



THE
KING'S
UNIVERSITY

Caring community
Faithful future

Shared Vision 2020

March 4, 2015

Shared Vision 2020

Table of Contents

Introduction	2
Identity.....	2
Context.....	2
Strategic Priorities Summary.....	3
Priorities	4
1. Serve Community	4
2. Strengthen Teaching & Research.....	5
3. Equip Student Success.....	7
4. Empower People	8
5. Advance Sustainability.....	8
Appendix A	10
A. Mission and Value Statements	10
1. Mission.....	10
2. We value.....	10
3. We aspire.....	11
Appendix B	12
A. Process and Timeline.....	12
B. Green Paper Process	12
Listening Taskforce	12
SWOT Analysis.....	14
Focus.....	15

Introduction

A strategic plan describes a course of action an institution takes to accomplish objectives grounded within a particular mission and vision. Each department, program or service within the organization supports the strategic plan by developing an integrated multi-year plan in which this course of action is worked out in greater detail. Given that the world in which we live and work is dynamic, we revise or update our concrete goals annually as needed for the Comprehensive Institutional Plan.

Identity

Our **MISSION:** *is to provide university education that inspires and equips learners to bring renewal and reconciliation to all walks of life as followers of Jesus Christ, the Servant King.*

Our **VISION:** *is to be widely known as a Christian university serving to build a more humane, just, and sustainable world.*

Our **MANDATE:** established by private Act, the University has the authority to provide instruction and research in the liberal and fine arts, the humanities, theology, the physical, natural and social sciences, professional studies, and any other fields of study the Board of Governors may determine. On behalf of the University, the Board of Governors has the authority to confer baccalaureate and graduate degrees; awards, diplomas, certificates of merit and proficiency in other areas of learning.

Context

King's approaches Shared Vision 2020 in a position of enviable strength. We know who we are as an institution. We have a shared sense of mission. We have a strong support community, which is invested in King's mission. We have an excellent and growing reputation for the quality of our teaching and scholarship. King's is more than just an undergraduate institution. We have the strategic advantage of being a liberal arts undergraduate institution. At King's all the degree programs, including the science and professional programs, are taught within a Christian liberal arts interdisciplinary framework. The liberal arts tend to be undervalued in a culture that is focused on job preparation. However, employers are increasingly identifying a gap in the education of those trained in a narrow field of expertise. An education in a liberal arts context prepares students for a lifetime of learning and professional success. The King's University consistently ranks at the top of national surveys for quality of teaching, student sense of belonging, and intellectual engagement. Our students are well equipped for lives of service, work and further as evidenced by our alumni data.

The King's University has the strategic advantage of being established with the intent of being an accredited university. Contrary to many competitors in Alberta we do not need to build capacity with regards to university governance structure or faculty engagement in scholarship. King's began with these structures and expectations in place. In this respect we are trailblazers in both the independent and public undergraduate sectors in Alberta. King's received its degree-granting status in 1986. However, it has taken nearly thirty years to be granted permission to change our name to reflect our true identity as a university. In 2014, we were given permission by the Ministry of Advanced Education to change our name. A trade name change was accomplished in the same year, and we submitted documentation to the Legislative Assembly to have the name change made formally to our Private Act.

We face a complex set of challenges and opportunities as an institution. The past few years have seen unanticipated debt related to building projects, cuts to government operating grants, emergency repairs to an aging facility and increased competition from independent and public undergraduate institutions in Alberta. In the context of declining enrolment for higher education, that we have sustained modest enrolment growth is a very positive fact; however, in the context of our growing needs and within the constellation of our current challenges, the relative flatness of this enrolment growth exacerbates the difficulties King's is currently facing. We are a thrifty and resourceful community, which has served us well through a period of significant financial constraint. However, the adage 'do more with less' is no longer a sustainable strategy. We are already lean. There needs to be a broader vision than institutional sustainability. Institutional sustainability is a key success measure however, it is subsidiary to mission and vision. We need to build on our strengths and serve our community in new, collaborative and innovative ways. Shared Vision 2020 is about becoming more widely known for who we are and pursuing new initiatives that advance a vision for a more humane, just and sustainable world.

Strategic Priorities Summary

The numbering below does not reflect an order of priority.

1. **Serve Community** – The University will prioritize community engagement efforts that cultivate vibrant relationships of mutual service, partnership and exchange.
2. **Strengthen Teaching & Research** – The University will prioritize the development of innovative programs, pedagogy, research and practices that engage students, alumni and our community.
3. **Equip Student Success** – The University will prioritize programs and practices that equip all learners to thrive throughout their academic career and a lifetime of active engagement in their communities.

4. **Empower People** – The University will prioritize practices that empower and equip people to thrive and develop.
5. **Advance Sustainability** – The University will prioritize financial and ecological sustainability.

Priorities

1. Serve Community

The University will prioritize community engagement efforts that cultivate vibrant relationships of mutual service, partnership and exchange.

- 1.1 Make a focused contribution to the cultural, Christian and intellectual vibrancy of Edmonton through hosting and promotion of a broad range of events and activities on campus that serve to advance our mission and vision.
- 1.2 Create a common service project in which faculty, staff and students can serve, learn and work together to benefit a community outside our own.
- 1.3 Pursue networks, partnerships and collaboration with churches, community groups and organizations for involvement and connection to a common vision.
- 1.4 Strengthen and expand mutually beneficial alumni relationships and engagement through sharing real-world experience with students, by networking and learning.
- 1.5 Cultivate relationships and collaboration with the aboriginal peoples of Alberta.
 - a. Complete our institutional commitment to the Truth and Reconciliation Commission with regards to a bench of remembrance.
 - b. Cultivate relationships and exchange with Blue Quills First Nations College.
- 1.6 Pursue partnerships and collaboration with national and international Christian higher education institutions.
 - a. Create a Global Experiences Office, that will:
 - i. Facilitate national and international partnership agreements
 - ii. Assist international students from application to graduation
 - iii. Promote study abroad opportunities, faculty and student exchange
 - iv. Promote intercultural awareness and literacy
 - b. Create opportunities for learning, collaboration and capacity building with Christian universities in the developing world or global south.

2. Strengthen Teaching & Research

The University will prioritize the development of innovative programs, pedagogy, research and practices that engage students, alumni and our community.

- 2.1 Develop a fresh articulation of our liberal arts interdisciplinary framework that uniquely prepares students for lives of service, work and further study.
 - a. Renew the foundations curriculum and map how it relates to the Interdisciplinary Studies conference, first year experience and senior seminar.
 - i. Add opportunities for intercultural and global learning
 - ii. Add opportunities for service learning through our curriculum and co-curriculum
 - b. Develop institutional, program and co-curricular student learning outcomes, assessment and feedback loops, for continuous improvement of our ability to fulfill our mission and vision.
 - c. Enrich our website with stories and data related to how students and alumni are well prepared and engaged in making a difference.

- 2.2 Create an Interdisciplinary Centre for Christian Thought and Action (building on the strengths of the Micah Centre, theology and philosophy).
 - a. Seek funding for three endowed faculty positions – Micah, theology and philosophy.
 - b. Expand the influence and reach of the Interdisciplinary Studies (IS) Conference lectures through recording the series in high quality video format for online streaming and distribution.
 - c. Make the Interdisciplinary Studies Conference lectures and articles publically available
 - d. Create a one or two-semester certificate experiential learning program for recent high school grads that combines spiritual formation, cross-cultural learning, service learning and academic credit.
 - e. Create additional opportunities for cross-cultural learning and service.

- 2.3 Develop and implement plans for maintaining the vitality of academic programs.
 - a. Utilize the program review process to make recommendations for program changes and future investment.
 - b. Increase access by creating more opportunities to take courses in different formats and schedules (e.g. co-op model, online, intensives).
 - c. Study best practices and program innovation.
 - d. Develop program collaboration with similar institutions.

- 2.4 Add at least five new programs by 2020 that advance our mission and vision.
- a. Increase capacity to actively engage in further exploration, feasibility study and market analysis for potential new programs so that recommendations can be considered by the appropriate committees, General Faculty Council, Senate and the Board of Governors. Possible ideas for exploration include the following:
 - i. New undergraduate programs that will attract additional students
 - ii. Certificate programs, possibly for adult learners
 - iii. Bridge and outreach programs to high school students
 - iv. New athletic programs
 - v. Curricular programs initiative in partnership with other institutions
 - vi. Curricular and co-curricular programs in key areas such as sustainability
 - b. Programs currently under development include:
 - i. Physical education/kinesiology/health sciences degree
 - ii. Sociology degree
- 2.5 Sustain and enable scholarly activity.
- a. Develop stable financial support for faculty scholarship and research.
 - i. Create an endowment to fund King's Research Fellowships
 - ii. Hire a grant writer to assist faculty seeking external grants
 - b. Make student involvement with research and scholarly activity a programmatic requirement.
 - c. Create a faculty-led Centre for Advancing Research Engagement (CARE).
 - i. Create peer support opportunities for encouraging scholarly activity and synergy across disciplines
 - ii. Provide support for interdisciplinary research initiatives
 - iii. Develop promotion and recognition initiatives for scholarly achievement
 - d. Expand community access to faculty expertise through a lecture series recorded in high quality video format for online streaming and distribution.
 - e. Promote and showcase King's faculty and student scholarship throughout the campus utilizing digital screens.
 - f. Showcase faculty and student scholarship in recruitment and advancement activity, on the King's website and publication materials.
- 2.6 Create community with adult learners engaged in life and learning.
- a. Develop at least 10 different public offerings – lectures, certificates, and online webinars – by 2020. Programs already under development include:
 - i. Development of a leadership development pilot in conjunction with the Christian Reformed Church

- ii. Development of a conflict management and mediation series
- b. Develop a continued learning King's web microsite.

3. Equip Student Success

The University will prioritize programs and practices that equip all learners to thrive throughout their academic career and a lifetime of active engagement in their communities.

- 3.1 Create a Learning Centre to support students with a variety of academic support needs and academic preparedness (e.g. essay writing, subject tutoring, accommodation support and testing).
- 3.2 Create a career and professional development centre to work with students and alumni in vocational discernment, career exploration, job preparation, internships, experiential learning opportunities and networking.
 - a. Provide a central clearinghouse for job postings, internships and service opportunities both on and off campus.
 - b. Connect current students to career and life mentors.
 - c. Connect alumni to opportunities for continued learning in their fields of study.
 - d. Cultivate involvement through a leadership development initiative.
 - e. Create a co-curricular transcript to track athletic, club, service and leadership involvement.
 - f. Create seminar and workshop opportunities for resume writing, mock interviews, and a professional speaker series.
 - i. Invite King's alumni to present their workplace learning, mentor undergraduates and recruit King's graduates to their places of employment
- 3.3 Develop campus spaces that foster well-being, learning, community engagement, and sustainability.
 - a. Renovate the cafeteria to create a functional attractive eatery and reflect our commitment to sustainability.
 - i. Create a sustainable food program strategy
 - ii. Conduct a feasibility study as to using the King's land for educational purposes related to community gardens, greenhouse, creation care and sustainability

- b. Build on the strengths of the Natural Sciences and Education program, support the proposed Physical Education/ Health and Wellness programs, and increase the attractiveness of the athletics programs through:
 - i. Twinning and upgrading of our current gymnasium
 - ii. Building a field house to increase year round engagement and competition
 - iii. Increase science lab facilities to facilitate additional physical education related courses in kinesiology and health sciences
- c. Create additional study and community space for commuting students.

4. Empower People

The University will prioritize practices that empower and equip people to thrive and grow.

- 4.1 Invest in Board of Governors development and engagement.
- 4.2 Refresh understanding and practice around university governance and decision-making.
- 4.3 Create a culture of encouragement, recognition and celebration of accomplishments.
- 4.4 Create an effective employee engagement process
 - a. Design a new employee orientation program to help new employees feel welcome, understand King's, their work and role at King's.
- 4.5 Provide regular training and development opportunities for employees.
 - a. Invest in the learning and development of employees and build appropriate models for professional development, regular feedback, career path and succession planning.
 - b. Create regular training for all new and continuing supervisors.
 - c. Build training into the implementing of any and all new university-wide system, policy, software initiatives.
 - d. Provide timely and regular communication updates regarding organizational changes, updates to policies and procedures.
- 4.6 Participate in a best workplaces survey for benchmarking, investing in best practices and setting appropriate goals.

5. Advance Sustainability

The University will prioritize financial and ecological sustainability.

- 5.1 Develop and implement a sustainable financial model.
 - a. Develop and execute a Strategic Enrollment Strategy that increases the total undergraduate headcount to 1,000 students and 500 adult learners by 2020.

- b. Develop a strategy for engaging and cultivating new donors.
 - c. Strengthen relationship and collaboration with The King's Foundation.
 - d. Foster a new generation of giving through creative projects that engage alumni.
 - e. Increase the capacity of individuals and units to plan and budget by investing in the appropriate software and training to facilitate budget planning and accountability.
 - f. Establish a multiyear plan for debt reduction.
- 5.2 Conduct a multi-phase development campaign to fund Shared Vision 2020.
- a. Develop an appropriate staffing plan to run a campaign.
- 5.3 Develop and execute a revised Campus Master Plan that is ecologically responsible and innovative.
- a. Develop the front entrance, landscaping and parking areas adding to the efficiency, aesthetic, sustainability and welcome.
 - b. Develop a plan that takes into account the academic space needs due to increases to student body.
- 5.4 Explore focused opportunities to expand revenue streams while serving to advance our mission and vision. For example:
- a. Conduct a feasibility study as to establishing a day care for the children of King's employees, students and the community. A day care will assist young mothers and children, who are some of Canada's most economically vulnerable individuals, to flourish.

A. Mission and Value Statements

1. Mission

We exist to provide university education that inspires and equips learners to bring renewal and reconciliation to every walk of life as followers of Jesus Christ, the Servant-King

2. We value...

a) Community

- Mutual encouragement, openness, and respect among students, staff, and faculty
- Growth and maturity as Christians in all aspects of our lives
- Our founding Reformed tradition for its convictions that our world belongs to God and that the redemptive work of Christ embraces all things
- The diverse Christian faith traditions of our faculty, staff, and students which enrich our academic community intellectually and spiritually
- Our supporting constituency for its vision and dedication
- Our calling to contribute to the public good
- Collaboration with individuals, institutions, and governing authorities in higher education.

b) Learning

- Interest in exploring all dimensions of our world
- Learning marked by openness, delight, and awe
- Creative and critical pursuit of knowledge and wisdom
- The unfolding of creative gifts and talents
- Interdisciplinary learning
- Excellence in teaching, learning and research
- Student engagement in learning and research

c) Service

- Global awareness shaped by respect for our neighbours

- Social transformation rooted in a biblical vision of justice and compassion
- Care for creation
- Stewardship of all our resources

3. We aspire...

to flourish and grow as a university community faithful to the biblical vision of the restoration of all things in Jesus Christ, characterized by creative teaching, passionate learning, rigorous scholarship, compassionate care, and joyful service.

Appendix B

A. Process and Timeline

See Attachment B.1 for details.

B. Green Paper Process

In spring 2014, President Humphreys released a green paper¹ intended to promote and engage our community in discussion regarding future directions for The King's University. It is timely to engage in this dialogue in light of new leadership, a rapidly changing post-secondary context, and the approaching 'end' of Strategic Directions 2010-2015. All documents related to the Green Paper Process can be found on the King's SharePoint site under Committees/President's Green Paper.

Listening Taskforce

A Green Paper Listening Taskforce was formed to gather responses and input from faculty, staff and students. The taskforce compiled feedback and identified eleven key themes or areas for planning. The eleven planning areas include:

1. Clarifying institutional vision
2. Determining appropriate institutional growth
3. Refreshing governance structures
4. Institutional culture
5. Growing our academic programs
6. Refining administrative processes
7. Improving the student experience
8. Serving alumni
9. Renewing our current campus
10. Long term campus planning
11. Modernizing information technology

A full summary of these theme areas can be found at SharePoint/Committees/President's Green Paper/GPLT Summary August 25, 2014.

¹ Defn' green paper – a discussion document intended to stimulate debate and launch a process of consultation.
http://en.wikipedia.org/wiki/Green_paper



Strategic Directions and Implementation Plan

Process and Timeline

Appendix B.1

IMPLEMENTATION Phase

Final Directions and Implementation Plan

Board of Governors

March 2016
Board Approval

FOCUS Phase

Draft Directions and Implementation Plan

December 15, 2014

President's Council augmented with Staff member & Faculty member

Senate

Student Association

Staff Assembly

General Faculty Council

Dean's Council

Academic Affairs Committee

INPUT Phase

Collected Input

July 31, 2014

Green Paper Listening Taskforce

Faculty Unit

Department

Individuals

Students

Senate

Alumni

King's Foundation

Other

Presidential Green Paper - Strategic Directions 2010-15 - Framework for Program Planning

February 2014

SWOT Analysis

The Board Executive together with representatives from senior administration, faculty, staff and student conducted a SWOT analysis (strengths, weaknesses, opportunities and threats). A high-level summary of that analysis is as follows. The full SWOT analysis is available on SharePoint.

Strengths

- Community oriented by the gospel narrative and love of Christ
- Commitment of all to mission
- Faculty & staff with a strong sense of vocation to King's
- Dedicated and quality faculty
- Quality students
- Invested founding community
- Strong sense of community

Weaknesses

- Communicating vision externally/public awareness
- Coordinating for maximum impact
- Financial sustainability – funding/resources
- Limited supporter base
- Reputational fraying

Opportunities

- Present economic & population growth in Alberta
- Opportunities to speak into the public forum
- Partnership with Catholic and broader evangelical community
- Alternative delivery models
- Void in market due to collapsing Bible college sector
- Growing search for relevance amongst target age group in Christian community
- Invitations for collaboration with aboriginal communities, mental health issues and environmental concerns

Threats

- Decreasing government funding & increased expectations
- Rising anti-intellectualism and politics employing it by churches and society
- Everything is bottom-line thinking
- Complacency – liberal arts schools becoming irrelevant, lack of necessary critical thinking
- Watering down of our 'love thy neighbour'
- Small thinking/faith – reticence to believe we will find resources for our mission

President Humphreys presented an overview of the Green Paper process, timeline, listening taskforce summary and SWOT analysis at the fall Board meetings to the Board of Governors and the AGM.

Focus

In the fall of 2014, President's Council commissioned a small working group to produce drafts of a strategic directions document for feedback. The working group consulted broadly requesting input from individuals, departments, President's Council, the General Faculty Council, Staff Assembly, Students Association, and the Senate. In addition, world cafés were conducted and open to a cross-section of faculty, staff and students to engage with the emerging strategic priorities.

Submitted by: President's Council

To: Board of Governors (for meeting on March 14, 2015)

Approved by the Board of Governors

Date: March 14, 2015