



**PLACE AND PROMISE:  
THE ROLE OF LIFELONG LEARNING IN THE NEW UBC STRATEGIC PLAN**

**(Working Draft as of February 2010)**

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**MISSION STATEMENT:** *UBC Continuing Studies is an academic unit that inspires curiosity, develops ingenuity, stimulates dialogue and facilitates change among lifelong learners locally and internationally. We anticipate and respond to emerging learner needs and broaden access to UBC by offering innovative educational programs that advance our students' careers, enrich their lives and inform their role in a civil and sustainable society.*

In December 2009, UBC introduced Place and Promise, a new strategic plan that includes a series of nine commitments. Our current achievements and future directions in support of these commitments are outlined in the pages that follow in the order they appear in the strategic plan — with one exception. Community engagement is presented first.

UBC Continuing Studies is the University’s largest provider of community engagement educational offerings and the largest continuing education unit of its kind in Canada. We attract over 20,000 registrations annually that encompass almost 1.2 million student contact hours each year in service to local, national and international learners.

Many of the adult learners who access our programs are in transition, moving from current life stages or career directions to new ones. Most seek our part-time, accelerated or online learning offerings in order to achieve their educational goals while scheduling their studies around the demands of busy personal and professional lives.

Through the flexibility of our award-winning programs, UBC Continuing Studies provides opportunities for these students to learn, discover and contribute to their communities in significant and often transformational ways.

## ■ Community Engagement

*UBC Continuing Studies is committed to providing innovative educational opportunities for adult learners that use collaborative approaches to anticipate and support personal and professional educational needs, enhance social understanding and action, and foster successful UBC engagement with the wider community.*

### **Sustainability Education**

UBC Continuing Studies offers a full suite of programs related to sustainability: public lectures and podcasts that share perspectives and encourage debate on social and economic issues; professional programs that provide online training for practitioners on applied sustainability topics; and a fully online Certificate in Decision Making for Climate Change (in collaboration with UC Irvine, Northwestern University and the University of Washington). An Applied Master's Degree in Sustainability is under discussion. All of these programs — from public lectures to weekly seminars to full certificate programs or applied master's degrees — are available to serve diverse audiences locally and internationally.

### **Learning Partnerships for Community Initiatives**

UBC Continuing Studies delivers a myriad of personal enrichment and career development programs for the community in partnership with UBC units and community groups. Examples includes the Certificate in Aboriginal Health Care and Community Administration with UBC Institute for Aboriginal Health; Certificate in Web Intelligence with UC Irvine, Web Analytics Association; Understanding Wine Program with UBC Wine Research Centre; various lecture series with CBC, Lawyers' Rights Watch Canada, Vancity, Vancouver Symphony Orchestra, Vancouver Opera.

### **Downtown Services and Learning**

Open to the general public and located at UBC Robson Square, the UBC Continuing Studies Life and Career Centre helps adult learners build practical life and career planning skills, cultivate self awareness, and access a variety of resources to support their personal and career development. Services include Volunteer Peer Counselling and a Counselling Psychology Practicum Master's Student Program.

### **FUTURE PLANS:**

- Leverage Olympic legacies to enhance UBC Continuing Studies presence downtown at UBC Robson Square and to serve adult learners in new ways and strengthen educational linkages between UBC and the community.
- Continue to develop special lecture series that bring together academics, professionals and community leaders and can be shared broadly via podcasts and online dialogues. Explore growth opportunities for programs such as "One Day @ UBC" (in collaboration with Irving K. Barber Learning Centre).
- Develop new partnerships and collaborative relationships with organizations in the business and non-profit sector to deliver programs and services that serve public interest. In particular, develop an interdisciplinary and multi-platform annual series entitled "Social Issues, Social Media, Social Change," which includes free public lectures, podcasts, web resources, and a summer institute.
- Collaborate with Faculty of Law, College of Health Disciplines and external community organizations to develop educational programs around human trafficking prevention.

## ■ Student Learning

*UBC Continuing Studies is committed to learner-centred teaching that makes use of innovative delivery models and interactive approaches to create effective learning environments for adult learners. UBC Continuing Studies works collaboratively with faculties to provide academic preparation programs that support undergraduate and graduate student success.*

### **Adult Learning**

Capitalized on UBC Continuing Studies expertise developing and delivering curriculum tailored to adult learners (instructors experienced in adult education, small class sizes, flexible delivery models such as 100% online or innovative blends of face-to-face and online). Expanded use of Moodle to promote collaboration among students, instructors and online tutors and enhance the student experience. Helped students transition to online learning with newly developed “Getting Started with Online Learning” flash video. Supported instructors by providing professional development in online learning theories and practice.

### **Conditional Admission**

Revised syllabi for UBC Continuing Studies Academic English Program, which supports UBC Conditional Admission by enabling outstanding applicants who do not yet meet the English Language Admission Standards to gain admission to undergraduate and graduate programs.

### **Academic Writing**

Improved undergraduate students’ academic writing through credit and non-credit courses, and in free workshops through Library and various Faculties. Adapted programs for students moving through new writing intensive program at UBC. Offered free tutorial services that benefit both the tutors (hired as students) and undergraduates/graduates clients who become more skilled and confident in their writing.

### **Workplace Internship**

Domestic and international students in a number of UBC Continuing Studies’ programs participate in workplace internships as a component of their program of study, applying their knowledge and learning vital employment skills.

### **International MBA Student Preparation Program**

Supported international students entering Sauder School of Business with their cultural adjustment to Canada (UBC Continuing Studies program includes topics such as introduction to Canadian business and communication skills in a North American environment).

### **Teaching in an Culturally Diverse Classroom**

Increased confidence of international professors and graduate students in intercultural workshops that provide information on student expectations and learning styles, and develop skills to function professionally in an intercultural environment.

### **Applied Master’s Degrees**

Developing Applied Master’s in Dental Practice with Faculty of Dentistry. Opportunities also being investigated with other Faculties, such as Land and Food Systems.

### **New Teaching Award**

Introduced new UBC Continuing Studies Excellence in Teaching Award that recognizes individuals

who have made significant contributions to outstanding teaching, course development, mentoring of students, and service to continuing education.

#### **FUTURE PLANS:**

- Develop new Senate-approved certificate programs in partnership with Faculties such as Sauder and Applied Science.
- Increase opportunities for new program development through strategic partnerships with the Irving K. Barber Learning Centre and UBC Robson Square.
- Continue working with advisory committees and campus consortia on quality of teaching initiatives.
- Continue to increase interactivity of online learning and develop use of a Learning Management System such as Moodle to support a more effective and sustainable learning environment and to streamline administrative aspects of programs.
- Make greater use of student e-portfolios. Consider introducing counselling services to build students' learning plans and utilize e-portfolios beyond program completion for students to track lifelong learning and reflect on formal and informal learning.
- Explore feasibility of orientation programs for adult learners that focus on how to learn, how to interact in a culturally diverse environment, how to adjust to the scholarly community, and how to be independent and responsible learners.
- Explore feasibility of service enhancements for adult learners (e.g., short term library cards allowing access to UBC's online resources, campus wide log-in, scholarships, practicums, internships, and co-op opportunities).

## ■ **Research Excellence**

*UBC Continuing Studies is committed to supporting excellence in research, particularly as it pertains to adult learning models. We collaborate with UBC researchers and enhance access to UBC expertise and research results that are of benefit and interest to the community.*

### **Engaged Scholarship**

Pilot and evaluate new models of teaching and learning appropriate for adult learners. Research applied e-learning practices, pedagogies and technologies for use in programs, and investigate use of e-portfolios as demonstrations of student learning. Conduct regular market and curriculum research (e.g., examine industry needs and learner demands through advisory committees, surveys and focus groups). Apply UBC research results in programs (e.g., Faculty of Applied Science's Jim Sibley's work on team-based learning reflected in design of Project Management program).

### **UBC Research Profile**

Showcase UBC research in public lectures and podcasts. Current high-profile example includes UBC Continuing Studies leadership of *Intellectual Muscle: University Dialogues for Vancouver 2010* in which UBC academics participated in an online lecture series on Winter Games topics produced in collaboration with Vancouver 2010, the Globe and Mail, and over 30 universities across Canada.

### **Support of UBC Research**

Contribute to inter-faculty collaborative research efforts (e.g., currently conducting a study on

*Building Transformative Learning Communities: A Formative Evaluation of the UBC ESL Conversation Facilitators Program* through Centre for Intercultural Language Studies in collaboration with Learning Exchange). Link UBC researchers with international professionals through UBC Continuing Studies program relationships (e.g., China-Canada professional exchange resulted in new Child Study Centre in Shanghai for Human Early Learning Partnership). Connect UBC researchers with UBC Continuing Studies international intern students (e.g., South Korean engineering intern translated Korean research into English to assist UBC faculty member investigating applications of tidal energy).

#### **Professional Contributions and Service in the Continuing Education Field**

UBC Continuing Studies directors contribute as presenters at local, national and international conferences. Several staff are currently engaged in graduate work and research in adult education, international education and lifelong learning. Work collaboratively with UBC faculties to exchange information or latest research findings in areas of common interest.

#### **FUTURE PLANS:**

- Continue to give leadership to educational programming that leverages UBC research through community engagement.
- Expand scope of UBC Continuing Studies research activities.

## ■ **Aboriginal Engagement**

*UBC Continuing Studies is committed to providing unique educational opportunities for Aboriginal people via programs that promote access, community development, as well as intercultural awareness and understanding. Programs are planned in consultation with members of Aboriginal communities and other units at UBC.*

#### **Aboriginal Health and Community Administration Program**

Certificate program to develop the knowledge and skills of those working in Aboriginal communities throughout BC to provide effective administration for health, environmental and other community organizations (10-month cohort program blending residential and online components offered in partnership with UBC Institute for Aboriginal Health).

#### **FUTURE PLANS:**

- Develop collaborative programs designed for Aboriginal audiences with a focus on issues that impact on First Nations, such as land management and ecosystem services.
- Develop advanced program in Aboriginal Health Care and Community Administration (pursuing opportunities for laddering to graduate degrees) in partnership with the UBC Institute for Aboriginal Health.
- Work with UBC and community partners to develop a special 2010/11 education series focusing on Aboriginal Issues, which will include free public lectures, podcasts, web resources, and a summer institute.

## ■ Alumni Engagement

*UBC Continuing Studies is committed to serving as an educational provider of innovative adult learning opportunities for alumni returning to the University to access extra-degree educational experiences.*

### **Program Participation**

General public programs attract a steady stream of participants who are UBC alumni. Expansion potential: 15% of current UBC Continuing Studies registrants are UBC alumni; target 25% level within next five years (tracked in new field introduced in our registration system).

### **Summer Institute Initiative**

"Back to school" incentive and affinity program for UBC alumni participating in UBC Continuing Studies Summer Institute programs for adult learners (access to special lectures and events, and program gift certificate to encourage future participation).

### **Educational Provider for Alumni**

Collaborate with Alumni Affairs to provide customized programs for UBC alumni in conjunction with special events such as Alumni Weekend.

### **Joint Marketing Initiatives**

Two-page feature placed in *Trek* magazine promoting Summer Institute initiative and sharing stories of UBC alumni who graduated from UBC Continuing Studies programs. UBC Continuing Studies offerings highlighted in Alumni E-Gazette, and UBC Alumni Affairs travel programs promoted in UBC Continuing Studies calendar.

### **FUTURE PLANS:**

- Further develop UBC Continuing Studies Summer Institute initiative in collaboration with UBC Alumni Affairs.
- Explore potential of assigning responsibility for leadership of Alumni Affairs working relationship to a UBC Continuing Studies director.
- Better define distinctive expertise that UBC Continuing Studies brings to alumni engagement and give leadership to strategic planning regarding shared objectives and collaborative programs.
- Expand joint marketing initiatives after full assessment of Alumni Affairs and UBC Continuing Studies communication channels. Incorporate alumni engagement in UBC communication planning (e.g., consider introducing UBC alumni portal on new UBC Continuing Studies website).
- Investigate potential use of UBC Continuing Studies courses as part of a UBC donor recognition strategy.

## ■ Intercultural Understanding

*With over 25 years of programming experience in intercultural communication, UBC Continuing Studies is committed to providing educational leadership for individuals and groups interested in developing awareness, knowledge and skills to engage effectively across cultural differences and create strong inclusive communities.*

### **Certificate in Intercultural Studies**

Certificate program for UBC employees and professionals across multiple sectors interested in understanding how culture shapes and influences our ability to effectively communicate across difference.

### **International Teaching Assistants**

TLEF-funded program that has supported thousands of international graduate students, post-doctoral fellows and visiting scholars develop the instructional and intercultural skills they need to successfully adapt to their teaching roles at UBC.

### **Programs for International Students**

Intercultural program for international students to experience Canadian classrooms and workplaces while receiving academic credit at home universities in Korea (internship placements offered at UBC and in the local community). University preparation programs that deepen intercultural understanding and focus on helping international students build skills for successful undergraduate and graduate school admission and performance.

### **FUTURE PLANS:**

- Explore opportunities to collaborate with Faculties, regulatory bodies and professional associations to develop programs that support immigrant professionals to more fully participate in the Canadian labour market.
- Collaborate with partners on campus (Faculty of Law, College of Health Disciplines) and off campus (BC Government, BCIT, Fraser Health) to develop educational programs that strengthen awareness and intervention skills to combat human trafficking.

## ■ International Excellence

*UBC Continuing Studies is committed to promoting UBC's internationalization efforts by supporting international students of UBC Faculties, and by attracting international students to UBC Faculties undergraduate and graduate programs, as well as UBC Continuing Studies residential programs.*

### **Support Services for International Scholars**

Facilitate international scholars (e.g. post-doctoral researchers, graduate students, international fellows, visiting scholars) to successfully transition into Canadian academic settings through Instructional Skills Program for UBC International Teaching Assistants (ITA) program. Implementing Academic English Program for Conditional Admission students.

### **University Preparation Programs for International Students**

Prepare overseas students for further academic study through the Intercultural Communication Advancement Program, International Graduate Study Preparation Program, and Conditional Admission program for undergraduate and graduate students.

### **Professional Development and Lifelong Learning**

Strengthen intercultural communication skills and cross-cultural understanding through Certificate in Intercultural Studies. Increase foreign language proficiency through non-credit language courses and educational travel programs that provide language immersion.

### **Career Development and Workplace Internship**

Assist international students in transitioning to workplace roles through the Global Academics Internship Program, Global Career Development Internship Program, and customized program and service partnerships with UBC faculties.

### **Increase International Access to Programs through Online Learning**

Increased number of online programs accessible to international audiences by introducing new offerings in subject areas such as Project Management, Program Management, Business Analysis, Web Analytics, Web Intelligence, Decision Making for Climate Change, and Practice Education for Health and Human Services.

### **FUTURE PLANS:**

- Collaborating with UBC Enrolment Services and others to support “roll out” of Conditional Admission at UBC.
- Explore new international opportunities in niche markets and work to diversify our student base in terms of their countries of origin.

## **■ Outstanding Work Environment**

*UBC Continuing Studies is committed to developing workplaces that are inclusive, healthy, supportive and foster entrepreneurial initiatives.*

### **Lifelong Learning for Faculty and Staff**

General public programs at the Point Grey campus and at UBC Robson Square serve the lifelong learning needs of UBC faculty and staff (registrations funded by individuals or through tuition waiver benefit, staff group professional development funds or departmental sponsorship).

In particular, strengthen intercultural communication skills of UBC faculty and staff via Certificate in Intercultural Studies.

### **HR Staff Committee**

UBC Continuing Studies HR committee of staff representatives established to give leadership to HR-related responsibilities (undertakes organization-wide HR strategic planning and focuses on implementation of UBC Focus on People goals). Collaborate with TAG to develop a strategic professional development plan.

### **In-House Professional Development**

Unit-wide professional development sessions offered to enhance skills and build teams. Reciprocal

agreement with Sauder School of Business Executive Education programs to share selected educational opportunities with UBC Continuing Studies.

### **Health and Wellness**

Structured yoga program with professionally certified instructors offered to all UBC Continuing Studies staff at both the Point Grey campus and UBC Robson Square.

### **FUTURE PLANS:**

- Increase offerings available to all UBC faculty and staff at central locations such as the David Lam Learning Centre at the Point Grey campus and at UBC Robson Square downtown.
- Provide leadership on lifelong learning for UBC faculty and staff as well as the broader community through use of technology and online learning.
- Create an improved UBC Continuing Studies intranet to facilitate enhanced communication and collaboration between units.
- Create a UBC Continuing Studies online staff handbook to help welcome new staff and to share knowledge, guidelines and procedures.
- Provide clear, equitable and more standardized guidelines on the support of professional development across UBC Continuing Studies units.
- Develop strategies to play a more active and supportive role in UBC Continuing Studies staff career planning, mentoring and coaching.

## ■ **Sustainability**

*UBC Continuing Studies is committed to exploring and exemplifying all aspects of economic, environmental and social sustainability through the leadership efforts of our directors and the “grass roots” efforts of our staff. We are committed to incorporating sustainability themes in our programming, often in collaboration with UBC units and community groups with sustainability mandates.*

### **UBC Continuing Studies Centre for Sustainability**

New centre showcases UBC expertise and offers applied education on sustainability issues for public- and private-sector practitioners, as well as interested citizens. Offerings include summer institutes and courses on climate change, sustainability projects and carbon footprints. Mike Harcourt, former BC premier and Vancouver mayor, is Associate Director of the Centre.

### **Certificate in Decision Making for Climate Change**

New online program provides students with up-to-date knowledge on climate literacy, policy, mitigation, and adaptation (delivered in partnership with UC Irvine, Northwestern University and University of Washington).

### **Lectures and iTunes U Podcasts**

Free public lectures on sustainability issues, available as podcasts for broad access, feature UBC experts, as well as leaders from government and the broader community.

### **Staff Sustainability Committee**

Organization-wide Sustainability Committee (an amalgam of existing UBC Continuing Studies committees at unit level) developed procedures such as: consistent use of 100% recycled photocopy

paper; computer printer defaults set to “print both sides” to reduce paper usage; lights, computers and other equipment turned off after sitting idle for a maximum period of time; and exclusive use of ethical coffee in program catering.

**FUTURE PLANS:**

- Continue expansion of applied sustainability program offerings.
- Continue to provide free public lectures on sustainability issues and make them available to adult learners as podcasts.
- Continue to assess effectiveness of operations, exploring ways to improve use of resources. Continue to focus on strategic program expansion to build our revenue base (includes Conditional Admission, Applied Masters Degrees).
- Introduce a Sustainability Club for international English-as-a-second-language students.
- Advocate for access of adult learners to showers and bicycle storage facilities at UBC Robson Square.
- Support new initiatives of the UBC Continuing Studies Sustainability Committee: reduction of catering waste; greater use of online content management systems; signage to promote sustainable office practices; joining the UBC organic waste program.

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