



## President's Report to the Board

Alan Davis, PhD

March 31<sup>st</sup>, 2014

Two major issues have received considerable attention in the last two months.

As per the Senate direction on February 23<sup>rd</sup>, I called a group of KPU representatives (using SSCUB as the starting point) to discuss ways to provide transition funding for domestic ESL delivery until March 31, 2015. We were successful in finding a solution which goes to the Board for approval on April 2<sup>nd</sup>. New information from AVED suggests that further transition support for ESL may make this task even easier. The imperative now is to find a sustainable program of offerings in ESL for domestic learners, as we still await news from the federal government on the status of our application to them.

AVED's Core Review process for all institutions reached its next milestone on March 14<sup>th</sup> with the filing of an interim report. KPU's submission is attached. The final report, which should include some specific goals, is due in May, and we will be coming back to Senate with updates on what key issues we will be including.

In addition to the regular administrative and governance meetings I attend, the following activities were also undertaken since the last Senate meeting:

- On February 6<sup>th</sup>, I was proud to attend the Trades and Technology Awards night at KPU Tech in Cloverdale. It is always rewarding to see the industry support that KPU receives.
- On February 13<sup>th</sup>, I attended a special dinner of the Canada-India Business Council, BC Chapter to welcome its new president Amandeep Sandhu and to thank the outgoing president Vivek Sakur.
- On February 14<sup>th</sup> I was pleased to welcome attendees from across the Pacific Northwest to the AIESEC Coastal Conference, hosted for the first time by KPU's student chapter.
- On February 18<sup>th</sup> KPU hosted what we hope will be the first of several conversations, with the leader of the federal opposition, Thomas Mulcair. It was a very well attended event, followed by a highly engaging discussion with students, moderated by Christopher Girodat.
- In the last week of February I joined a KPU mission to Uruguay and Brazil to meet with partner universities and Canadian federal government officials in three cities. Memoranda of understanding were signed with each university to explore areas such as student recruitment and exchanges, field schools, research opportunities

and other projects of mutual interest. Program areas of focus were business, design and health studies as well as ways to build on the strong success at KPU of the Science with Borders program with Brazil.

- In addition, a potentially important connection was made with the TechPUC research park in Sao Paulo which is one of the best examples of applied research linked with industry probably anywhere.
- There are already several initiatives being planned for student pathways to KPU and for field schools and faculty visits to the partner institutions, and important links were developed with the Canadian consulates in both countries.
- The KPU Open House on March 2nd was an overwhelming success, with record numbers of prospective students and their parent attending.
- I was pleased to visit with the IDEA 1100 class of Hartley Banack on March 5<sup>th</sup> to discuss aspects of KPU and of my role here.
- On March 6<sup>th</sup> I was pleased to attend the Growth gala presented by the Public Relations program at the Vancouver Museum to raise funds for STAND Foundation. It was a very well organized and productive event.
- On March 7<sup>th</sup> I made a presentation to the administrative group of about 80 at KPU Tech in Cloverdale, and on March 7<sup>th</sup>, I attended the SUCCESS Gala event in Vancouver.
- On March 10<sup>th</sup>, KPU was pleased to host an event on open education resources as part of Open Education week, and the event received some international recognition. Representatives from BC Campus were on hand to talk about the open textbook project and other initiatives focused on open education.
- On March 12<sup>th</sup> I attended a meeting with Mayor Ernie Daykin and representatives of SD 42 to discuss the development of a multi institution learning centre to serve the Maple Ridge/Pitt Meadows region. An event on April 16<sup>th</sup> will explore this idea with other local post-secondary institutions.
- On March 14<sup>th</sup>, a meeting with Surrey SD36 was held regarding their plans for a new high school in Clayton, and how KPU might be involved in trades and fine/performing arts education. An MOU is being developed to signal to government that we are interested in such a partnership.
- On March 17<sup>th</sup>, Dr Ferreras, Board member Gord Schoberg and I met with the CEO and the board chair of the Vancouver Symphony Orchestra (VSO) to consider ways that KPU and the orchestra might partner so the VSO can better meet its mandate to serve the south Fraser region.
- On March 18<sup>th</sup> I attended by teleconference the BC Campus Strategic Council meeting to approve its 2014/15 budget and plan.
- On March 19<sup>th</sup> I was able to attend one of the four Resource Planning fairs held that week. I also taped a short video presentation for the upcoming Disability Resource Network of BC meeting in May.

- The last week of March found me in New York taking a couple of days' vacation, interspersed with teleconferences while sitting in Central Park, and was pleased to attend the installation of the new president at Empire State college, and thus to engage with a number of presidents from across the eastern US, and to engage in discussion about various aspects of open education.

Also attached are some highlights from the regular reports to the Board from the Faculties and other units, and the full report is included for information in the Board package.



**Core Review of Programming, Interim Report**

**Kwantlen Polytechnic University**

**February 2014**

## Recent Major Accomplishments at KPU

In the last 18 months KPU has embarked on institution-wide integrated planning. Vision 2018, the strategic plan, was approved by the KPU Board in June 2013 after wide university and community input. It includes nine strategic goals related to Quality, Relevance and Reputation, and prompted the Academic Plan and a series of other nested plans, including the Resource Plan which is underway.

Current initiatives that flow from VISION 2018 include:

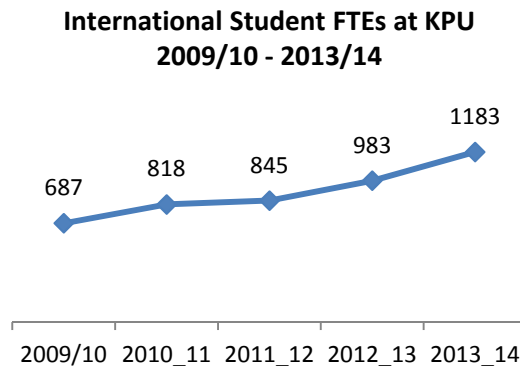
- increasing links to the workplace and international opportunities for students so all graduates will be prepared for global citizenship and rewarding careers (Quality),
- growing learner FTEs by at least 5% annually to 2018 (Relevance),
- continuing to develop learning outcomes and opportunities for experiential learning in all programs (Relevance),
- preparing a blueprint for the evolution of KPU Tech in Cloverdale to develop trades and engineering technologies to meet industry needs locally and provincially (Relevance), and
- increasing focus on the scholarship of teaching and learning (Reputation).

KPU is fulfilling its polytechnic mandate and contributing to the BC Jobs Plan by investing strategically in programming and degree options for students seeking career opportunities in science, technology, engineering, and mathematics, as well as in health and in design.

- The Faculty of Trades and Technology is developing programs in Instrumentation and Control Engineering Technology, Advanced Manufacturing Engineering Technology, Welder Fitter Technician (Co-op) Diploma, and Welding Engineering Technology Advanced Diploma.
- The Faculty of Science and Horticulture has developed new science programs in applied areas that meet workforce needs such as Bachelor of Science degrees in Applications of Mathematics, Physics for Modern Technology, Sustainable Horticulture, and Sustainable Agriculture, Biology, and Health Science. These programs will address BC's low numbers of undergraduate degrees in engineering, math, computer and information sciences, and physical and life sciences relative to other provinces and the Canadian average.
- With the enthusiastic cooperation and support of the brewing industry, KPU will launch a diploma program in Brewing and Brewery Operations in fall 2014.
- The Faculty of Community and Health Studies has opened an online BSc Nursing program. The recent announcement of the School of Traditional Chinese medicine at KPU fulfills one of the BC government's key promises.
- With major investment by the industry, KPU, and the provincial government, the Chip and Shannon Wilson School of Design is creating a world class design education and research centre in Richmond. When the new design building opens in September 2015, it will house all KPU's design programs and include facilities for developing new applications for technical materials. New design programs such as Product Design and Technical Apparel Design, as well as existing design programs, address work force needs in Metro Vancouver and put KPU in the forefront of this growing field.

In addition to these exciting programming developments that take KPU closer to realizing its polytechnic mandate, KPU is pleased to report the following accomplishments.

- Over the past fifteen months, KPU has restructured its international education to provide enhanced recruiting, international student support, and opportunities for student exchanges international field schools. KPU's efforts on recruiting and retaining international students has produced increasing numbers over the past 3 years – from 1,500 to 2,000 international students.



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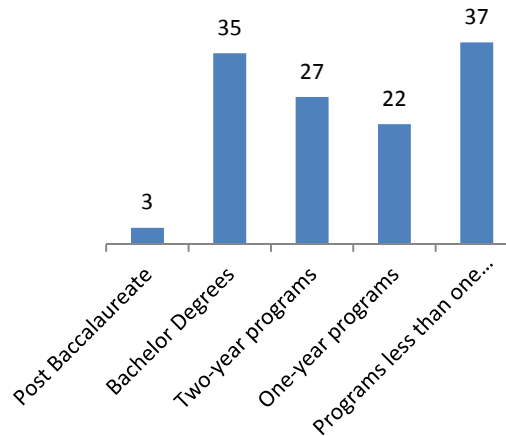
- The focus on the quality of teaching and learning at KPU is supported by the appointment of a Vice Provost for Teaching and Learning and the establishment of the Institute for Innovation and Scholarship in Teaching and Learning (INSTL) in 2013. Through INSTL, KPU will explore and assess the latest in global ideas about teaching to encourage renewal and innovation.
- Working with the Surrey Board of Trade, KPU has explored the need for growth of post-secondary education in the south Fraser region. KPU estimates that it needs an additional 2,500 funded FTE over the next five years to meet the needs of a rapidly growing population and introduce the new programs needed to realize our polytechnic mandate. KPU is therefore developing a joint proposition with SFU for the expansion of funded postsecondary education seats in the south Fraser region, with areas of focus that are complementary and which support the economies of the south Fraser communities.
- KPU received a sizeable grant by the Shastri Indo-Canadian Institute to support the work of the KPU Institute for Sustainable Horticulture. The Shastri Institute promotes the creation of binational links between academia, government, the business community and civil society organizations by funding research and hosting seminars.

### Status of Core Review of Programing at KPU February 2014

KPU routinely monitors applications, enrolment trends, seat utilization, credentials awarded and outcomes data for its programs. For the Core Review we are collecting additional information about each program's connection to the economic, social and cultural requirements of the region and the province. Our preliminary analysis of the program data indicates that KPU's programs have solid enrolment trends and appropriate student outcomes, and that a large proportion are designed to meet particular requirements of KPU's region or of the province. The results of our complete analysis will be reflected in KPU's final Core Review of Programming report and action plan to be provided in May.

As of fall 2013, KPU's seven Faculties programs at various credential levels.

**Distribution of KPU Programs by Credential Level Fall 2013**



Overall, application levels remain strong. Data from the student outcomes surveys and KPU surveys of current students tell us that student satisfaction with their education at KPU is high. In fall 2013 KPU students rated their satisfaction with their educational experiences at a possible 5. In fall 2013, 4.13 out of 5.

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Program responsiveness

In recent years KPU has exceeded the enrolment target set by AVED and met targets. Active management of the two underperforming targeted program produced increased enrolments in the past two years.

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The student outcomes survey results show that former students from KPU consistently report levels of skill development and employment that achieve or exceed the provincial targets. Employment rates and potential salaries of KPU's arts graduates reflect the applied elements and relevance of KPU programs to the employment market. Eighty-eight percent of recent arts graduates report that the knowledge and skills acquired in their KPU program are very or somewhat useful in their jobs. Many of the students completing developmental, one-year, and two-year programs were still studying a year later either at KPU or at another BC public postsecondary institution and report being well prepared for further study.

Each year, KPU awards close to 2,300 credentials ranging from developmental program credentials to baccalaureate degrees. All of these graduates are better able to contribute to the economy of the region and of the province because of their education at KPU.

**Collaborations and Partnerships**

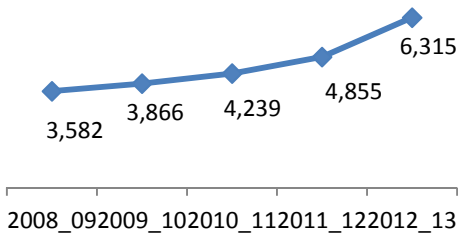
An essential feature of KPU's regional mandate is meaningful engagement with our communities and industry. The university is presently involved with regional law enforcement agencies, municipal governments and non-governmental organizations in a major project supported by the federal Social Sciences and Humanities Research Council to draw attention and provide alternative solutions to the difficult problems of youth violence and gang activity. KPU works with Phoenix House to provide educational upgrading to a disadvantaged population. KPU's Institute for Sustainable Horticulture assists a number of regional horticulture and agriculture firms and organizations to address specific challenges they face. Examples of many other partnerships and collaborations follow.

- In fiscal year 2012/13, nearly one million dollars was received from community partners, industry contributions and granting agencies for research. Research conducted by KPU faculty provides benefits to our region and enriches the learning experience of KPU students.
- KPU is collaborating with the School Districts of Surrey, Richmond, Langley, Delta and Maple Ridge to develop seamless pathways between secondary and post-secondary education. Our collective

aim is to increase our reach into the public school system with on-site programs, dual-credential programs, field projects, common learning strategies and collaborative projects to support learners, reduce student attrition and provide multiple pathways to success in post-secondary institutions and careers. To this end KPU intends to appoint a coordinator for the five districts' activities with KPU that promote pathways to postsecondary programs and joint program delivery.

- In cooperation with the TUV TV NORD GROUP, KPU is now working on the development of a three-level training program in environmental assessment for the Squamish First Nation. KPU's collaboration will extend to academic and research activities in the areas of trades, technology and management education with the Testing, Inspection and Certification fields.
- In October 2012, KPU signed an MOU with Canadian Dehua International (CDI) Mining Group to develop mining sector-related training that will support the expansion of BC's industry. As CDI is persuaded that training should take place where people without training are, Surrey is a preferred location.
- Together with the City of Surrey, Fraser Health, BCIT, Douglas College and SFU Surrey, KPU is a partner in Innovation Boulevard (Heath Tech Connexx), a network of health institutions, universities, companies and talented people close to Surrey Memorial Hospital that is designed to improve health care outcomes for patients and be an incubator for the health care technology and services sector.

**KPU Student Links to the Workplace 2008/09 \_ 2012/13**



- KPU has arrangements with numerous agencies and businesses to provide workplace experiences for KPU students, these range from practica, site visits, work experience placements, service learning projects and co-op placements. Over the past 5 years the number of KPU student links to the workplace has increased 76%.

2008\_09 2009\_10 2010\_11 2011\_12 2012\_13

- The Student Transitions Project shows clearly how well the BC postsecondary education system facilitates student mobility providing efficient paths to program completion while avoiding duplication. KPU recognizes its role as part of the system, and, largely through the BC Council on Admissions and Transfer (BCCAT), provides pathways for our students who wish to pursue programs KPU doesn't offer and for students who began at other institutions and wish to take advantage of programs only KPU offers. KPU has 48 block transfer agreements and has agreed to receive credits from 5,537 articulated courses delivered by other institutions.
- Under the umbrella initiative of the BC Agriculture Centre of Excellence (BC-ACE), The Faculty of Science and Horticulture is collaborating with Camosun, Vancouver Island University (VIU), Thompson Rivers University (TRU), UBC, University of the Fraser Valley (UFV), and Okanagan College to create course articulations for our Urban Ecosystems and Sustainable Agriculture programs to ease mobility between institutions and programs. We are exploring the opportunity for articulation with the agriculture diploma program developed by the Aboriginal Agricultural Education Society and course sharing with TRU, particularly in the area of Animal Agriculture.



- KPU has a number of international partnerships, many designed to facilitate the enrolment of international students at KPU. Others provide exchange opportunities for KPU students to study abroad, and still others assist the operation of international field schools. Two of KPU's recent international agreements are with Taiyuan University of Technology and Beijing University of Chinese Medicine to develop cooperative programs of education and research, particularly in the area of traditional Chinese Medicine.
- For the past two years KPU has been collaborating with the Universidad Sancti Spiritus, Jose Marti Perez and the Sanidad Vegetal (Agriculture Department) for Sancti Spiritus province in Cuba in a project to improve the level of food security in the province and limit pesticide use through ecological management. The project involved field trips and internships for KPU students, and opportunities for Cuban researchers to work at KPU. Classes at both universities were connected to study the use of biofertilizers. These projects were funded by the Canadian International Development Agency (CIDA) in cooperation with the Association of Universities and Colleges Canada (AUCC).
- A recent tour of Indian polytechnic institutions and colleges led by the Association of Canadian Community Colleges (ACCC) resulted in tangible opportunities for KPU to offer technical training, teacher training and certification training to select large Indian polytechnic institutes.
- KPU is an active participant in postsecondary education organizations and committees in BC and in other parts of Canada. Through memberships in local, provincial and national advocacy organizations such as the AUCC, ACCC, BCCAT, BC Association of Institutes and Universities (BCAIU), Senior Academic Administrators Forum (SAAF), and BC Association of Trades & Technology Administrators (BCATTA), etc., we work with our colleagues on collaborative initiatives to improve the quality and accessibility of postsecondary education. Other long-standing collaborations have generated efficiencies in areas such as libraries, participation in the Education Cooperative Purchasing Group, and, more recently, with BC Net and bccampus.

## Initiatives for Improving Student Success and Administrative Efficiencies

### Improving Student Success:

- To ensure that all new KPU programs will lead to graduate employment, new policies require that all proposals for new programs include data demonstrating the expected level of student interest and employer/community demand for graduates. KPU's Program Review process now requires all programs to describe the experiential learning opportunities and links to the workplace provided to students.
- KPU is moving forward with the implementation of the Senate-approved Transitions Project. Aligned with VISION 2018, the Transitions project will streamline how KPU admits students, how it serves them and how it provides the safeguards that will ensure student retention, and engagement. The project will also enhance student mobility, transfer admission, Aboriginal admission and mature admission. New English proficiency requirements and procedures will come into effect in September 2015. This initiative will ensure that the supports students need to be successful throughout their experience at KPU are accessible to them.

- The development of the Academic Plan to guide the academic delivery of the university is well underway with ongoing consultations, feedback, Senate deliberations and presentations with a view to completion in the spring of 2014. Embarking from the themes of VISION 2018, the Academic Plan will identify fundamental educational concepts and assumptions and propose concrete actions that will reinforce and realize our basic themes of Quality, Relevance and Reputation.
- As an indication of the influence of the integrated planning guided by VISION 2018, this past fall KPU's deans identified university-wide priorities that will result in significant resource allocation to the development of Science programs in FY 2014/15.

Administrative efficiencies:

- Internal Audits of administrative processes, including Financial Services, Supply and Business Services, and Information & Education Technology, have been completed with subsequent implementation of recommendations, investment, and policy development. A comprehensive review of the University's printing needs is currently underway with a view to finding cost-effective solutions fitted to the needs of different areas.
- As part of KPU's integrated planning initiatives, each Faculty and Service Unit is, or will shortly be, undertaking a planning process to focus its efforts around the goals of VISION 2018 and to look for efficiencies. In addition, a Resources Plan for the University is currently underway primarily to examine how space is used, how human resources are deployed, and the efficacy of KPU's current budget allocation model. The project will be completed in summer 2014.
- Integral to our on-going initiatives to find cost-savings across the University is an examination of the drivers of program costs. KPU has also implemented a program of Lean Thinking projects that, after just a year, are generating cost-savings and improved efficiency and effectiveness in several areas.
- Strategic enrolment management enables post-secondary institutions to carefully monitor and improve marketing, recruitment and the overall sustainability of its operations. Over the last year KPU has brought together its Registrar's Office, its Marketing and Communication team, and its Office of Student Services into a cohesive strategic enrolment management effort led by the office of the Provost. As the University continues to develop new subject areas, credentials and learning systems, we must manage the distribution of students and student support resources in a balanced and equitable manner. Initiatives such as the Transitions Project, strategic enrolment management, and coordination of student-related support services will aid KPU to expand its reach and thrive through collective planning, growth and good stewardship.

### Ongoing Program Quality Assurance Mechanisms

Quality and quality assurance are essential elements of our academic endeavour in keeping with the three themes of VISION 2018: Quality, Relevance and Reputation. At KPU we have embarked on a comprehensive review and revitalization of all academic, operational and governance policies with the express purpose of putting the most current standards, best practices and most fair processes in place to guarantee educational delivery and student success. In addition, KPU is working collaboratively with the Kwantlen Faculty Association to develop and refine present and emerging principles and procedures for performance review and evaluation that will ensure faculty have access to valuable performance

assessments and professional development.

Regular program reviews rely on a robust examination of program elements, output, graduate outcomes, stakeholder, and student feedback. KPU's Program Review team, in conjunction with Institutional Analysis and Planning and the relevant Senate subcommittee, ensures a comprehensive analysis of program data and curriculum to direct academic activity towards ever higher levels of quality and currency. To support the implementation of VISION 2018, the Program Review process now requires programs undergoing review to comment on the ways in which they have incorporated experiential learning and specific steps that ensure that the program graduates achieve the University's learning outcomes and the goal of preparing every KPU graduate for global citizenship and a rewarding career.

As post-secondary institutions facilitate the mobility of students across the local and national sectors, it is imperative that KPU establish and maintain clear standards and qualifications for its range of credentials, credits and competencies. KPU actively participates in national and provincial forums dealing with quality assurance to encourage the professional development of administrators and faculty in matters of academic rigour, institutional outcomes and quality assurance best practices.

### KPU's Emerging Roles and Responsibilities

- KPU is planning the development of KPU Tech, primarily at our Cloverdale campus. KPU Tech is envisaged as the place (actual or virtual) where industry and education meet to train and re-train the skilled workforce for the energy and resource sectors as well as for the growing manufacturing industry in the south Fraser region. In 2012, a partnership with industry produced over \$200,000 of equipment and supplies for the 8-week Low Voltage Wiring Program developed at industry's request. Further options for industry investment in KPU Tech such as in the Institute for Mining Technology are being investigated. Work on the development of engineering technology programs, leading eventually to an innovative degree in advanced manufacturing engineering, is underway.
- The School of Business plans to increase its post-baccalaureate certificate programs to be offered where industry requires an undergraduate degree in conjunction with core competency content, for example, Accounting and Supply Chain & Logistics. These programs will allow applicants to build specialized competency in a field that has a professional designation but is unrelated to their undergraduate degree. This will allow individuals to prepare themselves to transition into a new career. These programs will be offered in delivery modes and schedules that allow students to continue their current employment while they study.
- In response to overtures from the City and the Township of Langley and the Langley School District, KPU is pursuing plans to contribute to a Performing Arts Centre in Langley that will provide new space for the School of Music and, perhaps, provide interdisciplinary opportunities for existing programs in Visual and Fine Arts. This will align with the increasing interest in the creative economy south of the Fraser. Fine and Performing Arts facilities in Surrey and Richmond remain longer term possibilities.
- KPU is developing its capacity and participation in open education. KPU is a member of Open Education Resource *universitas* and is active in the BC Open Textbook Project. Discussions with the BC Educational Credit Bank at TRU Open Learning regarding other ways to assess informal and experiential learning, reducing the time to degree etc. for adult learners are underway. Creation of

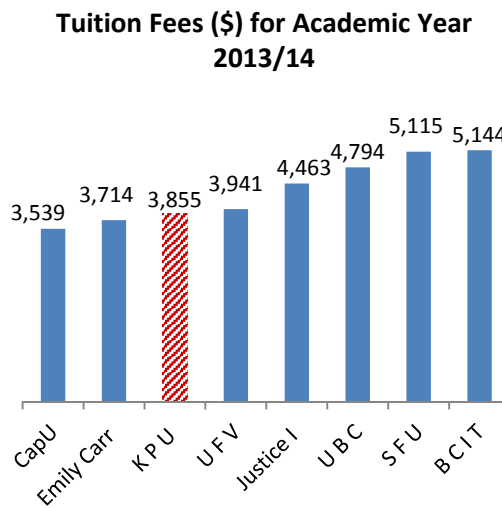
a KPU Office for Open Studies to explore radical alternatives to program delivery is under discussion.

- As the new division of Continuing and Professional Studies develops its offerings to better serve a new student population, we anticipate considerable activity in trades, technology, business, arts, health, design, and sustainability programming designed specifically to meet the needs of students pursuing new, or improving their current, career opportunities.
- KPU remains committed to providing opportunities and support to the rapidly growing Aboriginal population in the lower mainland of BC. We are working to meet the needs of Aboriginal students through in-house Aboriginal support services and activities as well as the establishment of an Elder-in-Residence position. Our revitalized Aboriginal Advisory Committee, a group comprising membership from all local First Nations, local school districts, community organizations and internal stakeholders, will work with the Provost's Office to ensure a steady increase in Aboriginal enrolment, propose new support services for Aboriginal learners and help steer the creation of new programs that may address issues of health, power and social justice in Indigenous local and global contexts.

### Conditions for KPU's Ongoing Success

- Implementing the planned upper level science and engineering programs as outlined on page one will require a number of fully equipped laboratories and the space to put them. KPU requests special, one-time funding for a new Science building with the equipment necessary to support the new Science and Engineering programs whose graduates will contribute to the economic development of the region and the province.

- KPU has identified the need for much flexible and market-driven tuition policies provide the support services that many of students need to be successful. We ask government to consider a one-time adjustment that allows all PSIs to adjust tuition fees differentially by program. In particular, KPU asks permission to adjust professional programs, especially those which other institutions have comparable more expensive programs, and for those programs which generate higher than starting salaries for graduates. KPU asks programs not funded by AVED be exempt the tuition policy.

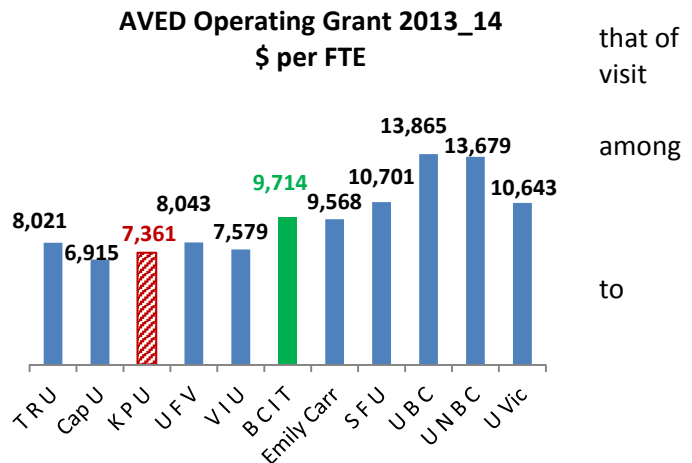


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- Given the recent changes in federal and provincial government policy regarding funding and tuition for English as a Second Language, KPU asks that AVED clarify its intentions with respect to serving the needs of domestic students in ESL, and its expectations of KPU which serves a region where half of the population does not have English as first language.

- As the new teaching universities evolve into their new mandates, their employee and labour relations needs shift, moving ever further from those of the colleges who comprise the majority of the Postsecondary Employers Association’s (PSEA) members. The growing gap increases the potential for the legitimate needs of one group, colleges or new universities, to create precedents that will cause harm to the other group. To reduce this risk KPU requests a reduction in the oversight of KPU operations by the PSEA/PSEC staff and the creation of a new employers grouping for the new universities. Both groups need flexibility with respect to the common issues in their collective agreements in order to address the evolving needs of BC students.
- KPU continues to have difficulties recruiting senior staff in specific positions due to its uncompetitive salary structure. While not all senior jobs would be affected, the current salary structure must be revised to reflect our mandate and the competitive realities of the Canadian post-secondary environment. KPU requests that the salary restrictions placed on KPU by the PSEA/PSEC guidelines be reviewed.
- KPU requests funding from AVED for an additional 2,500 FTE seats for KPU over the next five years, matching the promise to SFU Surrey in a 2006 Memorandum of Understanding with government, to meet growing learner demand in the region, meet our polytechnic mandate, and complement SFU’s proposed new programming.

- As KPU’s program mix moves towards a polytechnic, we ask government to re-fund the funding per FTE that KPU is currently allotted, the second lowest the teaching universities, and significantly lower than BCIT. Maintaining our per/FTE grant at its current level greatly inhibits our ability offer the higher cost science and engineering programs that would contribute to realizing the BC Jobs Plan.



## Conclusion

KPU remains focused on its unique polytechnic university mandate and on the opportunities that such a mandate affords in our dynamic and growing region. We fully recognize that this is our time to align ourselves to the major initiatives of our regional, provincial and national economy. Our faculty, KPU’s most valuable intellectual and skills asset, is training, teaching and mentoring a highly adept workforce for a prosperous future in BC. We do this through rigorous programming, high standards of program quality, community interaction and a strong relationship with local industries.

As we assume our role within our mandated region, we do so in full view and in full collaboration with our municipal leaders, our social services and law enforcement partners, our schools, community organizations and regional chambers of commerce. We are driven by our Strategic Plan: VISION 2018, we are guided by our emerging Academic Plan, and are accountable to internal and external stakeholders through the concerted efforts of an energetic leadership team, a committed faculty and staff, an inspired student body and expanding, bridge-building and dedicated alumni. The Interim Core

Review Report has given KPU an opportunity to highlight essential elements of our educational enterprise and to demonstrate the efficiency and economies of our systems.

In the final report and action plan arising from KPU's Core Review of Programming, which will be discussed widely across the University, KPU will elaborate on what we have learned through the process of Core Review and how we will continue to fulfill our mandate, meet the economic and social needs of our rapidly growing and diverse region effectively and efficiently, and contribute to the Province's goals.