

President's Report: Board of Governors
September 2011

Planning, State of the University, and the 2011-12 Work Agenda

University planning is at a very formative stage with attention first being directed to the State of the University and ongoing commitments that outline the 2011-12 academic year work agenda. This agenda and the fiscal outlook will carry the University through to 2015 as the implementation of 14 new degrees and approved capital projects reach completion. The following exemplify the substantial nature of a work agenda requiring a schedule that can accommodate ongoing prior commitments as well as planning.

- ✓ Office of the Provost: It is realistic to assume that it will take a period of time for this Office to fully engage the transitional realities of the University, including its culture, ongoing operations, prior commitments, and planning.
- ✓ Faculty of Design: The Dean elect will arrive October 1st, placing this Faculty and the Dean in a different planning time frame following the orientation to new academic leadership.
- ✓ Faculty of Science: This Faculty, to which the University committed extraordinary attention and support, has begun a decanal search. In addition, special attention is required for the proposal to consider a new Faculty of Horticulture and Sustainable Agriculture commissioned by the former President. This includes the establishment of a definitive home, direction, leadership, and, ultimately, responsibility for the Institute for Sustainable Horticulture. In terms of planning and beyond the development and implementation of four new degrees, there are significant long-term academic questions to be addressed by this Faculty, all central to Kwantlen's polytechnic mandate.
- ✓ Faculty of Trades and Technology: This Faculty has begun a decanal search. This Faculty and the University have large challenges relative to its Provincial status with the ITA and TTBC for which solutions are not yet forthcoming. These factors go directly to the long-term role of this Faculty within the polytechnic model.
- ✓ Faculty of Arts and Social Sciences: This academic year will begin one of the most significant changes in academic structural alignment in the University. This transition will take 18 to 24 months with the appropriate level of

- planning and support. This new structure will account for about 40% per cent of the current student population.
- ✓ Campus Improvements: Capital projects at Langley and Richmond are well underway.
 - ✓ Budget Process, 2012-13FY: The process 'officially' began at the President's Council meeting on September 13th and, given the fiscal outlook, will offer a series of challenges that extend the next fiscal year.
 - ✓ Student Retention: This is an immediate challenge for the University that must be addressed immediately as a central issue to the conversion of Kwantlen to full degree program status. This speaks directly to the changed role of Kwantlen from a transfer institution to a destination institution.
 - ✓ Access/Recruitment: This will be the focal point of significant discussions and planning this year and include the related implication of overall University capacity.
 - ✓ Infrastructure Developments: Aside from items that might be included in plans to 2015, there are a number of infrastructure changes that either have been identified or begun across a number of areas in professional support services, principally, Finance, HR, IET, Facilities, Bookstore operations, and Procurement. This work needs to continue in the new academic year without interruption and is significant in nature and scope.
 - ✓ International Education: Provincial policy within AVED has changed and the University must reconsider its current status and where it is going with International priorities and initiatives without delay in order to pace the Ministry's initiative. It is clear that the Ministry is linking this to BC's economic development and to labor market replacement. This is a matter that goes directly to the University's limited ability to drive significant amounts of earned revenue.
 - ✓ Continuing Education and Contract Training: Like International Education, this is an area that has limited the University's ability to connect with different student market segments and also to generate earned revenues.
 - ✓ Policy: There is a backlog of policy work that must be cleared in this academic year.
 - ✓ KFA Bargaining: It is anticipated that the current round of bargaining will be concluded in the first half of the academic year. The contract ends March 2012.

This agenda (the list is not exhaustive) demonstrates that not all areas of the University, whether academic or professional support, are at a state of readiness to plan in a definitive manner. There are areas within the University that can move forward with substantial if not definitive planning; however, planning progress will not be in unison hence it is essential for the University to see the big picture that takes the University beyond the 2011-2015 time frame. This is based on the reality that decisions taken in this time frame will determine the long-term direction of the University. This time frame looks outward toward 2030 and will involve scenario planning or strategic foresight. Placing this in perspective, 2020 is two-degree cycles, or graduating degree classes, beyond 2011 while 2030 is four-degree cycles beyond this academic year. This is a short time span in the life cycle of any university.

To focus attention at the outset, there are two principal and complex questions that, generally, will inform planning processes in all University areas from the inception stage. The first is specific to the University and the second is specific to areas of the University whether academic or of a professional support nature. Respectively, they are:

What kind of polytechnic university is Kwantlen to be in 2030?
Where will your field or operation be in 5 to 10 years and beyond?

The foregoing current circumstances of the University give rise to the question of planning design, implementation, and time frame. The following steps have been set in motion.

1. The State of the University Document: A recognition of the commitments already on the 2011-12 work agenda and associated decision to take the initial planning task around this work in order to avoid interruptions of any type.
2. The development of a Strategic Foresight Team that can begin work in 2011-2012 with an initial outlook to 2015 and beyond to 2030.
3. The commencement of planning with areas at a state of readiness (to be defined) and under specific terms of reference unique to the University and to each operating area as requested by the Board.

This approach offers assurances that:

- ✓ The circumstances of the University in 2011-2012 will be recognized.
- ✓ University commitments through 2015 will be recognized.
- ✓ In the context of planning, any additional latitude or capacity identified and available through 2015, i.e., opportunities/resources will be recognized and in this way University-wide expectations will be managed in a reasonable way.
- ✓ The ways and means for a progressive and effective approach to continuous planning with an orientation to strategic foresight and 'legacy' will be imbedded on a permanent basis.

The results arising from this framework will position the University in such a way that it will be capable of responding as appropriate to future changes arising from internal and external environments.

President's Council (PC) Meeting

President's Council met on September 13th and addressed the fiscal outlook for the next three to four years, the budget development process and time frame for the 2012-13FY, the State of the University as the initial step toward planning, and a dialogue around issues central to University planning: 1) positioning the University as a polytechnic, 2) student retention, and 3) access and recruitment.

University Executive Team (UET)

The former President's Group (PG) has transitioned into the UET. This is a conventional management configuration in university organizational structures. Membership includes the following University officers:

President (Chair)
Provost and Vice President Academic
Vice President, Finance and Administration
Associate Vice President Academic
Associate Vice President, Human Resources
Executive Director, Finance
Executive Director, University Advancement and Communications
Special Advisor to the President on External Relations

Sandy Kuzyk, Executive Assistant to the President provides ongoing support to UET.

Convocation 2012

The University's major convocation has been moved to the Langley Events Centre (LEC) following Board agreement and will occur on May 31st, 2012. The event will involve two ceremonies in one day as opposed to five ceremonies over three days as was the case in June 2011. Consideration will be given to future convocation sites and schedules.

Search Processes

The Office of the Provost has begun search processes with Odgers-Berndston for the Dean of Trades and Technology, the Dean of Science and Horticulture, and the Chief Librarian. It is anticipated that these searches will conclude early in 2012 unless complications arise.

Transfer Agreements

In order to enhance educational and transfer opportunities for students and in keeping with the BC transfer and articulation system, a block transfer agreement was signed with Royal Roads University. This Agreement facilitates the transfer of students into that University's Bachelor of Arts in Professional Communication. The transfer arrangement will be posted to the websites of both Universities to accommodate access by students.

Memorandum of Understanding

On August 19th an MOU with the Canadian International Training & Education Corporation was signed with Ashwant Dwivedi, the President and CEO of CITREC. This MOU is exploratory in nature at this stage and recognizes the growing relationship between Island Nations, specifically the Solomon Islands, in the South Pacific and the Government of Canada. The focus is on postsecondary education capacity building. The University and Board of Governors will be apprised of developments in the months ahead.

September 2011/pres/Langlely