

2023-2025 Strategic Plan School of Continuing Studies

December 15, 2022

Presented by:

Dr. Catherine Chandler-Crichlow
Dean



About Us: Our Programs and Services

Open
Enrolment
Programs

English
Language
Program

International
Partnerships

Comparative
Education
Services

Blueprint
Career
Services

Customized
Programming

Our Core Capabilities

Labour Market
Research

Market Intelligence
(Knowledge Hub)

Educational
Technology +
Universal Design
Expertise

Instructional Design,
Development,
Delivery +
Evaluation

Instructor + Program
Services (IPS)

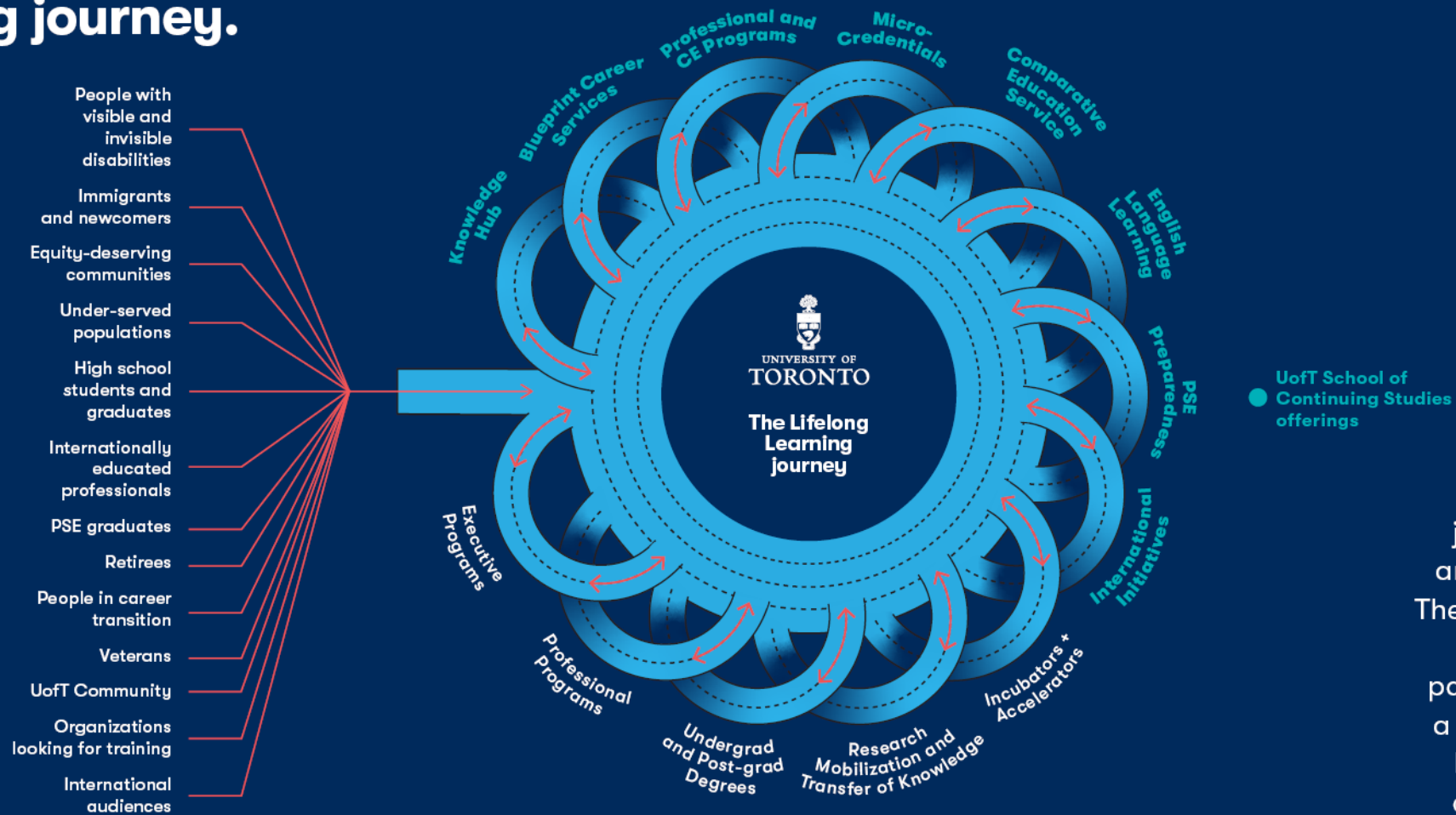
Enrolment + Learner
Services (ELS)

Learner Information
System (Destiny)

The Pandemic as a Catalyst for Change



We know our role in the lifelong learning journey.



The lifelong learning journey is as dynamic and varied as life itself. The University of Toronto offers interwoven pathways that make up a thriving ecosystem of learning excellence to complement every life stage and schedule.

Our Trifecta of Guiding Principles



Access

The creation and implementation of programming that focuses on the unique needs of different demographic groups



Leverage

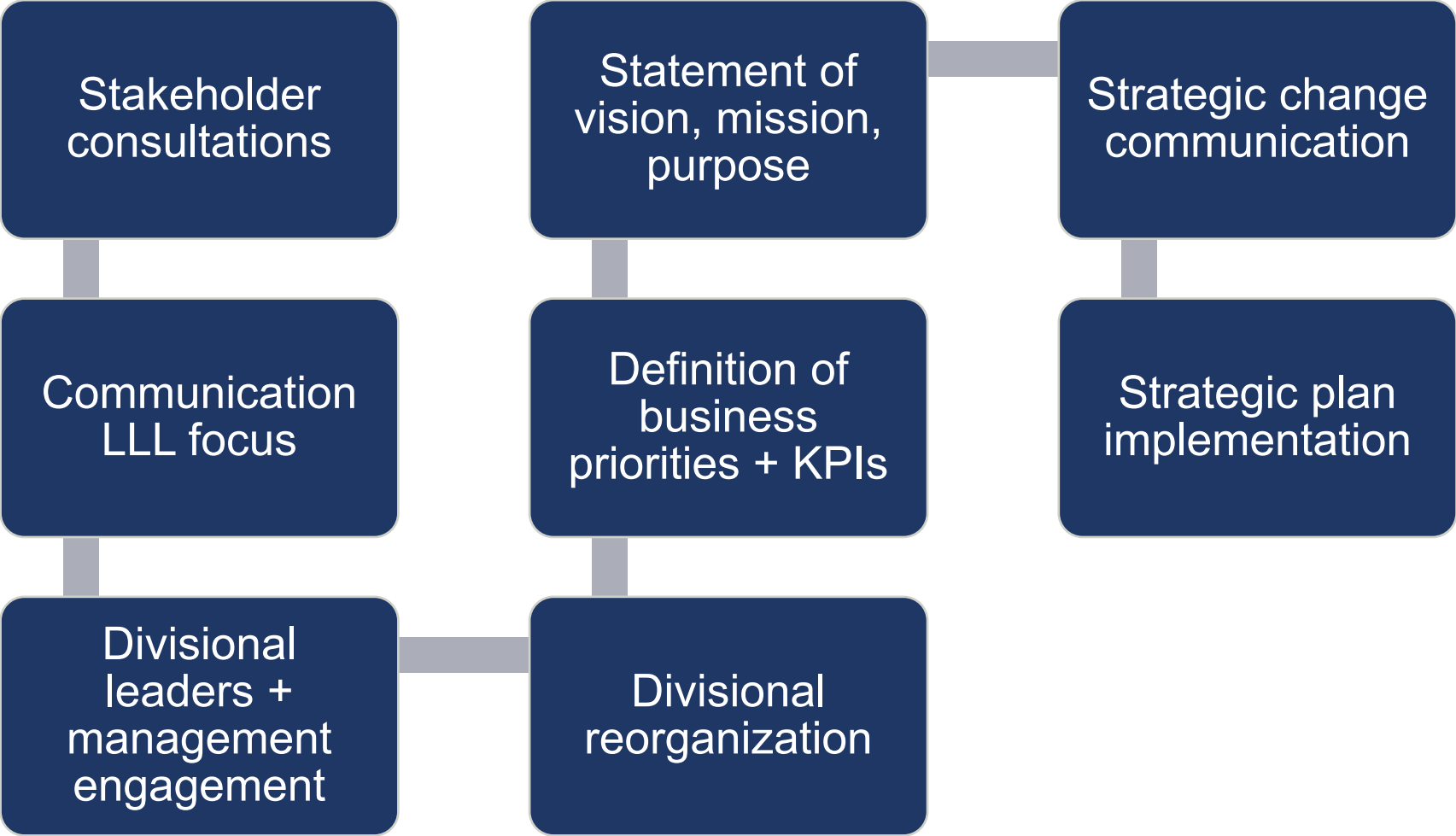
Determining the ways we can package our existing programs, courses, services into bundles and or to expand the reach of SCS both locally, globally



Pathways

Informing learners of diverse lifelong learning pathways at SCS and the broader University of Toronto

The Strategic Recalibration Process



63 U of T Stakeholder Consultations, February to April 2022



U of T Executive

The President, Vice-President and Provost and 30 other executives within the Offices of the President and the Vice-President and Provost across all three campuses



Deans

Nine Deans

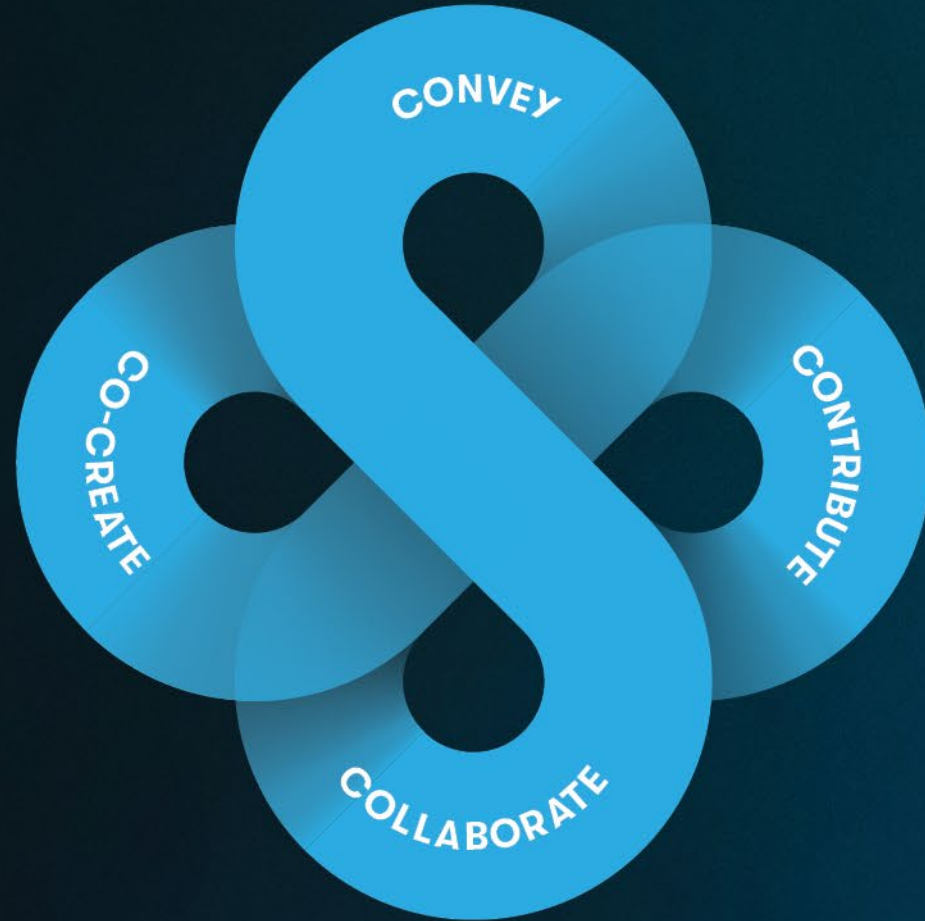


Other Leadership

Meetings with 22 Vice-Deans and Directors across all three campuses

**We will champion
lifelong learning,
together.**

SCS's
transformational
co-creation model



Our Vision, Mission and Purpose



VISION

To be recognized as a **trusted** global leader in **lifelong learning** who continually looks to create access to new, dynamic pathways for personal growth across communities.



MISSION

SCS impacts and transforms lives by creating **people-centric pathways** that empower futures by continuously identifying and removing barriers to lifelong learning. Through innovation and creativity, SCS is relentless in its pursuit of market-relevant, high-quality programs and services that help **people** and **communities** thrive.



PURPOSE (OUR COMMITMENT)

To strengthen human potential one individual, one organization, one community, at a time.

Engagement of Divisional Leaders and Managers

PHASE ONE: DISCOVER & ALIGN



Conduct an external environmental scan to identify risks and opportunities, based on a set of defined factors which are outside of SCS's span of control, but which can impact the success of SCS's strategy.



Set SCS's "North Star" by recalibrating its Vision, Mission and Purpose followed by the creation of Strategic Pillars that will guide all future SCS thinking, decision making and prioritization.

PHASE TWO: EMBED & ARTICULATE



Map out your multi-year key priorities, aligned to your Strategic Pillars and identify both internal and external communication recommendations toward optimizing and amplifying your calibrated Strategy to stakeholders.

We are fully aligned to the University.

University of Toronto's three strategic priorities
Our commitment to achieving the goals set out in the University's "Towards 2030" plan.

Strategic Priority 1 City Building

Strategic Priority 2 International Partnerships

Strategic Priority 3 Transformative Education

Defy Gravity campaign priorities:

Power Innovation & Entrepreneurship
Spark Creativity & Culture

Build Inclusive Cities & Societies
Enable Healthy Lives

Support Student Success
Create a Sustainable Future

Drive Scientific Discovery

SCS's five new strategic pillars were developed to create value and align fully to support the University's ambitions



Strategic Pillar One

LEARNER EXPERIENCE

1. PAVE pathways to Lifelong Learning.

Co-create an accessible UofT/SCS Lifelong Learning ecosystem, based on a **learner-centric** perspective, that **engages diverse and equity-deserving groups at every life stage** through flexible pathways to acquire the skills, knowledge and competencies that facilitate personal growth, labour market integration and social inclusion.

Strategic Pillar Two

PROGRAMMING AND SERVICES

2. BUILD a culture of creativity, innovation, & quality.

Continuously elevate the effectiveness of SCS programs and services, **to ensure that we respond to and anticipate the needs of stakeholders through the co-creation** of a robust, flexible, and innovative academic portfolio and associated services that also showcases best-of-class application of adult education principles and practices.

Strategic Pillar Three

OUR SOCIAL IMPACT

3. EMPOWER people and communities to succeed.

Engage internal and external communities, locally and globally, to better understand their unique needs and differences, through **intentional, inclusive, outreach** and imaginative programming/services that builds opportunities for **continuous involvement in co-creating** their own lifelong learning journey.

Strategic Pillar Four

EXTERNAL PARTNERSHIPS

4. CULTIVATE Strategic Partnerships locally & globally.

Build UofT/SCS as a **trusted global leader and a key hub for Lifelong Learning** through development, and ongoing management of strategic relationships with industry, government, foundations, community groups, employment agencies, professional and business associations both regionally and internationally.

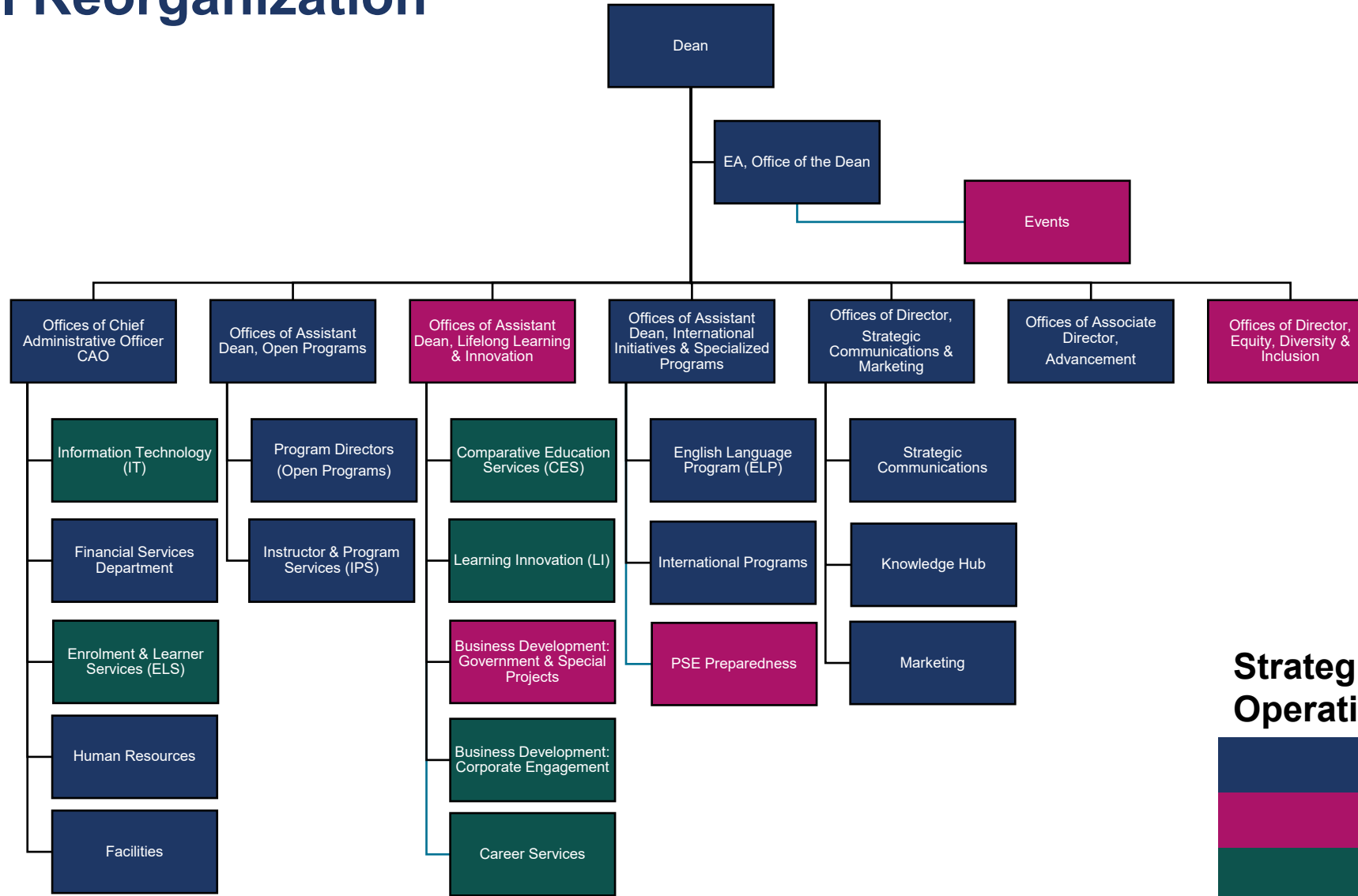
Strategic Pillar Five

ALIGN AND INFLUENCE

5. ALIGN to institutional values and build organizational capacity.

Ensure SCS is adequately resourced and structured to **facilitate and lead the increased innovation, collaboration and co-creation required across the University's divisions and faculties** to build divisional capacity that supports the UofT Lifelong Learning ecosystem.

Divisional Reorganization



Strategic + Operational Alignment





We stand committed and ready.

PURPOSE

To strengthen human potential
one individual, one organization,
one community, at a time.

Driving to Impact: Strengthening Individuals

the proof is in the printing

Our Creative Writing instructors and learners are well represented in bookstores. Here is just a sampling of titles that have been (or will be) published in 2019.

So, what's your future story?



BECKY BLAKE
PROOF I WAS HERE
Wolska and Wynn

The coming-of-age story of a young thief and aspiring artist attempting to reinvent her life on the streets of Barcelona.



SONJA BOON
WHAT THE OCEANS REMEMBER: SEARCHING FOR BELONGING AND HOME
WLU Press

Sonja Boon's Marina Nemat Award-winning memoir shows the multiplicity of identities and origins that shape the way we understand our histories and our selves.



CARY FAGAN
THE STUDENT
Freehand Books

This masterful novel illustrates how we are shaped by—and can eventually overcome—the constraints of the times we occupy.



DON GILLMOR
TO THE RIVER: LOSING MY BROTHER
Random House, Canada

An eloquent exploration of suicide in which one of Canada's most gifted writers attempts to understand why his brother took his own life.



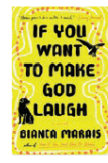
PHILIP HUYNH
FORBIDDEN PURPLE CITY
Goose Lane Editions

Taking his title from the walled palace of Vietnam's Nguyen dynasty, Philip Huynh dives headfirst into the Vietnamese diaspora.



AMY JONES
EVERY LITTLE PIECE OF ME
McLelland & Stewart

A novel about family, friendship, fame, and the cost of living in the public eye.



BIANCA MARAIS
IF YOU WANT TO MAKE GOD LAUGH
GP Putnam's Sons

Three women in post-Apartheid South Africa are brought together to discover the ways that love can transcend the strictest of boundaries.



DEREK MASCARENHAS
COCONUT DREAMS
Book*hug Press

Stories that offer a fresh look at the world of the new immigrant and the South Asian experience in Canada.



ARIEL NG BOURBONNAIS
THROUGH, NOT AROUND: STORIES OF INFERTILITY AND PREGNANCY LOSS
Dundurn Press

Personal stories about what it's like to go through the emotional and physical facets of infertility, miscarriage, and pregnancy loss.



ANTON POOLES
MONSTER 36
Anstruther Press

Monster 36 is a chapbook of short, dream-like poems exploring the many roles monsters and ghosts take throughout our lives.



ZALIQA REID-BENTA
FRYING PLANTAIN
House of Anansi Press

These stories artfully depict the tensions between mothers and daughters, second-generation Canadians and first-generation cultural expectations, and Black identity and predominately white society.



PETER ROBINSON
CARELESS LOVE
McLelland & Stewart

The 25th instalment in Peter Robinson's #1 bestselling Inspector Banks series, in which Banks and his team find themselves investigating two suspicious deaths.



DIANE TERRANA
THE WORLD ON EITHER SIDE
Orca Book Publishers

Lost in the mountains of Thailand, Valentine, a depressed teenager, embarks on a healing-quest and heart-pounding adventure.



FAWN PARKER
WEAK SPOT
Anstruther Press

Weak Spot is a collection of poems touching on the experience of watching a mother battle breast cancer.



AYELET TSABARI
THE ART OF LEAVING
Harper Collins, Canada

A courageous coming-of-age memoir that reflects on identity and belonging and explores themes of family and home—both inherited and chosen.



LAURA ZACHARIN
COMMON BROWN HOUSE MOTHS
Frontenac Press

Laura Zacharin's Marina Nemat Award-winning poetry collection takes a closer look at the hazards of daily life.

Driving to Impact: Strengthening Individuals



Nadiah Nida

Graduates from U of T with a B.A. in Architecture and Urban Studies and joins one of the top five banks in Canada as an Analyst. Leveraging her strong research background, she learns about risk governance and internal auditing.



Completes her **Risk Management Certificate**, supported by her employer in her quest to learn more from a holistic perspective, including operational, financial and enterprise risk.



Merging her urban planning background with risk management, she secures a new position at Metrolinx, helping oversee the rollout of the largest rapid transit expansion plan in Toronto history.



DREAM JOB
that combines her skills and interests

Thanks to continuing education, your goals are just steps away

CAREER PATH



Pawel Buczkowicz

Begins researching pediatric brain tumours and other rare diseases at Sick Kids. Completes a Ph.D. in cancer genetics and molecular pathology at U of T.



Frustrated by how long rare diseases take to diagnose, he looks into ways to reduce inefficiencies in clinical record-keeping. Enrols at SCS in the **Lean Six Sigma certificate** program.



Brings his knowledge to Gene42, a startup working to streamline medical data analytics. Partners with hospitals and government to build the first pan-Canadian rare disease data repository.



PIONEERS
new rare disease research



Cynthia Rivera

Graduates from U of T with a B.A. in International Development and Political Science. To hone her skills in her new job at a Toronto software company, she begins classes in Project Management at SCS.



Sees a job posting for youth trips coordinator at the Toronto headquarters of the non-profit Me to We. An avid international volunteer since high school, she jumps at the opportunity and is hired.



Completes her certificate and writes her Project Management Professional (PMP) exam. With a new designation, she now handles all coordinating and logistics for Me to We's family trips to India, Ecuador and Kenya.



UPGRADES
her credentials

Driving to Impact: Strengthening Communities



Inspire Nunavit Inc. (IN):

- IN & SCS to co-create a micro-course: ***Small Economy Works***
- Building on IN's flagship "***Inspire Program***"
- 12-week program for young entrepreneurs (ages 18-35)
- Delivery in Nunavut, the Northwest Territories and the Yukon
- SCS creating 3 competency-based assessments
- Co-branding and wrap-around support by IN and SCS

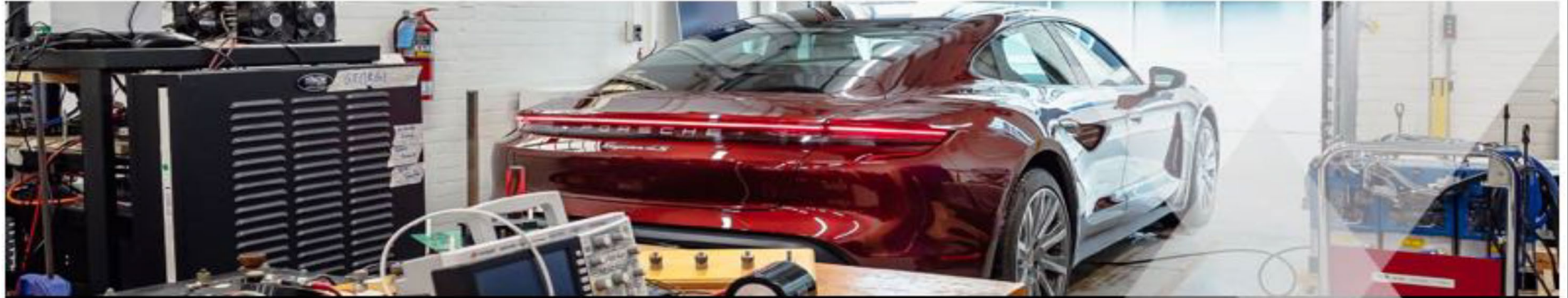


Wealthsimple Foundation:

- Jointly led by UTM and SCS Advancement and Lifelong Learning and Innovation
- SCS to support the development and delivery for a pilot course on personal finance for Black and Indigenous youth
- Foundation providing \$25,000 to cover enrollment costs for 50 Black and Indigenous youth, valued at \$500 each.

Driving to Impact: Strengthening Organizations

PORSCHE



Electro-Mobility Certification (EMC) Program

PORSCHE



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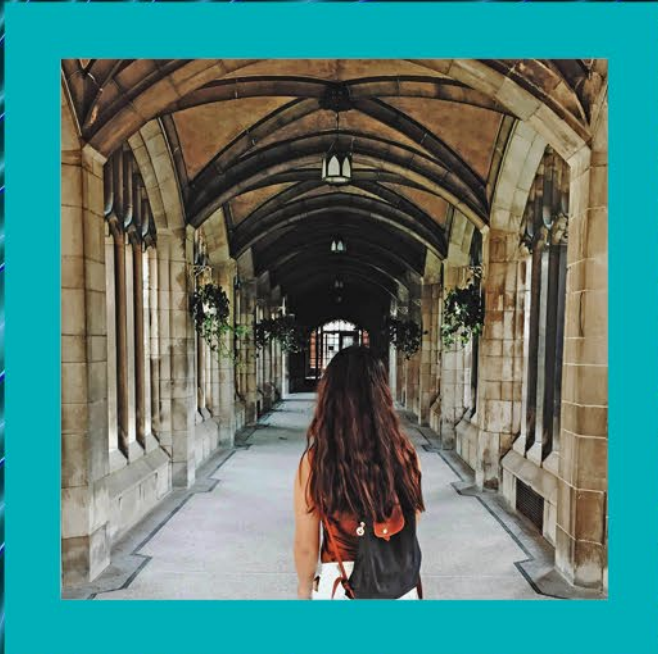
Driving to Impact: Strengthening Organizations



- Co-created and co-branded by Porsche, Engineering, and SCS
- For Sales Executives, Sales Managers, Service Advisors, Service Managers
- Developed and delivered by Professor Olivier Trescases, of the UTEV Research Centre
- Wrap-around support provided by SCS
- Courses to be delivered in 2 streams: Entry and Expert levels
- 279 Primary level micro-credentials have been issued to learners

THE ART OF THE POSSIBLE

FULL PUBLIC LAUNCH EARLY 2023



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dean.scs@utoronto.ca

UofT **SCHOOL of
CONTINUING
STUDIES**