

Future Directions for International Cooperative and Work-Integrated Education: A sneak preview of WACE's Strategic Plan and the Global WIL Charter

Presentation at Thai Cooperative Education Day
by Dr. Nancy Johnston, President, World Association for
Co-operative and Work Integrated Education (WACE)
at Walailak University, June 6, 2019



Thank you and Congratulations

- Congratulations on this **10th Anniversary of Thai Co-op Day!**
- Thank you for this wonderful opportunity to bring news from the World Association for co-op and share a bit about WACE's new directions and initiatives,
- Thank you also to the Office of the Higher Education Commission of Thailand for their assistance in bringing me here today,
- And of course, thank you to WACE member Walailak University for all their work making today a truly celebratory one.

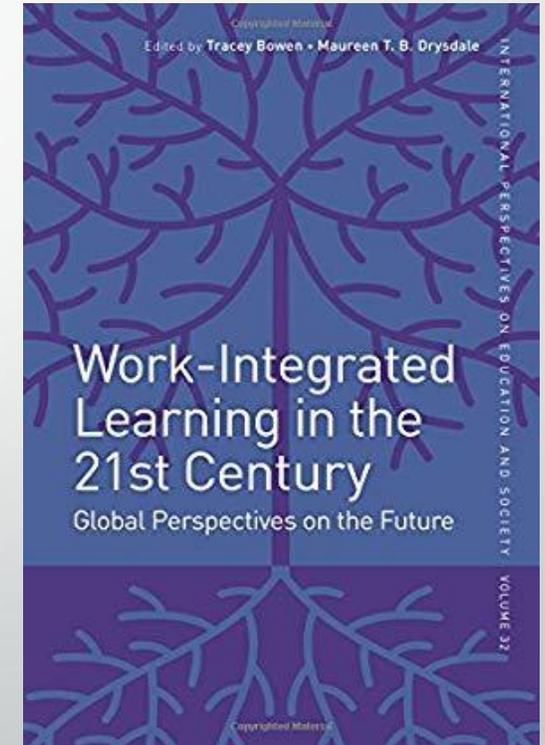
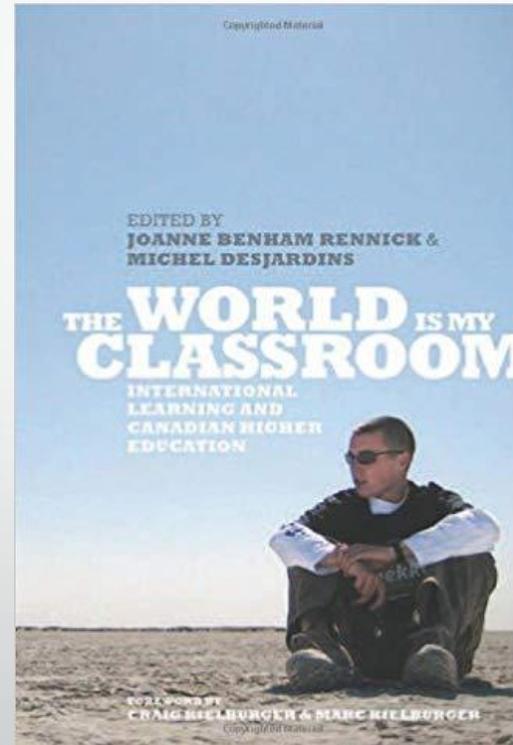


A Bit about myself as the new WACE President

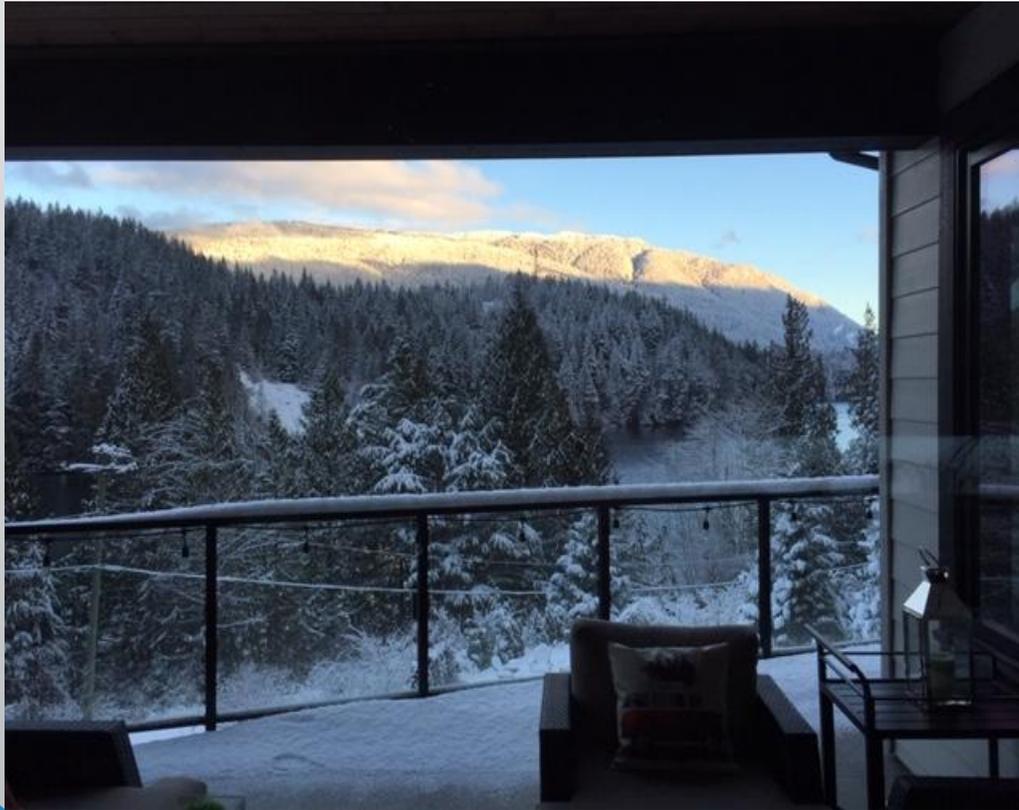
- I recently retired from Simon Fraser University in Vancouver Canada, after 30 years, ending in the role of Vice-Provost Students and International.
- My career began and has continued in co-operative education - I have been a Co-op Student, Employer, Co-ordinator, Executive Director, Professor, Vice-Provost and Researcher.
- I have a passion for experiential learning. I continue to teach and work with graduate students at SFU as an Adjunct Faculty member in the Faculty of Education as well as consult with institutions regarding their WIL planning, design and assessment.
- And of course I am also now the President of WACE, a role I assumed in Sept. 2018.

About Me (cont'd)

My Master's thesis explored "The Nature of Learning in a Science Co-op" and my PhD dissertation was "Designing and Analyzing Co-op Preparatory Curriculum" and I continue to publish scholarly articles and book chapters on international experiential learning.



A bit more about myself...



- I am Canadian and live in beautiful Vancouver British Columbia with my husband. Here is a winter view from our house this year.
- We have a wonderful daughter who is a pilot for Air Canada.
- My husband and I are both thrilled to be visiting your gorgeous country for our second time on this trip and looking forward to exploring Koh Samui as part of the Co-op Day site visits followed by a brief holiday.

About WACE's New Strategic Plan



- At the 2017 Board meeting held in Chiang Mai, Thailand, WACE began early planning exercises in preparation for the development of a new three year strategic plan.
- Face to face meetings in Victoria, Canada and Stuttgart, Germany continued with these exercises and in the fall of 2018 all the resultant materials were collated and this collective thinking formed the basis for the new WACE Strategic Plan 2019 – 2022.

WACE VISION

- WACE's vision is to be the premier international organization linking the world's leading higher education institutions, employers and public authorities, all of whom share a profound commitment to preparing new generations for a lifetime of professional success in today's global and diverse workforce.

WACE MISSION

To advance high quality co-operative and all other forms of work integrated education globally by:

- leading and facilitating global discussion and debate
- showcasing and sharing best practices
- fostering international networks & exchanges, and
- developing, delivering, and supporting research, programs, and services with the aim to:
 - advance professionalization through supporting innovation in experiential learning, setting quality design and delivery standards, and demonstrating results through relevant and focused research;
 - advance and promote the importance of high quality cooperative & work-integrated education as the premier talent identification and development strategy for the new global workforce.

WACE VALUES

- The WACE organization is committed to achieving its Mission without prejudice and without any ideological, political, religious or other bias. WACE operates with an ethic of care and is committed to the values of **equity, diversity, and inclusion**. We value **partnerships** with individuals and organizations that share our goals and seek to complement, **support and uplift the related work of National and Regional organizations** so as to support CWIE on a global scale.

Strategic Themes

- Through the planning process, **two broad themes** emerged which encompassed both areas requiring organizational attention and focus, as well as ideas and opportunities for growth.
- **Theme 1** focuses on **developing greater overall service and programming** for WACE individual and organizational members, partners and program participants. This theme will be led by the WACE secretariat staff and various ad hoc committees and project teams.
- **Theme 2** seeks to **ensure sufficient internal capacity for the organization going forward**. This theme will be led by the Executive Committee of the Board, with support from standing committees and Secretariat staff.

Theme 1: Developing services and programs that are of value to global WIL stakeholders and will help grow the Association

- WACE is the global association that promotes and supports many types of work integrated education around the world through its educational offerings (e.g. the Planning Institute and the Assessment Institute), its academic and networking opportunities (e.g. the World Conferences and Internal Research Symposia) and its advocacy and promotional work (the Scholarship program, the Co-op Campaign, the WACE Awards, and the Global WIL Charter initiative).
- The goals within this theme further explore the unique global knowledge and skills held by the WACE *network of networks*, and seek to more precisely identify unique opportunities for marketable programs and services WACE can develop and deliver on own or in partnership with allied individuals and organizations.

Theme 1 Goals

- **Goal 1.1:** WACE is known globally as *the* Knowledge, Skills, and Resource Hub for Co-operative and Work Integrated Learning models around the world.
- **Goal 1.2:** New WACE programs and services are developed that more intentionally address global WIL stakeholder needs and opportunities.
- **Goal 1.3:** The scope and size of the CWIE/WIL WACE Global Community is expanded
- **Goal 1.4:** Opportunities to develop Quality Assurance Standards and/or Certification for Global WIL programs and practitioners are explored
- **Goal 1.5:** New Consulting and Service Opportunities are identified

How are we moving forward on these goals so far?

- We have developed Global WIL Charter and are hosting the first ever President's Summit at the next WC – 50 Presidents from around the world will gather to launch the new Global WIL Charter at the President's Summit.
- We have initiated development of a digital communications strategy with plans for renewed web presence in 2020.
- We have begun work (through Membership Models Committee and input from EC committees) to explore new member categories that will help diversify and grow the Association.
- We are exploring how to further the WIL Quality Assurance conversation globally.

How are we moving forward on these goals so far?

- We have protected WIL as domain name on Wikipedia and are working with the National Associations to populate Wikipedia with current, accurate information.
- IJWIL special editions have been part of last IRS and WC and WACE International Research Council continues to support the work needed for the review of academic papers
- We launched a new public call for hosting upcoming WC and IRS and have locations for both identified for next 3 years.
- WACE is apprised of work in the Quality Assurance space that is occurring in various countries and is monitoring both progress and interest within the international community for the development of a global conversation and potential global framework (also part of the Charter calls to action).

Theme 2: Ensuring sufficient long term operational sustainability to allow continued development and delivery of quality offerings while growing the financial reserve

- In fall 2018, the staffing structure of WACE changed in response to the retirement of the CEO. The new senior position of President is now half-time, with the remainder of the Secretariat staff also in part time contract positions, most of whom also work remotely. The programs and services of the Association have grown over time, though revenues have remained relatively flat and fall short of the Association's aspirations for growth. WACE needs to review its current commitments with respect to its capacity; examine its short and longer term organizational goals and opportunities; and determine the best operating model for the Association going forward.

Theme 2 Goals

- **Goal 2.1:** WACE revenues and expenditures are aligned
- **Goal 2.2:** The WACE Secretariat and related capacity is sufficient to support organizational commitments and aspirations
- **Goal 2.3:** WACE's value proposition is enhanced for current and prospective stakeholders (members and partners)
- **Goal 2.4:** Organizational governance and financial management continues to meet legal and ethical obligations.

How are we moving forward on these goals so far?

- New Finance and Audit and Governance and Nominations committees were launched in Fall 2018
- A full review and audit and last two year finances underway
- An ad hoc Membership Models Review committee was struck in late 2018 – they are exploring various models that might assist in providing better revenues as well as broadening the membership base both geographically and by sector.

How are we moving forward on these goals so far?

- A WACE financial plan for 2019 forward is in development, informed by outcomes of the above work.
- Lists of external organizations and events that serve the global work integrated learning space are being developed
- Outreach has already begun to several hundred global WIL stakeholders was undertaken in the drafting of the Global WIL Charter and a first ever President's Summit is being hosted on the first day of the WC to launch the new Global WIL Charter. [So what is this Charter all about?](#)

New Strategic Initiative: (an early preview of) The Global WIL Charter

- The Global WIL Charter is a document that formalizes a commitment by world leaders in work integrated learning to unite globally to provide access for all post-secondary students to workplace-based experiences that will effectively prepare them for productive and rewarding employment locally, nationally and internationally. It situates a commitment to various models of work integrated learning (co-op education, internships, service learning, professional practice, etc.) and positions CWIE as a key strategy for developing the borderless workforce of the future.

How did we get to a Charter?

- The Charter is the first “big idea” to emerge from the planning process and serves to galvanize the strength of WACE as a “network of networks” while reaching out to new individuals and organizations who share some organizational goals and with whom a partnership could be mutually beneficial.
- Specifically, the Charter advances several of WACE’s key goals going forward: taking a leadership role regarding global WIL, developing new initiatives to address global WIL stakeholder needs, expanding the WACE community, and enhancing WACE’s value proposition for members and potential members.

How Does it support WACE and WACE goals?

- The Charter has already served to bring international WIL leaders at the Presidential level together at the Summit. It also serves a vehicle to link the WIL conversation to other issues of international concern and interest thereby broadening the global interest in this learning model.
- The Global WIL Charter could serve as a focal point around which to position (and/or re-position) several WACE goal related activities such as:
 - Refreshing and bundling of member benefits
 - Forging new partnerships and alliances with like-minded organizations and individuals
 - Developing new advancement and fundraising campaigns/opportunities
 - Growing membership, and related programs and services, in areas specific to the Charter Calls to Action
 - Publically raising the WIL conversation globally around issues of shared concerns and taking the lead on responses to those issues on behalf of the global WIL community

What is the focus of the Charter?

- The Global WIL Charter focuses on **challenges shared by WIL stakeholders around the world**.
- It positions CWIE as a mechanism to bring these stakeholders together during the course of a student's academic studies so that these challenges can be addressed in real-time, authentic ways that **contribute to both a student's learning and global workplace readiness**.
- It proposes **scaling up WIL globally** as one way of helping address these challenges through three specific Calls to Action.
- The Charter is about **making a global commitment to WIL as a key strategy for addressing these challenges**. The Charter **links the local WIL agenda to the global agenda** so as to help develop a **motivated, skilled, and mobile workforce** for the future.

How was the Charter Developed?

- Invitations were sent to several hundred WIL Stakeholders worldwide to participate in an iterative feedback process (a modified Delphi approach) designed to help shape the Global WIL Charter challenges and calls to action.
- This ensured that the Charter would include global WIL perspectives and would be informed by international work integrated learning and employability related knowledge and expertise.
- The first round of feedback was conducted using an online survey tool. The results from this process were tabulated and will be incorporated into a DRAFT Charter which, for a second round of feedback will be sent to the WACE Board and Executive Committee, the WACE National Associations Committee and key WIL Stakeholders identified through the first round of feedback.
- This process has been critical to ensuring the final Charter will be effective and resonate globally with governments, educational systems, institutions, employer, and students.

The Charter Challenges

- Challenge 1: ***Significant skills and knowledge gaps in higher education graduates' employability readiness resulting in high rates of un- and under-employment:*** These perceived gaps have been identified by both graduates and employers and require co-operative efforts to effectively address.
- Challenge 2: ***Growing global economy and increasingly borderless world of work that require new inter-cultural skillsets and understandings:*** As talent is increasingly sourced from a global pool, international mobility and inter-cultural fluency and adaptability become critical indicators of workplace success, and often not well addressed by higher education. Opportunities for international WIL experiences continue to remain somewhat limited, and in need of co-ordination and support.

Charter Challenges (cont'd)

- Challenge 3: *Equal access for all qualified students to meaningful, relevant, and productive education*: a majority of learners pursue higher education in the hopes of bettering their employment prospects. Learners from all programs of study want to be able to have the same opportunities for early exposure to employment that students of many professional and apprenticeship programs enjoy. They want to become productive members of their communities upon graduation.
- Challenge 4: *Rapid rate of change in the world of work that challenges educational systems' timely responses*: the pace of change in business and industry often outstrips an educational system's (or given institution's) ability to address issues in a timely way. The focus needs to be on empowering learners to be more entrepreneurial, adaptable, and resilient so they can effectively transfer (and challenge) their skills and knowledge across many boundaries.

The Charter Calls to Action

- **Call to Action 1:** Create a significant **number of new opportunities** (1,000 over next 10 years?) for students of Charter supporters **to obtain meaningful, international, work-integrated experiences** (a focus on scaling up)
- **Call to Action 2:** Develop and deliver educational offerings specifically designed to **enhance student intercultural fluency and resilience** (a focus on equity, diversity and inclusion agendas)
- **Call to Action 3:** Facilitate international conversations between higher education and business to determine what constitutes “global work readiness”, and embed these attributes in a **global WIL quality assurance framework**. (a focus on global QA)

Launching the Charter

- This Charter will be formally endorsed and launched August 2019 at the World Association for Co-op and Work Integrated Education (WACE) World Conference hosted by the University of Cincinnati (UC). The Charter goals are powered by the global success of co-operative education (fittingly developed at UC in 1905), further evolved to include additional models of work integrated learning that reflect the changing needs and opportunities of the new millennium.

Thank you Thailand...

- To all those that responded to the Charter survey and contributed your feedback and ideas.
- To each of you here today, for being engaged experiential educators committed to providing students great experiential learning opportunities and for continuing your own professional development through events such as Thai Co-op Day.
- To TACE and OHEC for being global leaders in supporting co-operative education and for championing the World Association programs that help connect thousands of educators and professionals like us on the international stage.
- To the Co-Chairs for this 10th Anniversary Thai Co-op Day - our host and WACE member, Walailak University.
- And of course, always thank you to Prof. Wichit and Dr. Padungsak who invited me to join you to celebrate a decade of National Co-op days in Thailand – a wonderful achievement and a testament to all of your hard work in this field.

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For more information please contact me:

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I hope to see some of you at the 2019 World Conference in Cincinnati Ohio, USA or at the 2020 International Research Symposium in summer 2020.