

An Overview of Adult and Continuing Education

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Tuesday November 3, 2020

Plan for this morning:

1. *WELCOME to **A & CE** (the world of acronyms) & an overview*
2. *Leadership in this new role*
3. *Questions, comments, wonderings 😊*

Our discussion this morning

- ✓ *Welcome & congratulations!*
- ✓ *What Waterloo Catholic DSB Adult & ConEd offers & our 'context' to help give you an overview of programs*
- ✓ *Why our work is so important to communities*
- ✓ *July 2009 w/Minister Wynne....a fateful meeting*
- ✓ *The Deloitte Business Model Review (2010 – 2011)*
- ✓ *Five Valuable Practices identified from the Deloitte Review (above)*

Welcome & Congratulations!

- ✓ *Thank you for being here today to begin your CESBA networking*
- ✓ *Congratulations on being selected as a new P/VP/Superintendent overseeing Adult & ConEd*
- ✓ *Adult & ConEd is truly unique...complex...& incredibly rewarding!*
- ✓ *Adult & ConEd is not at all like the day school model*
- ✓ *The skill set for leadership is also unique....& your S.O. chose you*
- ✓ *Adult graduation ceremonies are extraordinary...& so affirming!*

The St. Louis organization at-a-glance

- ✓ *457 staff*
- ✓ *5 major campuses with many satellite campuses*
- ✓ *\$10.1 M budget projected for 2020 - 2021*
- ✓ *13 000 'learner contacts' each year*
- ✓ *400+ college applications....200+ university applications*
- ✓ *OECTA...OSSTF...CUPE...UNIFOR...PASS...non-union groups*
- ✓ *A Principal, 2 Vice Principals & our S.O. 'Champion'*

The St. Louis organization at-a-glance (continued)...

- ✓ **Manager of Business Operations** (fully funded by ConEd)
- ✓ **Human Resources Officer** (fully funded by ConEd)
- ✓ **2.5 FT Guidance counselors** (fully funded by ConEd)
- ✓ **Information Technology** support person (0.5 funded by ConEd)
- ✓ **Program Manager of 'Partnership & Proposals'** (marketing person)
- ✓ **Coterminous board closed their Adult & ConEd in June 2007**
- ✓ **We are turning into a true 12-month per year operation**

St. Louis programs

(funded by the *Ministry of Education*)

- ✓ *SSC teacher-directed (hourly paid...not grid)*
- ✓ *SSC Correspondence (ILC's)*
- ✓ *SSC Summer School*
- ✓ *International Languages (IL) Secondary School Credits*

- ✓ *SSC Credits @Work (various Coop credits linked to student's current workplace)*

- ✓ *Culinary Arts program (8 credit package)*
- ✓ *Hairstyling program (8 credit package)*
- ✓ *Personal Support Worker (PSW) program (6 credit package)*

St. Louis programs

(funded by the *Ministry of Education*)

- ✓ *Literacy & Numeracy Gr. 7 - 10 support programs*
- ✓ *Funded under 'Learning Opportunities Grant' ('LOG')*
- ✓ *International Languages (IL) JK - Gr. 8 program*

These are all *Ministry of Education (MEd)* funded programs

St. Louis programs

(funded by the *Ministry of Labour, Training, & Skills Development*)

- ✓ *Adult Literacy & Basic Skills (LBS) programs (non-credit)*
- ✓ *Re-named our LBS program 'CorE Essentials' to minimize/eliminate the stigma*
- ✓ *'PSW Essentials'*
- ✓ *'Hair Essentials'*

These are Ministry of *LTSD* funded programs

St. Louis programs

(Ministry of Children, Community & Social Services)

- ✓ *English as a Second Language (ESL) programs*
- ✓ *Morning, Afternoon, evenings, Saturday mornings*

- ✓ *Citizenship classes*
- ✓ *ESL for Seniors*
- ✓ *ESL Computer classes*
- ✓ *ESL Summer Learning (July & August)*
- ✓ *TOEFL/IELTS preparation classes*

These are MCCSS funded programs
(and only School Boards can offer ESL programs)

St. Louis programs

(Ministry of Immigration, Refugees, and Citizenship Canada)

- ✓ *Language Instruction for Newcomers to Canada (LINC) programs*
- ✓ *Child-minding classes*

These are FEDERAL *Immigration, Refugees, & Citizenship Canada (IRCC)* funded programs

Our discussion this morning

- ✓ *Our contexts and programs*
- ✓ *Why our work is so important to communities*
- ✓ *July 2009 w/Minister Wynne....a fateful meeting*
- ✓ *The Deloitte Business Model Review (2010 – 2011)*
- ✓ *Five Valuable Practices identified from the Deloitte Review (above)*

Why is our work so important?

- *Many of the learners whom we are privileged to serve are the most vulnerable & marginalized in society*
- *They have 'slipped through the cracks' for a variety of reasons*
- *Our school boards are about more than educating JK - 12*
- *We are about community building, partnerships, & programs for ALL*
- *We are places of **HOPE** for people*
- *We will naturally fit into any Board Improvement Plan (BIP)*

July 2009...a fateful meeting....

- ✓ *4 CESBA Board members get a 15 min meeting with Education Minister Kathleen Wynne*
- ✓ *The meeting lasts for 45 min*
- ✓ *Her underlying question: why do some Adult & ConEd's seem able to make it work...and others struggle so much...what are the commonalities (if any)?*
- ✓ *Soon after Minister Wynne had commissioned the Deloitte Business Model Review*
- ✓ *This is a critical read for you*

Deloitte Business Model Review: 2010 - 2011

Deloitte.

Adult and Continuing
Education Business
Model Review:
Final Report

Submitted to the
Ministry of Education



The business model review examined the state of adult & continuing education programs

*Review of 12 school boards:
Public & Catholic, French & English boards,
in rural, remote & urban settings.*

Five valuable practices identified:

- Leadership*
- Annual and Strategic Planning*
- Key personnel*
- Professional Development*
- Partnerships - Internal and External*

+26 supporting recommendations

Five Valuable practices:

1. *Leadership*
2. *Key Personnel*
3. *Annual and Strategic Planning*
4. *Partnerships: Internal & External*
5. *Professional Development*

Leadership

- ✓ *Unique skill sets*
- ✓ *Responsive to needs while minimizing the risk to the board*
- ✓ *Requires flexibility, collaboration, advocacy, system thinking, & community acumen*
- ✓ *High degree of complexity requires leadership & highly competent site administrators & vice principals*

Leadership

- ✓ *“the most successful A&CE principals possess **unique skill sets** that enable them to act as a **liaison** with both the community & the regular day school system...”*
- ✓ *“A strong principal ensures that programs offered through A&CE are **responsive** to student & community needs while **minimizing the risk** to the board. They do so through a combination of **flexibility, collaboration, advocacy, system thinking, & community acumen.**”*
- ✓ *“Leadership is also a critical factor in bringing in highly competent staff to the vice-principal & site administrator roles. A&CE leaders have oversight & responsibility over multiple locations. For example, the principal of a program using a mixed delivery model may end up managing as many as five schools in order to serve the diverse needs of learners within the board, including night school, summer school, adult day school, adult continuing education day school, an alternative school, the International Languages program, & several non-credit programs. Given this **degree of complexity**, having strong site administrators & vice-principals is integral to ensuring the successful delivery of A&CE programs.”*

Key Personnel

“A&CE should be supported by”:

a **Financial analyst** - Maintain sound financial management while maximizing the revenue (*“fiscally responsible vs. break-even”*)

Guidance counselors - Provide assessment & referral services that support a complete learner pathway.

an **HR analyst** – Provide flexible staffing arrangements required by A&CE programming in ways that respect local collective agreements.

an **Information management specialist** - Track enrolment data, work with the DSB’s *IT* system to capture graduation numbers, & manage reporting to the ministry & funders.

Annual & Strategic Planning

- ✓ *“The Deloitte team found that the most successful A&CE programs had developed an annual plan with clear linkages to the **Board Improvement Plan**, Operating Plan, & Strategic Plan.”*
- ✓ *“Half of the programs reviewed prepare some type of annual plan. This was more common in models using the adult day schools, since those were mandated to create a school improvement plan.”*
- ✓ *For St. Louis, our 4 Core Pillars are:*
 1. Secondary School Credit opportunities for adults
 2. Language Instruction for Adults & Youth
 3. Pathway programs (Chef, Hair, PSW, & Credits @Work)
 4. Board & Community Supports (Lit/Num programs & child care services)

Partnerships: Internal & External

Internal partnerships:

- ✓ *Leverage IT efficiencies through Board (our IT person advocates for us)*
- ✓ *Leverage Finance (our Business Manager advocates for us)*
- ✓ *Leverage HR efficiencies (our HR Officer advocates for us)*
- ✓ *Leverage common Marketing/Branding opportunities w/Board (our Marketing Program Manager does this so well)*

- ✓ *Board office moved across street from our main campus 10 years ago...jackpot!*

- ✓ *Literacy & Numeracy programs...leverage S.O. support*

Partnerships: Internal & External

External partnerships:

- ✓ *Good relationship with co-terminus counterpart...open communication is important*
- ✓ *Social Services connection critical (OW & ODSP)...develop trust*
- ✓ *Ideally, provide 'One Stop Shopping' suite of services at your campus(es)...LBS, ESL, LINC, Child-minding, Child Care, College rep, Employment Ontario, etc...*
- ✓ *Endless possibilities here...& will be unique to your community*
- ✓ *MSW student doing her practicum January – June with us!*

Professional Development

- ✓ *This practice depends on your model*
- ✓ *We use hourly paid teachers...so how do we create PD time?*
- ✓ *Early dismissal days...Lunch 'n' Learns...*
- ✓ *Feed staff & they will come!*
- ✓ *Our school/staff was (is still?) stigmatized so we must work hard to eliminate that stigma*
- ✓ *New textbooks...similar technology as day schools (i.e. BrightLinks)...2 monitors for each teacher/instructor*
- ✓ *The little things can make a big difference to your staff*
- ✓ *Small steps....you must be fiscally responsible*
- ✓ *Use your Board connections (i.e. our Board Mental Health Lead hosted a Lunch 'n' Learn...or our Spec Ed Assistive Technologies Board person giving us a Scribe pen at no cost...)*

Three take-aways:

- ✓ *CESBA is critical...the best resource for everything Adult & ConEd-related*
- ✓ *Find similar models to your own (i.e. Grid teachers vs. hourly paid...or Urban vs. Rural model) & visit them!*
- ✓ *You will be tempted to try lots...you **must go slow & steady**...gauge the capacity of your organization..."An inch wide & a mile deep"...not the other way around*

Final comments

- ✓ *You are not alone...the CESBA family is incredible with networking, support & resources...& realize that no one else 'speaks our language' except us...we need each other!*
- ✓ *Get ready for the experience of a lifetime...let your creativity shine!*
- ✓ *The A & CE Graduation ceremonies are exceptional experiences...& remind you that your school really DOES make a difference!*
- ✓ *We at A & CE see the end result of Student Success...& how affirming is that? It is an incredibly rewarding job & so very different than our day school counterparts in Secondary & Elementary...*
- ✓ *Again, congratulations on being assigned to the A & CE portfolio...it will be one of the highlights of your career...guaranteed 😊*

Questions? Comments? *Wonderings...*?