



King's University College: Draft Strategic Framework

Draft for Community Review and Validation

April 1, 2024

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Note to Reader – Purpose of the Document

Purpose of the Document

- This document presents the draft core elements of King's University College ("King's" or "KUC" or "University") strategic plan for review and comment by members of the King's community. The comments received in response to this draft will be used by the consulting team to develop a final draft of the strategic plan for review and approval by University governance.
- For clarity, this document is for discussion purposes only. The contents in this document have not been approved by Senior Administration or the University's governance.
- The draft core elements of the strategic plan set out in this document are informed by the input from more than 1000 members of the King's campus and broader community and secondary research conducted by StrategyCorp Inc. as the strategic planning advisor to the University.
- Members of King's campus and broader community are encouraged to review this document and provide their comments and feedback to KingsStrategicPlan@strategycorp.com or kayub@strategycorp.com.

Elements of a Strategic Plan

The vision, mission, and values are the expression of how King's works to create value for its stakeholders.

- The **vision statement** is the University's long-term promise to its stakeholders.
- The **mission statement** communicates how King's works day-to-day to deliver on its promise to stakeholders.
- **Values** are what shape the University's culture, decision-making, and accountability.

The strategic directions, goals, and initiatives, establish the priorities and success measures for the University.

- **Strategic Directions** set the core areas of strategic focus for the organization.
- The **Strategic Goals and Initiatives** are the tangible priorities that will be resourced to achieve the strategic directions.



Draft Core Elements of King's Strategic Plan

King’s Draft Strategy Architecture

Vision

A recognized educational leader in developing ethically grounded changemakers who serve the common good.

Mission

An engaged liberal arts university community in which our catholic intellectual tradition and character inform unique learning experiences that nourish critical thought, creativity, and articulate expression.

Values

Social Justice

We embrace our responsibility to serve others by addressing systemic inequities, promoting human dignity, and advocating for the inclusion of all people in our society.

Community

We foster meaningful connections and partnerships within and beyond our campus, recognizing that together, we can achieve far more than we could alone.

Person Centred

We believe that supporting the whole person is essential to accessing the learning and knowledge needed to help every individual realize their inherent potential.

Excellence

We encourage our people to pursue truth to solve the great challenges of our times.

Accessibility

We provide opportunity to all people who are ready and prepared to learn and serve.

Stewardship

We are ethical and accountable stewards of the human, financial and environmental resources entrusted to us.

Strategic Directions and Goals

Inclusive Student-Centred Learning Community

King’s will continue to be a supportive, inclusive, and vibrant learning community where every student can realize their full potential.

- Optimize Student Support Services for Academic and Personal Success
- Build the King’s Community
- Grow King’s Career Connections
- Maintain the King’s Community Ethos

Excellence in Academic Programs and Research

King’s will be a leader in liberal arts informed interdisciplinary academic and research programming that create impact for the common good.

- Grow Existing and Create New Academic Opportunities with a Conscience
- Create a Roadmap for King’s Led Knowledge Creation and Dissemination
- Partner for Greater Impact

Mission Enabling Culture and Organization

King’s will modernize its business and operating model and grow and empower its people to deliver the promise of its mission.

- Strengthen Support for Mission Focused Leadership
- Drive Mission Focused Operational Excellence
- Grow and Empower our People
- Strategic Recruitment and Retention for Student Success

King's Draft Vision | Meaning

Our vision is to be...

“A recognized educational leader in developing ethically grounded changemakers who serve the common good.”

Ethically grounded: Students, faculty, staff, and graduates of King's embody a steadfast commitment to ethical principles and values in their personal and professional actions and decisions.

Changemakers: King's students, faculty, staff, and graduates taking meaningful, effective action to make a positive difference in the lives of the people in their communities.

Common good: King's students, faculty, staff, and graduates are committed to building the social conditions to realize their full potential.

King's vision as an institution of higher learning is to nurture, develop, and share with the world the people who, through their actions and faith, will be fearless in building just and right relationships in service to solving the most critical challenges facing our society. Learning, researching, or working at King's goes beyond knowledge acquisition to include a profound commitment to serving the common good of humanity.

King's Draft Mission | Meaning

Our mission is to be...

“An engaged liberal arts university community in which our Catholic intellectual tradition and character inform unique learning experiences that nourish critical thought, creativity, and articulate expression.”

Liberal arts university: A broad base of knowledge that includes humanities, social sciences and natural sciences that informs all disciplines including, management, economics and mathematics, and helps individuals think critically and communicate effectively.

Catholic intellectual tradition and character: The pursuit of knowledge across a wide range of disciplines guided by the principles of faith and reason.

Critical thought: To discover the truth, in all its dimensions, through the intellectual rigor of academic disciplines and the insights of faith.

Creativity: A deeply human and holistic approach to learning, discovery, and expression.

Articulate expression: The ability to communicate ideas, beliefs, and values clearly, effectively, and persuasively.

As a public Catholic university, we provide a welcoming, diverse and inclusive community that is animated by a spirit of charity, mutual respect, and cultural dialogue. It is in this community that changemakers become equipped with the intellectual rigor, imaginative insight, and clarity of communication that enables them to speak “uncomfortable truths” (Ex Corde Ecclesiae) about the nature and origins of the problems of our time and to make meaningful contributions to their resolution in service to the common good.

King's Draft Values

Inclusive values from the Catholic faith and intellectual tradition are what shape the University's culture, decision-making, and accountability. The draft values presented below reflect values that are authentic to the University in the pursuit of its mission.

Value	Definition
Social Justice	We embrace our responsibility to serve others by addressing systemic inequities, promoting human dignity, and advocating for the inclusion of all people in our society.
Community	We foster meaningful connections and partnerships within and beyond our campus, recognizing that together, we can achieve far more than we could alone.
Person Centred	We believe that supporting the whole person is essential to accessing the learning and knowledge needed to help every individual realize their inherent potential.
Excellence	We encourage our people to pursue truth to solve the great challenges of our times.
Accessibility	We provide opportunity to all people who are ready and prepared to learn and serve.
Stewardship	We are ethical and accountable stewards of the human, financial and environmental resources entrusted to us.

Strategic Direction | Inclusive Student-Centred Learning Community

Draft Direction Statement: King’s will continue to be a supportive, inclusive, and vibrant learning community where every student can realize their full potential.

Strategic Goals		Potential Initiatives	
1.1	Optimize Student Support Services for Academic and Personal Success	a	Develop and implement a plan to optimize awareness of, and streamline digital and physical access to, academic and non-academic student support services, including reducing duplication and better aligning services provided by King’s and Western University.
1.2	Build the King’s Community	a	Work with student, faculty and school, alumni, and community and business partners to design and implement learning, career, and cultural exchange programming that fosters relationship building and personal network development.
		b	Develop and implement a campus master plan that includes modernizing IT infrastructure, student accommodations and ancillary services, and considers King’s environmental impact to better meet the needs and interests of a diverse student community.
1.3	Grow King’s Career Connections	a	Optimize internal strategic capacity to provide mentorship, experiential, and work and service integrated learning into all King’s degree program offerings.
1.4	Maintain the King’s Community Ethos	a	Undertake a process to define and take sustainable measures to sustain the attributes that differentiate King’s promise and value to students as smaller sized University community.

Strategic Direction | Excellence in Academic Programs and Research

Draft Direction Statement: King’s will be a leader in liberal arts informed interdisciplinary academic and research programming that creates impact for the common good.

Strategic Goals		Potential Initiatives	
2.1	Grow Existing and Create New Academic Opportunities with a Conscience	a	Optimize liberal arts enrollment and create unique degree offerings by building-in liberal arts foundations into all King’s undergraduate academic degree program offerings.
		b	Develop, market, and deliver differentiated pre-university and executive and corporate education certificate, diploma, and micro-credential offerings that integrate liberal arts, business, and science competencies from across King’s schools and faculties.
2.2	Create a Roadmap for King’s Led Knowledge Creation and Dissemination	a	Bring the King’s scholarly community together to collaboratively define, develop, and implement a sustainable research roadmap and plan for the University that strengthens its value as a teaching university by including more research opportunities for graduate and undergraduate students.
2.3	Partner for Greater Impact	a	Explore and develop new value-creating partnerships with local school boards and other postsecondary institutions, and community and industry partners to expand the reach and influence of King’s community-building and recruitment efforts, academic program offerings, and research capabilities.

Strategic Direction | Mission Enabling Culture and Organization

Draft Direction Statement: King's will modernize its business and operating model and grow and empower its people to deliver the promise of its mission.

Strategic Goals		Potential Initiatives	
3.1	Strengthen Support for Mission Focused Leadership	a	Develop and implement a comprehensive mission integration plan that includes mission focused onboarding and leadership development programs for staff, faculty, and administrators to strengthen culture, lay foundations for success, and develop a common understanding and an ability to role-model King's values and Catholic intellectual tradition.
3.2	Drive Mission Focused Operational Excellence	a	Develop and implement an operational transformation plan with third party support to modernize King's internal organizational structure, capabilities, competencies and resource allocation to better deliver on its mission and strategy.
		b	Implement the recommendations of the Report on the King's University College Academic Governance Review.
		c	Develop and implement an approach to multi-year operational and capital financial planning to strengthen the University's ability to manage its long-term financial sustainability in service to its mission.
		d	Explore opportunities and develop an institutional business plan to diversify revenue generation from non-academic sources, including non-degree program offerings, and opportunities to increase campus utilization outside the academic year.
3.3	Grow and Empower our People	a	Develop and implement an annual institutional strategic communications and stakeholder engagement plan to enhance the quality and reach of communications and engagement with students, faculty, staff, alumni, donors, and community and industry partners.
		b	Develop and implement a faculty and staff recruitment and retention plan to support the strategic recruitment and retention of King's people.
3.4	Strategic Recruitment and Retention for Student Success	a	Develop and implement a Strategic Enrolment Management Plan that establishes growth targets, diversifies international enrolment, and strategically targets enrolment growth to low enrolment programs.



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