Centre for Continuing Education

2023-29 Business plan

THE UNIVERSITY OF SYDNEY

We recognise and pay respect to the Elders and communities – past, present, and emerging – of the lands that the University of Sydney's campuses stand on. For thousands of years they have shared and exchanged knowledges across innumerable generations for the benefit of all.

Centre for Continuing Education
2023-29 Business plan

Contents

Foreword
Head, Centre for Continuing Education

Natalia Borisova
Head, Centre for
Continuing Education

I am thrilled to present this business plan outlining our purpose, objectives, and strategies for the future. With a focus on transforming lives, advancing skills, and empowering career progression, we are committed to maintaining our position as a leader in non-award education.

Aligned with the University of Sydney's 2032 strategy, this plan emphasises our dedication to offering cutting-edge non-award courses, collaborating with corporate customers, and providing operational support to the University community. Our four key areas for objectives are: Education; People; Operations; and Finance. All are designed to drive excellence, meet evolving needs, deliver exceptional value to our communities, and ensure sustainable growth.

This business plan guides our pursuit of transforming lives through education. We invite the University of Sydney community, industry partners, and stakeholders to join us in this journey toward empowerment, industry advancement, and lifelong learning.

Executive summary

This document outlines the updated business plan for the Centre for Continuing Education (CCE). This document outlines the purpose, strategies, initiatives, and key metrics that have been defined in aim of executing the business plan. This plan has been developed to actively support the University in reaching the aspirations within the University of Sydney 2032 Strategy.

Key terms and definitions

CCE
Centre for
Continuing Education

DVCE
Deputy Vice-Chancellor
(Education)

Purpose
Our mission and reason
to exist

Objective
Our key area of
business development
and aspirations to fulfill
our purpose

Strategy
What we will focus on to
achieve the set objective

Tactic
How we will deliver on the
strategy

Metric
Measures of success

Our history

The Centre for Continuing Education was formally established in 1984.

Image: View of Royal Prince Alfred Hospital, St. John's College, Missenden Road and Environs, 1880

Records indicate CCE's origins date back to 1886, when a series of extension lectures began at the University of Sydney. These lectures were modelled on similar lectures developed in English universities, notably at Oxford and Cambridge.

Image: Buildings and grounds of the University of Sydney.

As funding grew, the lecture style courses were expanded to include literary studies, history, agriculture, and popular science and later evolved into a formal program of adult education courses. The high standards of tuition led to a growth in popularity and scope, with presenters from beyond the traditional Sydney community invited to deliver courses.

10,000+
enrolments
per year

150,000+
enrolments
since 2016

20,000+
students
since 2016

Image: Main Quadrangle, n.d.

Image: Fisher Library in the 1960s.

The University of Sydney's classes grew in popularity through both world wars. The 1950s saw a renewed demand for humanities-led content. By contrast, the 1960s saw a rise in demand for continuing education, particularly refresher courses designed to help trained workers stay up to date.

In 1977, the University's Board of Adult Education was established and continued to innovate and enhance the continuing education offerings in response to an ever increasing demand for professional development. From then, CCE's mandate was *'to provide both vocational and general education for post-qualified members of the public',* and this directive continued to define CCE's offerings for the decades following.

400+
short courses
on offer

150+
professional
development courses
to choose from

750+
private corporate
classes delivered

Today, CCE offers corporate training options and over 400 short courses annually, ranging from professional development to languages and the arts.

CCE is a self-funded business unit within the portfolio of the Deputy Vice-Chancellor (Education). Moving into it's current location in 2004, the building was refurbished in 2018 with improved technology that enabled a smooth and rapid transition to online courses during the global COVID-19 pandemic.

In recent years, CCE has pivoted toward building its portfolio of professional development courses, recording exceptional growth in the learning categories of Business and Management, Information Technology and Project Management. CCE recognises its role in the current era, in which practical short courses are highly desirable and enable learners to upskill and develop new expertise in their fast-changing professional environments.

Aligning with the University of Sydney's 2032 Strategy, CCE continues to deliver high quality non-award short courses that enable the University to meet its aspiration of being a dynamic in-demand provider of lifelong learning.

Since then, courses have continued to be delivered online as well as face-to-face, by highly sought-after industry practitioners as well as university academics. Additionally, CCE provides operational support across the University for non-award courses and microcredentials developed by faculties, schools and centres.

Key achievements
Since 2017

2017

– Transition of CCE stand-alone systems into the University infrastructure

– Extra-Curricular Education Policy 2017 introduced

– Governance and mechanisms for course program reviews established

– 575 courses reviewed and endorsed by the University's Board of Interdisciplinary Studies Non-Award Sub-Committee
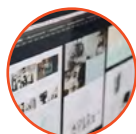
2018

– CCE building renovations and upgrades

– Project Management program launch

– HSC program design

– CCE professional development program launched in Western Sydney

2019

– Transition from the Provost to the Portfolio of the Deputy Vice-Chancellor (Education)

– New website launch

– Introduction of tech bootcamps by Trilogy Pty Ltd

2020

- Major changes to the operational support model to accommodate for online delivery
- Sustainability initiative: materials and publications went paperless
- Pivot to professional development programs to meet market demands
- Blog style articles authored

2021

- Interstate presence expanded through real–time online programs
- Corporate program expanded by 690%
- Faculty operational support model introduced

2022

- Further growth in corporate programs by 35%
- Building upgrades
- Collaboration with HR and mapping of CCE programs to the University's Career and Capability Framework

Framework

Purpose

Our mission and reason to exist.

▼

Objectives

To fulfil our purpose, this business plan focuses on four business objectives:

▼

OBJECTIVE 1
Education

OBJECTIVE 2
People

OBJECTIVE 3
Operations

OBJECTIVE 4
Finance

▼

Strategies

What we will focus on to achieve the set objective.

▼

Tactics
How we will deliver on the strategy.

▼

Metrics
Measures of success.

Purpose

To transform, advance and equip, with practical skills, our community and industry partners, to empower career progression and lifelong learning.

We complement the University of Sydney's 2032 strategy and aspirations through our leading-edge non-award courses, work with corporate customers, and operational support to the university community for non-award courses and microcredentials.

Objectives
To fulfil our purpose

This business plan focuses on four business objectives:

OBJECTIVE 1

Education

Deliver quality, learner focused, in demand programs and courses based on practical curricula in response to the changing needs of employers and individuals.

OBJECTIVE 2

People

Focus on attracting, developing, enabling, supporting, and engaging our community of learners, university alumni, industry partners, facilitators, staff and university colleagues.

OBJECTIVE 3

Operations

Invest in processes and business solutions to enhance and optimise operations for the purpose of a user-friendly and superior experience across the business unit.

OBJECTIVE 4

Finance

Deliver stable annual revenue growth.

Strategies
What we will focus on to achieve the set objective

Education

1. CCE must continue to strengthen the value proposition of professional development courses and grow its programs to enhance the leading position in the non-award market.

People

1. Invest in meaningful and life-long engagement with the entire community of learners.
2. Foster a dynamic workplace culture with emphasis on excellence, professional growth, and cross-institutional collaboration.

Operations

1. Invest in tools, business solutions, and infrastructure to support operations.
2. Share operational expertise and support the wider-university initiatives in post-bachelor space.
3. Elevate the recognition of the CCE offerings across wider-Sydney, NSW and the country.

Finance

1. Make data-driven decisions to support financial growth and diversify revenue streams while maintaining responsible business practices.

Tactics
How we will deliver on the strategy

Education

Strategy 1
CCE must continue to strengthen the value proposition of professional development courses and grow its programs to enhance the leading position in the non-award market.

Tactic 1
Maintain the quality of the curricula, ensuring its relevance to current industry practices.

Tactic 2
Invest in the development of asynchronous course offerings to either enhance or replace existing courses.

Tactic 3
Expand nation-wide presence.

Tactic 4
Become the preferred provider for the staff professional development.

People

Strategy 1
Invest in meaningful and life-long engagement with the entire community of learners.

Tactic 1
Improve student support model across the entire life cycle.

Tactic 2
Build on student and client re-engagement strategies.

Tactic 3
Develop sustainable and scalable account management practices for corporate clients.

Strategy 2
Foster a dynamic workplace culture with emphasis on continuous improvement, professional growth and cross-institutional collaboration.

Tactic 1
Elevate workplace experience and make CCE an attractive place for work, professional growth, and cross-institutional collaboration.

Tactic 2
Increase collaboration and a solutions-focused approach when working with the University colleagues, in support of the One Sydney University strategy.

Tactic 3
Improve talent pool of academics and industry professionals to address the shortage of talent across in-demand areas.

Operations

Strategy 1
Invest in tools, business solutions, and infrastructure to support operations.

Tactic 1
Review and improve the existing tech-stack and create a roadmap for long-term sustainable growth and product diversification.

Tactic 2
Review and enhance communication plans across all stakeholder groups inclusive of all automated and scheduled communications.

Strategy 2
Share operational expertise and support the wider-university initiatives in post-bachelor space.

Tactic 1
Provide guidance and oversee implementation of the tech-stack for the non-award operating model.

Tactic 2
Continue provision of operational support to faculties, schools and centres while ensuring a smooth transition to the new central unit once it is operational.

Strategy 3
Elevate the recognition of the CCE offerings across wider-Sydney, NSW and the country.

Tactic 1
Improve visual identity and brand alignment.

Tactic 2
Invest in continuous improvement initiatives across all marketing channels with a focus on return on investment and sustainability.

Strategy 1

Make data driven decisions to support financial growth and diversify revenue streams while maintaining responsible business practices.

Tactic 1

Improve reporting and analytics tools.

Tactic 2

Create efficiencies in the use of staff and non-staff resources to maximise direct margins and return on investment where relevant.

Metrics
Measures of success

Objective	Description	Timeframe
Education	All course materials are consistently branded	18 months
	Complete mapping of professional development programs for the University's Career and Capability Framework (professional staff)	18 months
	Increase nation-wide enrolments by 10%	3 years
	Develop and launch ten pilot asynchronous courses	4 years
	Increase university staff enrolments by 15%	4 years
	Expand the professional development program	Ongoing
	Maintain average course rating above 4.5	Ongoing
	Annual student survey results	Ongoing
People	Annual facilitator survey results	18 months
	Maintain and improve facilitator engagement rate	3 years
	Maintain Net Promoter Score course score above 8.8%	3-5 years
	University-wide survey for professional staff	Annual
	Annual staff survey results	Ongoing
	Retain sufficient staffing levels	Ongoing
Operations	Implementations of the tech stack for NOMS	12 months
	System communications update	18 months
	Transition of the faculty support operations to the new central unit	18 months
	CCE website uplift	2 years
	Introduce efficiencies across all marketing channels	2 years
	Tech stack review and continuous improvement	3-5 years
Finance	Corporate sales increase by 15%	18 months
	Revenue increase by 30%	3-5 years
	Maintain operating margin above 10%	Ongoing

2032 Strategy chart
How we complement the Sydney 2032 Strategy

Description	Education	People	Operations	Finance
Define, support and reward excellence and evidence-based innovation for individual teachers and teaching teams.		●		
Better understand our students by leveraging academic research, data and insights to drive an educational experience that is transformational for our learners and sustainable for the institution.	●	●		
Make partnership key to our education offerings.	●			
Become an in-demand provider of dynamic lifelong learning.	●	●	●	●
Commit to pathways that ensure a greater diversity of students succeed at Sydney.		●		
Increase the diversity of our staff, and our shared appreciation of how diversity improves all we do.		●		
Reaffirm our commitment to equity, diversity and inclusion throughout the University.		●		
Foster a culture where our HDR students and academics can excel, engage and have impact.				
Define expectations for performance and innovation through an Academic Excellence Framework, and support and reward excellence for individuals and teams.	●	●		
Focus investment on research with an excellent track record or the strongest potential to deliver excellence.				
Leverage our comprehensiveness and partnerships to drive multidisciplinary problem solving.	●			
Transform the experience of working at the University of Sydney through a shared focus on excellence in how we attract and invest in our people.		●	●	

University of Sydney 2032 strategies

CCE strategies

Description	Education	People	Operations	Finance
Ensure our places – current and future, physical and digital – are inviting to all and enable success.			●	
Place trust and accountability at the heart of our values.		●		
Agree and embed the hallmark attributes of leadership in the Sydney context.		●		
Streamline and devolve decision making, ensure accountability and effective governance, and cut red tape.		●	●	
Place student and staff needs first when designing policies, processes, systems, and services that reflect and embed our values.	●	●	●	
Deliver transformational change that is user-centred, insight-driven, pragmatic and clearly understood.			●	
Embrace simplicity, benchmarking and rich data insights to assure continual improvement in the way we work and provide services.			●	●
Create a culture that values how partnering improves the quality and impact of our teaching and research.		●		
Deliver on our partnership promises.		●	●	
Build new and enduring partnerships to realise shared goals.	●			
References: other relevant strategic initiatives				
Post graduate strategy (non-award)	●	●	●	●
Product strategy (non-award)	●	●		●

For more information
Centre for Continuing Education
160 Missenden Road
Newtown, NSW 2042 Australia
+61 2 7255 1577
info@cce.sydney.edu.au
cce.sydney.edu.au

Follow us
[f] @ccesydney
[▶] @centreforcontinuingeducation
[in] ccesydney

PART OF THE
Sydney in
2032
Strategy