



University  
of Regina

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# VISION AND ACCOMPLISHMENTS

DECANAL REAPPOINTMENT SUBMISSION BY

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DEAN, CENTRE FOR CONTINUING EDUCATION  
UNIVERSITY OF REGINA

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*The University of Regina is situated on Treaty 4 lands with a presence in Treaty 6. These are the territories of the nêhiyawak, Anihšīnāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation. Today, these lands continue to be the shared Territory of many diverse peoples from near and far. The nêhiyawak originally referred to Regina as oskana kâ-asastēki which literally means “The place where bones are piled up.” This is why Regina’s nickname is “Pile O’ Bones” and this is the origin of the name of our current location in Wascana Park.*

*When I reflect on this territorial acknowledgment, I remember that I am grateful to be here and to have the opportunity to work, learn, and grow in Treaty 4 and to affirm and reaffirm my own commitments to the promises of the Treaty—as long as the sun shines, the grass grows, and the river flows.*

# VISION: 2025 - 2030

## Introduction

As I envision my second term as the Dean of the Centre for Continuing Education, my vision is firmly grounded in building upon the strengths and achievements that have defined CCE. Indeed, the accomplishments highlighted later in this document have been the result of ongoing work that sets the foundation and will enable me to lead CCE to realize my vision. Guided by a commitment to excellence, collaboration, and innovation, I am dedicated to leveraging these strengths to extend the reach and impact of CCE within the University of Regina, across the province of Saskatchewan, and beyond. I am also keenly aware that any vision statement I propose here can only be realized through the work of many, within CCE and across the University of Regina. In this way, I embrace the spirit of the University's new slogan, *Go far, together*, knowing that to *go far*, to do great things, we must work *together*—and *together* we will make a positive difference in the lives of both the learners we serve and one another.

## Vision

The University of Regina's 2020-2025 Strategic Plan, *All Our Relations*, will be reaching its conclusion as I begin my second term as Dean of the Centre for Continuing Education in 2025. With this in mind, this vision statement is directed towards *building on the strengths* of the current plan and anticipating, as announced, that the development of a new plan will begin in 2024 for the 2025 - 2030 period.

This vision document and its goals are also attentive to the University of Regina's Academic Plan, endorsed in 2023, the University's Sustainability Action Plan (2022 - 2027), and CCE's Strategic Plan, 2021 - 2026. In addition, the University of Regina's Indigenous Engagement Strategic Plan, *Tapwewin kwayaskwastâsowin*, launched in September 2023, is contributing to the ways in which CCE will, in the coming years, contribute to meaningful truth, reconciliation, and decolonization work within our University's context.

In 2026, CCE will begin the collaborative development of its 2027 - 2032 strategic plan. The work we do now and until then, as CCE and as the University of Regina, will shape that plan. With that in mind, this vision document is crafted to highlight the strengths of CCE that we will build upon, with attention to specific actions we can take to realize our shared vision and goals.

As I have developed this vision, I acknowledge that CCE's management team, the University of Regina's Deans, and members of the University of Regina's Senior Leadership Team have all been influential in shaping my thinking about what is both possible and necessary for and from CCE in the coming years.

## Strengthening Flexible and Accessible Education

The Centre for Continuing Education has already established itself as a champion of flexible and accessible education, and my vision is to continue to amplify this success. By leveraging long-standing expertise in online learning and adult education—alongside our experiences gained since 2020 and because of the impact of the COVID-19 pandemic—we will refine and expand our portfolio of accessible learning offerings. In close partnership with Faculties, we will continue to harness technology to ensure that our programs are available to learners across geographical boundaries and diverse life circumstances, enabling us to serve as a beacon of accessible post-secondary education in Saskatchewan.

In support of this work, my vision is to:

- Articulate a 2025-2030 strategy for online learning for CCE and, in doing so, contribute to online learning strategy development at the University of Regina.
- Develop an updated strategy for supporting adult learners and learning across CCE's portfolios and programs, thereby contributing to ongoing conversations about the recruitment and retention of adult learners at the University of Regina.
- Support the ongoing work of the University of Regina to utilize academic analytics and data, including CCE's own data, to support optimal course scheduling and offerings.
- Continue to identify and promote programs that can be completed online and through flexible scheduling and support Faculties to review opportunities to expand such programs.

## Pathways in Continuing Education

Over the next five years, I envision deepening our engagement with learners across their career- and life-spans through high-quality learning experiences. By offering pathways for learners to transition from completed traditional degrees to professional development opportunities, including microcredentials, we will strengthen the connection between formal education and a life of professional and personal growth. As well, pathway programs for our English Language learners are ready to be more formally established—i.e., pathways from English as an Additional Language classes to degree programs. In addition, and in collaboration with Faculties, we will establish pathways that allow learners to seamlessly transition from non-degree credit courses to degree programs, where it makes sense to do so for both learners and the institution. This ecosystem will support learners' unique journeys and contribute to the University of Regina's reputation as an accessible and progressive institution.

In support of this work, my vision is to:

- Support the development of governance pathways for acceptance of non-degree credit offerings into degree programs, where it makes sense to do so.
- Establish pathways from CCE's own microcredentials, microcertificates, and badge courses into new and existing CCE professional certificates.
- Formally establish a *UR Bridging* program, in collaboration with University of Regina International (URI), to support students conditionally admitted to the University of Regina upon successful completion of English for Academic Purposes (EAP) 100/101.

## **Excellence in Employer and Industry Collaboration**

CCE's history of collaboration with employers and industry leaders has been instrumental in aligning our offerings with market demands. Building on this foundation, my vision is to create even stronger partnerships with local, provincial, and national employers, industries, and organizations. By leveraging the insights and expertise gained through our collaborations, we will develop programs that both anticipate and shape emerging program trends. This approach will build CCE's reputation as a source of responsive, industry-relevant, and employer-valued education.

In support of this work, my vision is to:

- Establish a *Centre for Continuing Education Employer and Industry Advisory Council* to provide advice to CCE on evolving employer and industry needs related to continuing education and professional development.
- Continue to expand CCE's custom program offerings, in response to employer and industry needs.
- Develop new credentials, in both the credit and non-degree credit/professional development space, in response to labour market and employer/industry needs.
- Create sustainability-focused professional development learning opportunities.
- Build upon our successful partnership with URegina Human Resources to grow learning opportunities for University of Regina staff.

## **Community Engagement**

As part of this vision, CCE will continue to strengthen our ties with the local community by offering workshops, classes, and events that address current needs.

Within our Community Programs portfolio—including our Conservatory of Performing Arts and our Lifelong Learning Centre—we will continue to foster a sense of community engagement and belonging while promoting the University's role as a public and accessible institution.

In support of this work, my vision is to:

- Ensure that the Conservatory of Performing Arts is thriving, offering in-demand programs for individuals and groups, including special programs offered in partnership with local organizations and the Faculty of Media, Art, and Performance.
- Enable programming that serves older adults and which is offered in a sustainable way at the College Avenue Campus by partnering in new ways with Regina's Seniors University Group (SUG).
- Create a lecture series, held within the College Building, that highlights the strengths of CCE's programming, as well as the incredible talent of University of Regina's community-engaged researchers and scholars.

## **Advancing Learning Technology and Pedagogical Excellence**

CCE's commitment to excellence in online and flexible education has contributed to its positive reputation, across the province and nationally. In the coming years, and to ensure the effectiveness of our offerings, I am committed to continuous pedagogical innovation, especially within the context of our Flexible Learning portfolio. By embracing data-driven insights, we will create engaging and impactful educational experiences that cater to the diverse needs of our learners.

In support of this work, my vision is to:

- Collaborate with both Information Services and the Centre for Teaching and Learning to build upon the supports CCE offers for the development of online courses and programs, as well as pedagogical supports for those teaching in online and blended learning environments.
- Celebrate and support learning and teaching excellence within CCE's portfolios.
- Support our instructional design and graphics/multimedia teams to further invest in Universal Design for Learning (UDL) principles and practices.

## **Indigenous Engagement Alongside Equity, Diversity, Inclusivity, and Anti-Oppression Work**

CCE's strides in fostering Indigenous engagement, alongside equity, diversity, inclusivity, and anti-oppression (EDIA) work, have laid a strong foundation for our future endeavors. Over the next five years, I am dedicated to expanding our efforts to ensure that learners and staff from all backgrounds feel valued and empowered. By refining and implementing Indigenous engagement and EDIA strategies, including those defined in URegina's Indigenous Engagement Strategic Plan, *Tapwewin kwayaskwastâsowin*, we will create an environment that embraces and nurtures a rich tapestry of perspectives, enriching the overall learning experience.

In support of this work, my vision is to:

- Continue to foster relationships with URegina's Office of Indigenous Engagement, the Associate Vice-President Indigenous Engagement, the First Nations University of Canada, and the University's Advisor for Equity, Diversity, and Inclusion.
- Further enhance Indigenous engagement alongside equity, diversity, inclusivity, and anti-oppression knowledge and skills into existing programs and programs in development.
- Support opportunities for CCE staff to learn more about Indigenous knowledges and to learn Indigenous languages as one step towards *kwayaskwastâsowin*—putting things right.

## Conclusion

With CCE's current strategic plan nearing its half-way mark, we are continuing to make strides towards our goals outlined in that plan. I am confident that the subsequent five years will also be marked by a steadfast commitment to building upon the Centre for Continuing Education's established strengths. By harnessing these strengths, together, we can propel CCE to new heights of accessibility, innovation, industry relevance, community impact, and educational excellence. The journey ahead will be defined by a deep sense of gratitude for our past accomplishments and our shared determination to shape an even more vibrant and transformative future for CCE, the University of Regina, and the communities we serve.

As Dean of the Centre for Continuing Education, I will continue to lead with care, openness, and passion for the work we do *together*. I know that we make a difference in the lives of the learners we serve—including undergraduate and graduate students taking online courses; students taking one of our undergraduate certificate or diploma programs; learners from all over the world joining us to develop their English language skills and confidence; and those who are coming to learn again, or for the very first time, at the University of Regina through our professional development and community programs.

# ACCOMPLISHMENTS

## Introduction

It has been a true privilege to lead the Centre for Continuing Education—and CCE’s people—since August 2020. As I take time to reflect on my work at the University of Regina, I know that the people with whom I’ve worked—from within CCE and across the University—have made this work genuinely meaningful. I know, too, that serving our students—including students taking online and flexible courses, career and professional development courses and programs, English language courses, and community programs—has reminded me every day that my purpose is to support the creation of exceptional learning experiences. In this way, the work I do in my role as Dean of the Centre for Continuing Education is *for* and *in service of* others—students, faculty, colleagues, and members of the wider community.

## Accomplishments

The accomplishments and milestones achieved during my tenure as the Dean of the Centre for Continuing Education at the University of Regina demonstrate successes across CCE’s portfolios. It is therefore with great pride and enthusiasm that I reflect upon the progress we have made together during my time as Dean.

It is also important to recognize that these accomplishments highlight the work of CCE’s incredible team of more than 80 people working to support learners and colleagues from across the University of Regina and beyond. In this penultimate year of my initial five-year term, I want to express my gratitude for the trust and support that CCE and the University of Regina have extended to me.

### **Program Innovation and Creating Opportunities for Students**

The introduction of new programming and supporting the growth of existing programming demonstrates our shared commitment to serving learner needs and reaching a broader audience. Our diverse offerings have not only attracted more learners but also helped us meet the ever-evolving learning needs of our community.

Highlights:

- Microcredentials have been evolving rapidly within the field of continuing education for at least a decade and have gained wider interest in recent years, especially since the onset of the pandemic. My experience developing innovative continuing and professional education programs in the Canadian university continuing education context has ensured that CCE has been able to take a leadership role in developing microcredentials for and within the University of Regina context.

- CCE launched its first microcredential offerings, *Business Essentials* and *Managing and Leading Teams Remotely*, in support of organizations navigating the pandemic, in late Fall 2020.
- In early 2021, we conducted research with over 400 Saskatchewan employers, focusing on small- and medium-sized organizations, to ensure that we understood their needs. Then, in Fall 2021 and in direct response to our communities' needs, CCE formally launched our microcredential portfolio, offering 12 badge courses, leading to four distinct microcertificates.
- In my role, I also directly contributed to the development of the URegina microcredential framework, bringing together my past experience with such frameworks and an understanding of the URegina context and needs.
- In 2021, by partnering with the Registrar's Office, CCE began to award digital badges through MyCreds, making the University of Regina the first university in Canada to do so.
- CCE has partnered with the University of Regina's Child Trauma Research Centre (CTRC) to create a microcertificate in *Trauma-Sensitive Practices for Educators*. The program launched in Winter 2023.
- Also in early 2023, CCE developed non-credit revenue generating microcredential guides and templates, which we use as tools for prospective program discussions with our collaborators across the University.
- Today, in Fall 2023, we are experiencing our highest enrolment in microcertificate programs and courses since the portfolio's launch.
- Building on the success of our existing undergraduate *Certificate in Public Relations*, CCE launched a new undergraduate *Advanced Certificate in Public Relations and Communications Management* in Fall 2023. The program enables students to extend their practice and expand their knowledge of public relations and communications management best practices.
- Recognizing the academic rigour of our English for Academic Purposes program, in 2021, we began the transition to credit recognition for the top levels of the program. Effective Fall 2022, EAP 100 and 101 can be taken for credit (in programs with open elective options and within Faculty guidelines), supporting international students to more effectively transition into URegina degree programs. This shift has created the foundation for the creation of a Bridging Program, noted above in the vision section of this document.
- In the October 2023 report to the University Senate, the University Registrar noted that, in Fall 2023, CCE's student headcount (credit programs only) had grown 16.2% and that our teaching of credit hours in CCE's own undergraduate programs had grown 29.4%.
- Fall 2023 saw the highest number of courses offered through our Flexible Learning Division to date in a single term. 348 courses were offered, supporting 16,677 students enrolled (as of the 50% drop date), with an average of 47.9 enrolments per course.
- The growth within our flexible learning offerings, including those offered in partnership with Faculties, has been substantial in recent years and especially in the current academic year. (Our "flexible learning" offerings include online, early morning, evening, and weekend courses.) As of September 27th, 2023, the 50% drop date, our total enrolments, including



CCE's Career and Professional Development degree-credit certificates, were up 27.5%; our number of courses were up 8.4%; and the average enrolment in individual courses was up 17.7%. (Data is year-over-year from September 28th, 2022.)

- The Centre for Continuing Education is the High School Accelerated (HSXL) program's academic home, providing full support for students from the time of application and admission. The CCE team continues to support HSXL students with a comprehensive orientation and other support services while learning with us. A new, online resource for HSXL students was developed by members of our Flexible Learning team and launched in Fall 2023.
- Many of the courses offered through the HSXL program are eligible for dual credit, courses that allow students the option to choose to receive high school credit upon completion of the designated university-level course. Since 2021, and in partnership with Faculties, CCE has submitted, and received approval for, five new dual credit courses from the Saskatchewan Ministry of Education. There are now nine ministry-approved dual credit eligible courses available.
- In the 2020-21 academic year, CCE collaborated with First Nations University to propose and implement new certificates in *Indigenous Languages (I)* and *(II)* and *Indigenous Language Guardianship*. We also collaborated with the Faculty of Education to add Indigenous languages as electives for the *Certificate in Inclusive Education*.
- At the October 2023 Senate meeting a new *Nursing Readiness Certificate* program, offered in partnership with the Faculty of Nursing, was approved. The program will be launched in Winter 2024.
- CCE is responsible for operationalizing and coordinating the University of Regina's relationships with Saskatchewan's Regional Colleges. Our Flexible Learning team nurtures these partnerships in ways that always focus on the needs of students from across the province. This includes hosting annual needs assessment gatherings with program advisors and academic leads from the colleges. Fostering these partnerships has led to program innovation, including the launch, in Fall 2023, of a new program-level partnership between North West College and the Faculty of Social Work to enable students from the community to earn their BSW degree. Students in this program are concurrently enrolled in CCE's *Liberal Arts Certificate* program as well, which fulfills the requirements of the first year of the BSW program.
- In 2023, CCE's English Language Programs team developed a pathway for applicants who have achieved the Canadian Language Benchmark (CLB) 6 by participating in Language Instruction for Newcomers to Canada (LINC) classes to the English for Academic Purposes (EAP) 090 level course and a pathway for applicants who achieved CLB 7 or 8 through participating in LINC classes to the EAP 100 level courses. This pathway was approved by the Senate in June 2023 and is active as of Fall 2023.
- Three staff members in our Career and Professional Development portfolio have taken the Career Development Foundations course in 2023, offered by the Career Professionals of Canada. Our goal is to be able to more directly support students seeking career-focused information as they explore the learning opportunities available through CCE.

## Partnerships, Collaboration, and Community Engagement

I am particularly proud of the strong partnerships we have formed with URegina Faculties and research centres; Saskatchewan employers and businesses; and community organizations. These collaborations have allowed us to develop programs tailored to the specific needs of our learner communities, emphasizing our contribution and impact within the University of Regina, across Saskatchewan, and beyond.

### Highlights:

- CCE is incredibly proud to partner with URegina Faculties to offer flexible and accessible learning opportunities for students. Indeed, CCE co-offers over 30% of all credit courses at URegina, in partnership with Faculties. These partnerships, which ensure that academic standards of the Faculties are maintained, have been fostered over time and are core to the ways in which we, at CCE, serve the University of Regina and our students.
- In Fall 2022, CCE was excited to announce the new University of Regina Alumni Association (URAA) Professional Development Award. Recognizing that URegina alumni are supported through professional development and continuing education opportunities at their alma mater, the award was established by the URAA for alumni of the University of Regina (including Continuing Education Professional Certificate alumni) who are seeking learning opportunities through CCE's professional development programs.
- Our custom programs have grown substantially since 2020. We consider each of these programs to be a partnership. Most notably, customized leadership development programs and project management training programs have helped to support organizations across the province. Some key partners since 2020 have been: City of Regina, City of Moose Jaw, Legal Aid Saskatchewan, Métis Nation Saskatchewan, Red Circle Planning Group, Public Service Commission, the Saskatchewan Water Security Agency, and URegina Human Resources.
- In October 2023, and in partnership with URegina Human Resources, we launched the University of Regina Leadership Development Program (UR LDP) to support emerging leaders from across the University to develop their leadership skills and connect with one another. The cohort-based program was fully-subscribed, and we look forward to building on this partnership in the coming years.
- From 2021 - 2022, CCE partnered with the Saskatchewan Chamber of Commerce to increase awareness of our professional development opportunities throughout the province and provide greater access to our programs for members of the Sask Chamber.
- In June 2023, it was announced that the University of Regina's Paul J. Hill School of Business and the Kenneth Levene Graduate School of Business had secured a \$9.3M grant from Employment and Social Development Canada's Skills for Success Program to develop a national program in creativity, innovation, and entrepreneurship. CCE's Flexible Learning team is a partner in this project, providing both instructional design as well as multimedia and graphics expertise. The program is expected to launch in 2024.
- CCE's English Language Program has offered customized programs since the 1990s. Since 2020, customized programs have been offered in in-person and virtual formats to students from countries around the world.

- CCE's ESL program area has offered the *Explore Program* since the 1970s, a program offering English language learning opportunities for French-speaking Canadians. This year, in 2023, the ESL team examined the advantages of French-speaking Canadian students and international students studying together in "Speaking the Same Language: International and Canadian Students Improve English Skills Together," an article soon to be published in the 2024 edition of CCE's *NEXT* magazine.
- CCE partnered with the Canadian School Board Association through the Faculty of Education's Centre for Educational Research, Collaboration, & Development (CERCD) to develop an online Equity and Racial Justice Program. The program launched in Fall 2023 and is available to school board trustees and representatives from across Canada. The non-degree credit program is administered by our Professional Development and Community Programs team and was developed with the support of CCE's Flexible Learning team. A French language version of the program is currently being developed.
- Since 2021, CCE's Flexible Learning team has partnered with the Canadian Institute for Public Safety Research and Treatment (CIPSRT) to coordinate the instructional design work for the e-Road to Mental Readiness, now delivered online across Canada in both French and English for Public Safety Personnel in Canada.
- In Fall 2023, through CCE's Lifelong Learning Centre (LLC), we began to partner with the Seniors University Group (SUG) in new ways and are working to create a sustainable future. Put another way, and in the words of the current SUG president, we are looking forward to a "brighter future together." In the coming year, this includes working towards the development of a new memorandum of understanding with SUG and ensuring that they are able to operate a selection of classes at the College Avenue Campus. Alongside this work, we launched a Lifelong Learning Lecture Series in September 2023, beginning with Jamie Lerat's *Perspectives on Reconciliation and Life from a Nêhiyaw-iskwêw (Cree Woman)*, which saw over 50 people in attendance.
- CCE's Conservatory of the Performing Arts offers arts-centered individual and group performing arts programming. In 2023, the Conservatory's kids' summer camps exceeded pre-pandemic enrolment numbers, reaching 119% of 2019 enrolments. As well, private lessons (for both children and adults) are up 40% this Fall (year-over-year); and 10% of this year's students are new to the Conservatory.

## Technological Innovation

Recognizing the importance of continuous improvement and embracing advances in technology, CCE has continued to create an ever-growing portfolio of online courses and projects (see above) alongside our implementation of a modern continuing education registration system.

CCE continues to build upon the strengths of our coordinated model of and hub for online education and instructional design at the University of Regina.

Highlights:

- In 2021, CCE began the process of moving our non-degree registration system to a modern, cart-based and student-centered system, known as Destiny One by Modern Campus,

supporting the growth of our career and professional development programs. The first phase of the project launched in December 2022. Full implementation is nearing completion.

- Recognizing that the University of Regina can benefit from a single non-degree registration system for continuing and professional education programs, CCE has signed an MOU with the Johnson Shoyama Graduate School of Public Policy (JSGS) to ensure that JSGS students can experience a positive and modern registration experience using our established system.
- CCE manages the University's Learning Management System (LMS). During the height of the pandemic, CCE staff supported instructors and students using the LMS in new ways by creating online workshops and tools. CCE also supports the institution's Zoom usage and online invigilation tools.
- In April of 2023, CCE, with the support of Information Services (IS) upgraded the University of Regina's LMS from Moodle 3 to Moodle 4. In Fall 2023, the LMS Review Committee (operating from 2022 - 2023) selected Moodle as the University's go-forward LMS.

## Organizational Excellence and Financial Leadership

The Centre for Continuing Education strives for organizational excellence and is committed to financial leadership in the context of serving as a revenue-generating academic unit.

CCE manages a budget of over \$46M, returning over \$22M to the University and over \$4.5M to our Faculty partners (for the fiscal year ending April 30, 2023).

Highlights:

- In Fall 2021, a formal Academic Unit Review of the Centre for Continuing Education was initiated. CCE's staff actively participated in the review and were appreciative of the experience. (See the *Resources* section below for a link to the review's final report.) Given the purpose of this reappointment submission, it's worth highlighting a comment on my performance for CCE and the University of Regina: "... Dr. Christie Schultz joined the University of Regina in August 2020. Her experience and passion for continuing education was noted by administration, faculty, students, and staff during the review. Based on our conversations, Dr. Schultz has earned the confidence of both academic and administrative staff. She is seen as organized, collaborative, innovative, and knowledgeable about the financial requirements of a university."
- CCE produces an annual report in the form of *NEXT* Magazine, a publication which highlights strategic initiatives across CCE's portfolios. *NEXT* is released in the first quarter of each calendar year. In 2023, the magazine was awarded a marketing and design award from the Canadian Association for University Continuing Education (CAUCE) for the 2023 issue of *NEXT*. (See the *Resources* section below for links to the 2021, 2022, and 2023 issues.)
- In February 2022, CCE launched its "*Know more. Do more.*" campaign, [www.knowmoredomore.ca](http://www.knowmoredomore.ca), focused on attracting students who aim to up-skill and re-skill, as well as students seeking a concurrent certificate alongside their degree.
- In 2021, CCE developed and launched *Connected*, the Centre's 2021-2026 Strategic Plan. (See the *Resources* section below for a link to the plan.) Since 2021, it has been our practice

- to develop annual operational plans that support the implementation of the strategic plan.
- CCE is home to one of four University of Regina admissions offices. CCE has therefore been a key partner in the implementation of the Student Recruitment Management System (SRM).
  - The English Language Programs unit was involved in an internally-initiated program review during the Spring 2021 term and has been reviewing and implementing the recommendations of the panel.
  - Throughout my time here, it has been important to build new ways for CCE staff to connect with one another and with me, including the following: establishing CCE meet-ups for information sharing and celebrating accomplishments; starting “Coffee with the Dean” for connecting in smaller group settings; sending reflections letters to CCE faculty and staff; and supporting activities of CCE’s professional development committee and social committee.
  - In Fall 2021, CCE transitioned Darke Hall operations to the Darke Hall Society, following strategic direction from President Keshen. Darke Hall officially opened in April 2022. I continue to serve on the Board of the Darke Hall Society as a representative of the University.
  - In 2023, CCE worked to recognize and carefully address financial challenges within individual units within the CCE portfolio to ensure long-term financial sustainability—and to directly support the University’s work to address institutional budget challenges.
  - In my time as Dean, I have supported two tenure-track instructors to achieve tenure; the full complement of ESL instructors are now tenured. As well, two of our ESL instructors were selected as UR<sup>2</sup> Fellows, highlighting their exceptional contributions to the experience of first-year students.

## Navigating Change and a Global Pandemic

Navigating change is an integral part of leadership. Given the timeline of my term, I have been reflecting upon the unique challenges of beginning this role during a pandemic. Indeed, having interviewed for my position in January 2020, I (and we) simply did not anticipate a global pandemic at that time. Thus, when I started in August 2020, my first year in this role included a focus on building relationships through screens while navigating lockdowns. As we began our tentative first steps to return to face-to-face and hybrid work and learning in mid-2021, and then returning to work-from-home requirements in the first months of 2022, I recognize that my term to date has been marked by necessary resilience and comfort with uncertainty.

And yet, change and challenges brought about because of the pandemic have created opportunities—including opportunities to reflect on what we have learned.

Highlights:

- In many ways, microcredentials came to the forefront of educational innovation at the onset of the pandemic given the demand and need for remote and online learning and professional development. As noted above, CCE launched its first microcredential offerings, *Business Essentials* and *Managing and Leading Teams Remotely*, in support of organizations navigating the pandemic, in late Fall 2020.
- In the first years of the pandemic, CCE’s Flexible Learning team was involved significantly in

providing support to and for students and instructors across the University of Regina in the wake of pandemic-related challenges. Of particular note, their online tutorials helped to ensure that questions connected to online teaching and learning were answered in a timely way.

- New course modalities emerged or came to prominence because of the pandemic. Remote, hybrid, and hyflex courses deserve special mention as course modalities that continue to evolve at this time. Alongside colleagues across the sector, we are committed to ensuring that the future of course modalities supports learning and learners—and that we continue to learn from practice and experience.
- Once we returned to the office in 2022, CCE worked to implement hybrid work policies and practices, aligned with URegina policies, in a CCE context. We continue to learn from our own and others' experiences.

## Research, Teaching, and Service Accomplishments

In addition to my administrative role as Dean, I've maintained an active presence in the academic community. I've continued my research efforts, publishing a scholarly book and several articles as well as participating in academic conferences. I've also taught full-term graduate courses within the Faculty of Education and contributed to graduate student supervision. Additionally, I've contributed to many University of Regina committees and initiatives. These personal accomplishments reflect my commitment to our institution's academic mission and broader goals.

- Alongside my work as Dean, and in addition to research articles and activities listed in my CV, my scholarly book, *Leading with Feminist Care Ethics in Higher Education: Experiences, Practices, and Possibilities* was published by Palgrave Macmillan, in November 2022.
- In addition to the book, and in the three-and-a-quarter years since joining the University of Regina, I have published three refereed research articles, all sole-authored. As well, I currently have one sole-authored and refereed book chapter, forthcoming in 2024; and a refereed journal article, co-authored with two colleagues from the University of Regina's Faculty of Education, formally accepted for publication on October 25, 2023, and forthcoming in *The Canadian Journal for the Scholarship of Teaching and Learning*.
- In 2021, I received a research grant from the Canadian Association for University Continuing Education for a project entitled "Students' experiences of microcredentials in Canada since the onset of the Covid-19 pandemic." The final research report was completed in August 2023.
- I am currently a co-researcher on a project connected to the idea of "care writing in schools" with colleagues from the University of Alberta titled *A Multimodal Exploration of Care Ethics & Care Writing in/for Precarious Times*. (Drs. Ava Becker and Claudia Eppert are the principal investigators for the project.)
- Since August 2020, I've delivered presentations, both peer-reviewed and invited, including:
  - Six peer-reviewed national conference presentations; and
  - Six invited local, national, and international presentations, including a presentation for the opening plenary panel of the UK's Universities Association for Lifelong Learning (UALL) Conference in June 2023 held at the University of Cambridge.

- While teaching is not mandated while serving in my role as dean, I have taught EAHR 801, a full-term graduate course, in the Faculty of Education in both Fall 2022 and Fall 2023. I have also delivered several guest lectures during this time.
- I am serving as a committee member for a PhD student and co-supervisor for a PhD student, both in the Faculty of Education, here at the University of Regina.
- I have served on over 30 URegina committees and working groups, including committees requiring my participation because of my role and those that have specifically sought my expertise.
- Locally, I have served as the University of Regina's representative to the Regina District Industry Education Council (RDIEC) since joining URegina in 2020. More recently, I have been elected to serve as the RDIEC vice-chair for the 2022-23 and 2023-24 years and I will serve as chair, for a 2-year term, beginning in Fall 2024.
- Provincially, as of July 2023, I have been appointed to serve as a member of the Saskatchewan Higher Education Quality Assurance Board (SHEQAB) for a three-year term. The SHEQAB plays a vital role in the implementation of Saskatchewan's quality assurance review process for institutions seeking degree-granting authorization pursuant to the *Degree Authorization Act* and the *Degree Authorization Regulations*.
- Nationally, I have served on the executive committee of the Canadian Association for University Continuing Education (CAUCE) since 2019. From June 2022-June 2023, I served as the association's president, building relationships with national organizations and serving the field of university continuing education in Canada. Serving as president represented recognition by my peers, at a national level, of my leadership within the field of continuing education.
- Internationally, I have been invited to serve on the advisory board for the currently proposed European University for Academic Continuing Education (EU.ACE).

## Conclusion

As I look back on these accomplishments, I am filled with a deep sense of pride and gratitude for the support and dedication of our team. It is my sincere belief that we have made considerable progress in fulfilling the mission of the Centre for Continuing Education.

As I approach the completion of my first term, I remain committed to the vision of this institution and the aspirations of our community. I am excited about the opportunities that lie ahead and am eager to continue leading the Centre for Continuing Education.

# RESOURCES

These resources are provided in support of narratives contained within this reappointment submission.

Centre for Continuing Education Strategic Plan, *Connected*, (2021 - 2026)

- <https://www.uregina.ca/cce/assets/docs/pdf/cce-strategic-plan-may2021-final.pdf>

Centre for Continuing Education Academic Unit Review Report (2022)

- [https://www.uregina.ca/president/assets/docs/PVPA%20docs/Council%20Committee%20on%20Academic%20Mission/academic%20unit%20reviews/2021-22/Centre\\_for\\_Continuing\\_Education/CCE-Final-Report-June-2022.pdf](https://www.uregina.ca/president/assets/docs/PVPA%20docs/Council%20Committee%20on%20Academic%20Mission/academic%20unit%20reviews/2021-22/Centre_for_Continuing_Education/CCE-Final-Report-June-2022.pdf)

Centre for Continuing Education Annual Reports - *NEXT Magazine* (2021, 2022, 2023)

- January 2021 issue, reporting on 2020 activities:  
<https://www.uregina.ca/cce/assets/docs/pdf/next-2019-2020-web-updated.pdf>
- January 2022 issue, reporting on 2021 activities:  
<https://www.uregina.ca/cce/assets/docs/pdf/NEXT/NEXT-January-2022-1.pdf>
- January 2023 issue, reporting on 2022 activities:  
<https://www.uregina.ca/cce/assets/docs/pdf/NEXT/next-2023-single-page-view.pdf>