# Organizational Design for Innovation and Agility:

## A Sheridan Experiment

Polytechnics Canada Conference 2023

**Presenters:** 

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### The Challenge

#### Organizational Design for Innovation:

Sheridan's strategic plan calls on us to fortify our strengths in delivering purposeful, career-focused learning, while boldly stretching to meet the future with trailblazing, transformational education. The imperative for foresight and agility demands the revision of deeply entrenched organizational culture and structures. Siloed functions, disciplinary domains and thick administrative processes are misaligned to turbulent conditions.

How does this challenge manifest in your organization?

### **Emerging Imperatives**

### VS Le

#### **Legacy Practices**

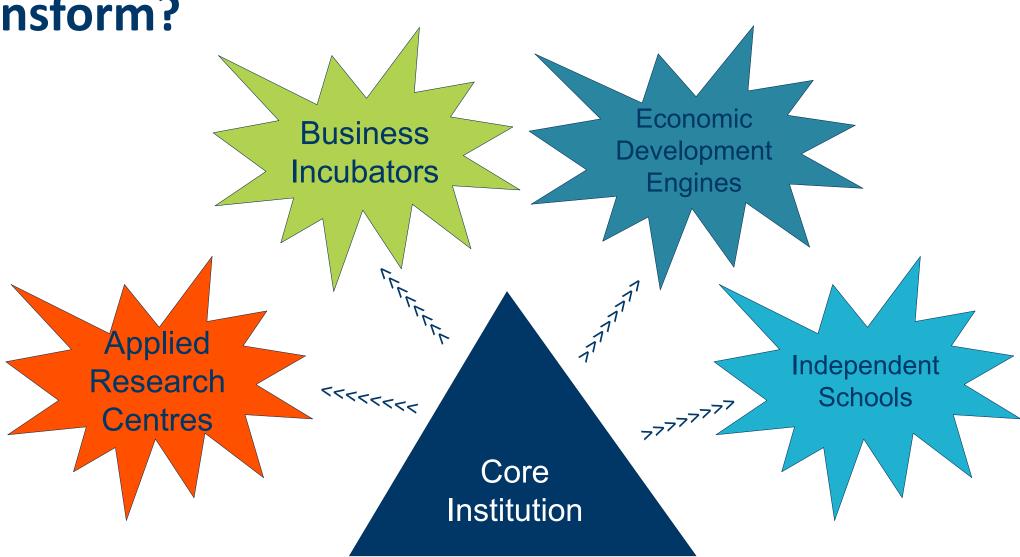
#### **What Learners Need**

- Increased choice to add-in, add-on
- Flexible schedules & delivery modes
- Interdisciplinarity
- Problem-based learning
- Team skills & emotional intelligence
- Laddered & stackable credentials
- Industry co-created learning
- Marketplace of short form programs
- Effortless exit & re-entry
- Meaningful engagement with Al
- Seamless administrative processes

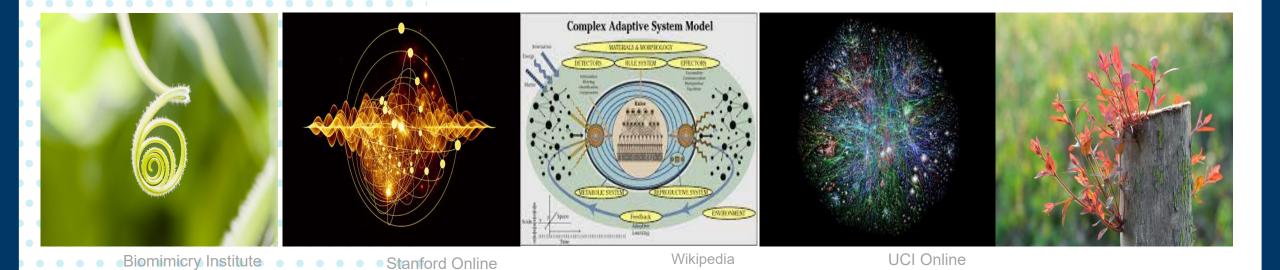
#### **What Learners Get**

- Disciplinary boundaries
- Siloed administrative functions
- Fragmented outdated tech platforms
- External constraints on flexibility
- Scheduling for faculty not learners
- Fixed start and stop of term
- Uneven classroom experiences
- Services "bounce"
- Thick quality assurance regime that limits agility and responsiveness

The Shape of Innovation in the Sector...does it transform?



## Thinking about a different state...



#### **Two Spheres for Change**



Identify Innovation —— Agile, Integrated Implementation

### **Identify Innovation/Great Ideas**



Strong commitment to the strategic plan

Invite ideas from anywhere in the institution

#### **Galvanizing Education Hub:**

a table with flexible membership, bringing institutional SMEs to review, research, assess, refine the best ideas for recommendation to be resourced.

## It's OK to not know how

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#### **Sheridan College Organizational Structure**

President

## Academic & Student Experience

Faculties
SPARK (CTL)
Registrar
Student Affairs
Library, Learning &
Career Services
Research
Continuing Education

## Administrative Services

Finance
Human Resources
I.T.
Capital & Facilities
Mgt
Ancillary Services
Occupational Health
& Safety

## External Relations & Communications

Alumni
Advancement
Government Relations
Marketing
Communications
Community
Engagement

#### Inclusive Communities

Equity & Inclusion Indigenous Learning & Support

## Strategic Alignment & Legal Counsel

Institutional: Planning Research Analytics

Legal Governance Privacy Practice/Policy Strategic Opportunities

### Agile, Integrated Implementation at Scale

#### Some key principles:

- Intentional community engagement
- Commitment to practicing what we teach!
- Inclusion from across the college
- Commit to unlearning, engage bold, eclectic thinking
- Take an ecosystem, not systems approach
- Communicate, communicate, communicate



#### **Strategic Initiatives Framework**

Year 5 - 2023/24

#### **Revised SIF Leadership Team**

The SIF Leadership Team meets every 8 weeks for strategic collaboration and implementation huddle.

**KEY LEADS** Carol Altilia Sean McNabney Sheldon Pereira

Deanna McQuarrie

Zafar Syed Lindsay Engel Matt Rempel

**EXTERNAL** 

Michael O'Leary Rajan Sandhu Mark Chapman

Alison Horton CIO (tbd)

> Jock Phippen Vinita Sood

SHELDON P SEAN M. **Student Experience Academic Innovation** SEAN M. + DEANNA M. ZAFAR S. JOHN H. SEAMLESS **EXCEPTIONAL SERVICE Signature Learning Curriculum Strategies** Ed-Tech+ CONNECTIONS **Digital** DANIELLE P. + NEIL N. NICOLE W. **Pedagogy** SPARK AVP + OTR (TBD) GENEVIEVE A. SEAN M. SPARK + FACULTY LINDSAY E. Homeroom Service Inclusive **New Program** Faculty Curriculum **Short Form** Student **Fellowship** Excellence **Approval** Scale-Up TBD Mgmt. Tool **Programming** Mentorship: Model **Experience** Plan **Process** Student Success Networks Digital Student Experience DALS: Workflow & Task Mamt. EDI **Proactive Advising RFP** International Students Campus Experience **Predictive Advising** Novel SFP Vendor Selection configurations Implementation (interdisciplinary, online, MCs, board certificates) **HOMEROOM PLATFORM 2025** CRM Platform **Brampton Health Centre** Front Porch: Alternative Revenue (Community Impact) Generation Corporate Learning MICHAEL O. MATT R. TBD Strategic Entrepreneurship **SIF Central** Sheridan RAJAN S.

#### Start with the Backbone

Reimagining some of the core work of the college

Program design, curriculum strategies, student service approach

Projects are engines of impact

Projects cannot be seen as outside the "real work" of the college

Championed by college leaders

### **Example 1: The Structures Merge**



#### Stage 1: "Homeroom" project is concept.

- Pain-points & gaps with existing practice and systems emerged easily
- A new integrated service model is designed by the x-functional team
- Review of "best-practice" models and demos (within and outside higher-ed) inspires optimism

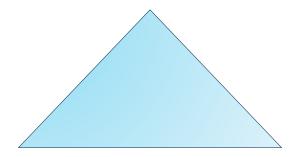
And...regular work continues as-is. Largely siloed, disconnected, inefficient.

#### **Stage 2: From concept to practice.**

- Breaking the concept into actionable "swim lanes" changes how people work
- Student Success Networks pilot across 30 programs reorganizing key staff into networks vs. by department
- New omni-channel comms and service application changes info, data sharing, and workflow across departments
- Survey of student and staff satisfaction provides strong evidence of improvement

And...staff and managers are pumped for the next phase of the project!

#### **Example 2: Embedded Pedagogy**



#### What we would have done?

- Attempt an orderly approach
- Engage existing structures like program learning outcomes
- Top down, systematic implementation with a CTL project lead

Methodical, systematic.....slow, thin



#### What we are trying....

- Engage complexity
- Leverage excitement + expertise
- Create communities of practice
- CTL to create capacity vs operationalize
- Distributed allocation of resources
- Set the desired outcomes, not the process

Networked, organic replication, immediate outcomes

#### Lessons We've Learned

Can't put a race car on a minivan chassis:

Alignment and sequencing matter:

Engagement pays big dividends:

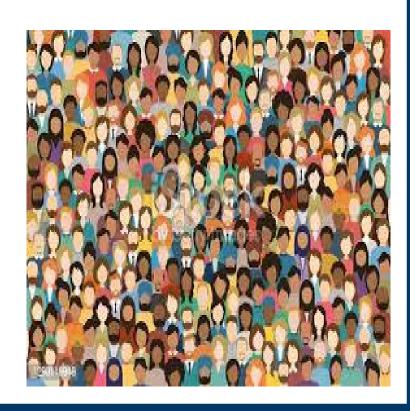
**Balance New and Core** 

**Aim for Convergence** 

**Focus on Your People** 







## QUESTIONS

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