

Kwantlen Polytechnic University

2013/14 to 2017/18 Strategic Planning Process

OBJECTIVES

- To create a strategic plan by April 2013 for review of Senate in May 2013 and approval by the Board of Governors¹ in June 2013.
- To build a strategic plan that addresses the needs of Kwantlen's students and region and establishes a foundation for long-term success for the University.
- To develop a strategic plan that has the enthusiastic support and commitment of a broad majority of faculty, staff and administrators.

GUIDING PRINCIPLES

- The process builds on previous planning work at KPU. There are several planning documents² that are still relevant and will inform the strategic plan.
- The process is consultative and inclusive inviting input from faculty, staff and administrators within academic, student and administrative units and uses feedback loops to inform the plan's development at various stages.
- The process takes into account external issues and trends in higher education and builds on existing strengths.
- The plan is tested against different possible futures (i.e. the Kwantlen scenarios) to position the University for long-term success.

ASSUMPTIONS

1. We're planning for the next 5 years: 2013/14 to 2017/18.
2. We need to have a strategic plan to the Board.
3. Our strategic plan will inform the academic plan and other operational plans.
4. We have agreed-upon statements of mission, mandate, vision and commitments.
5. This planning process will be an iterative one with annual reviews and adjustments; it doesn't have to be perfect this year.
6. Our legislated mandate will not change.
7. We are a largely undergraduate, teaching-intensive, polytechnic university.
8. Our funding from government will likely remain flat during the 2013/14-2017/18 planning period.
9. Our ability to grow as an institution is limited given our current delivery model.
10. There are no major publicly-funded capital projects in our near future.
11. AVED FTE targets in Health and Developmental programs must be met or exceeded within the next 4 years.
12. Kwantlen international student enrolments are to increase by 100% by 2015/16.

¹ See Appendix A: Section 15(Strategic Planning) of the Board Governance Manual

² See Appendix B: Inventory of Kwantlen Planning-Related Documents

TIMELINE

Phase I:	Getting Organized	<i>September</i>
Phase II:	Strategic Themes and Goals	<i>October to November</i>
Phase III:	Strategy Development	<i>December to January</i>
Phase IV:	Future-proofing the Strategic Plan	<i>February to June</i>
Phase V:	Implementation of the Strategic Plan	<i>July onward</i>
Phase VI:	Action Plan	

The communication strategy will ensure that stakeholders are well informed at the various stages of the planning process.

Phase I: Getting Organized

- Communicating the importance of strategic planning for the future of the University and showing enthusiasm for working with existing planning documents.
- Establishing the Strategic Planning Task Force (SPTF).
- Designing process, logistics, communications strategy, etc.

Phase II: Strategic Themes and Goals

- Institutional Analysis and Planning distills previous planning documents. The University Executive (UE) crafts goals around strategic themes.
- Town halls are held on each campus to obtain feedback on strategic themes and goals from stakeholders.
- SPTF receives the feedback generated in the town halls and recommends adjustments to the President on the strategic themes and goals.
- Final strategic themes and goals are communicated to stakeholders (including the Board and Senate).

Phase III: Strategy Development

- The UE proposes strategies to achieve each goal.
- Town halls are held on each campus to obtain feedback on the strategies.
- SPTF receives the feedback generated in the town halls and recommends adjustments to the President on strategy.
- A document which includes: Vision, Mission, Values, Planning Assumptions, Strategic Direction, Goals, and Strategies, is shared with stakeholders.

Phase IV: Future-Proofing the Strategic Plan

- The SPTF and UE use the Kwantlen scenarios to test the strategic plan against different possible futures.
- Adjustments are made to the strategic plan as necessary.
- The plan goes to Senate on April 29th.
- The Board receives the proposed strategic plan on June 12th.

Phase V: Implementation of the Strategic Plan

- UE and SPTF set principles of accountability and articulate what success looks like for each goal in a polytechnic university that serves regional needs.
- The steps for implementation are determined, including: the sequencing of goals, the time frame for implementation of strategies, who needs to be involved in each step, potential hurdles to overcome, and the metrics for the goals that quantify and qualify performance.
- Reporting cycles are established and ways of ensuring that the day-to-day decisions are aligned with strategy are explored.

Phase VI: Action Plan

- Units develop detailed operational plans that coordinate multiple resources required within time and cost constraints. The plans describe how resources are to be used in pursuit of the University's goals.
- A report card to demonstrate achievements of the strategic plan is developed. This is reviewed annually and is used to identify any adjustments that need to be made to the strategic plan.

STRATEGIC PLANNING TASK FORCE (SPTF)

Role:

- The SPTF ensures the voice of stakeholders is heard and included in the strategic plan.
- The SPTF prepares a streamlined presentation of the existing Mission and Mandate and Vision and Commitments statements.
- The SPTF tests the robustness of strategies using the Kwantlen scenarios.
- The SPTF sets principles for accountability and defines what success looks like for each goal.

Composition:

President (Chair)

Provost or AVP Academic

AVP Students and Associate Provost

Director of IA&P

1 Dean

1 Librarian

1 Non-Faculty faculty member

1 Professional Staff member

1 faculty member elected from each Faculty
(7 in total)

3 students, 2 selected by the KSA and 1
from President's Ambassadorial Team

1 Alumni

2 KFA appointees

1 BCGEU appointee

Total SPTF membership 22

Appendix A: Section 15 (Strategic Planning) of the Board Governance Manual

The Board of Governors requires that the strategic planning process at Kwantlen have the following characteristics (Board Manual, Section 15):

- Involves adequate consultation with key stakeholders,
- Board is briefed at various stages of the planning process,
- Senate must play an advisory role and must provide feedback,
- Board must be advised re: proposed involvement of Senate and other key stakeholders,
- Prior to strategic plan development, senior leadership meets with Board to review external challenges and opportunities as well as internal strengths and weaknesses,
- Board provides feedback on draft strategic plan,
- Annual review with adjustments made as necessary to the strategic plan,
- Rolling operating and capital plans with annual operating and capital budgets are to be developed, and
- Board and Senior Leadership will determine a set of key performance measures for Kwantlen.

Appendix B: Inventory of Kwantlen Planning-Related Documents

Institutional Planning Documents:

Creating Our Future (2008)
Mission and Mandate (2009)
Vision and Commitments (2011)
Deans' Prioritization of Commitments (spring 2011)
Understanding Our Environment Workshop (fall 2011)
Academic Priorities established by the Academic Planning and Priorities Committee of Senate (spring 2012)
Scenario Planning (summer 2012)
Foundation of Excellence (summer 2012)
Institutional Accountability Plan and Report (Service Plan, annual)

Background Documents:

University Act (2008) – Functions and Duties of a Special Purpose University Excerpt
What is a Polytechnic? (fall 2011)
Enrolment Planning with Faculty targets meetings (summer 2012)

Board Governance Manual – Strategic Planning framework and timeline (fall 2012 – waiting for Board approval)
Institutional Budget Priorities (annual)
Environmental Scan (2011)
Budget Letter (annual)
Government Letter of Expectations (annual)

Area specific Planning Documents:

ORS Strategic Research Plan (2008)
Internationalization Advisory Committee Report (fall 2011)
Faculty-level Retention Strategies presented to Provost (spring 2012)
Faculty level Accountability Measures data (fall 2012)
Faculty level mini strategic plans (spring 2012)
Communication and Mobile Strategy Task Force (commencing fall 2012)