



COLUMBIA UNIVERSITY  
School of Continuing Education

STRATEGIC PLANNING 2011 – 2016



## MESSAGE FROM THE DEAN

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## ■ INTRODUCTION

Since its establishment as a School of the Arts and Sciences in 2002, the School of Continuing Education has grown in programming and scope to a point where it needs to clarify its core purpose, reemphasize the academic excellence of its students and programs, and establish its relevance to Columbia's academic mission.

Beyond this foundational focus, SCE is entering a period of institutional transformation. We are creating an exciting, attractive, new paradigm of multidisciplinary liberal and professional higher education, whose reputation derives from innovative, cutting edge programs and from top students whose academic choices underscore the relevance of an Ivy-league education to the world outside of academia.

To that end, SCE officers, faculty, partners, and students have crafted and are pleased to share with you the School of Continuing Education's Core Ideology, Envisioned Future and Strategic Plan.

## ■ CORE IDEOLOGY AND ENVISIONED FUTURE

### CORE IDEOLOGY

#### MISSION

To transform knowledge and understanding in service of the greater good: a just, sustainable and compassionate global society.

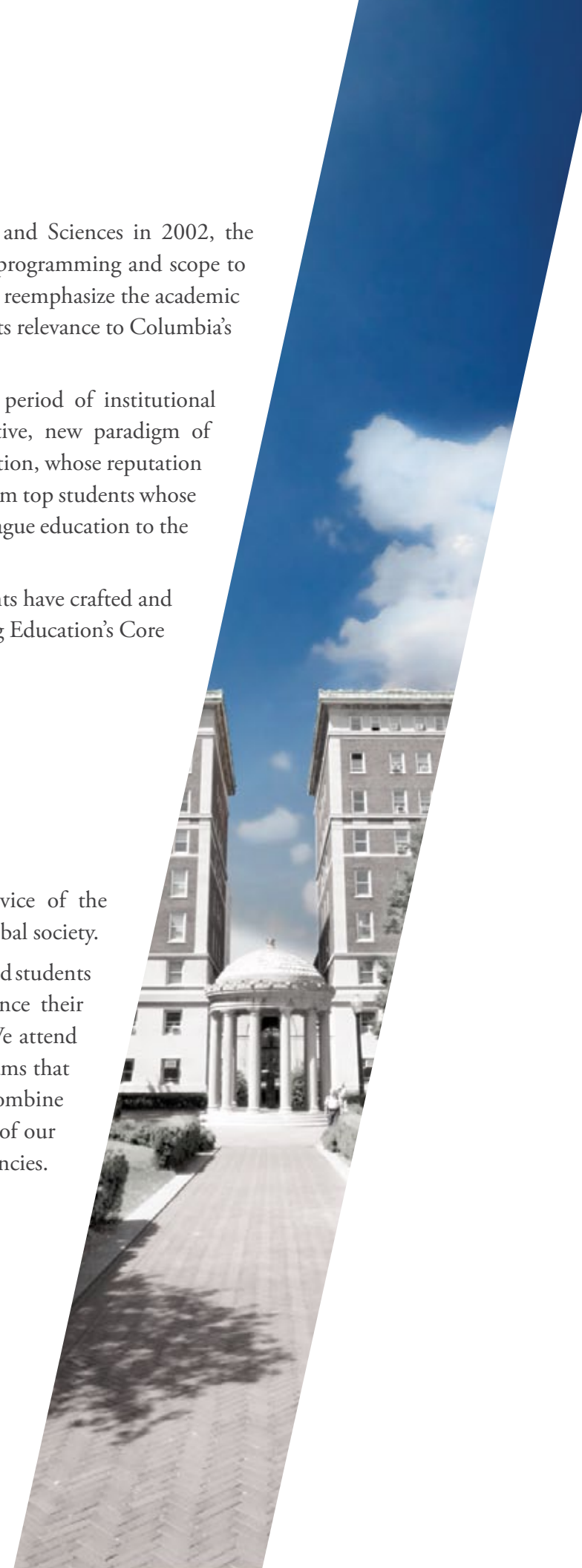
SCE anticipates the evolving needs of diverse and talented students who seek to discover and apply knowledge to advance their careers and to achieve a positive impact on society. We attend to these needs through innovative and rigorous programs that integrate knowledge across disciplinary boundaries, combine theory with practice, leverage the combined expertise of our students and our faculty, and connect global constituencies.

#### VALUES

Forward Thinking

Dynamic Collaboration

Dedication to Excellence logo



### ENVISIONED FUTURE

SCE is regarded by...

...Columbia University as central to the mission of the University, as a catalyst for growth across the University, and as a crossroads where faculty research and expertise meet the student whose life experience brings new ideas and energy to the halls of academia.

...faculty, industry, and institutional partners as a thriving environment where new cross-disciplinary concepts take shape, innovation and experimentation are encouraged, academic and professional partnerships are nurtured, and innovative programs and projects with practical application come to fruition.

...current students as a haven for creativity and a place to transform their own life experience through the rigorous application of knowledge and new ideas into action. It is a place to inspire and be inspired.

...prospective students and alumni as the premier program to enter for leadership preparation in continually evolving and emerging fields.

...alumni and associates as a touchstone, to which they will return to reinvigorate their plans and growth in the world outside.

...officers, faculty, and staff as a place where their unique strengths and expertise can be put to work in invigorating, rewarding, and surprising ways.

...peer institutions as the leading model for 21st century liberal and professional higher education.

*"It's important we have people who are trained to think across boundaries. The School of Continuing education is where scholars can come together to have a truly interdisciplinary conversation."*

—Robert Klitzman

*M.D. Director and Faculty*

*Professor of Clinical Psychiatry*

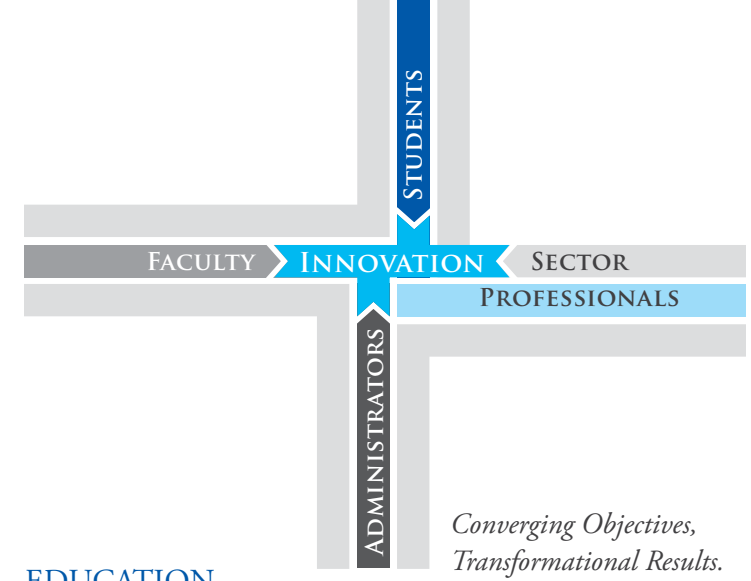


See video clip:  
<http://www.ce.columbia.edu/>



### EDUCATION

SCE addresses compelling and complex issues and opportunities that concern the world, that cross many sectors of human activity, and that can be addressed by practitioners with advanced multidisciplinary education. We achieve these goals by anticipating the educational needs of a knowledge economy, emerging, expanding and evolving professions, and new audiences eager to keep abreast of developments in rapidly changing fields. We respond proactively with rigorous, multifocal, and applied programs that draw upon Columbia's vast intellectual resources, that integrate knowledge across disciplinary boundaries, and that leverage partnerships with leaders in business, industry, and government. SCE programs boldly challenge assumptions about teaching and learning, circumvent conventional time and space constraints and connect students, faculty and communities through meaningful, engaging, and appropriate methods and technologies. They are outcomes-driven and are designed to have a positive impact on students and on local communities and around the world.



## COMMUNITY

SCE attracts diverse students of talent and high potential, who are committed to improving the human condition through the developed application of their intellect and expertise. They come to SCE with purpose and urgency and a clear sense of problems facing the 21st century. Many are experienced practitioners. SCE students work in partnership with faculty to shape the curriculum and help the University extend its reach to local and global communities.

SCE officers, staff, faculty and partners embody skills, attitudes and expertise appropriate to our academic mission, values, and vision and passionately promote our goals. SCE faculty are leaders preparing students to become leaders. Officers and staff members know and understand the mission and content of all SCE programs; each understands his/her role in the successful realization of those goals.

SCE's global alumni network is composed of leaders working in service of the greater good. They are proud of their alma mater and advance SCE's vision and mission by donating their time and networks to mentor students, develop major gifts, and support programs. They return to SCE to stay abreast of developments in their field and to share their expertise with faculty and students.

SCE faculty, officers, staff, and students endorse SCE's values and passionately promote its goals. We abide by a code of professional and ethical conduct governed by honesty, accuracy, transparency, and integrity in academic and professional activities. We genuinely seek and incorporate feedback into our work, acknowledge and learn from mistakes without blaming others, and carefully consider the implications of our decisions and actions before taking them.



## ENVIRONMENT

SCE expands the traditional notions of "campus". Innovative structures and processes enable SCE to facilitate interaction among members of our community. Be it virtual or physical, the space that SCE occupies is interactive and intimate. Our space and physical surroundings advance the mission of our programs and mirror our innovation.

## CONTRIBUTION

SCE supports and encourages innovation and experimentation to develop educational models with relevance across the University. SCE thrives financially and makes a significant contribution to the Arts and Sciences to support foundational research and the core educational mission. An active circle of friends, alumni, and individuals of influence are committed to the School's vision and work tirelessly on behalf of SCE to achieve its capital campaign targets.

## STRATEGIC PLAN

EDUCATION:  
INNOVATION  
EXCELLENCE  
IMPACT

### Objective 1

Create educational programs that break new ground, bridge disciplines and professional sectors, prepare students to be leaders in emerging professions, and create value for society.

- 1 Underscore the academic excellence of SCE programs and students and align the SCE program portfolio with SCE's values, mission, and vision
- 2 Boldly challenge assumptions about teaching and learning and improve curricular and instructional practices
- 3 Establish online delivery modalities and a variety of program packages that reflect best pedagogical practices and that align with targeted outcomes; build these formats into the design of current and new programs
- 4 Expand SCE's portfolio of programs in mission driven, strategic and sustainable ways

"Our plan privileges academic excellence above all else. SCE has evolved into an institutional treasure."

–Paul M. McNeil

*Vice Dean*



See video clip :  
<http://www.ce.columbia.edu/>



## ■ STRATEGIC PLAN

### COMMUNICATION AND ENVIRONMENT

#### Objective 2

Establish SCE as a nexus where scholars, students, administrators and sector professionals come together as true partners in pursuit of SCE's mission.

- 1 Cultivate partnerships among academic, industry, government, and non-governmental leaders that support SCE programs and students and that benefit the greater good
- 2 Develop and promote a deep and wide SCE community of inquiry that encourages engagement and connection among its members and impetus for action
- 3 Rename SCE with a name that reflects SCE's renewed mission and vision and instills pride among SCE faculty, administrators, partners, students and alumni

#### Objective 3

Establish the School of Continuing Education's physical and virtual "home" in spaces that advance our mission, mirror our innovation, and enable our growth.

- 1 Develop an academic, student, and administrative space plan that addresses the immediate to long-term growth objectives of the School and aligns with the SCE brand
- 2 Support the physical and virtual space solutions with processes and systems that enhance collaboration and service delivery across SEM, Student Services, and Program domains

#### Objective 4

Increase access to top students from around the world and fully engage them in the SCE experience from prospective student to alumni.

- 1 Clearly understand the target student profile and market size for SCE in order to increase enrollment of qualified students
- 2 Develop and implement an outcomes-oriented student and career services infrastructure
- 3 Inspire all SCE alumni to fully embody, evolve, and continue to execute SCE's mission to transform knowledge and understanding in service of the greater good

**"We are moving toward our goals of curricular excellence by putting students at the center of our program design process. We are inventing a new platform of education to create a truly global community around the emerging professions."**

–Marni Baker-Stein

*Senior Associate Dean for Curriculum and Instruction*



See video clip:  
<http://www.ce.columbia.edu/>



#### Objective 5

Develop faculty and administrator expertise in designing and implementing innovative, multi-focal, and technology-enhanced programs and support them in advancing SCE's mission.

- 1 Create an academic and administrative infrastructure that fosters innovation, targeted strategic growth, and continuous improvement
- 2 Actively value faculty and administrators through transparent and meaningful review processes and professional growth pathways



## ■ STRATEGIC PLAN CONTRIBUTION

### Objective 7

Contribute to the academic mission of the University by sharing our core expertise, best practices, and successes and by generating new resources.

- 1 Demonstrate new models of multidisciplinary liberal and professional higher education that have relevance to the core academic mission of the University
- 2 Thrive financially while contributing to Columbia's mission
- 3 Develop a fundraising capacity and reap significant benefit from it

## GLOBAL IMPACT

### Objective 6

Strengthen and extend the globalization of Columbia University by fostering dynamic communities of learning and practice driven by creative, deliberative and empathic approaches to human and environmental challenges worldwide.

- 1 Develop and deploy a broad and inclusive SCE International strategy that builds programs and opportunities for students and faculty to engage globally and have impact
- 2 Put a global perspective at the center of our programs and student experience
- 3 Expand SCE's capacity to build and support international audiences

## CONCLUSION

### The Value of Institutional Transformation

In extending the reach of the innovative programs that SCE designs, we extend the reach of the University itself in a way that adds to and enhances Columbia's reputation for academic excellence and forward thinking. SCE's students' intellectual talent and life experiences serve as a rich foundation that, when extended, examined, and challenged by the rigors of SCE programs, gives rise to fresh and powerful new ideas. When elite institutions like Columbia welcome the opportunity to play this critical role, society's capacity to meet new challenges grows.



