

Building on VISION 2023...

Vision 2026

The Context

In drafting VISION 2023 in 2018, KPU was prescient. It described a future where:

- as a result of digital transformation, the nature of work and ways of life are quickly evolving;
- awareness of and demands for action around social injustice are heightened;
- environmental impacts such as global climate change are requiring significant adaptation in the way we work and live; and
- decolonization of institutions and full inclusion of Indigenous peoples is a priority.

KPU suggested that, in order to respond to these challenges and to make the world a better place, access to lifelong, meaningful education for all is fundamental. This is as important now in 2023 as it was then, and these challenges continue with the addition of the impacts of the continuing global COVID-19 pandemic, and a changing world order. These and other factors have shown how much we depend on global supply chains and on a workforce that has undergone all sorts of disruptions.

KPU's response remains consistent. As a polytechnic university, KPU has the unique opportunity to evolve in a way that anticipates this future by:

- reflecting and serving our diverse, dynamic and growing region by providing a wide range of offerings, services and activities;
- defining, developing and teaching the essential new competencies needed by our graduates, encompassing both technical and human literacies, creativity, adaptability, and social awareness;
- ensuring that our graduates are prepared for a lifetime of learning and re-learning, and providing them with opportunities to adapt to their changing needs;
- practicing what we preach as we evolve as a unique, progressive and highly regarded polytechnic university which fosters innovative teaching and learning and relevant research and scholarship; and
- striving to be a good university*: democratic, engaged, truthful, creative and sustainable. **The Good University*, Raewyn Connell (2019)

KPU's Mission, Vision, Values and Goals

Mission By thinking and acting together, we transform lives and empower positive change

Vision In 2026, KPU is a learning ecosystem rooted in a culture of sustainability, creativity, justice and quality that inspires our people and our communities

Values At KPU, we work together to transform lives for the benefit of our society. In so doing we work towards shared goals in ways that align with both universal and institutional values.

Universal Values of Higher Education:

KPU embraces the five universal values of higher education as informed by international human rights law, UNESCO instruments, and related civil society statements (<https://www.scholarsatrisk.org/resources/promoting-higher-education-values-a-guide-for-discussion/>):

Equitable access: Entry and successful participation is based on merit and without discrimination on grounds of race, gender, language, religion, economic background, social distinctions or abilities, and access for members of traditionally underrepresented is actively facilitated.

Accountability: The mechanisms by which the government, KPU employees and students and the wider society may evaluate—with due respect for academic freedom and institutional autonomy—the quality and performance of higher education communities.

Institutional autonomy: The degree of self-governance necessary for effective decision making.

Academic freedom: The liberty to pursue, develop and transmit knowledge and ideas without discrimination or censorship.

Social responsibility: The duty to use academic freedom and institutional autonomy consistent with the obligation to seek and impart truth, according to ethical and professional standards, and to respond to contemporary problems and needs of all members of society.

Institutional Values:

KPU distinguishes itself as a place “where thought meets action,” and we tirelessly endeavor to undertake our work as follows:

We are brave: We pursue excellence and innovation with courage, creativity, adaptability and resilience.

We are mindful: We care about the quality of our work, the words we choose, the actions we take, and the impact we have on our students and colleagues.

We are collaborative: We seek solutions together.

We are equitable: We actively strive to offer opportunities, supports, and resources for all students and employees of equity-denied groups to ensure that they thrive and succeed.

We are grounded: We use our knowledge and practical skills to develop possibilities and solutions that benefit society.

Goals KPU's 15 goals are organized into five interconnected themes:

A. **Experience:** We will

- A1. Enhance the experience of our students
- A2. Enrich the experience of our employees
- A3. Delight our friends in their KPU experience

B. **Sustainability:** We will

- B1. Foster environmental sustainability through our offerings, research and operations
- B2. Integrate planning to ensure KPU operations are aligned with our resources, thus sustaining quality and institutional health
- B3. Ensure financial sustainability for KPU through long-term financial and enrolment planning

C. **Creativity:** We will

- C1. Increase innovation in teaching, learning and curriculum
- C2. Expand activity, funding and intensity and impact of research and scholarship
- C3. Embolden creative problem solving across KPU's operations

D. **Justice:** We will

- D1. Implement xé?elł to foster decolonization and reconciliation
- D2. Advance Antiracism across KPU
- D3. Advance equity, diversity, inclusion and accessibility across KPU

E. **Quality:** We will

- E1. Ensure continuous improvement of all KPU programs and services
- E2. Hold each other responsible for our promises and our expectations
- E3. Be accountable and transparent to our partners, governments and communities

The Details

A. Experience: Students, employees and friends enjoy rich, engaging and supportive educational and working experiences

A1. Goal: We will enhance the experience of our students

Progress on this goal will be made by ensuring that both domestic and international students have access to:

- The courses they need to graduate in a timely manner
- Experiential learning opportunities in all programs
- Campus resources to support their learning and development
- Campus facilities and services to support their well-being, including progress on affordable housing
- Increased financial support to students in need
- Implemented recommendations of the Global Task Force

Experiential learning includes, for example, co-ops, practica, field work, internships and other work-integrated learning, as well as service learning, and research.

A2. Goal: We will enrich the experience of our employees

Progress on this goal will be made by providing our employees with access to:

- Appropriate professional development opportunities
- Appropriate opportunities to advance internally
- Celebration and recognition of employees' achievements and service
- The resources necessary to do their job effectively
- The resources necessary to support their well-being

A3. Goal: We will delight our friends in their KPU experience

Progress on this goal will be made by:

- Regularly engaging our friends to actively contribute to KPU
- Ensuring our friends have a positive experience when they visit KPU
- Respecting and valuing the contributions of our friends to KPU
- Engaging with our partners in ways that benefit our communities

By "friends" we mean Indigenous peoples, alumni, retirees, visitors, donors, members of advisory boards, the KPU Foundation Board, partner organizations, health authorities and school districts, and members of the communities we serve.

What this means for KPU:

By making the perspectives of students, employees and friends our priority, we will improve their experiences at KPU. KPU will be an inclusive and safe learning and working environment that values, supports, and benefits from the diversity of all its people and where all are treated with dignity and respect and are free from discrimination, bullying and harassment.

B. Sustainability: Cultural, social, environmental and institutional sustainability are advanced

B1. Goal: We will foster environmental sustainability through our offerings, research and operations

Progress on this goal will be made by:

- Offering formal education programs and courses that address sustainability
- Conducting research that addresses sustainability issues
- Ensuring our operations are environmentally sustainable

B2. Goal: We will integrate planning to ensure KPU operations are aligned with our resources, thus sustaining quality and institutional health

Progress on this goal will be made by:

- Creating an integrated planning culture whereby:
 - institutional priorities to guide planning and decision-making are established annually and reviewed quarterly
 - divisions create operation plans that address institutional priorities, given available resources, and are accountable for the results
 - the need to make difficult decisions to ensure quality and institutional health is recognized
 - decisions are fully informed and transparent
- Developing institutional mechanisms to align all planning and approval processes with available resources and institutional priorities
- Employing a budget model that ensures the strategic allocation of available resources to address institutional priorities
- Providing planners and decision-makers with the tools and training required to align operations with priorities and resources
- Sustainable enrolment planning that aligns recruitment, admission and retention processes with our capacity to meet demand and support student success

B3. Goal: We will ensure financial sustainability for KPU through long-term financial and enrolment planning

Progress on this goal will be made by:

- Ensuring sustainable international enrolments
- Developing a five-year rolling budget that supports long-term planning
- Developing ways to support the implementation of the KPU 2050 Campus Plan while generating endowment wealth and ongoing revenue streams

What this means for KPU:

KPU's commitment to environmental sustainability will ensure KPU's reduces its environmental impact and help educate KPU students so they can contribute to environmental sustainability. Integrated planning will ensure that academic offerings and services are aligned with our resources so that quality, financial and institutional stability are sustained. Long-term financial and enrolment planning will ensure financial sustainability.

C. Creativity: KPU's innovation, scholarship and research benefit KPU, its students and society

C1. Goal: We will expand innovation in teaching, learning and curriculum

Progress on this goal will be made by:

- Ensuring students receive quality instruction and a meaningful learning experience
- Ensuring educators are well supported to innovate in teaching, learning and curriculum
- Ensuring that Indigenous histories and knowledge are infused across the curriculum

C2. Goal: We will expand activity, funding, intensity and impact of research and scholarship

Progress on this goal will be made by:

- Increasing support for research and scholarship activities
- Increasing the amount of funding for research and scholarship activities conducted by KPU employees
- Increasing the intensity of research and scholarly activity
- Increasing the amount of research and scholarly activity
- Increasing the impact of KPU research
- Engaging local industry, NGOs, community organizations and businesses to address economic and social needs for the prosperity of our communities

Scholarship and Research at KPU encompasses discovery, application, engagement, creation, integration and the scholarship of teaching and learning.

C3. Goal: We will embolden creative problem solving across KPU's operations

Progress on this goal will be made by:

- Anticipating the rapid changes occurring in work and society, and increasing our ability to respond accordingly
- Ensuring employees are empowered to take calculated and creative risks without fear
- Providing employees with the resources to incorporate diverse and creative problem solving into their daily operations

What this means for KPU:

KPU links thought to action, appreciating and embracing creativity and innovation in all forms, big and small. KPU will do more to recognize and celebrate the innovation, research and scholarship already underway. We will invest more in all types of creative activity, both formal and informal, especially in the context of the digital transformation in our society.

D. Justice: KPU can build on its history of openness and innovation to help build a more just society

D.1 *We will implement xé?eł to foster decolonization and reconciliation*

Progress on this Goal will be made by:

- Finalizing the xé?eł KPU Pathway to Systemic Transformation and implementing the recommendations across KPU's learning and work environments
- Building capacity and strengthening the Indigenous Education Department to support programs and services to achieve positive impact
- Weaving Indigenous ways of knowing, doing, being and becoming in education
- Nurturing an inclusive culture that values Indigenous peoples, and strengthening relationships/partnerships based on mutual recognition, respect, sharing, accountability, and responsibility
- Cultivating inclusive communities that foster students' sense of belonging and well-being
- Enabling Indigenization, Decolonization, and Reconciliation through personal journeys examining beliefs and biases about Indigenous peoples and cultures, and learning the true history of Canada
- Working towards decolonizing KPU by creating a system that is culturally responsive, ready for all learners, and strives for reconciliation

D.2 *We will advance Antiracism Initiatives across KPU*

Progress on this goal will be made by:

- Implementing recommendations of KPU's Task Force on Anti-Racism, and providing resources and supports for them
- Embedding anti-racist principles throughout KPU's structures, policies, and processes
- Providing educational opportunities and resources for employees and students to learn more about racism and anti-racism
- Supporting BIPOC (Black, Indigenous, and people of color) students and employees to succeed and thrive at KPU and beyond

D.3 *We will advance equity, diversity, inclusion and accessibility across KPU*

Progress on this goal will be made by:

- Finalizing the development of the EDI Action Plan and providing resources to implement its recommendations
- Developing a student-centered EDI Action Plan and providing resources to implement its recommendations
- Developing an Accessibility Plan and providing resources to implement its recommendations
- Address the requirements of the [Accessible British Columbia Act](#)
- Developing a Gender and Sexuality Equity Plan and providing resources to implement its recommendations

What this means for KPU:

KPU will meet its commitments to the 2015 Truth and Reconciliation Commission's Call to Action which suggests how Indigenous communities and cultures can be sustained. Investing in an accessible, equitable, and inclusive community will enable all campus members to fully participate and empower them to reach their full potential. KPU will become a leading anti-racist institution by going beyond acknowledging racism, actively fostering a culture of anti-racism, and creating safe spaces for BIPOC students and employees.

E. Quality: Continuous improvement builds confidence and reputation.

E1. Goal: We will ensure continuous improvement of all KPU programs and services

Progress on this goal will be made by:

- Conducting regular reviews of all KPU programs to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate
- Conducting regular reviews of all KPU support services to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate
- Conducting regular reviews of all KPU operations to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate

E2. Goal: We will hold each other responsible for our promises and our expectations

Progress on this goal will be made by:

- Ensuring employees understand their role in achieving KPU's mission, mandate and vision
- Ensuring employees have clear expectations that guide their work
- Ensuring employees receive effective feedback on how well they meet those expectations
- Promoting a culture of shared responsibility, and accountability to each other

E3. Goal: We will be accountable and transparent to our partners, governments and communities

Progress on this goal will be made by:

- Ensuring effective and efficient use of resources
- Ensuring appropriate access to educational programming
- Ensuring students receive a quality education to ensure their success
- Ensure KPU is regarded favorably by the community we serve
- Ensuring we fulfill our commitments to our partners

Holding each other responsible is fundamental to a collegial organization. As peers, we are all vested in KPU's quality and reputation, and we must be open to respectfully giving and receiving constructive feedback.

What this means for KPU:

KPU's mandate is to add value by contributing to the social, economic and cultural life of our region and beyond. We do this by providing the right mix of offerings and services, and undertaking research and innovation of many types. These can all be improved through regular cycles of thoughtful and collegial reflection, evaluation and subsequent change. This attention to continuous improvement is key to building the long-term reputation of KPU and thus its ability to attract and retain motivated students and talented employees, and to increase respect within the community.