

**SENATE AGENDA**

Special Meeting  
Thursday, September 9, 2010 4:00 pm  
Cedar Building 2110

1. Call to Order ..... David Atkinson
2. Consultation Regarding the Kwantlen Polytechnic University Vision Statement ..... David Atkinson
3. Next Meeting: September 27, 2010, 4:00 pm – 7:00 pm, Cedar 2110
4. Adjournment

**MEETING DATE:** *September 9, 2010*

**AGENDA #:** *2*

**PRESENTED BY:** *David Atkinson*

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**Issue:** Senate consultation on draft Kwantlen Polytechnic University Vision

**For Information:** This item comes to Senate for consultation and advice, prior to a full Kwantlen community review. Subsequently, Senate will review the Vision again and provide its advice to the Board of Governors, as per the University Act, section 35.2(6)(a), *“The Senate of a special purpose, teaching university must advise the board, and the board must seek advice from the senate, on the development of educational policy for the following matters: (a) the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university;”*.



KWANTLEN POLYTECHNIC UNIVERSITY

# Vision in Action

## The Strategic Plan Framework

**((DRAFT 4.0))**

*This is a comprehensive KPU strategic plan framework  
that links together our core planning elements,  
including: Institutional Mandate, Mission, Principles,  
Vision and Commitments*

2010

# Vision in Action

## The Strategic Plan Framework

### INTRODUCTION

**About the plan:** This is an interim draft of a comprehensive strategic document that will tie together critical elements of Kwantlen Polytechnic University's institutional vision and planning. These elements have been developed in response to Kwantlen's mandate to be BC's polytechnic university. In order to fulfill that mandate, it is critical that within Kwantlen we have a shared understanding about who we are and where we are going, and a shared commitment as to how we are going to get there. A focused and cohesive plan built around a clear vision will be a vital tool in helping us achieve our goals.

This document is the 'framework' of an eventual plan that will see the Mission and Vision translated into Commitments – each of which is supported by Goals and Actions that will help us achieve the future we desire. This initiative has been informed by a wide range of consultation and input from Kwantlen stakeholders, including previous strategic exercises and documents; committee workshops; and that part of our brand development and vision research that focused on core issues of institutional definition, culture and reputation — plus the perceptions and desires of external audiences.

All of these have provided a foundation for understanding our priorities, strengths and weaknesses, plus the needs of the markets and communities we serve. As we build this framework into a Vision-driven plan, we will continue to consult KPU stakeholders and audiences to increase our general understanding of internal and external issues, as well as to develop the specific, operational plans that will help realize the Vision across all our campuses.

## MISSION AND MANDATE

### Who We Are

**Kwantlen is British Columbia's Polytechnic University. We prepare students to be exceptionally work-ready while remaining committed to the fundamentals of a broad-based university education.**

As a leader in innovative and interdisciplinary education, we offer all learners, regardless of background and preparation, opportunities to achieve the highest standards of academic performance. Our many programs of study provide applied learning and broad-based university education.

Our relevant, engaging, and inclusive environment facilitates personal and professional development. Critical awareness, cultural sensitivity, and social responsibility are all foundational to our commitment. We provide accessible and outstanding scholarship to prepare our learners for a complex world.

We value scholarship as a socially relevant obligation and opportunity. We support multiple approaches to research and innovation to address community, industry, and market needs. Community engagement is the manner in which we demonstrate our commitment to the social value of the University.

Our approach to teaching and learning is based on mentorship, discovery, purposefulness, and learner autonomy. Our faculty demonstrate an authentic spirit of inquiry as a model for learners. In turn, learners engage with a teaching environment that is collaborative, innovative, creative, and respectful.

Our University culture is based on critical inquiry, collegial debate, knowledge generation, freedom of expression, diversity, and environmental stewardship and sustainability. Yet we go farther by recognizing the necessary integration of these principles as our foundation and our purpose.

### What We Do

We support a dynamic educational community that embraces emerging and experimental teaching methods and research driven pedagogy. We create a culture that is learner-focused, academically rigorous, innovative, interdisciplinary, and socially responsible. We respect the academic freedom of learners, faculty, and staff as foundational to the pursuit of knowledge. We recognize that all members of the University community are responsible for exercising their freedoms with honesty, integrity, and respect for the principles of justice, equality, and human rights.

## **What We Believe In: Values-based Principles**

### **Access**

Kwantlen's history and purpose as a polytechnic institution integrates college, trades, and university experiences. We respond to community, regional, industry, and market needs through a distinctive variety of programs, research initiatives, and community partnerships. Transitions programs, multiple entry points, international education, and bridging opportunities demonstrate our commitment to accessible lifelong learning across a broad range of educational options. We view access to education as the pathway to citizenship.

### **Scholarship**

We encourage faculty and learners to participate in many forms of knowledge generation and research, including those focused on discovery, creativity, application, and teaching. We honour and reward scholarship that involves learners and the broader community in research design, development, and dissemination.

### **Community**

We recognize and respond to challenges and opportunities within the dynamic communities of the Fraser region of British Columbia. We promote leadership by developing and supporting community-based initiatives that address economic, social, and cultural issues within an increasingly global context. Synergies among various groups are developed and sustained through complementary cultures and practices that encourage autonomy, adaptability, collegiality, service, and excellence.

### **Mentorship**

We provide and promote a learning environment in which learners examine and develop their values, goals, and character through the integration of personal, academic, and professional inquiry. We encourage lifelong learning and a continuing relationship with the University. We expose learners to workplace experiences, offer programs in continuing education, and provide educational opportunities for those seeking career change or development.

### **Stewardship**

Through program delivery, services, and research initiatives, we aspire to inform and transform attitudes and values to reflect our role as a responsible and sustainable educational institution. Our health and our achievements derive from, and depend upon, the health of the Earth and its inhabitants.

## OUR VISION

### **Where We Want to Go**

*The Kwantlen Vision establishes where we want to go — our higher purpose as an organization and a desired future state for ourselves and the world around us. It is a representation of our primary ambition, what we aspire to embody that makes us unique and valuable.*

*This Vision is at the centre of our strategic planning, and the decisions and initiatives that will move us forward as an institution. It begins with the Vision Statement, but must include the important Commitments that provide the impetus and direction for achieving our desired state.*

## THE VISION STATEMENT

### **Ready to Work. Ready to Lead.**

Kwantlen Polytechnic University will be a national leader in innovative, academically rigorous university education that prepares students to work anywhere and to achieve anything.

## OUR COMMITMENTS

### **How We're Going to Get There: The Vision in Action**

*Our success in realizing the Kwantlen Vision will be driven by the actions and critical decisions we make on behalf of it. These are represented by a set of Commitments that provide the main framework of our Strategic Plan. These will be the key priorities of the Institution as we move forward. Each Commitment will, in turn, be supported by specific Goals and Actions that will be detailed in operational action plans that involve all our campuses and faculties.*

Kwantlen aspires to define a new kind of post-secondary institution which encompasses short-term professional and continuing education programs, traditional college programs in trades and technology, and a comprehensive range of university-level programs, all of which reflect and express its polytechnic mandate. Kwantlen is committed to delivering a broad-based undergraduate education that provides students with the critical skills, moral framework and social awareness that encourages good citizenship.

Kwantlen will ensure that every student has the opportunity to aspire to the highest level of accomplishment: it remains committed to rigorous standards of learning and scholarship in all its activities. To that end, Kwantlen is dedicated to maintaining four strong and vibrant campuses, each with its own unique culture and each making an individual contribution to the overall Kwantlen community. Kwantlen is committed to the wise and prudent use of its resources, striving always to provide faculty, staff and students with a learning infrastructure that is both current and forward thinking. It recognizes the potential for growth in the demand for post-secondary education, and remains committed to substantial institutional growth to ensure full realization of its ambitions and commitments.

**By staying true to our Vision, and honouring the following Commitments, we will fulfill our mandate and potential as BC's polytechnic university.**

## **1. WORK-INTEGRATED LEARNING**

Kwantlen will ensure that all its programs, in whole or in part, prepare students for the world of work. Accordingly, all programs will include practical experience in the form of co-ops, practica, internships or other applied initiatives.

## **2. ENGAGEMENT WITH OUR PARTNERS**

Kwantlen will establish and maintain productive ties and reciprocal relationships with government, business, not-for-profit organizations, and our communities — to inform curriculum and new program development, to provide work-integrated learning, and to identify applied research and innovation opportunities.

## **3. DIVERSITY AND ACCESSIBILITY**

Kwantlen remains committed to accessibility and diversity, believing that all those willing to work hard and apply themselves deserve the opportunity to pursue post secondary education. The university will seek out, and provide, students of diverse ages, backgrounds and aspirations with a quality education that prepares them for success.

## **4. APPLIED RESEARCH AND INNOVATION**

Kwantlen contributes to the quality of life and the economic sustainability of its region by fostering applied research partnerships and support for innovation both inside and outside the University.

## **5. EXCELLENCE IN TEACHING**

Kwantlen is a teaching university that provides an outstanding learning experience for its students. As a university, Kwantlen commits to the development of its faculty as exceptional teachers, and it will ensure excellent teaching is supported, recognized and rewarded. It insists that all faculty be fully engaged in their disciplines, understanding that currency of knowledge is the foundation of student learning.

## **6. APPLIED SCIENCE AND TECHNOLOGY**

Recognizing its broad mandate as a polytechnic university, Kwantlen is committed to the aggressive development of applied science and technology programs to meet the emerging needs of British Columbia.

## **7. PATHWAYS**

Kwantlen is committed to program flexibility that protects the academic investments of its students by allowing multiple access and exit points and multiple learning pathways.

## **8. CONTINUING AND PROFESSIONAL EDUCATION**

Kwantlen will provide learning opportunities that support personal and professional enrichment by responding to the interests of the non-traditional student and the needs of the workforce in the region.

## **9. CENTRES OF EXCELLENCE & FLAGSHIP PROGRAMS**

Exceptional universities are built on exceptional programs. Kwantlen is committed to developing and supporting centres of excellence and flagship programs.

## **10. INTERNATIONALIZATION**

Kwantlen will be one of Canada's most international universities - with a strong and vibrant international student body and a commitment to nurture global partnerships that encourage faculty and student mobility.

## **11. STUDENT EXPERIENCE**

Outstanding students deserve an outstanding student experience. Kwantlen commits to provide support programs, services and systems to enhance and enrich student life.

**12. AN EXCEPTIONAL WORKPLACE**

Kwantlen's Vision is realized by its people. The University is committed to providing an empowering environment that supports the needs of our faculty and staff, inspires leadership on every campus, and provides an attractive and fulfilling place to work and to grow.

**13. ALUMNI AND FRIENDS**

Kwantlen will strive to develop and maintain engaged relationships with alumni and friends, to create institutional pride within those groups that leads to increased understanding of the University's vision and support of its goals.

**14. SUSTAINABILITY**

In everything we do, and everything we build, we will inform and transform attitudes and values that confirm our role as an educational institution committed to sustainability and the health of the world.

**15. PROMOTING EXCELLENCE**

Kwantlen promotes individual and institutional excellence and will celebrate this excellence in both formal and informal ways that encourage, support, and recognize outstanding accomplishment.

**16. ACADEMIC FREEDOM**

Freedom of inquiry, thought, expression, publication, and peaceful assembly — along with individual responsibility — are the cornerstones of Kwantlen's identity as a university. And they will be safeguarded in the enterprises of teaching, learning, research, and scholarship.

## OPERATIONAL PLAN — GOALS AND ACTIONS

### **How We'll Get There:** Honouring our Commitments

*The Commitments, which grow out of Kwantlen's Vision Statement, will provide the framework for all other institutional planning activities and will drive the operational mandates of every faculty, academic and administrative unit.*

*A number of these commitments are specifically academic, and will be the responsibility of Senate, which will draw on the advice and input of academic departments and Faculty councils. Others focus on the quality of the student experience and the institution's ability to attract and keep students. These will be the responsibility of such units as Student Services and Enrolment Management. A number, of course, involve several jurisdictions in the University—Senate, Board, Administration—and will require a cooperative and collaborative effort.*

*Key to going forward is the coordination of input provided by the many units in the institution responsible for development of an Action Plan. To this end, there will be an **Action Plan Task Force**, whose responsibility will be to take the input provided by the broad University community, and draft it into a single coherent action plan.*

*While there will be many hands participating in the development of an action plan, it is anticipated that the Senate, once having reviewed the plan, will recommend it for final approval to the Board.*

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*On the next page is an **example** of how this process could work – it shows a sample **Commitment**, and **potential operational priorities** that could help us fulfill this Commitment.*

*During operational planning these would be fully fleshed out and divided into specific **Goals** and **Actions** (or **Projects**) designed to help us meet our objectives.*

*(These are not final examples and are displayed to show the process only):*

**Commitment:****1. WORK-INTEGRATED LEARNING**

Kwantlen will ensure that all its programs, in whole or in part, prepare students for the world of work. Accordingly, all programs will include practical experience in the form of co-ops, practica, internships or other applied initiatives.

**Potential Goals and Actions/Projects:**

- A) Kwantlen will **review all academic programs** by June, 2011 to determine how best to integrate work experience into each program.
  - B) Kwantlen will, on a faculty and department basis, **establish year over year targets** in this regard, with the ambition that all programs will integrate work experience by June, 2014.
  - C) Kwantlen will **maximize its market intelligence** on current workplace trends and enhance its community and industry engagement to ensure relevance of its programs in general, and effectiveness of applied initiatives in particular.
  - D) A new 'Applied Initiatives' task force will be set up by October, 2010 to **oversee the implementation** of the above goals.
  - E) The task force will develop a matrix by which **programs will be measured** relative to their applied, work-integrated capacity.
  - F) The new 'Applied Initiatives' task force will **conduct formal research** on workplace trends and produce an evolving 'white paper' on where the industry is going and how Kwantlen can keep pace by Spring, 2011. It will also **track the industry partnerships and engagements** that are in place. This is intended to help departments with their planning and ensure that Kwantlen's teaching and learning activity is aligned with the needs of the marketplace and our communities.
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