

BUILDING A BRIDGE TO THE FUTURE



COLLEGE OF CONTINUING EDUCATION
STRATEGIC PLAN 2018–2022



Message from the Dean



OVER THE PAST DECADE, the pace of change impacting what people do for a living has been relentless. Computers have transformed the nature of work and artificial intelligence is set to bring on an entirely new wave of disruption. Never has there been a more important time for lifelong learning and the educational offerings of the College of Continuing Education. With this Strategic Plan, we chart a path forward that reaffirms our commitment to helping our community thrive in the face of change, while also assuring our ongoing economic sustainability.

From Pathways programs that build bridges for students into degree programs to Professional Development that empowers people to improve their careers and lives, we will pursue program innovation that maximizes our impact and value to the Nova Scotia economy. The College has long served as a laboratory that has allowed the university to experiment with new ways to engage students, from distance learning to online education. We will continue this tradition, investing in our staff, collaborating with partners and encouraging the entrepreneurship that helps to drive educational innovation at Dalhousie.

Above all, as a faculty with one of the most diverse student bodies on campus, we will continue to place the utmost importance on equity, respect and inclusion in everything we do.

On behalf of the College's staff and our program directors who are the true authors of this document, I invite you to join us in looking toward the future of continuing education at Dalhousie University.

ANDY COCHRANE | Dean, College of Continuing Education

Our Values

Our values reflect who we are. In that respect, our core beliefs drive our organization and our place in Dalhousie University and in our community. Those values are described here.

COLLABORATION

Collaboration is about being ethical, equitable and inclusive, not only in relation to our students, colleagues and communities but also in being genuinely respectful of others' views, ways of doing and experiences.

DEDICATION

Dedication is about being honest, transparent, conscientious, diligent and rigorous. These values shape our commitment to excellence.

CREATIVITY

Creativity is about being open to ideas. The College is an environment in which innovation and insight inspire our reach into the university and our community.

COMMITMENT

Commitment is about dedication and hard work. The College is committed to the strategic directions of the university. That commitment is evidenced in the principled stand we take in our work and our programming.

RELEVANCE

Relevance is about being attuned to our students' needs. College clients are learners from across the spectrum of industry and education. They deserve and expect our commitment to being useful, sustainable and accountable.

Vision

Our vision is to build the capacity of those who interact with us to “transform” their lives and the lives of others; thereby positively affecting intellectual, social and economic growth.

Position

The College is an agent for personal, organizational and community empowerment. That empowerment is realized by advocating for adult learners throughout their lifetime and being a leading voice in contemporary and emerging public policy challenges. Furthermore, the College is committed to responding to the needs of under-served communities by addressing the impact, legacy, and ongoing consequences of colonization. This necessitates direct and explicit initiatives for the Mi'kmaq Nation and African Nova Scotians.

The College is positioned as a creator, facilitator, and consultant that provides a suite of products and services within two key spheres of activity — Professional Development and University Pathways. Financial sustainability achieved from revenues generated through entrepreneurship

are the College's primary source of funding. Therefore, where the primary funding model for the university does not have the same imperative, the College lives and grows by following the maxim:

Entrepreneurship drives sustainability

Approximately 80% of the College's multi-million-dollar revenues are re-earned annually through products created by our entrepreneurial drive. The College will continue to use its unique position within the University and its expertise and creativity to seek new opportunities - to be a path to the future for our community of learners. We do this by providing valued educational products and services while simultaneously generating resources to support research, innovation agendas and other priority areas.

Mission

Our mission is to advance innovative, influential and evidence-based continuing education knowledge and practice.



Strengthen Capacity

Position

With expertise comes a strengthening of the core of lifelong learning, which is how people develop capacity to change their abilities, their profession, and their life paths. Success in this enterprise is a robust, progressive, innovative portfolio of programs and services that mirrors the evolving needs of our communities and stakeholders.

Goals

- Create program and service opportunities that anticipate and respond to the needs of the community of life-long learners.
- Build mechanisms for identifying unmet external and internal program and service needs.
- Build mechanisms for ongoing external and internal validation of program and service relevance.
- Assign responsibility, accountability and resources for new program and service development, with the goal of developing a College-level business plan that will grow new programs and services.
- Establish a College-level quality assurance framework to inform development and review of program and service portfolios.
- Increase educational outreach, portability and use of new technologies in program and service development and delivery.

***“The program fine-tuned
communication skills that I
immediately put to work on the job.”***

JEANNETTE HOWIE //
CIVILIAN COMMUNICATION RADIO TECHNICIAN
EMERGENCY SERVICES
HALIFAX REGIONAL MUNICIPALITY



Cultivate Collaborations with Internal & External Stakeholders

Position

Success is to be a “partner of choice” with communities and stakeholders who are driving positive change. We collaborate across education and industry sectors to offer programs and services. We combine cutting edge content with delivery methods that facilitate enduring knowledge via best practices for adult learners.

Goals

- Collaborate with individuals, communities and organizations that advance continuing education knowledge and practice.
- Partner with relevant key stakeholders to bridge gaps in needs and opportunities of the community of life-long learners.
- Be a catalyst for collaboration with continuing education units nationally in addressing skill gaps in the workforce.
- Develop a College-level multi-faceted engagement plan to inform and seek collaborations with our communities locally, nationally and globally.
- Develop a College-level multi-faceted engagement plan to inform and seek collaborations within the University.
- Secure government funding for skills development from allocated resources.

“I was equipped with a toolkit of strategies and a deeper appreciation for the impact I could have in my job and community.”

SAMMY ONYEAMA-ASONYE //
EMPLOYEE SERVICES SUPERVISOR
HALIFAX TRANSIT



Foster Equity, Respect and Inclusion

Position

With expertise comes a strengthening of the core of lifelong learning, which is how people develop capacity to change their abilities, their profession, and their life paths. Success in this enterprise is a robust, progressive, innovative portfolio of programs and services that mirrors the evolving needs of our diverse communities and stakeholders.

Goals

- Develop innovative ways to foster respect and inclusion for our stakeholders and communities.
- Model organizational structure and behaviour that demonstrate our commitment to inclusion and respect.
- Integrate respect and inclusion pedagogy and curricula in all program and service areas.
- Increase opportunities for individuals to meet Dalhousie University's academic and language requirements through Pathway programs.
- Increase accessibility and opportunities for non-traditional, underserved, and marginalized communities.
- Increase conversion of identified groups to credit study at the University.

THE LANGUAGE OF FRIENDSHIP

The College's ESL program brings students together from around the world. Students Haruka Aoyama (Japan), Dania Shalabi (Jordan) and Delicia Marie Toro (France) became friends in the first week of their English for Academic Purposes course.



Strengthen Our Unique Educational Experience and Expertise

Position

Our unique educational enterprise addresses the life-long learning needs of the community in a meaningful and financially sustainable way. Success is a complement of people with the requisite expertise who work within a structure and culture to advance the strategic priorities of the University. Enabling processes include a robust human resource plan, a growth trajectory, an investment strategy for the future, and a plan for program renewal.

Goals

- Strengthen the capacity of all staff to actively lead and advocate, both inside and outside of the University, for sustainable programs and innovative business processes.
- Optimize organizational structures, culture, systems and processes to drive innovation and flexibility in program and service delivery.
- Secure and initiate a viable financial model for College programs and services.
- Map core competencies and invest in staff development.
- Implement a 5-year HR strategy addressing division-level leadership, professional skills development, personnel reviews, and a College-wide retirement succession plan.
- Strengthen the financial model to secure resources for innovation and capacity development within the College.

“The impact we have in the lives of people who study with the College inspires us to innovate our programs to meet their changing needs – online and in the classroom. Their success is our success.”

UDENI AMIT //
PROGRAM MANAGER
COLLEGE OF CONTINUING EDUCATION



COLLEGE OF CONTINUING EDUCATION

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