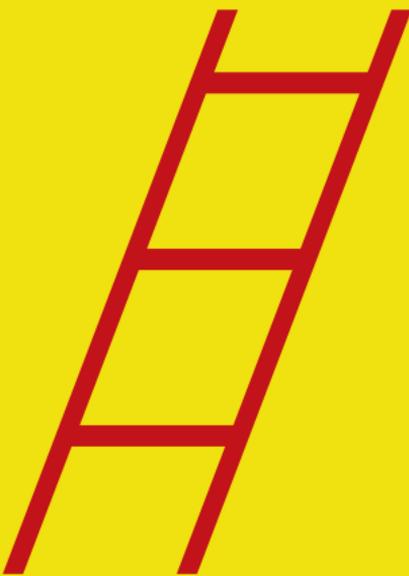


# Strategic Priorities



2017  
TO  
2019



**McGill**

School of  
Continuing Studies

# MISSION

The mission of the McGill School of Continuing Studies is to anticipate and respond to the educational needs of our learners and partners, both domestic and international. Promoting transformative learning through innovative programming, cross-disciplinary curricula, and specialized resources, we help our students to realize their personal and professional goals and to thrive in a rapidly changing world. Through its commitment to providing wide access and uncompromising quality, the McGill School of Continuing Studies impacts diverse communities as a dynamic force for positive change, and contributes to individual, organizational, and societal advancement.

## VISION.

Lives transformed.

## VALUES.

- We are learner- and client-centred, and responsive to their evolving needs.
- We actively collaborate with our colleagues and partners at McGill and within multiple communities.
- We strive to achieve the highest quality and excellence in everything we do.
- We champion innovation, entrepreneurial approaches, learning from experience, and anticipating future opportunities.
- We value and respect diversity.
- We are accountable to ourselves, to each other, to the University and to our multiple stakeholders for advancing the mission of SCS.

## KEY ACHIEVEMENTS

Since the launch of its first strategic plan in 2009/10, the School of Continuing Studies has made multiple key advances, including:

- Review/renewal of most programs
- Introduction of new programs
- Launch of new program areas: Professional Development; Personal and Cultural Enrichment
- Expansion of blended & online delivery formats
- Launch of McGill Writing Centre
- Launch of integrated Client Services
- Expansion of services for students: awards program; career transition workshops
- Launch of Instructor Services and Educational Technologies
- Introduction of robust market research and marketing strategies
- Increased outreach to Orders, business, industry, professional associations
- Expansion of learner/client base: domestic and international

The impact of these initiatives are clearly demonstrated in the following comparisons (2012/13 data with 2007/08 as the base year):

- Increased total SCS students by 41.2% (to 15,349)
- Increased total SCS registrations by 27.3% (to 31,630)
- Increased SCS graduates in Certificate and Diploma programs by 35.6% (to 1051)

## 1. ACADEMIC LEADERSHIP

### IDENTIFY THE ACADEMIC PRIORITIES, STRATEGIES, AND BENCHMARKS THAT WILL ENABLE SCS TO FULFILL ITS ACADEMIC MISSION.

A key component of the mission of the McGill School of Continuing Studies is to transform lives through the provision of highest quality learning opportunities. The School's leading thrust, therefore, is academic and lies in the development and delivery of innovative, student-centred programming and related support services. This Strategic Goal focuses on advancing the critical role played by SCS academic staff in accomplishing our mission through needs assessment, program development, program administration, and/or teaching, and on further developing a culture of shared academic leadership within SCS.

**1.1** Strengthen capacity to ensure academic quality.

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**1.2** Strengthen the School's recognition of the significance of the teaching role.

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**1.3** Clarify and clearly communicate the academic administration responsibilities associated with different roles and titles.

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**1.4** Strengthen the School's capacity to anticipate market needs and develop innovative programming.

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**1.5** Identify and address systemic issues that restrict learner advancement.

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## 2. BRAND AWARENESS AND BUSINESS DEVELOPMENT

DEVELOP AND MAINTAIN DOMESTIC AND INTERNATIONAL AWARENESS OF SCS AND ITS CAPABILITIES AND PROGRAMS, AND CONTINUE TO GROW STRATEGICALLY.

In the achievement of its mission, the School must be widely known and its reputation must enable it to be a force for positive change. This Goal outlines several means to this end, intended to enable SCS' continued growth and, through innovative, data-driven means, to communicate what it is and what it has to offer.

**2.1** Further identify, understand and segment our client base, internally and externally.

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**2.2** Position SCS as an accessible and engaging learning environment that empowers the realization of personal goals.

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**2.3** Develop a multi-segmented approach.

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## 3. PROGRAM AND SERVICES DEVELOPMENT

DEVELOP AND DELIVER INNOVATIVE, MARKET-RESPONSIVE PROGRAMS AND SERVICES, WHILE ENSURING ACCESS AND QUALITY.

The School aims to offer transformative programs and services, and to do so through mechanisms that meet the needs of learners. SCS is also very conscious of its commitment to helping students realize their personal and professional goals, and will continue to develop initiatives to support them throughout their learning journey. In the broader McGill context, SCS is committed to leading a reconceptualization of the Spring/Summer term in collaboration with Faculty partners.

**3.1** Ensure that learners are at the centre of all of our activities.

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**3.2** Take the lead in the strategic development of the Spring/Summer semester at McGill.

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**3.3** Develop and deliver short programs (i.e., one term or less) designed to attract non-McGill clientele.

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**3.4** Increase SCS international market offerings and related support services.

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**3.5** Continue to build innovative inter-unit programming.

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**3.6** Advance a degree program targeted at working adults.

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**3.7** Further support learners through the development and implementation of life cycle engagement and career advising and transition initiatives.

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## 4. FLEXIBLES MODES OF DELIVERY

### DESIGN, DEVELOP, AND DEPLOY FLEXIBLE MODES OF DELIVERY.

To respond to the flexibility needs of current students, to reach expanded populations and to meet the expectations of our learners, SCS will build on the learnings achieved through online development efforts to date and increase efforts in this area.

- 4.1 Focus on the development and delivery of three online delivery models.

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- 4.2 Focus e-learning development in four specific academic areas.

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- 4.3 Streamline and consolidate the development and support capacity for online activities.

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## 5. LINKAGES AND PARTNERSHIPS

### SEEK COLLABORATIVE PARTNERSHIPS THAT ENHANCE THE ACHIEVEMENT OF OUR MISSION.

To accomplish its mission, SCS will constantly demonstrate its commitment to developing and maintaining strong, effective partnerships—whether with other McGill units, clients, SCS Advisory Board, professional groups, governments, donors, other educational providers, etc.

- 5.1 Forge and maintain mutually beneficial relationships with domestic and international partners.

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- 5.2 Reach out to McGill units to demonstrate the SCS value proposition.

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- 5.3 Continuously improve an effective philanthropy development strategy, especially in light of the next capital campaign.

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- 5.4 Articulate and demonstrate the positive social impact of the work of SCS.

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## 6. PEOPLE AND TEAMWORK

### ATTRACT, RETAIN, AND CONTINUOUSLY RENEW OUR SCS TEAM.

Ours is a “people” business and, as such, teamwork is critical to our success. This Goal recognizes that the diverse SCS team includes not only academic, professional, and support staff, but also the approximately 400 part-time instructors who deliver courses to our learners.

- 6.1 Develop a staffing plan that identifies short- and longer-term human resources needs.

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- 6.2 Improve employee engagement and promote high-level performance.

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- 6.3 Work closely with McGill HR on University-wide Recruitment to Retirement (R2R) Project. Projected timeline 2017-2019.

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- 6.4 Promote collaboration, knowledge-sharing, teamwork, and communication across SCS.

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## 7. BEST BUSINESS PRACTICES

### DEVELOP AND IMPLEMENT BEST MANAGEMENT PRACTICES TO OPTIMIZE OPERATIONAL AND FINANCIAL EFFICIENCY WITHIN SCS.

As an educational entrepreneurial unit functioning within a traditional university setting, SCS must constantly strive to ensure that its processes and practices are optimized.

- 7.1 Upgrade physical facilities to support the School’s strategic objectives following the purchase of 680 Sherbrooke.

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- 7.2 Continue to develop integrated standard operating procedures.

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- 7.3 By the end of 2017, maximize the operational and marketing efficiency and effectiveness of the Destiny One system to support non-credit activities.

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- 7.4 In collaboration with the Provost’s Office, develop and implement a coherent activity-based budget model for SCS for use in the FY19 fiscal year (could be running in parallel in FY19).

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- 7.5 Continuously review and improve process and practices.

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