

TOWARDS A FULL AND ABUNDANT LIFE FOR ALL



COADY INTERNATIONAL INSTITUTE
INSTITUTIONAL STRATEGY
2017-2022

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BUILDING ON OUR COMMITMENT ...

DR. JUNE WEBBER

Director, Coady International Institute

Vice-president, St. Francis Xavier University

In 2016, we at Coady took stock of who we are and what we do. We identified our strengths, weaknesses, areas for impact and influence, and set a new course for action. In so doing, we consulted internally and widely around the world, confirming that needs have never been greater.

Coady's 2017-2022 Institutional Strategy situates us within local and global contexts. Our Strategy remains faithful to the values espoused by the Antigonish Movement, building time-tested approaches to adult education for social change. While we've defined those aspects that remain relevant and essential to the legacy of the Movement, we recognize that great change and uncertainty, both globally and locally, calls for the Institute to respond creatively to new realities and opportunities.

Our Institutional Strategy provides the framework to reaffirm Coady's place as a global centre for the promotion of citizen-led, asset-based, and community-driven leadership development. We embrace our responsibility to deliver high quality, community-based adult education and to facilitate organization building to inform and change the current global dialogue.

Established by St. Francis Xavier University in 1959, Coady International Institute has the advantages of a hybrid: not exclusively an academic institution, though lodged within the academy; not an NGO, though very much actively engaged in community and development practice with partner organizations. Coady will continue to make a substantive contribution to our university's commitment to social justice, social responsibility and innovation, equity, and inclusion by leveraging each other's capacity for broader social impact.

Together, and guided by our Institutional Strategy, we will share our passion and vision for a better world!

RESPONDING TO NEW REALITIES ...

In today's rapidly transforming world, interwoven drivers of change have created complexity, contradiction, and uncertainty.

The impact of **globalization** on local economies has led to growing inequality and social exclusion inherent in this economic model. New technologies are having a disruptive effect on industry, governance, culture, and communications. Global geopolitics are also shifting, as evidenced by the rising economic strength and political influence of emerging powers.

Coady Institute recognizes that many challenges and opportunities are systemic, interconnected, and span political borders. Therefore, Coady Institute connects local issues to global contexts, contributing to positive social and economic change.

The civil society sector of the global South is becoming more mature and diverse. In the global North, organizations are compelled to question their role as intermediaries, and many are refocusing their efforts closer to home or exploring new forms of collaboration with their Southern counterparts.

In this context, Coady Institute remains resolute in our belief that global leaders skilled in the application of citizen-led, asset-based, and community-driven approaches can make a profound contribution to the civil society sector's changing role.

The emergent knowledge economy is being driven by a transformative set of information and communication technologies. Learning and education are also being changed to accommodate these students in their global classrooms.

In such an environment, Coady Institute facilitates critical thought and fosters knowledge ecosystems that meet the needs of community leaders to move new ideas and innovations out into the real world.



AFFIRMING THE COADY APPROACH ...

Coady's way of working begins with attributes and opportunities available at the local level. We work to build on the strengths of individuals and aim to optimize innovation and knowledge exchange by establishing networks of supportive partnerships.

All our work adheres to three principles:

- 1** Our approach begins with the assets and agency of people. Individuals and communities understand their contexts and use their strengths, gifts, talents, connections, and resources to lead social change. This simple shift in perspective transforms attitudes, fosters more respectful partnerships, and facilitates innovative solutions.
- 2** Community leadership is fostered through education. Education and lifelong learning equip individuals with the knowledge, skills, and motivations to turn local assets into a broader force for social justice.
- 3** We must address issues of inequality, especially with groups who face discrimination based on gender, race, age, sexual orientation, religion, disabilities, class, and so forth. We honour diversity, creating safe societal norms while challenging exclusionary structures.

In practice, we recognize that the causes and potential solutions for major issues are broadly systemic, interconnected, and span political borders.

Coady Institute works as an equal partner to identify and address shared concerns and goals — a partner resolute in co-creating solutions to community development issues both inside and outside our national borders.



FOCUSING ON THREE KEY AREAS ...

Coady's systematic approach to on-campus, off-campus, and online programming focusses on three areas of sustainable development to bring about the change communities want for themselves.

Building resilient communities:

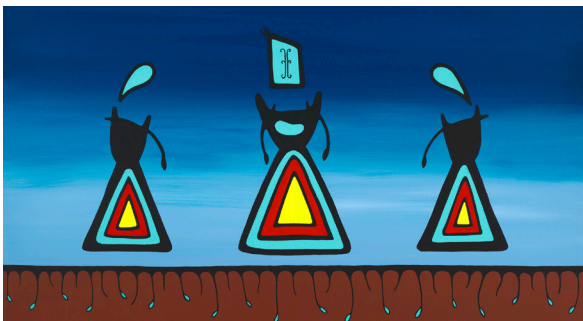
Resilience speaks to the way in which communities manage, adapt, revitalize, advocate for, and find creative solutions to overcome challenges. In practice, we support community leaders and local organizations to strengthen community resilience so they can build capacity around local and Indigenous knowledge systems, food security, health, conflict resolution, and a changing climate.

Strengthening inclusive economies:

In an inclusive economy, all people have equal opportunities for success and can participate fully in the markets, financial systems, and economies that affect their livelihoods. Our work strives to create greater benefits from local production, reduced economic inequities in society, improved individual and community wellbeing, and sustainable prosperity.

Promoting accountable democracies:

Acting collectively, people have the power to transform institutions, policies, and processes that limit their participation in the social, economic, and political decisions that affect their lives. We work with civil society organizations, networks, associations, and social movements to strengthen their capacity to effectively raise their voices, to hold duty-bearers to account, and to deepen democratic space.



*'The Teachings' by
Melissa S. Labrador,
Mi'kmaq artist*



“My studies at Coady have not only increased my knowledge and skills in community development, but it has changed my attitude and given me the skills essential for leadership. After this course, my organization and community will find me well equipped and motivated to be an effective leader for social transformation.” (Dilli Raj Subedi, Diploma graduate, Nepal)

MOBILIZING COMMUNITY LEADERS ...

Coady's educational program offers courses that are responsive to learners' expressed needs, priorities, and experiences. We place particular emphasis on education programming for women, youth, and Indigenous peoples focused on community-based leadership to meet their visions for social and economic change.

WOMEN

Women's empowerment is closely linked to improved quality of life, not only for women, but also for all societies around the globe. Too many women remain unable to participate as decision makers in the development of their societies; they must fully realize their human rights and achieve access to and control over the resources and benefits of development. We are committed in our support to women leaders. They are best placed to know the challenges and opportunities they and their communities face.

YOUTH

Last year, the world's population surpassed seven billion people, more than half of whom are under the age of 30. Young people are at the heart of today's important strategic opportunities and challenges, from rebuilding the global economy to combating violent extremism to building a sustainable environment. Coady programs support the aspirations of young leaders around the globe for positive social change.

INDIGENOUS

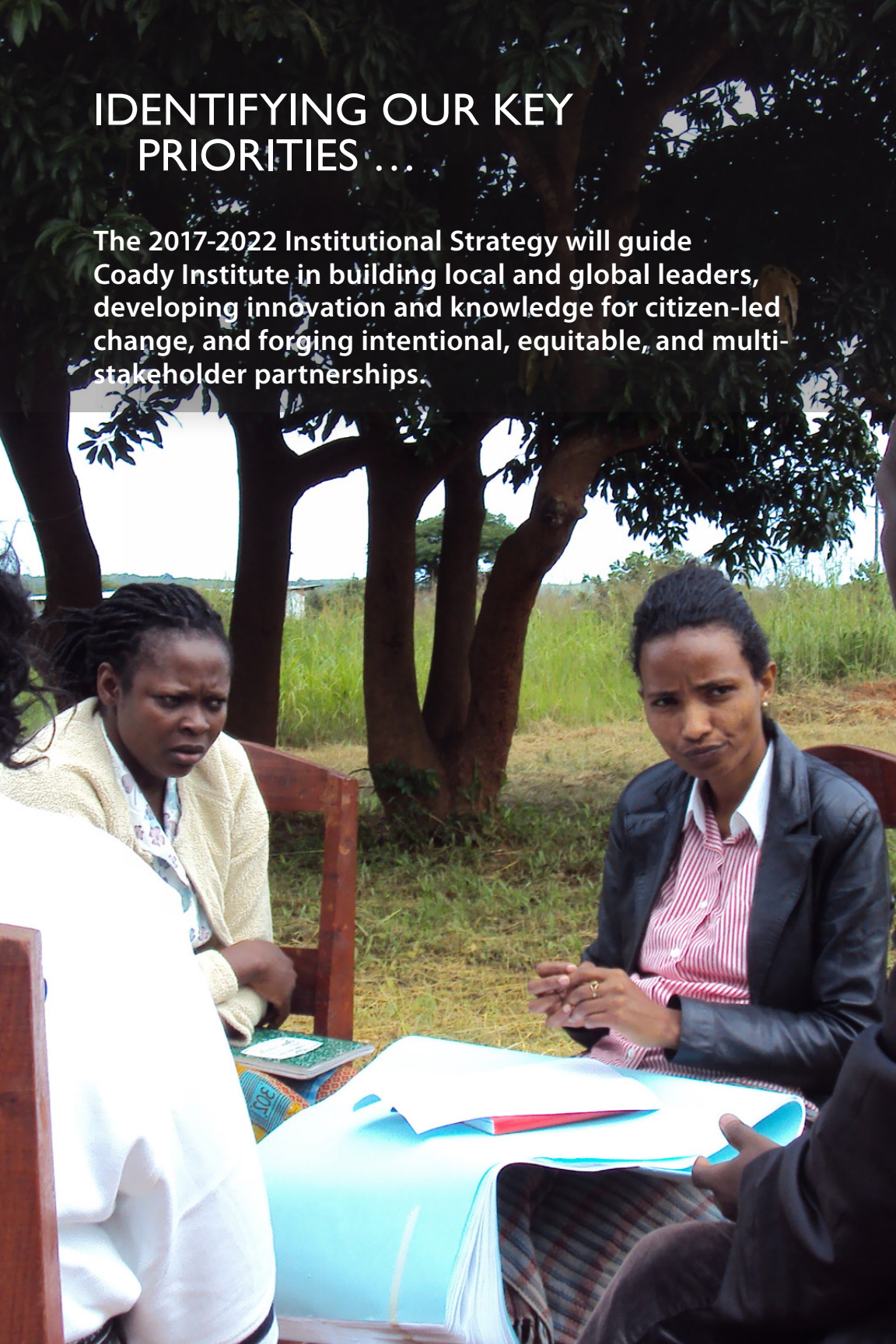
Coady is known in Indigenous communities located locally and globally for promoting sustainable, practical, and culturally respectful approaches to development. Indigenous ways of knowing and doing are prioritized, including Indigenous pedagogical practices and ceremonies. Programs honour and include Indigenous knowledge keepers and Elders, and are developed in close consultation with participants to ensure they are able to draw upon their own cultural and community contexts.



“My time at Coady Institute was beyond my expectations. It has been more than academic learning. I have been able to reflect on who I am and how I can leverage my leadership skills moving forward. I was delighted to be connected to so many cultures and yet challenged in my own beliefs.” (Anne Martine Augustin, Global Change Leader, Haiti)

IDENTIFYING OUR KEY PRIORITIES ...

The 2017-2022 Institutional Strategy will guide Coady Institute in building local and global leaders, developing innovation and knowledge for citizen-led change, and forging intentional, equitable, and multi-stakeholder partnerships.



STRATEGIC PRIORITY I

LEADERSHIP EDUCATION FOR TRANSFORMATIVE CHANGE

COADY IS COMMITTED TO:

- Offering citizen-led, asset-based, community-driven educational programs;
- Modelling high-quality educational programs, learning, and research experiences for global development practitioners; and
- Prioritizing participation from diverse Canadian and global South constituents by building a network of graduates.

BY 2022, WE WILL HAVE:

- Built blended and online learning programs that extend our resources and tools beyond our campus;
- Reached new targeted geographic and population groups; and
- Responsively integrated global trends into our programming.

Delivering high-quality educational programs to meet the needs of participants is the core of Coady Institute's work. Through transformative education, Coady Institute enables people to become actors, not spectators, able to promote a citizen-led, asset-based, community-driven approach.



“The most significant accomplishment of this whole experience has been my complete transformation as a leader and individual. The lessons I’ve learned about myself and how I do life are completely invaluable and will be critical to whatever I dive into next.” (Asia van Buuren, Oceanpath Fellow, Canada)

STRATEGIC PRIORITY II

INNOVATION AND KNOWLEDGE BUILDING FOR CITIZEN-LED CHANGE

COADY IS COMMITTED TO:

- Listening, learning, and collaborating with and beyond StFX University and Coady graduates to develop and disseminate knowledge;
- Advancing a citizen-led, asset-based, and community-driven research agenda to enhance our innovations; and
- Strengthening alliances and collaborations for learning and research with existing and new partners.

BY 2022, WE WILL HAVE:

- Expanded our portfolio of knowledge initiatives in the field of citizen-led, asset-based, and community-driven development;
- Co-developed innovations in thinking, practice, and teaching with our graduate and partner networks; and
- Identified and developed strategic linkages within StFX and at other institutions.

Coady will enable global leaders to shape and co-create relevant citizen-led, asset-based, community-driven knowledge for the benefit of all.



“My life has been impacted on so many levels. I go back to my community ready to look at things from a different framework in order to positively assist in sustaining our community’s culture, knowledge and history.” (Dale Tamara Plett, multiple certificates, Canada)

STRATEGIC PRIORITY III

PARTNERSHIPS FOR COLLABORATIVE CHANGE

COADY IS COMMITTED TO:

- Modelling best practices of intentional, equitable, and multi-stakeholder collaboration based on aligned purpose and mutual learning;
- Contributing in the field of partnership best practices; and
- Co-developing partnerships to support programming across all strategic priorities and thematic areas.

BY 2022, WE WILL HAVE:

- Deepened our multi-stakeholder collaborations to enhance our new partnership approach;
- Emphasized collaborative relationships that strengthen the capacity of people to drive their own development; and
- Co-designed new partnerships to enhance leadership innovation and knowledge-building.

Coady will develop equitable and mutually beneficial partnerships for citizen-led, asset-based, community-driven development.



“My time at Coady has been an amazing and inspirational learning journey. My most valuable class experiences weren't academic; they were all about people—social skills, respect, self-worth, empathy, and realizing your own potential. As a leader, I have learnt to help create options and opportunities, clarify problems and choices, build morale and coalitions, inspire others and provide a vision of the possibilities.”
(Hany Ibrahim Attia Ghaly, Diploma, Egypt)

MAKING LOCAL TO GLOBAL CONNECTIONS ...

“Business as usual” in the development sector is no longer considered a viable option. We must act as one world to address challenges, take responsibility, and create opportunities using contemporary approaches.

Since 1959, our graduates have informed and built local and global connections to apply innovative solutions and address common concerns. Honing leadership through education programs and research initiatives, these community leaders build upon community strengths to address community challenges.

OUR VISION OF THE FUTURE IS ...



Grounded in our commitment to a just, equitable, and sustainable world, both for this and future generations, where all people participate in shaping their own destinies and where they can enjoy a full and abundant life.



Realized through high-quality on-campus, off-campus, and online educational programming that ignites leadership focused on positive and sustainable social change.



Focussed on global community leaders, practitioners, and partners who promote transformative learning, innovative thinking, and practice for collaborative change.

Coady International Institute is committed to accompanying generations of global leaders skilled in the application of citizen-led, asset-based, and community-driven leadership for economic and social change.



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