toronto.

PROVINCIAL

In March 2011, the Ontario government tabled the final budget prior to the October 6 election. With this budget, the McGuinty government promised to make post-secondary education a priority and reinforced previous commitments to ensure that a post-secondary space is available to every qualified student in Ontario and increase the percentage of Ontarians who attain post-secondary education from 63 to 70. At the same time, the province announced a \$16.7 billion deficit for this fiscal year and a seven year timeline to eliminate it. Key budget items pertaining specifically to post-secondary education included:

- > An additional 60,000 post-secondary education spaces in Ontario over the next five years, with a projection that 20,000 of these spaces will be in the college system;
- > A multi-year funding framework for post-secondary institutions. The base operating grant for colleges of \$958 million will not increase for 2011-2012, however will grow by \$24 million in 2012-13, and \$81 million in 2013-2014 and \$126 million in 2014-2015;
- > A three year commitment of \$35 billion to new infra-structure projects, including \$12.8 billion in 2011-2012.

The provincial government also announced the establishment of a Commission on Broader Public Sector Reform. The Commission's work will include exploring which areas of service delivery are core to the Ontario's government's mandate, which areas could be delivered more efficiently by another entity and how to get better value for taxpayers' money. While some of the recommendations could impact Seneca's operations, the government stated that any recommendations will not lead to the privatization of healthcare or education.

FEDERAL

At the federal level, the 2011-12 Budget was quickly shelved due to a vote of non-confidence in the minority Conservative government and the corresponding call for an election, which took place on May 2, 2011. This election saw the Conservatives obtain a majority government. With this new mandate, the Harper government's new budget was presented in June 2011 and will mirror its earlier iteration with three key post-secondary priorities including:

- > Supporting 30 new Industrial Research chairs at polytechnics and colleges with \$3 million this year and \$5 million annually on a permanent basis starting in 2012/13;
- > Providing \$80 million in new funding over three years to help SMEs accelerate their adoption of key information and communications technologies through collaborative projects with polytechnics and colleges; and
- > Allocating \$12 million over five years to support joint college-university commercialization projects.

These measures will support Canadian SMEs that often lack in-house capacity to perform their own R&D by linking them with colleges, like Seneca, that excel in assisting with technology development.

As well, federal assistance for newcomers joining the Canadian labour force will continue to come from Citizenship and Immigration Canada (CIC), which runs a series of local programs. Seneca receives CIC funds to provide services to newcomers.

MUNICIPAL

Seneca's has 10 campuses in the Greater Toronto Area (GTA), with two major campuses in each of Toronto and York Region. The College is a concerned and engaged stakeholder in community affairs, whether at the local municipal level, or the regional level, in the case of York.

The College is well positioned to provide the post-secondary educational opportunities necessary for the residents in these areas (specifically the growing, diverse population of York Region) to succeed in a very competitive economic environment.

Seneca continues to engage government representatives in York Region and Toronto to create partnerships that support the College's increasing role as a multifaceted service provider. This includes consultation during Seneca's master planning processes, participation on committees and advisory groups and hosts of various events, which showcase the College's facilities and emphasize for students the importance of community development.

The College also has representation on chambers of commerce and economic development, government relations, environmental and steering committees. As the College continues to expand its infrastructure in Toronto and the growing municipalities in York Region, these relationships will be developed even further through reciprocal planning and development initiatives.

ECONOMIC/FINANCIAL INFORMATION

A history of careful financial stewardship means Seneca is in solid financial shape with strong reserves. The College's strong balance sheet has allowed for significant investments in 2011–12 in the critical areas of academic excellence, student success and infrastructure consistent with the College's strategic direction.

Business Plan Introduction

Seneca's 2011-12 Business Plan is the second articulation of the College's updated priorities and core strategies. As we continue to provide our students with the quality educational experience that will lead them to successful, fulfilling careers in the new economy, we approach this task with an emphasis on three priorities:

1. Leading in career-related and professional education

Seneca will be a leader in providing professional and career-related education of the highest quality. We will also strengthen the College's academic clusters of expertise and enhance the profiles of our programs to employers and the communities we serve. As well, we will continue to increase our applied research activity to support our advanced educational offerings and our scholarships in teaching and learning.

2. Increasing student success

Students are successful when they have options for achieving their goals at various stages of the academic and professional careers. Seneca will work to expand laddering opportunities within our programs and increase the pathways to and from Ontario universities and colleges. Our growth plan requires new recruitment and support strategies. Seneca will also look to expand reciprocal partnerships with international PSE institutions.

3. Building the strong organization

Quality standards and outcomes will be embedded in all programs, services and business practices. The College will support professional development and workforce planning for faculty and staff, refreshing the skills and experience that bring such value to the classroom. Entrepreneurial activity in all areas will continue to be encouraged, including partnership opportunities to benefit students and the College.

Meeting these goals requires the dedication and effort of everyone who makes up Seneca's many schools, faculties and departments. The specific activities that will be undertaken in the upcoming year, along with the corresponding performance measures for each, are described in the following charts.

Seneca Business Plan

REPORTING CHARTS

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
1/ LEADING IN CAREER-RELATED AND PROFESSIONAL EDUCATION		
Delivering high-quality programs	Centre for Academic Excellence (CAE) fully operational and resourced under AVP Academic.	CAE operational plan established and website launched.
		Round 1 Innovation Projects reports and presentations complete; plan developed for broader implementation of promising practices.
		Round 2 Innovation Project call launched for 2011-12.
		Faculty Development Program reviewed and updated, including module development and hybrid delivery options.
	Continue to Leverage Web-based Program Review tools and expertise to build an effective and accelerated Program Review cycle.	Program Review process streamlined; new tracking system developed and Dashboard updated and implemented by fall 2011.
	Renew degrees with Post-secondary Education Assessment Board.	Self-study report submitted for HST, IAF, IFS and FSM on schedule for renewal.
		Self-study process initiated for MCP, CST, FPR and BSD in preparation for 2013 renewal.
FPR degree accreditation process completed for Aviation Accreditation Board International by February 2012.		
Enhance programs through student and faculty outreach events, industry and community partnerships funded through Quality Enhancement funds.	Two new outreach/quality initiatives organized in each Faculty.	
Develop plans to move the School of Aviation and Flight Technology with the announced closure of Buttonville Airport within five years.	Business Plan for the move developed and approved with a site for the School secured.	
Strengthening academic clusters of expertise and enhancing their profile to potential applicants and other external stakeholders including employers	Develop a New Academic Plan.	New Academic Plan developed in consultation with faculties, program advisory committees, and other stakeholders, approved by the Academic Planning Committee of the Board (Dec./Jan. 2012).
		Development and approval of a multi-year Academic IT Plan.
	Implementation of new academic structure announced in March 2011, which builds upon the academic planning framework and strengthens Seneca's leadership in core sectors/program clusters.	New Chair/Dean portfolios and transition process complete; new portfolios and Faculty/School "identities" to be operationalized.
		Suite of diploma/degree/graduate certificate programs approved and operational in School of Aviation and Flight Technology.
		Expand the College's energy and environmental initiatives through "Eco-Seneca" across all campuses with strong linkages to programs.
		Expand Academic and Industry partnerships.
	Accelerate development of degree programs and graduate certificate through increased resource allocation.	MarCom degree proposal submitted and review underway.
		Bachelor of Interdisciplinary Studies review completed and implementation plan developed.
		Two additional degree program areas identified and development initiated.
		Two new Bachelor of Commerce degrees—Business Management and International Business Management—on schedule for first cohort in fall 2012.
At least three new graduate certificate programs developed and approved.		

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
Targeting applied research activity in degree programs and pedagogy	Enhance Seneca's Research Capacity to continue to support the College's leadership position in federal and provincial applied research.	New Dean of Research Appointed July 2011 to lead the establishment of a Research Advisory Committee development and development of a Seneca Strategic Research Plan and organization structure created to support priorities. Leverage federal funding priorities in support of installing an industrial research chair, developing SME-partnered projects in communications technologies research and exploring joint college-university commercialization projects.
	Support and promote Seneca's leadership in pedagogical research through training.	Seneca's research portfolio strengthened with completion of the Early Leavers Study, which ascertain the factors behind students leaving college before graduation. The College Mathematics Project 2011/12 broadened to include a qualitative analysis of foundations programs, preparatory mathematics courses; with final report filed. College English Project – Seneca report completed; provincial funding sought to take the study province wide. A minimum of two proposals in scholarship of teaching and learning developed. Final report for Higher Education Quality Council of Ontario (HEQCO)-funded College Choice Project completed and submitted.

2/ INCREASING STUDENT SUCCESS

Better understand factors effecting Student Graduation and Satisfaction KPI'S and develop new initiatives	Increase understanding of factors regarding students leave Seneca prior to graduation.	Database developed, leveraging transfer and student data to increase understanding about factors, intentions and destinations of transfer students. Phase one of the KPI Dashboard Analytics tool completed, with design incorporating best practices from across Ontario's post-secondary institutions. Incorporate findings and high-level recommendations from the Seneca-lead study on Early Leaver to guide both retention strategies and the development of phase one of the <i>Student Retention Tracking System</i> .
	Identify key drivers of satisfaction at the College, faculty, school and program levels.	Baseline established identifying the number of university to College students at Seneca to assist in advisement about transfer opportunities.
Implementing new student support strategies	Provide increased advisement and support services to students to assist in academic achievement, and strengthen interpersonal, leadership and communications skills.	Development of a new Student Success Centre to deliver "first stop shopping" for students with multiple student services relocated at Newnham, clustered in renovated space—operational for fall 2012.
		Expansion and integration of SMILE program with other mentoring programs within Student Services
		Realignment of Learning Centres within the portfolio of the Associate Vice-President Academic, Educational Excellence and strengthened connection to faculties.
		Integrated Advisement Centre pilot project for at-risk students, including internationally trained immigrants, first generation, aboriginal, direct, and non-direct applicants implemented and evaluated.

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
		A First Generation pilot case management and advisement program developed scalable to support college-wide retention strategies.
		Enhanced tutoring and learning support interventions conducted through the learning and writing centres to increase successful completion of EAC 150.
	Strengthen student support through bursaries and scholarships.	Seneca's endowment and investment policies and practices reviewed to ensure sustainability and predictability of student support.
Expanding laddering opportunities within existing programs and increasing pathways to Ontario universities and colleges	Expand partnerships with GTA universities.	Seneca-York partnership enhanced to increase bilateral pathways to degrees and post-graduate certificates. Relationships strengthened with other GTA colleges and universities to enhance student mobility and credit transfer
	Develop more Pathway/Transfer solutions between Ontario colleges and universities.	System leadership at the MTCU Credit Transfer Steering Committee continued; ongoing participation on technical/funding working groups.
		Proposal submitted and MTCU funding approved for degree transfer activities.
		CUCC Phase III Project (Arts & Science electives) advanced with Seneca participation and a minimum of five Liberal Arts courses identified as core university transfer subjects and made available to Seneca and other college students.
		System leadership through CCVPA pathways project continued.
	Offer more opportunities through part-time studies for students to complete a degree on a part-time basis.	Subjects from three Seneca degree programs offered part-time in class and/or online.
	Review prior year's activity levels and success in SCWI/Dual Credit programs.	Dual Credit review completed and target schools/programs identified as appropriate.
Expand credit transfer to Seneca's degrees.	Two <i>Fast Track to Seneca</i> degree events held and other strategies undertaken to increase the number of diploma students entering Seneca degree programs.	
Implementing new student recruitment activities	Facilitate effective student self-service and improved college interaction through more effective online registration services.	New admission orientation model implemented, which combines testing with program-specific assessment piloted.
	Redevelop the applicant portal to facilitate timely and effective communications and registration for potential students.	Registration facilitated by online applicant portal, effectively using College resources and enhancing the registration of potential students; benchmarks established.
	research and implement marketing/advertising recruitment campaign to reach prospective students and stakeholders.	The number of first choice applications as monitored through the Ontario College Applications System increased in key programs
		Brand perceptions and ad recall improved.
Strengthen Seneca's online presence based on web audit, brand research and strategic goals.	Usage and quantity of online services increased.	

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
Expanding reciprocal partnerships with international PSE institutions	Align International Department structure/ support with academic and strategic priorities.	A new operational plan developed and implemented under the leadership of the new Dean of International Studies to strengthen international recruitment and better integrate international activities to the Academic mandate. A new pilot training program for international faculty developed and implemented.
	Raise IELTS score for diploma students to 6.0.	New IELTS scores with phased-in process and implementation date of September 2012.
	Develop infrastructure to support work/study abroad, including promotion of Ontario International Education Opportunity Scholarship (OIEOS) to assist students.	Increased number of student accessing the OIEOS funds; new work/study abroad office established and promoted.
	Continue diversification of international recruitment by geographic region.	Expanded strategic alliances pursued in India, and recruitment efforts increased in diversified markets. Partnerships developed overseas to explore potential of an international Seneca campus.

3/ BUILDING THE STRONG ORGANIZATION:

Embedding quality standards and outcomes in all programs, services and business practices	Prepare for the Program Quality Assurance Process Audit by the Ontario College Quality Assurance System (scheduled for June 2011).	Audit complete; implementation of recommendations underway.
	Investigate appropriate Quality Assurance bodies for additional program accreditation processes.	Report produced that identifies potential additional appropriate accreditation bodies for Seneca's academic programs and academic services.
	Establish Dean of Students portfolio and, in consultation with Academic and other College partners, develop an organizational plan for the delivery of effective services and programs within that portfolio.	Development and implementation of an operational and organizational plan within the Dean of Students Portfolio.
		Review and optimize student services and support processes with best practices through the development of a self-study framework.
		Review of student and staff resolution services by the Dean of Students—in conjunction with Executive Director of HR with academic input—to implement revised policies, practices and standards of operations in fall 2011.
	Review and improve card services for students, staff and faculty.	Implementation of student-centred counselling and disabilities and health centre models.
		Enhanced functionality for student and employee cards achieved.
		A centralized event booking framework and process for the College's facilities established.
		Financial processes reviewed and improved to facilitate streamlined student fee payments.
	Improve IT Services support and capability.	Intercampus shuttle bus service reviewed to assess feasibility of increasing ridership and expanding current routes.
Restructured ITS organization established under new CIO and new operational plan developed. New telephone system implemented.		

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
		New e-mail system implemented.
		Network printing system rolled out.
		Policies on Records Management, IT Disaster Recovery, and Business Continuity established.
	Review Seneca's Human Resources processes and practices.	Under the leadership of the new Executive Director, Human Resources, a new HR operational and organizational plan created, including leadership development activities.
		Through consultations with college stakeholders, current recruitment processes revised.
	Follow through on next steps from the Employee Engagement Survey	Complete department-level meetings to discuss results with all employees.
	Strengthen capacity of Seneca's Advancement and Alumni function.	Establishment of capital funding priorities based on outcomes of the master planning initiatives: Capital case for support developed, project-based prospecting activities initiated.
		Review and redevelopment of Advancement Policies, including naming guidelines, gift acceptance and donor agreements.
		Review endowment strategy and performance to ensure optimal income/payout rates are secured.
	Review and update the College's Emergency Response Plan.	Updated plan developed and rolled out College-wide.
Facilitate improvements to classroom and faculty space.	Space inventory established to facilitate improvements to space planning and utilization.	
Supporting professional development and workforce planning for faculty	Analysis of current faculty professional development programs and requirements.	E-learning survey and analysis of faculty completed; results to inform proposed PD program for e-learning and mobile learning.
	Develop Academic Resource Planning support tools and guidelines to assist chairs and deans in faculty workforce planning.	Faculty Utilization model reviewed and upgraded; support tools and guidelines distributed and operationalized; training opportunities provided to chairs.
Fostering and leveraging partnership activities to benefit students and the College	Develop partnerships with external associations and accrediting bodies to deliver professional development programs that meet their needs.	At least one new partnership established with courses developed specifically for the partnering organizations.
	Report submitted to senior executive for approval, outlining a future partnership strategy implementation.	
	Continued work on the Applied Research Commercialization Initiative funded through FedDev Ontario; SMEs, students and faculty will work on a variety of relevant industry projects.	Experiential learning for 50-60 students, updated relevant-industry knowledge for 12-16 faculty, and 16 completed projects.
	Continued involvement with Institute for Municipal Excellence Advisory Committee.	Development of an electronic information database (Municipal Data Centre) of relevant municipal trends/facts/ developments.
		Identification and funding of a minimum of two applied research projects in the area of Municipal Operations/ Administration.
		Development of internal expertise in municipal matters and a pool of external experts as potential faculty/guest lecturers.
	Engage external stakeholders in infrastructure development.	Advance initiative to establish a Joint Training Facility with York Region Police/Municipal Fire Services at King Campus.

Core Strategy	New Initiatives for 2011-12	Performance indicators/measurable outcomes
Strengthening Seneca's Planning and Organizational Foundation	Campus Master planning activities for the King, Markham and Newnham campuses.	Master planning and programming initiatives complete and final report approved by the Board of Governors.
	Enhance Seneca facilities for students, faculty and staff members.	The 160,000-square-foot Knowledge Infrastructure Project building completed at Newnham Campus for the fall 2011 semester.
		A review of Eaton Hall conducted for possible future uses.
		Student space enhanced at all four main campuses with improved student lounge seating and additional student collaboration spaces where possible.
		In collaboration with the Seneca Student Federation, refurbish the Senecentre student building.
	Sports Build Plan further developed relative to the findings of the College master planning initiative.	
Development of a new Strategic Plan.	Following broad consultation with internal and external stakeholders and thorough research, a new Strategic Plan developed and approved by the Board of Governors.	
Moving towards Integrated Planning.	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.	
Comprehensive review of IT Systems and Business Practices with the aim of acquiring an enterprise system with integrated Financial, Student and Human Resource Information Systems.	Cross-college steering committee consultations completed and integrated information system project defined.	