

KWANTLEN POLYTECHNIC UNIVERSITY  
STRATEGIC PLAN

VISION 2018

## So Far, So Fast, So Successful

Our story began in 1981 with Kwantlen College inheriting two temporary campuses and a few students from Douglas College.

Expansion was rapid as Kwantlen grew to serve the needs of the burgeoning population south of the Fraser River.

Between 1988 and 1994, new campuses opened in Surrey (1990), Richmond (1992), and Langley (1993). By Spring 1994, Kwantlen had 8,444 students and 923 employees.

A name and status change in 1995 created Kwantlen University College, allowing the institution to award degrees in applied fields of study. Kwantlen's first baccalaureate degrees were awarded in 1997. By 2002, Kwantlen had eight applied baccalaureate programs and permission to begin granting Bachelor of Arts degrees.

The Cloverdale Trades and Technology campus opened in 2007 with state-of-the-art facilities housed in the first LEED gold certified building in the City of Surrey.

In 2008, we became Kwantlen Polytechnic University. At the first convocation ceremony as a university in 2009, KPU awarded 2,283 credentials, 529 of them baccalaureate degrees.

KPU's academic researchers have already received national recognition. In 2009, KPU received funding from the Canadian Foundation for Innovation and the B.C. Knowledge Development Fund enabling the Institute for Sustainable Horticulture to establish a leading-edge research facility. The Social Sciences and Humanities Research Council (SSHRC) in 2009 awarded KPU a CURA grant, which recognizes community-based innovative research, to study prevention

of gang membership. In 2013, KPU received eligibility for the prestigious Canada Research Chairs (CRC). The first CRC Tier II award, five-year renewable, was granted to support a Chair in Lifespan Cognition.

In 2010, KPU proudly opened the Aboriginal Gathering Place, which supports social and educational activities and recognizes the important contributions of all Aboriginal Nations to this region.

Donor support for KPU has been strong. Significant gifts include a \$1-million donation from Coast Capital Savings in 2009. In 2010, KPU received a donation of \$2.5 million from B.C. philanthropist Irving K. Barber to establish an endowment to facilitate students' transition to university.

In 2012, KPU received a \$12-million gift from Chip and Shannon Wilson and lululemon athletica to build a new School of Design. The gift was matched by the provincial government and KPU to create a \$36-million facility that will inspire innovation and creativity.

As we unveil KPU's bold new vision in this, our first strategic plan as a polytechnic university, KPU has over 19,500 students and is one of the region's largest employers, with close to 1,500 employees.

In 2013, KPU is a new model of undergraduate university that combines superior instruction, learning support, faculty and student research, and community relations to meet our communities' needs for leaders, thinkers, and doers.



## Message from the President

KPU's Strategic Plan: VISION 2018 is the result of nine months of discussions both internally and with KPU's external communities. It builds upon related work undertaken over the past few years and on our ongoing analysis of the environment in which we operate.

Our vision and goals have been tested against the expectations of the communities we serve and against scenarios for the future of our region and our province. We believe that our three themes of Quality, Relevance, and Reputation capture both the challenge and the opportunity that present themselves to KPU.

By improving the outcomes of our graduates through teaching innovation and scholarship, and by creating synergies as an organization to improve our effectiveness, KPU will demonstrate progress towards our vision as the leading institution of its kind in Canada and beyond.

By ensuring that all programs allow students to link their studies to work and to local and global communities, and by engaging in applied research, we can demonstrate our relevance. Since we live in a growing region that has fewer post-secondary spaces per capita than it should, KPU must also be prepared to grow in a manner that supports the social, cultural, and economic development of our communities.

All great cities and towns have vibrant and well-recognized universities and colleges. Improving quality and relevance at KPU will build our reputation and contribute to the

evolution of our region. KPU will be sharing the progress towards our vision openly and regularly, and thereby generate the momentum needed for the University and our communities to mutually support each other, and to grow and thrive together.

VISION 2018 is very bold. It asks a lot of our employees, and it depends on the trust of our students, alumni, and community leaders. Given the inadequate funding KPU receives in relation to our expansive mandate, it would be easy to be cynical; cynicism, however, has not been evident in any of the events and discussions we have undertaken thus far in this process.

The optimism at KPU is palpable, and capitalizing on this energy to fuel the work ahead is a critical factor for our success.

We are up for the challenge. Prepare to be amazed!



Alan Davis, PhD  
President and Vice-Chancellor



# VISION 2018

## Mission

KPU offers all learners opportunities to achieve success in a diverse range of programs that blend theory and practice, critical understanding, and social and ethical awareness necessary for good citizenship and rewarding careers.

## Vision

**In 2018, KPU is Canada's leading polytechnic university, with**

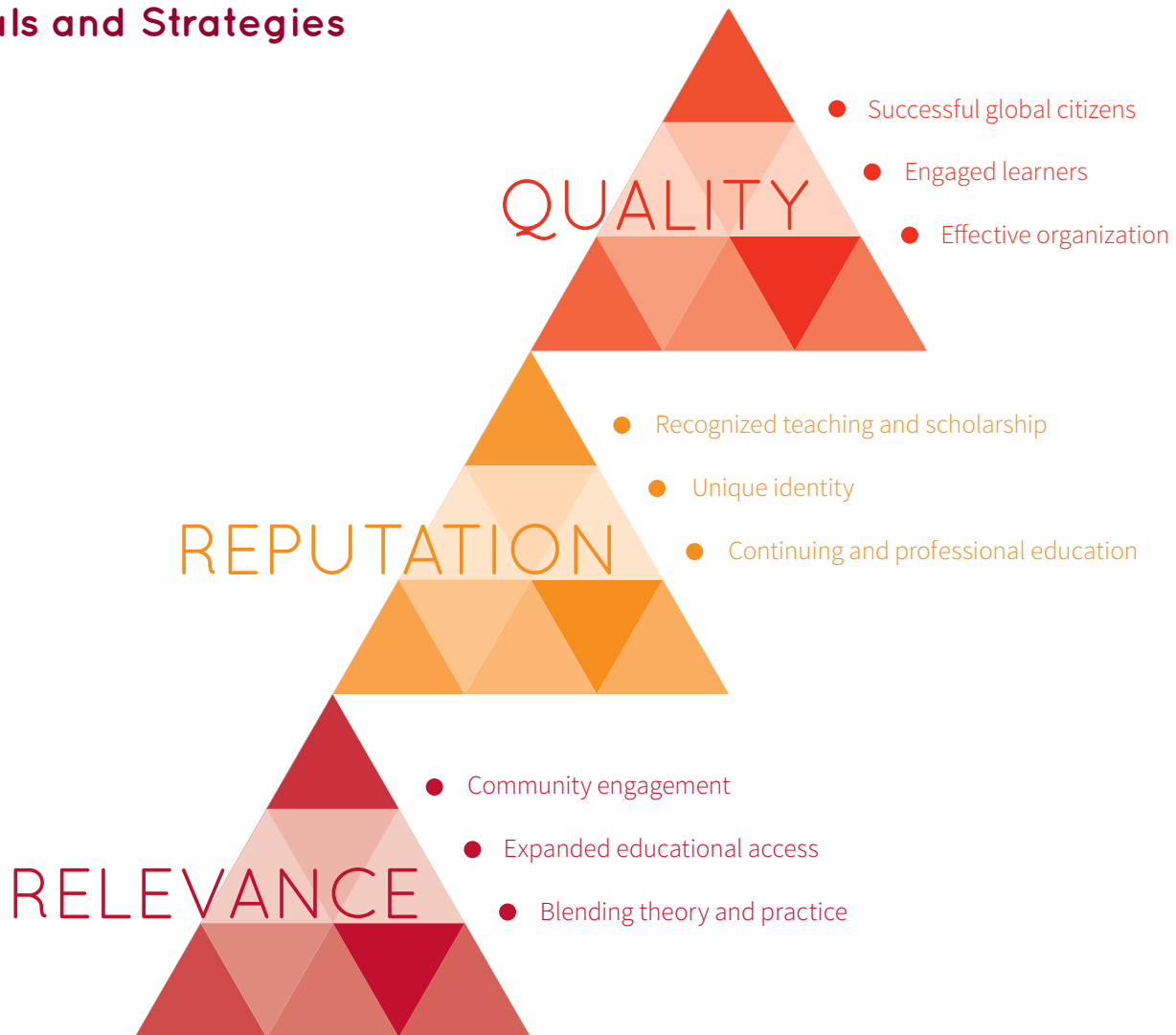
- Inspiring educators
- All learners engaging in campus and community life
- Open and creative learning environments
- Relevant scholarship and research
- Authentic external and internal relationships

## Values

- Synergistic community relationships
- Supportive and collaborative learning and working environments
- Scholarship of discovery, creativity, integration, application, and teaching
- Rich learner experiences and a vibrant campus life
- Responsible stewardship of resources
- Multiple ways of knowing
- Excellence and innovation
- Diversity and inclusion
- Continuous personal and professional enrichment
- Access and flexibility
- Academic freedom



## Goals and Strategies



Graphic created by Lynn Fingerson, Michelle Soo and Lisa Taniguchi  
Third year students in KPU's Graphic Design for Marketing Program



# QUALITY

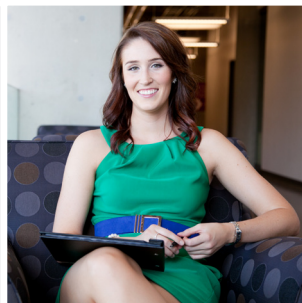
- Successful global citizens
- Engaged learners
- Effective organization

## All KPU graduates are prepared for global citizenship and rewarding careers.

- Embed learning outcomes within the University's academic plan that prepare students for global citizenship and rewarding careers.
- Enhance internationalization at KPU to allow learners and educators to develop a better understanding of the global challenges facing society.
- Integrate sustainability into the core curriculum across disciplines.

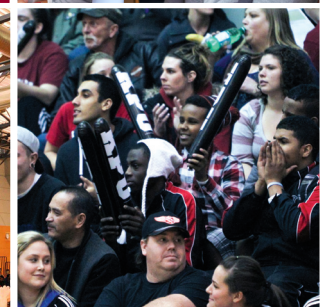
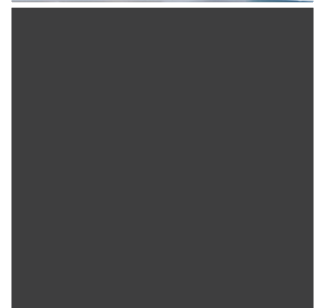
## Learner engagement and retention at KPU show continuous improvement.

- Assess, select, implement, and celebrate learning methodologies and educational delivery options that provide learners with the support within and beyond the classroom to succeed academically, personally, socially, and professionally.
- Develop and implement retention strategies that identify groups of students at risk, set retention targets, and enhance student success.
- Ensure that KPU's physical and virtual learning spaces and other infrastructure are able to accommodate curricular innovation and changing educational practices, and create vibrant campuses.
- Improve the student experience in first year and beyond based on the recommendations arising from the 2011-2012 internal study (Foundations of Excellence).
- Ensure that programming builds on KPU's tradition of laddering to allow students flexible options and recognition for previous learning.



**KPU is a well-managed, integrated, and transparent organization that supports learning.**

- Implement an integrated system that aligns institutional plans, allows for strategic allocation of resources, and facilitates the articulation of, and reporting on, annual goals and priorities.
- Institutionalize effective quality assurance processes that allow for regular review of all areas of the University.
- Review and adjust KPU's procedures to ensure efficiency and effectiveness.
- Broaden the modes and increase the frequency of communication within the university community in order to enhance transparency, decision-making, collaboration, and relationship-building among departments.
- Implement initiatives that will attract, support, engage, and retain KPU's people and create an environment where all employees see themselves as contributing to student learning.
- Continue to enhance environmental sustainability efforts on campus.
- Create an inclusive and safe learning environment for everyone at KPU.



# REPUTATION



- Recognized teaching and scholarship
- Unique identity
- Continuing and professional education

## **KPU is widely recognized for its teaching and its scholarship.**

- Develop and implement a plan for teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment within and across disciplines.
- Develop and implement a comprehensive plan that engages KPU in research and scholarship.
- Promulgate and celebrate KPU's achievements in teaching, learning, and scholarship.

## **KPU's unique identity is clearly articulated and well understood across the University and beyond.**

- Ensure that KPU's unique role in higher education, its pride in its important endeavors, and the success of its students are all reflected in its publications and communications, internal and external.
- Expand initiatives to improve KPU's recognition and reputation in our communities.

## **KPU is the foremost provider of continuing and professional education in its region.**

- Establish the necessary infrastructure to effectively expand continuing and professional education in response to the changing needs of business, industry, and individual adults in KPU's region.







- Community engagement
- Expanded educational access
- Blending theory and practice

**The impact of KPU’s community engagement has doubled by 2018.**

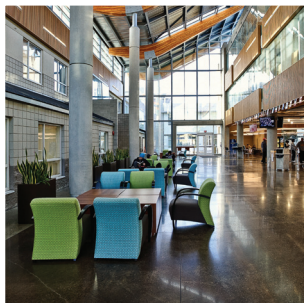
- Implement a coordinated approach to document, expand, measure, and celebrate effective partnerships with KPU’s communities.
- Establish KPU as a place where the community gathers for informed discussions on relevant topics.
- Establish KPU as a key partner in regional economic development.
- Create distinct campus identities within the unifying institutional vision.
- Cultivate KPU’s relationship with its alumni in order to celebrate their accomplishments, respond to their life – long educational needs, and support their role as KPU ambassadors in our communities.
- Partner with Aboriginal communities to develop appropriate educational pathways and programs to facilitate Aboriginal learner success.

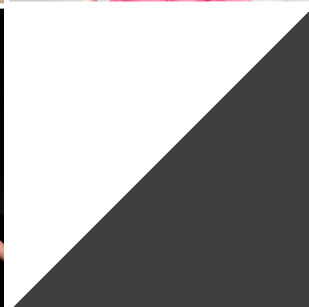
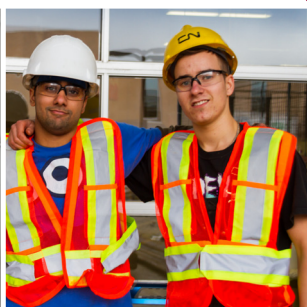
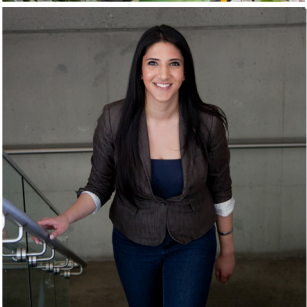
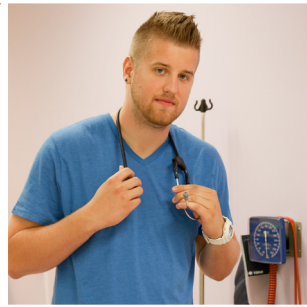
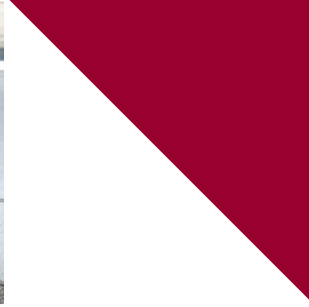
**KPU’s operations support purposeful learner FTE growth of at least 5% annually to meet the educational needs of its region’s diverse population.**

- Expand initiatives to increase operating and capital funding from government and other external sources.
- Undertake research to understand the needs of learners in the diverse communities KPU serves.
- Create financially viable professional development, degree completion, post-baccalaureate, and graduate programs.
- Expand the distinctiveness and scope of KPU’s program offerings to realize its polytechnic university mandate.
- Develop a comprehensive strategic enrolment management plan directed towards traditional and non-traditional, domestic and international learners to support strategic growth.

**Experiential learning is integrated into every KPU program, connecting theory to application and the classroom to the community.**

- Ensure every KPU program of study includes experiential learning that connects theory to its application.
- Support and coordinate opportunities for experiential learning, applied research, and community engagement.





## Integrated Planning

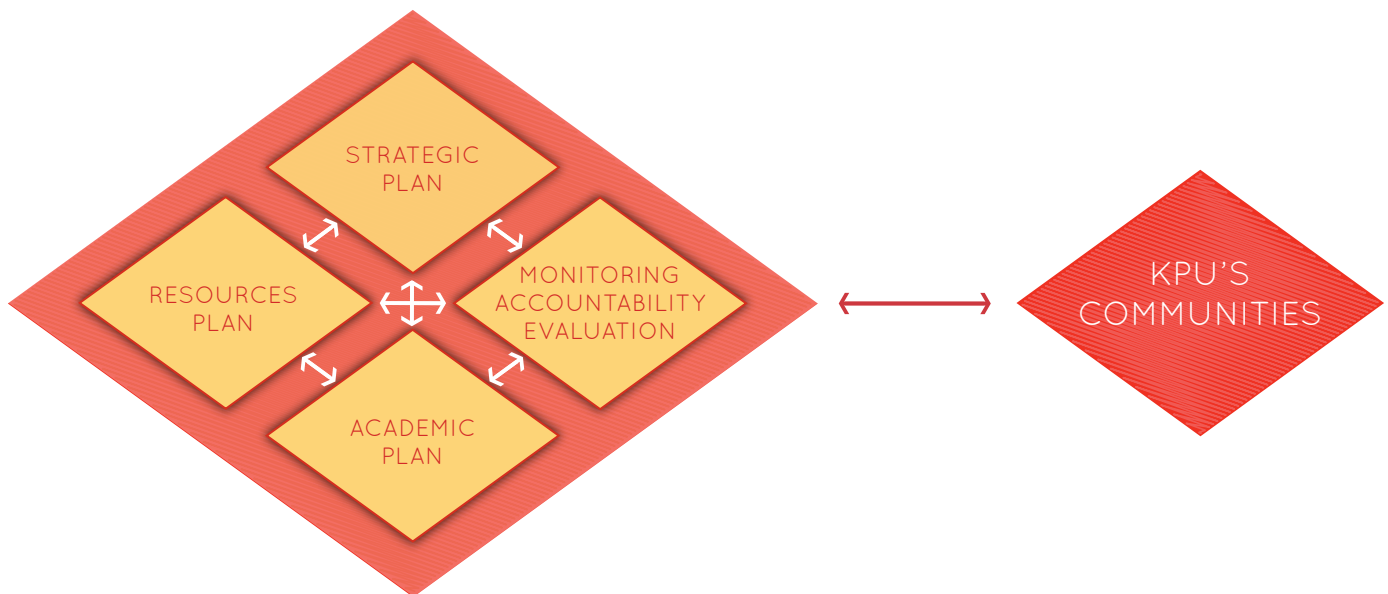
Recognizing that no part of the University operates in isolation, KPU has committed to integrated planning: a holistic approach to coordinating all planning, resource allocation, and accountability activities that is iterative and interrelated.

We are building a transparent process of integrated planning that includes:

- Developing plans aligned with the strategic plan in all areas of the University
- Articulating annual goals and priorities

- Allocating scarce resources to meet these goals and priorities
- Measuring the achievement of our goals
- Communicating the results effectively
- Creating space for innovation

By ensuring that all aspects of the University are aligned in the planning processes, and that the linkages among planning, resource allocation, and monitoring are explicit, integrated planning will become part of KPU's operating culture.



## KPU's Academic Plan 2013-2018: A Preview

KPU's Academic Plan 2013-2018 will be a comprehensive and integrated set of university-wide priorities that guide all aspects of the academic endeavour.

The plan defines the academic character of KPU as a unique B.C. post-secondary institution — a polytechnic university with a teaching focus — and re-affirms values and commitments built over 30 years, all within the context of KPU's Strategic Plan: VISION 2018. It provides a coherent description of KPU's culture of scholarship and its relationship with teaching and learning.

The academic plan steers operational decisions and resource allocation. Driven by department and Faculty input, the academic plan is a living document that will evolve with on-going consultation.

The objectives of KPU's Academic Plan 2013-2018 are to:

- Advance the excellence of the student learning experience
- Enhance and promote student engagement in order to support students' attainment of their academic goals
- Articulate the direction of educational programming and purposeful community engagement
- Build university capacity, in particular, revenue, enrolment, and KPU's academic reputation

A set of unifying Academic Foundations draws together the seven Faculty plans, student support area functions, and university-wide initiatives expressed as a series of commitments to students about the nature of their experience at KPU. The University makes a commitment to:

- **Distinctive Programming**

KPU students will choose from a wide range of diverse, innovative, and high-quality programs that reflect KPU's polytechnic mandate, providing students with unique learning opportunities. Different entry points, credential levels, and delivery options will make KPU programs more accessible to a wide range of learners.

- **Innovative Teaching and Learning**

KPU students will experience an inclusive, challenging, and dynamic learning environment that promotes creative and critical thinking. Programs will engage students, enhancing their learning using multiple teaching methods, and drawing on appropriate technologies.

- **Well-defined Learning Outcomes**

KPU students will consolidate and apply their learning in a variety of contexts to validate their mastery of stated learning outcomes.



• **Experiential Learning**

KPU students will integrate theory with practice, applying their learning through experiential opportunities available in all KPU programs.

• **Enriched Student Experience**

KPU students will grow as communicators, citizens, and community leaders. KPU students will encounter a supportive and collaborative learning environment inside and outside the classroom. This experience will encourage them to develop personally as well as intellectually, to forge collegial relationships, and to understand and appreciate local and global societies and cultures.

• **Purposeful Community Engagement**

By engaging with our diverse internal, regional, and global communities, KPU students will have opportunities to develop a rich understanding of the complex social, environmental, economic, and political issues that impact humanity.

KPU’s Academic Plan 2013-2018 will also have sections that speak to the role of faculty and staff, distinct campus identities, and community engagement strategies. The academic plan does not seek to impose particular practices, but to articulate a broad set of principles, priorities, and recommendations for the University. Key decisions about curricula and programs will be made by the Faculties, schools, and departments, and approved by Senate.

For September 2013, KPU’s Academic Plan 2013-2018 will set key priorities for 2013-14 in the context of the overall five-year directions. By June 2014, other plans prompted by VISION 2018 will address:

- Engaging KPU in teaching and learning, including the role of instructional technologies that will extend and enrich the learning environment
- Establishing KPU’s profile and directions in research and scholarship
- Developing a comprehensive strategic enrolment management plan for KPU’s learner FTE growth strategy
- Expanding continuing and professional education
- Enhancing internationalization to develop better understanding of global challenges and citizenship

These plans will then be integrated into the ongoing academic planning process, in keeping with KPU’s commitment to open and transparent integrated planning.



## Planning Process

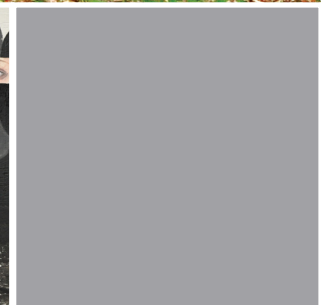
KPU embarked on its strategic planning process with a commitment to developing a plan that was rooted in the principles of inclusivity and engagement. Recognizing that a unified voice is a strong and captivating voice, the process was designed to hear the voice of everyone at KPU. This strategic plan is built on work done for Creating Our Future in 2007-2008 and other planning initiatives at KPU in recent years.

We will continue working together beyond the unveiling of the KPU Strategic Plan: VISION 2018 to build an integrated planning process that will support a prosperous polytechnic university that positively impacts lives in our communities.

# THANK YOU

to all the individuals who  
contributed their time and  
thought to the development  
of KPU's Strategic Plan:

## VISION 2018



### September 2012

The KPU Senate and Board of Governors approve the proposed outline for the development of the strategic plan, and the Strategic Planning Task Force (SPTF) is formed.

### October 2012

Goals are drafted, and five consultation sessions across the four campuses are held to obtain feedback on the proposed goals. Electronic input is also received. Over **420 people** participate.

### November 2012

SPTF refines the goals based on the input received from the October consultation sessions.

### December 2012

The Strategy Development Group is formed, and draft strategies are developed.

### January 2013

Consultation sessions are held across the four campuses to obtain input on the proposed strategies. Electronic input is also received. Over **365 people** participate.

### February 2013

SPTF refines the strategies based on the input received from the January consultation sessions.

The Board of Governors reviews the draft plan at its annual Board Retreat.

### March 2013

Fifty leaders from across the University test the strategic plan against the four KPU scenarios of higher education that were developed in the spring of 2012 with the participation of **200 people**. The plan is adjusted accordingly, and priorities within the plan are identified.

### April 2013

Consultation sessions are held across the four campuses to align the strategic plan with the Faculty plans and begin to develop the foundation for an academic plan. Electronic input is also received. Over **135 people** participate.

The Senate Standing Committee on Academic Planning and Priorities reviews the strategic plan and recommends that Senate endorse the plan.

Senate endorses the strategic plan to go forward to the Board of Governors.

### May 2013

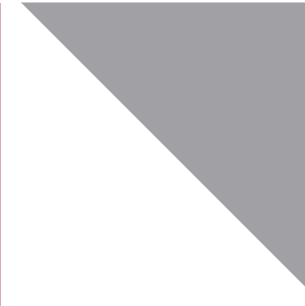
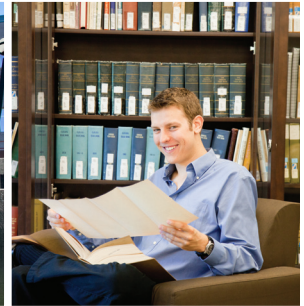
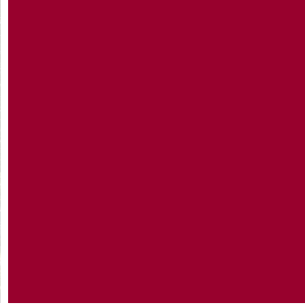
The Board Governance Committee endorses the strategic plan.

### June 2013

The Board of Governors approves the KPU Strategic Plan: VISION 2018.

The KPU Strategic Plan: VISION 2018 is unveiled at the first KPU Day, June 7, 2013.





[kpu.ca](http://kpu.ca)

June 2013