**King’s Strategy Architecture**

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

**Mission**
An engaged liberal arts university community in which our Catholic character, Catholic intellectual tradition and commitment to reconciliation and equity inform unique learning experiences that promote critical thought, creativity, and articulate expression.

**Values**

- **Person Centred**
  We believe that accepting and supporting the whole person is essential to them realizing their inherent potential.

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

- **Inclusion**
  We embrace our responsibility to serve others by addressing systemic inequities, promoting human dignity, and advocating to support an environment where people feel they belong.

- **Excellence**
  We provide opportunity to all people who are seeking to pursue truth and knowledge to solve the great challenges of our times.

- **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 be a supportive, inclusive, diverse, and vibrant learning community where every student can realize their full potential.

- Strengthen the King’s Community Ethos and Student Focus
- Build the King’s Community
- Grow King’s Career Connections

**Excellence in Education and Research**
King’s will be a leader in interdisciplinary teaching, research and strategic relationship building that creates impact for the common good.

- Strengthen Strategic Enrolment Management
- Grow Existing and Create New Interdisciplinary Program Offerings
- Create a Roadmap for King’s Led Research
- Partner for Reconciliation and Greater Impact

**Mission Enabling Culture and Organization**
King’s will modernize its operating model and develop and empower its people to deliver the promise of its mission.

- Strengthen Support for Mission Focused Leadership
- Drive Mission Focused Financial Sustainability and Operational Excellence
- Grow and Empower our People
Our vision is to be...

“A globally 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 in their personal and professional actions and decisions.

Changemakers: King’s students, faculty, staff, and graduates take 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 in which all can 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 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 Mission | Meaning

Our mission is to be...

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

Liberal arts university: A university that promotes the integration of knowledge and methods from different academic disciplines to provide students with the broad skill sets needed to navigate the complexities of a rapidly changing world.

Catholic intellectual tradition: The open and critical pursuit of knowledge and meaning across a wide range of disciplines, grounded in the dynamic dialogue of faith and reason.

Catholic character: Catholic character refers to King’s origin, purpose, and distinctiveness as a Catholic institution which offer a holistic approach to education and an integrated, interdisciplinary approach to knowledge.

Reconciliation: Ongoing active participation in cultivating and sustaining right relationships with Indigenous Nations and people, rooted in respect for Indigenous knowledge systems for self-determination.

Equity: People do not have the same opportunities and face barriers. We must work hard to dismantle those barriers to support the success of individuals.

Critical thought: To discover truth, in all its dimensions, through intellectual rigour of academic disciplines, and mutual dialogue and integration across disciplines.

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, King’s provides a welcoming, diverse and inclusive community that is animated by a spirit of generosity, mutual respect, and cultural dialogue. This includes a foundational commitment to greater truthfulness, justice, reconciliation, and healing together with Indigenous peoples.

It is in this community that changemakers become equipped with the intellectual rigour, imaginative insight, and clarity of communication that enables them to speak “uncomfortable truths” 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 Values

Inclusive values informed by the Catholic vision of the human person and community are what shape the University's culture, decision-making, and accountability. The values presented below reflect values that are authentic to the University in the pursuit of its mission.

<table>
<thead>
<tr>
<th>Value</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Centred</td>
<td>We believe that accepting and supporting the whole person is essential to them realizing their inherent potential.</td>
</tr>
<tr>
<td>Community</td>
<td>We foster meaningful connections and partnerships within and beyond our campus, recognizing that together, we can achieve far more than we could alone.</td>
</tr>
<tr>
<td>Inclusion</td>
<td>We embrace our responsibility to serve others by addressing systemic inequities, promoting human dignity, and advocating to support an environment where people feel they belong.</td>
</tr>
<tr>
<td>Excellence</td>
<td>We provide opportunity to all people who are seeking to pursue truth and knowledge to solve the great challenges of our times.</td>
</tr>
<tr>
<td>Stewardship</td>
<td>We are ethical and accountable stewards of the human, financial and environmental resources entrusted to us.</td>
</tr>
</tbody>
</table>
Direction Statement: King's will be a supportive, inclusive, diverse, and vibrant learning community where every student can realize their full potential.

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Potential Initiatives</th>
</tr>
</thead>
</table>
| 1.1 Strengthen the King’s Community Ethos and Student Focus | a. Develop and implement a plan to optimize the delivery and awareness of academic and non-academic student support services, including streamlining digital and physical access to services and better coordinating services with Western.  
  
  b. Undertake a process to define and take measures to sustain the attributes that differentiate King’s value to serve students as a smaller sized University community.  |
| 1.2 Build the King’s Community               | a. Design and implement King’s community-based learning, career, and cross-cultural exchange initiatives that foster relationship building and personal network development for students.  
  
  b. Develop and implement an environmentally and financially sustainable long-term campus development plan that includes enhancing the physical accessibility of the built-environment, optimizing digital capacity, improving student housing, communal spaces, and ancillary services.  |
| 1.3 Grow King’s Career Connections           | a. Optimize internal strategic capacity and resources to provide mentorship, experiential, and work and service integrated learning into all King’s degree program offerings.  
  
  b. Enhance King’s post-graduation preparedness and career services offerings to students.  |
Strategic Direction | Excellence in Education and Research

**Direction Statement:** King’s will be a leader in interdisciplinary teaching, research and strategic relationship building that creates impact for the common good.

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Potential Initiatives</th>
</tr>
</thead>
</table>
| 2.1 Strengthen Strategic Enrolment Management | a. Develop and implement a multi-year strategic enrolment management plan that establishes sustainable enrolment targets, diversifies domestic and international enrolment, including equity-denied student segments, and strategically targets enrolment growth to lower enrolment programs.  
   b. Develop value-creating partnerships with school boards, postsecondary institutions, and external partners that increases the equity and diversity within, and expands the reach and influence of, King’s community-building and recruitment efforts, academic program offerings, and research capabilities. |
| 2.2 Grow Existing and Create New Interdisciplinary Program Offerings | a. Create unique degree offerings through pedagogical innovations that incorporate interdisciplinarity into all King’s academic degree program offerings.  
   b. Develop, market, and deliver differentiated pre-university, executive and corporate offerings that integrate interdisciplinary competencies from across King’s schools and faculties.  
   c. Enhance the infrastructure, supports, and recognition for classroom excellence, pedagogical innovation, and experiential learning initiatives. |
| 2.3 Create a Roadmap for King’s Led Research | a. Bring the King’s scholarly community together to collaboratively define, develop, and implement a sustainable research roadmap and plan. |
| 2.4 Partner for Reconciliation and Greater Impact | a. Develop and support an Indigenous Advisory Group to guide King’s in learning about local First Nation (and urban Indigenous) community priorities and needs and take a treaty-based approach to building respectful and reciprocal long-term relationships that inform meaningful action.  
   b. Continue to develop King’s global reputation and presence with key international markets. |
**Direction Statement:** King’s will modernize its operating model and develop and empower its people to deliver the promise of its mission.

<table>
<thead>
<tr>
<th>Strategic Goals</th>
<th>Potential Initiatives</th>
</tr>
</thead>
</table>
| 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 students, 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.  
   b Bring the King’s community together to develop and implement a mission integration, equity, diversity, and inclusion framework that sets out core principles and priorities for King’s approach and capacity for building inclusion, belonging, affinity and connection across its administration, faculties, schools, and student organizations. |
| 3.2 Drive Mission Focused Financial Sustainability and Operational Excellence | a Develop and implement an operational transformation plan with third-party support to enhance King’s policies, processes, structures, technologies, and revenue and resource planning to better deliver on its mission and strategy. |
| 3.3 Grow and Empower our People | a Develop and implement a talent management model that integrates policies, programs, and processes for strategically developing, engaging, and retaining diverse faculty and staff across the talent lifecycle (from recruitment to succession). |