



KWANTLEN POLYTECHNIC UNIVERSITY
School of Business

Strategic Review, Academic & Operational Plan Summary 2018 - 2023

Developed with direction from:

**KPU's Vision 2018 and
draft of Vision 2018 -
2023**

KPU's Academic Plan

**KPU's FY 2017 – 2018
Budget**

**KPU's Implementation
Strategy for the First
and Second
Generation of Post -
Bacc. Programming**

**The SoB Standing
Committee on
Education Quality**

**Developing
Internalization
Strategy**

**Consultations with
Internationalizaion**

**Office of Teaching and
Learning & Research**

Students

Developed with direction from:

**Consultations with
KPU Civic Plaza
working team**

**Consultations with
Institutional Analysis
and Planning**

**KPU Learning Centre
Initiatives**

**Research and Applied
Research Group**

**Working group on
Academic
Sustainability**

**Program Chairs &
Faculty Members**

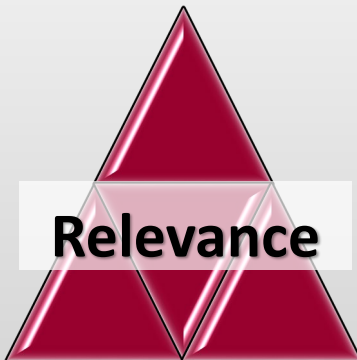
**Office of the Provost &
Vice President,
Academic**

**Consultation with
Industry Leaders**

**Consultation with
Dean's Office**

KPU's Strategic and Academic Plan Summary

KPU's Vision Pillars



KPU's Strategic Overview

- Graduates are prepared for global citizenship and rewarding careers
- Learner engagement and retentions show continuous improvement
- Well-managed, integrated and transparent organization that supports learning

- Widely recognized for its teaching and scholarship
- Unique identity is clearly articulated
- Foremost provider of continuing and professional education in its region

- Community engagement keeps growing
- Capacity to support 5% growth to meet educational needs of the region's diverse population
- Experiential learning integration into all programs-theory to application, classroom to community-where thought meets action

KPU's Academic Value Proposition

KPU's Academic Value Foundations

Distinctive Programming	<ul style="list-style-type: none"> Diverse, innovative and high quality programs that allow for different entry points, credential levels, and flexible delivery options
Innovative Teaching and Learning	<ul style="list-style-type: none"> Students will experience inclusive, challenging and dynamic learning environments that promote creative and critical thinking
Well-defined Learning Outcomes	<ul style="list-style-type: none"> Programs will deliver mastery of stated learning outcomes. Programs will deliver integrated theory with practice, applying diverse delivery of experiential learning opportunities.
Experiential Learning	<ul style="list-style-type: none"> Students will grow as communicators, citizens and community leaders
Enriched Student Experience	<ul style="list-style-type: none"> A collaborative learning environment is fostered to encourage students to develop personally and intellectually
Purposeful Community Engagement	<ul style="list-style-type: none"> Engaging with our diverse local, regional and global community, KPU students will have opportunities to develop rich understanding of complex social environmental, economic and political issues

School of Business Strategic Plan Summary

Strategic Principles

Strategic Elements



Develop exceptional individuals that will shape the way organizations and businesses operate and are led

- To ***Engage*** and ***Inspire Students*** of diverse backgrounds, ages and aspirations
- To deliver ***Industry Desired*** skills and knowledge based education through ***Innovative Experiential Learning***
- To ***Foster Collaboration*** across all of our stakeholder groups that drives change and new practices

Where Thought Meets Action

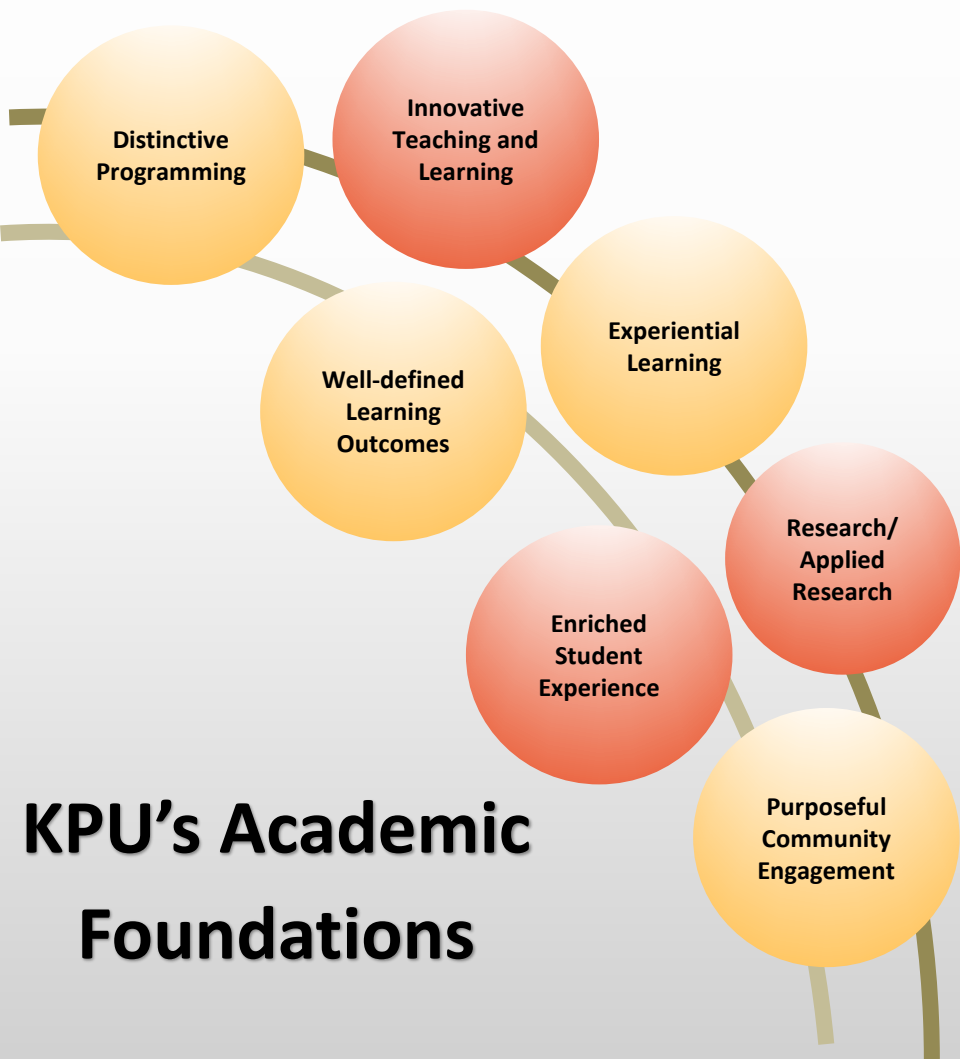
Our Vision and Mission in Practice

Our Product – the Graduate

Is a well- rounded business professional who is ready to work:

- Being personally **accountable** for their performance and behaviour
- High performing team members **identifying** and sparking changes in their organizations
- **Think critically** and **support** their decisions with sound business principles, appropriate research and specialized, practical expertise in specific business discipline
- **Present** a business case for the initiatives they recommend
- Demonstrate **strong analytical skills** integrating their financial literacy, business expertise, and breath of knowledge to think with the whole in mind, and in an increasing global environment
- **Communicating** effectively in a variety of situations and audiences – use English professionally when speaking and writing
- Perform in a **social, environmental, and ethical** manner
- Job-ready, **willing to learn** and eager to contribute where their employer needs them, knowing that career success is built on results

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Our Position and Capability - Internal

What we can leverage:

- Industry based instruction and faculty
- Strong Co-op employer experience
- Established applied focus within all programs

What we need to change:

- **Student Engagement/Preparedness**- lacking of programs, infrastructure and tools
- **Education and internal investment** – Limited
- **Marketing and Sales capability and capacity** – Internal resources level low and focused limited
- **Information** – Environmental data is fragmented and needs further coordination



Our Position and Capability - External

Where we can take advantage:

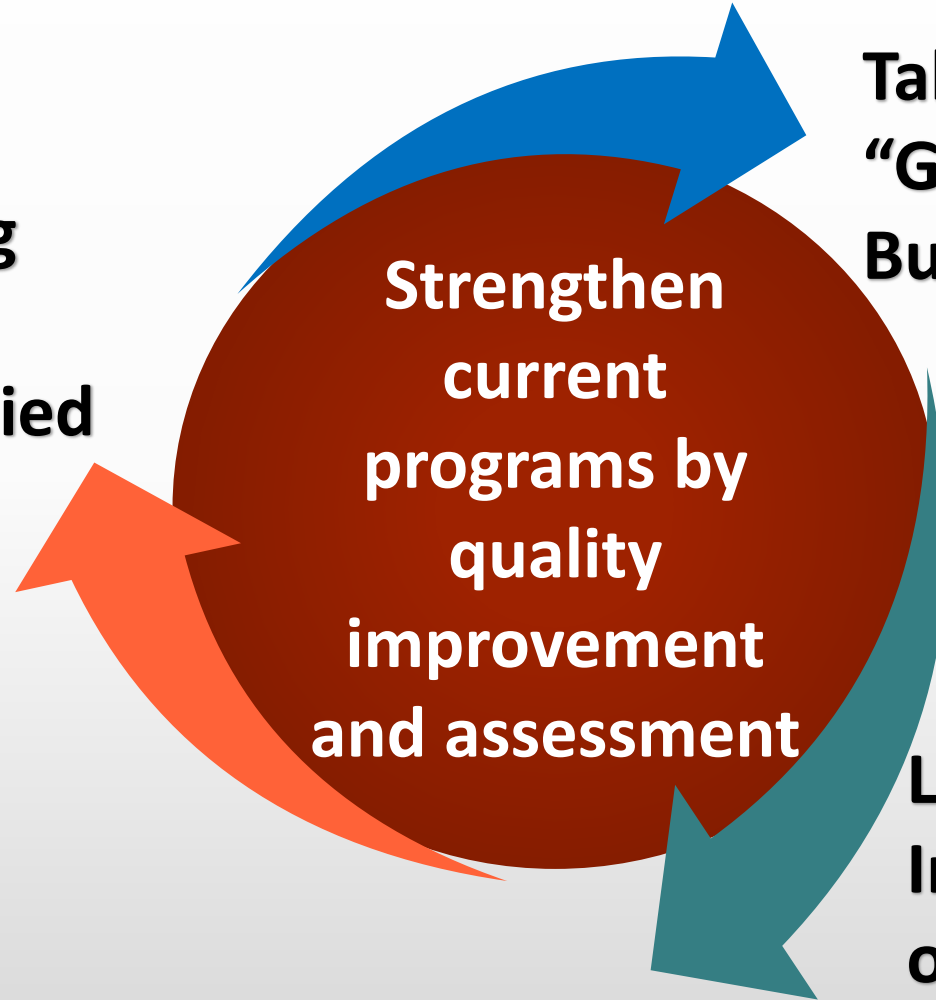
- **Product Industry** – Competition programs are generic and not applied, several applied skills and competency are underserved
- **Multiple Value Chain Points** – We are at the starting point of launching new Post-Bacc programs and CE segments
- **Industry Environment Changing** – Stakeholders are changing, student and industry needs are changing
- Opportunities to show case results of program reviews and to modify programs as needed
- Evolving strategic enrollment management for benefit of SoB
- Growing development experience on Post-Baccalaureates
- Evolving global nature of the School of Business
- Implementations of KPU strategy
- T&L MIS system
- New and existing research and applied research opportunities
- KPU Learning Centre Initiatives

What we need to mitigate:

- **Educational Delivery Infrastructure** – Practices and approaches are changing rapidly but infrastructure slow to respond
- **Funds** – Limited investment, KPU reliant on our contribution
- **Competition** – has head start in the market – it requires investment for positioning
- **Lack of Funds for faculty development** - including credentials
- **Support system outside of the SoB** - some need to be further align to serve students and potential students
- **Administrative information technology infrastructure** - for course and room assignments
- **University and SoB program approval processes** – it does not meet industry timelines
- **Lack of entrance requirements for SoB**

Strategic Direction

**Capacity leveraging
for Teaching &
Learning, and Applied
Research**



**Take the first step to a
“Glocal” School of
Business**

**Launch first
Internationalization Strategy
of the School of Business**

Strategic Phases and Priorities

Strategic Priorities

YR 1-2

Strengthen the Core, Build Growth Capability

YR 2-3

Growth and Innovate

YR 4-5

Sustain Growth

Leverage / Strengthen Core Programs (undergraduate education) – based on On-Going Teaching & Learning Improvements and Applied Research

Transition to a Glocal Business School

Strengthen Our Academic Capability and Depth (including Deployment of All Quality Assurance Plans from Program Review, as well as BEF assessments)

Develop Financial and Organizational Sustainability through Administrative, Technical Capabilities and Infrastructure and Revenue Growth

Enrollment and Student Brand (value proposition) Programs

Industry and Partnership Development

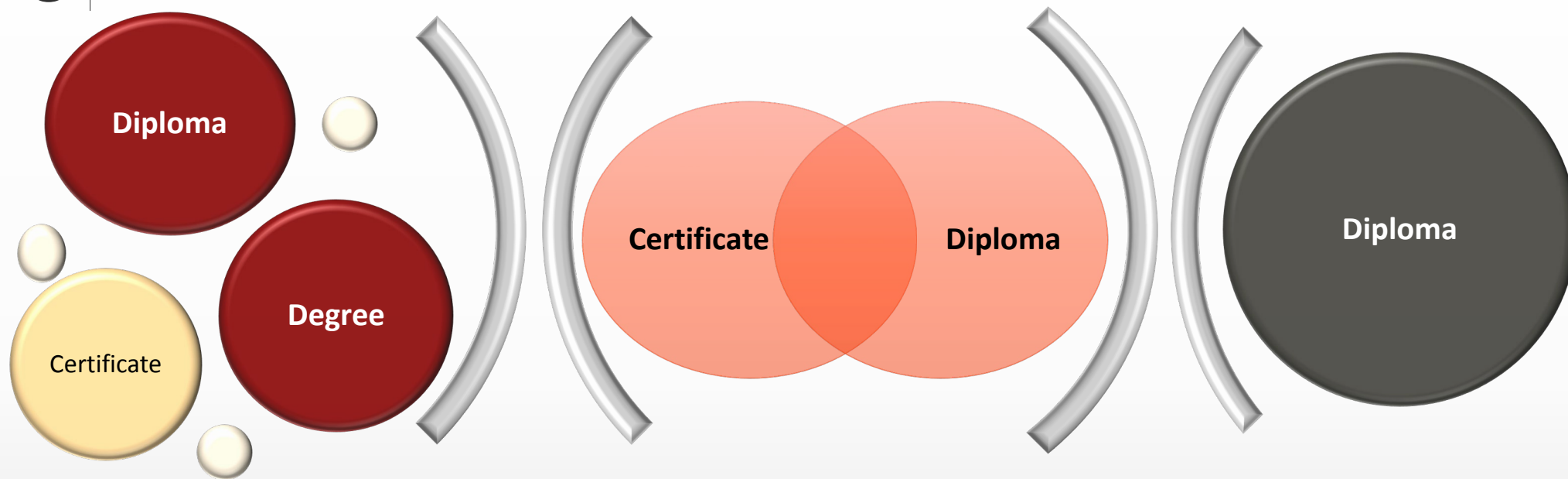
Opening New Campus – KPU Civic Plaza School of Business

Indigenization

Respectful Work Environment

Exploring KPU MA, MBA, MS program

Product Vision – Credit Based



Undergraduate

Diploma - designed to graduate students that are ready to work, willing to learn.

Degree - designed to graduate students that are ready to lead. Competency demonstrated in a field.

Post-Bacc.

Certificate - designed build base competency level in a field so they are ready to work in a new field.

Diploma - designed to build applied specialized competency in a field requiring designation, ready to lead.

Graduate

Diploma - designed for individuals seeking to advance career, developing more effective and efficient managers and leaders. Ladder into a partners MBA program. Leading.

All graduate diplomas have important applied components

Exploring KPU Master programs

Academic Goal Plan Summary

Undergraduate Products - Goals

2018 & 2019

2020

2021 & 2022

Distinctive Programming

Innovative Teaching and Learning

Well-defined Learning Outcomes

Quality Control

Enriched Student Experience

Purposeful Community Engagement

- All programs increase in industry participation as per department's decision (reflected on department's bi-annual planning logs)

- All programs complete program review to establish well defined learning outcomes, identify competencies, identify courses for assessment.
- All programs take part in the international strategy of the SoB to provide support for diverse classrooms
- BTECH, ECON, BUSI, HRMT, ENTR, LGLA and PRLN begin reporting of quality assurance plans to SCPR
- Business Education Framework assessed.
- All programs and departments have a continuous improvement program/structure
- SoB leverage KPU's Centers of Learning Excellence and identifies Learning Champions in each SoB Department.
- 70% of courses needing revision are updated and revised.
- Foster alumni engagement
- Measure the impact KPU SoB have on community engagement

- 1 new product that is trans-disciplinary identified and positioned for development
- Computer Science Program at Richmond Campus

- All degree and service departments are measuring business foundation learning and specific discipline outcomes
- All programs will align course learning outcomes aligned with program learning outcomes
- Bi-annual reporting to ACBSP of learning assessments (including removal of any existing conditionality)
- Integration of the Course Review Process into Program Review and Accreditation
- SoB Course revision continues—No backlog on revisions
- Develop the process for vetting Faculty pedagogically for blended classroom delivery
- Develop metrics of revenue and expenses and total contribution to KPU budgeting performance
- Indigenization strategy

- Trans-disciplinary product launched
- All programs continue to assess program and course learning outcomes for continuous improvement including but not limited to ACBSP
- MRKT, ENTR, HRMT, BUSI, ECON, LGLA, PR working on new Program Review Cycle
- Integration of MIS technology into Course Review Processes
- SoB Course revision continues—No backlog on revisions

Graduate Products - Goals

2018 & 2019

2020

2021 & 2022

**Distinctive
Programming**

**Innovative
Teaching and
Learning**

**Well-defined
Learning
Outcomes**

**Experiential
Learning**

**Enriched Student
Experience**

**Purposeful
Community
Engagement**

Creation of a Graduate Office for the School of Business:

- HRMT – Program Revised
- Post-Baccs Diplomas deployment and review:
 - ACCT, OSCM, TMAS
- Deployment of Graduate Diploma in:
 - Green Business Management and Sustainability
 - Global Business Management
- 3 new products identified and positioned for development
 - IT and Digital Transformation Post Baccs
- Identification of Innovation Initiative
 - launch pad
 - clean and green tech, med-tech,
 - app development
 - yearly product hackathons, etc.
- Success Coach advising piloted

- Core courses in graduate programs assessed/ revised
- Preparation for ACBSP Accreditation of first set of graduate programs
- Exploring KPU own MA, MBA, MS programs

- 3 new graduate diploma programs deployed
- Innovation Initiative implemented and complemented with graduate programs

- Quality improvement measurements deployed, advisory boards fully established for academic programs
- Administrative Structure of Post Baccalaureate programs revised
- All products are generating a positive contribution

KPU Civic Plaza – Goals



Academic goals

- Adjusting to small classroom size
- Administering Faculty Loads
- Funding Demand Sections as needed
- Development of Academic Culture for Post-Baccs and Graduate Programs



Development Goals

- Administrator Leader at Main Surrey
- Program Advisory Boards for Post-Baccs and Graduate Programs
- Fully funded Project Manager for Post Bacc & Graduate program
- Department Chairs/ Coordinators assigned for Post Bacc & Graduate program



Administrative Team Goals

- Staffing Reception Position
- Staffing Event Planner Position
- Design & Deploy marketing / Communication Plan