



Navigating through rough waters

The 2024-25 Seneca Polytechnic Business Plan

New Challenges Accepted

As we enter year two of *The Next – A Strategic Plan for Seneca Polytechnic*, we're reminded that change is not just constant and pervasive, but also occasionally comes from unexpected quarters.

The significant change brought on by the new federal policy to limit international study permits affects everybody and everything in Canadian higher education ... students, graduates, employees, partners and the institutions themselves.

As we navigate these choppy and occasionally tsunami-like waters of a changed global market, Seneca is doing what it does best – leaning into new challenges and opportunities. We're creating a made-at-Seneca response, authentic and bold, forged by the resilience and adaptability that are in our DNA.

Authenticity starts with our never-changing core mission of preparing career-ready graduates with a combination of academic rigour and practical training. We add to that exposing them to their career while building essential human skills to help prepare them to succeed in a world that needs more collaboration, critical thinking and understanding.

We're being bold on multiple fronts.

One is our response to the rapid growth of Artificial Intelligence (AI) technologies and their influence across all aspects of society – from work to education to entertainment and beyond. Collaborating with technology leader Microsoft, Seneca is choosing to embrace it – safely and securely – in the classroom, services and operations to benefit students and employees.

Another is redesigning the student learning experience under an initiative we call Seamless Seneca. The pandemic reinforced a long-known, but often ignored, reality: a one-size-fits-all approach doesn't work in education. We will eliminate the distinction between full-time and continuing education studies, create more pathways for students and alumni to enter and continue their lifelong educational journey, and remove barriers to entry, re-entry and completion.

Building on our experience with The Service Hub, the innovative multi-channel student services centre, we are embarking on a one-stop employee services centre to improve employee access to supports from Human Resources, Finance, Campus Services and more.

All of which comes back to what we do best: contribute to building a stronger and more prosperous Ontario, Canada and world.

Navigating through rough waters documents the journey we're embarking on in the second year of *The Next*, building on our accomplishments of the last year.

In the list below, we're highlighting the major new initiatives planned for this year and have included initiatives carried forward from the 2023-24 Business Plan as we relentlessly work to make progress on the Strategic Plan.

Five priority areas will continue to drive our business plan in 2024-25:

- Preparing world-ready graduates
- Seneca Polytechnic - education for life
- A great Seneca experience for students and employees
- Au Large: continuing to build 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 integration of human skills into curriculum to prepare students 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 through an augmented Seneca Works
Providing students with professional experiences, contacts and partnerships in the screen industry through the Seneca Film Institute (SFI)
Enhancing experiential learning through new labs and cross-disciplinary immersive learning hubs that enable students and faculty to connect, share knowledge and work on projects

Seneca Polytechnic – education for life

A brand differentiator

Advancing Seneca's reputation, domestically and internationally, by differentiating the polytechnic brand

Expanded opportunities

Offering new pre-professional and diploma-to-degree completion pathways
Expanding prior learning assessment and recognition as part of building the Seamless Seneca
Improving use of data to create more accessible admission-based financial aid options for incoming students

Launching a comprehensive campaign to transform advancement and alumni relations to achieve current and future revenue and engagement goals

Academic quality and flexible learning

Establishing new credential types, including applied master's degrees, three-year degrees and executive certificates

Expanding use of academic data for institutional reporting, planning and decision making

Expanding and upgrading flexible learning classrooms and labs

A great Seneca experience for students and employees

Students

Providing a seamless experience for prospective and current students exploring full- or part-time study options

Continuing to expand programming to engage students, celebrate diversity and build community

Determining fee payment options to help students in financial need

Increasing fundraising efforts to support additional financial aid for students

Integrating additional departments to The Service Hub and expanding digital and self-serve options

Implementing an innovative data-driven advising module for early identification of students at risk

Enhancing distributed computing commons, including implementation of technologies to support bring-your-own device

Employees

Expanding workplace wellness supports through development of a comprehensive strategy on employee well-being.

Providing employees with opportunities to build and expand their capabilities and skills to become effective and engaged leaders and contributors

Implementing an employee service hub to streamline services from Campus Services, Finance, Human Resources, and employee-facing supports

Launching strategy to advance Seneca's brand as a top employer

Designing an employee feedback strategy

Spaces

Designing and developing the Health and Wellness Centre at Newnham Campus
Expanding service spaces at Seneca@York to ensure students have convenient access to supports they need to be successful in their studies
Continuing to upgrade video surveillance across all campuses to ensure community safety
Enhancing Newnham Residence infrastructure and expanding student accommodations
Converting legacy office space to faculty hubs to facilitate on-campus student-faculty interactions

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

The equitable Seneca

Continuing to implement Seneca's Reconciliation and Inclusion plan: <i>A Shared Commitment with Responsibilities</i>
Ensuring equitable access to resources and inclusive experiences through innovative and expanded student services
Improving access to essential accessible learning supports and technologies
Securing new art that features Indigenous and equity-deserving artists to display on campuses

The sustainable Seneca

Continuing to track and rate sustainability initiatives using the Sustainability Tracking, Assessment & Rating System (STARS)
Reducing carbon footprint from facilities, transportation and commuting
Establishing an indoor research farm to support sustainable food production in the Canadian North
Developing first phase of the Fashion from Agriculture, Business, Research and Innovation Centre (FABRIC)

The more virtual Seneca

Optimizing digital technologies and channels to support student recruitment and conversion
Implementing Generative Artificial Intelligence (AI) programming to enhance student/employee experience
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, converting applications to acceptances, retention and re-enrolment
Implementing a more comprehensive process to support evolving enrolment planning
Expanding the use of predictive analytics to assess student performance

International

Streamlining registration for international students through automated document management and evaluations of credentials and English language scores

Digital strategy

Continuing to enhance Seneca's defences against cyberattacks
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