



Where thought  
meets action

# ACADEMIC PLAN

»»» 2023





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I am excited to launch our Academic Plan 2023. Since the launch, of our present academic plan, four years ago, we have worked hard to craft our unique identity as a polytechnic university. We have transformed our governance and policy framework to ensure student success and a collegial and collaborative working environment. We have connected with our neighbours and sought the advice and wisdom of our peers, our regional partners and our alumni. We have matured as a University and take great care to ground decisions in evidence aligned with strategic goals. We set ambitious goals carefully and consistently measuring their effectiveness, their targets and the impact we wish to make on our community.

As an institution of higher learning, KPU is compelled to leverage our program base and intellectual capital to address the major issues of our day. In a world where the rate of change demands we continually review, renew and improve our programs we embrace innovation and the digital transformation of our society. We will innovate through a concerted effort to promote a curriculum that is adaptive and responsive. We will support innovation through enriched delivery modes and increase flexible, online and hybrid learning environments. We propose multi-dimensional approaches and policy shifts while ensuring we maintain our focus on innovation as a tool for the betterment of life itself.

The world is more dynamic, more intricately connected, more interdependent and more capable of change than ever before. While our distances shrink, our access expands. The more we explore our possibilities, the more we find our innovators creating new ways to connect, new ways to enjoy life, new ways to make the inaccessible accessible and new ways to make sure we all get a chance to participate in a more prosperous environment.

At KPU we take the philosophy of access to heart. We boldly propose to become an exemplar of an inclusive institution where learners can find a welcoming, inspiring place within which to unleash their potential and carve out their special place in our collective environment. For us, accessibility really means everyone, learners of all types. As we find new ways to address the needs of domestic and international students, Indigenous students, students with disabilities, and adult learners we do so recognizing the multiple obstacles we must attenuate and the social exclusion we must mitigate. Accessibility embraces inclusion at KPU but furthermore extends its reach to incorporate Universal Design for Learning (UDL) principles that set a level playing field for all to aspire, attain and seize their chosen path. Our vision of inclusion also encompasses a demographic, social, gender, economic, and ability arena. We redefine our mandated regional focus to reflect the global reach of our educational delivery and the diversity of our campus life. We cultivate flexibility in programs, up-to-date policies and systems to increase choice and to serve a wide variety of learners in a wider number of ways. In a world where variability is the real norm, we strive to reflect the central and the marginal and to reach the many through focused and progressive practices.

Over the past four years key themes have emerged that have defined our identity and refined our purpose. These themes have arisen out of extensive consultations, careful listening and from the aspirational voices of our internal and external communities.

Our overarching goal is student success. As a special purpose teaching university, we foreground teaching excellence in its myriad forms. As a regional trades training hub, we recognize and are ready to promote ways for trades training to evolve to meet new and changing market demands. We propose a renewed emphasis on research and on how it relates to outreach, trades, undergraduate and graduate studies. We

embed student support, through the guidance of expert librarians, learning centres, faculty, and lab assistants throughout the many touch points in a learner’s experience at KPU. We boldly venture into emerging educational terrain as evident in the myriad open education initiatives presently in place and under development. We are pioneers of open education resources and are national leaders in both open education research and the production and promotion of open textbooks. We promote and support the emerging development of our e-portfolio methods. We continue to work hard to address the rapidly changing demographic of our students cultivating new approaches to adult learners and to learners whose complex lives have required they come in and out of their educational journey. As a relatively new teaching university carefully navigating its institutional and governance maturity, we feel we are ready to offer graduate studies. In essence and in line with our central goal, we aspire to serve the widest group of students in the most effective, meaningful way.

We recognize that the pace of contemporary life, continual change and the complexities of our jobs, families and obligations can directly affect our ability to cope while carrying out our teaching and learning commitments. Acknowledging that we can play a positive role in helping to attenuate those pressures, KPU commits to supporting a healthy university initiative focused on student success through learner and employee mental health and safety.

At KPU we are a vibrant knowledge-driven community bent on leveraging our knowledge and experience to positively affect our lives, the lives of our families and that of our greater communities. At our university we uphold Canadian societal values that instill respect for individuals not because of title, land or privilege but because they are people. We undertake our noble mission acknowledging that we do so on the unceded territories of the Coast Salish people who have generously welcomed us and supported our educational calling.

The Academic Plan 2023 will keep us focused on our quest to launch a generation of expert and resourceful learners whose knowledge is purposeful and directed to social and economic well-being. We will do this with an eye to creating doers and thinkers whose aspirations transcend regional boundaries and whose intercultural capacity will allow them to operate in a global arena.

This plan, assembled through extensive consultation with and generosity of our KPU community, reflects a collective vision for academic development over the next five years. It represents the voices of hundreds of passionate educators dedicated to student success and the transmission of knowledge for a collective good. It is my hope that all Faculties, departments and units within the university use this plan as a springboard to initiate deep and essential discussions about how best to deploy their intellectual and pragmatic strengths to the service of learning. The plan sets the high-level vision and invites the Faculties, departments and support units to develop corresponding and aligned goals and strategies that support the overall vision and mandate of our educational enterprise. The plan will serve not only as a compass for the realization of individual department and unit plans but also as a different lens to view how our educational community sees itself reflected and projected in this pursuit of learning excellence.



**Dr. Salvador Ferreras**  
*Provost and Vice President Academic*

# WORDS FROM THE PROVOST AND VICE PRESIDENT ACADEMIC





# KPU KWANTLEN FIRST NATION ELDER LEKEYTEN



## LEKEYTEN

KPU’s mission and mandate to promote student success are strengthened through the wisdom and guidance of our Elder in Residence, Lekeyten of the Kwantlen First Nation. His role at KPU transcends the domain of indigenous student support to encompass all students through his powerful presence and inspirational role at all important gatherings and ceremonies at our university. As a student-centred house of learning, KPU places great importance on the experience of every learner that chooses our university. Lekeyten has established a cherished tradition of offering his blessings for a successful educational journey and welcoming new students at the beginning of each academic year. His knowledge, his humour and his genuinely inclusive spirit elevate our educational calling to encompass tradition, protocol, and an essential grounding in our shared humanity and cultures.

# STUDENT SUCCESS



*“With smaller class sizes run by teachers that care about their students, KPU prepared me well for a successful entrepreneurial journey”*

**KPU Alumni Ankit Sharma**

Student success is deeply embedded in the ethos of our KPU community. It is a natural outcome of our collective passion for learning and purpose. Student success is the driving force that inspires us to connect with the individual, and to outline and design a way towards possibility, hope and a meaningful future.

At KPU our quest for student success strengthens our resolve and validates our mission to offer all learners ample opportunities to nurture good citizenship and authentic community and global engagement.

We aim to provide a wide a range of valuable classroom, laboratory, workshop, online, workplace and experiential learning opportunities to ensure success. Ideal learning spaces will include flexible classrooms with technology enhancements and hybrid learning spaces. We will strive to look at the KPU experience through the lens of the student and use that perspective to work with what they bring to that path of exploration.

Success has many meanings. We endeavor to provide a holistic approach to higher education, one that balances career skills with innovative, experiential learning. To us success recognizes a range of definitions including educational choice, career aspiration, life skills, mental, physical, emotional, financial, social and spiritual well-being. We guide the student through a learning pathway from admission, progression, completion, graduation to employment and the fulfillment of becoming a participant citizen.

Student success at KPU is the responsibility of us all, that means faculty, staff, administration and alumni. The student’s experience

will be shaped and influenced by the actions, voices and interactions of the many dedicated KPU employees they will encounter in their quest to completion. We all play a part in helping students learn how to learn. We engage students in a learning environment with embedded support systems and diverse mentorship opportunities.

We collectively commit to the inspiration and formation of our learners and to their success through transformative curriculum, genuine mentorship, sharing our experiences, and creating a safe and welcoming environment for the realization of the self. We will construct a strategy for enhancing the student experience and expanding the range of teaching options for our instructors. We will build on the synergies between diverse units such as the Teaching and Learning Commons, experiential learning, accessibility services, open education and indigenous studies. To activate this array of initiatives we will mobilize the themes and strategies contained in the Academic Plan 2023 in the service of that success.



Goal 1: Enhance Student Success

- STRATEGY 1.1
- Through rigorous curriculum, teaching excellence and dedicated support systems we will prepare learners that:
  - can think and act independently,
  - have strong and adaptable digital and technological skills,
  - are collaborators across different areas of expertise,
  - are capable of dealing with diverse other learners, companies, clients and agencies,
  - have a capacity for integrated thinking.
- STRATEGY 1.2
- We will provide clear transitional pathways into the academic culture of KPU, enabling all students to be active participants in the discourse of the learning community. By recognizing the skills and experiences that students bring to the KPU community, we will provide students with diverse opportunities to develop their skills as learners in a post-secondary learning community and demonstrate their learning through e-portfolios.
- STRATEGY 1.3
- We commit to maintaining a responsive curriculum and corresponding student services that are flexible, innovative, and provide opportunities for students to access support in a flexible manner.
- STRATEGY 1.4
- KPU will adopt and implement UDL principles into its learning and public environments and strive to eliminate barriers to educational success.
- STRATEGY 1.5
- We will renew our approach to adult learners to reflect their unique challenges and promote programs and services designed specifically for them.
- STRATEGY 1.6
- We will harness and deploy digital technologies to enhance and complement on-campus learning and support services.
- STRATEGY 1.7
- We will provide experiential learning opportunities that foster leadership development and service. Students to be provided with valuable opportunities to develop skills for meaningful careers and service through volunteer and work opportunities in the KPU community.
- STRATEGY 1.8
- We commit to reimagining and renewing our University Libraries to become active sites of engagement for the exchange of ideas, open dialog, and discovery.

- University Library
  - Central Academic Advising
  - Degree Advisors
  - International Advising
  - Learning Centres
  - Accessibility Services
  - Multi-Faith Centre
  - Sport and Recreation
  - Indigenous Services for Student
  - ELS (English Language Studies) Lunch & learns, peer tutoring and conversation lounges
  - Assessment and Testing services
  - Counselling Services
  - Healthy University Framework
  - Admissions
- Student Enrolment Services
  - Registration
  - Orientation and Transitions
  - Student Awards and Financial Assistance
  - Career and Volunteer Services
  - Co-operative Education
  - Graduation and Convocation
  - Scheduling
  - Senate Office
  - Student Rights and Responsibilities Office
  - Systems and Reporting
  - Student Records
  - University Calendar
  - Liaison with Kwantlen Student Association

HOW DO WE SUPPORT STUDENT LEARNING?



TEACHING EXCELLENCE

It’s different now. Today’s learning environments extend substantially beyond the traditional classroom. Students seek a wide range of options for their post-secondary education that recognizes their diverse life and professional circumstances. As the global digital transformation and economic integration unfolds, universities must shift perspective and approaches to address present and future student and faculty needs. As an educational leader developing innovative responses to changes in our environment KPU fosters a direct engagement with external organizations, communities and industry and prepares learners for still-emerging practice futures.

Expert teachers actively work on their teaching through various forms of professional development including participating in professional learning communities of peers that encourage research-informed exchanges between faculty and diverse KPU researchers. As stewards of a resolute educational calling we will support and resource our instructors with the most current and effective technologies and coaching tools such as e-portfolios to enable the very best for our students. We will incentivize, recognize and celebrate the achievements of our educators. We will explore the fertile synergy between teaching and research, between core knowledge and experiential learning.

Educational research has proven that student achievement and success improve when integrated approaches to program planning, teaching and assessment are explicitly linked to teaching quality, enriched curriculum and program currency. Our aim is to have students partake of vibrant KPU classroom environments conducive to developing the skills needed to become lifelong, independent and self-regulated learners. KPU’s approach to teaching excellence, already a distinguishing feature of our delivery, will be further infused with corresponding plans and strategies developed to address Teaching and Learning, Research, Bridging Trades and the Academy, Internationalization, Indigenization, Open Education and the evolving transformation of the British Columbia K-12 curriculum.

As a teaching university we embrace quality programming and promote teaching excellence as foundational elements in addressing the needs of our diverse learners. We bring this to life by promoting an academic culture rooted in the synergies between teaching, learning, research and scholarship and in doing so we deepen our calling and extend our scope.



*“Sustained excellence seldom happens serendipitously. It is generally the result of a compelling vision, clear goals, careful planning, and a commitment to follow through. It often requires a willingness to embrace ambiguity, persist in the face of disappointments, adapt as necessary, and collaborate with diverse stakeholders.”*

American Society of Engineering Education



TEACHING & LEARNING

Teaching and Learning at KPU will concentrate on advancing our practice through our educators, our students, our learning environments and our infrastructure. We will pursue and activate our unique polytechnic university identity and teaching goals via four central areas of focus:

DIVERSITY

**Diversity** refers to the range of considerations educators have available today to excel in teaching; the diversity of our student population and their needs to succeed; the variety of learning environments to best meet learning outcomes, access and expectations about curricular options.

QUALITY

**Quality** is achieved through continuous enrichment towards teaching excellence. By carefully monitoring and measuring student success and by developing institution-wide strategic planning, standards and corresponding infrastructure we will effectively and efficiently resource and establish appropriate learning environments for our students' experience.

CONNECTION

As we activate our tag line *"where thought meets action"* we will cultivate connections through continuous interaction within and outside of KPU. Intentional connections will be sought to provide students with more learning opportunities, enrich teaching excellence, promote research and scholarship, strengthen partnerships at home and abroad and to showcase our collective efforts and enhance KPU's reputation.

DISTINCTIVENESS

**Distinctiveness** builds on KPU's status as a unique polytechnic university in Canada. To differentiate ourselves we must equip our range of educators with training and opportunities to advance their teaching practice and leadership, encourage specialized programs (e.g. Advanced Manufacturing, Traditional Chinese Medicine, Brewing, Sustainable Agriculture, Indigenous Community Justice) and provide learners the means to engage in scholarship enriched by research for more holistic learning experiences. KPU increases its global competitiveness by responding to global education and skills needs.

We recognize that teaching can take many forms and that there is a strong role for staff in ensuring the success of our learners. Our efforts to provide the richest learning environment for students are heightened by the meaningful encounters with the dedicated service staff who provide that extra boost to overcome obstacles, struggles and challenges.

Goal 2: Advance Teaching Practices

- STRATEGY 2.1 ➤ Support and enable teaching excellence and the use of research-informed research practices.
- STRATEGY 2.2 ➤ Integrate structures and resources to support teaching excellence and engaged learning.
- STRATEGY 2.3 ➤ Equip educators with skills and knowledge and further develop their teaching expertise through ongoing PD activities.
- STRATEGY 2.4 ➤ Assist educators to create more opportunities for faculty-led, student engagement in active learning and experiential learning.
- STRATEGY 2.5 ➤ Provide a range of learning environments and advance our existing classroom, technology-enhanced and online learning environments.
- STRATEGY 2.6 ➤ Pursue and develop a new approach to adult learning education recognizing the need for alternative delivery modes capable of addressing the challenges and obstacles for this learner group.
- STRATEGY 2.7 ➤ Actively establish community partnerships in relation to teaching and learning.
- STRATEGY 2.8 ➤ Leverage and build on internal expertise.



*"There is, I think, no point in the philosophy of progressive education which is sounder than its emphasis upon the importance of the participation of the learner in the formation of the purposes which direct their activities in the learning process..."*

John Dewey



# RESEARCH AT KPU

Scholars at our polytechnic university engage in all kinds of research to pursue their subject expertise, publications and further inform the enrichment of their teaching practice. At KPU we live the tag line “where thought meets action”. Much of our research is closely intertwined with local industry. Our researchers work with local companies, NGOs and community groups to address and seek solutions for real challenges. Through the valuable work of our researchers and our research institutes we provide powerful experiences for our learners, add value and enhance our brand and profile. The external changes affecting our regional and provincial organizations and agencies present unique opportunities to strengthen and redesign the ORSS and our KPU research community to respond to regional needs to partner with us on mobilizing and co-creating knowledge.

The former Office of Research and Scholarship will become the newly restructured Office of Research and Research Services. It will provide enhanced orientation, mentoring and other research services that will raise KPU’s profile and capacity in the areas of applied research, basic research as well as the scholarship of teaching and learning.

The ORSS will serve as a place for researchers to reinforce and enhance their research capacity, secure support from diverse funders and to connect them to national and international private, institutional and governmental research networks, postsecondary institutions and research foundations. Secondly, the office will

support researchers to strengthen the accountability of research work by providing access to knowledgeable staff to assist with financial reporting, compliance matters, and communication.

An essential hub and portal for research at KPU, the ORRS is well positioned to showcase the talent of our researchers and scholars, as well as to support their efforts to produce creative work at the intersection of teaching/ learning and discovery/innovation. The ORRS is a place that encourages, facilitates and supports creativity and action; it is set up to be a catalyst for dialogue, strategic planning and collegial exchange around contemporary issues and research questions. KPU will support the ORRS and ensure it works closely with the KPU Library to provide the necessary support and materials for researchers to do their work. ORSS will foster strategic alliances with the Library and the Teaching & Learning Commons to support and forge ahead with research.

As well you might want to touch on KORA’s role in providing immediate global reach for KPU research through KORA and other avenues to open academic publishing. (This is implied in Strategy 3 under Open Education)

At the same time the ORRS will maintain a seamless interaction with the Office of Teaching and Learning to provide the widest set of services, tools and training to elevate the role of research and its relationship to teaching at KPU. Our polytechnic university promotes and supports research through a comprehensive approach

that enables researchers, enhances their knowledge acquisition and informs their teaching.

Our vision for an effective and engaged ORRS rests on the following propositions:

- Research is critical to KPU’s credibility as a legitimate university.
- Research at KPU will encompass applied research, basic research, and the scholarship of teaching and learning.
- Research informs teaching and learning.
- The optimum role of the ORRS is to showcase, promote, and support all research at KPU.
- Research strengthens KPU.
- Research expands students’ ways of learning by integrating learners into faculty-led and student-led research.
- Our research institutes play a key role in connecting KPU to external industry and community partners and add a distinctive value to our university.
- KPU upholds the principle of academic freedom.

While specifics of the university’s research endeavor are best determined and implemented through discussion among our community of scholars, the ORRS has a strategic role to play helping shape big questions and providing the means to pursue solutions to complex human problems.

## Goal 3: Accelerate Research at KPU

- STRATEGY 3.1

➤

Restructure the new Office of Research and Research Services to nurture research capacity, provide optimized research services, enhance accountability support and communicate successes.
- STRATEGY 3.2

➤

Develop and implement KPU Intellectual Property and Commercialization policies.
- STRATEGY 3.3

➤

Deepen our relationship with external industries, government and community organizations to ignite an active research agenda. Provide powerful learning experiences for our students while seeking practical solutions for physical, social and discovery challenges.
- STRATEGY 3.4

➤

Reinforce the role and function of our research institutes by supporting and enhancing their external networks and partnerships and by providing a clear line of accountability and support services.
- STRATEGY 3.5

➤

Ensure and encourage an enriched, direct connection between our research activities and our teaching and learning mission.
- STRATEGY 3.6

➤

Engage the KPU Library and Teaching and Learning Commons to assist researchers and the Office of Research and Research Services to enhance research capabilities and access up-to-date methodologies and resources. Reinforce KORA’s role in providing immediate global reach for KPU research through KORA and other avenues to open academic publishing.





# INTERNATIONALIZATION

KPU’s Internationalization Plan sets out distinct strategies to enrich the university’s global learning environment by furthering cross-cultural engagement for all students, staff, faculty, external partners, and communities. These strategies help KPU increase its global competitiveness and respond to global education and skills needs.

The foundation for the support and success of international students at KPU will be built upon four pillars:

- Community engagement and support
- Global citizenship
- Partnerships and pathways
- Recruitment and retention

These pillars will be activated through carefully designed plans that will allow the strategic deployment of our KPU programmatic, pedagogical and facility capacity. Our approach will further integrate supports for students and faculty, enhance and streamline admission procedures and expand articulation agreements with international partners. These efforts will enable KPU to diversify its international student body while enriching the educational experience of our international students. KPU will approach international enrolment with a special focus on identifying an ideal mix of domestic and international students that will ensure all learners enjoy the benefits of cross-cultural exchange, peer-support, have access to courses and to the valuable mentorship of instructors and support staff.

KPU International will work with academic leaders to increase the awareness of global perspectives in all current and new curriculum

through enhanced teaching and learning methodologies. We will employ our global competencies courses and related content to assist staff, faculty and administration navigate cultural differences and to improve intercultural communication and social exchange.

The development of new and unique academic pathways and globally-focused program offerings will ensure KPU continues to be responsive to community and labour demand for all our students. These new program offerings, such as post baccalaureates, graduate diplomas and Master’s programs, will allow for KPU students to become successful future alumni in an increasingly interconnected global work force.

International experiences can be transformational for learners. Through participation in an international academic experience, our students are able to see the world from new and different perspectives, thereby enriching their academic experience and ultimately expanding their viewpoints. KPU will increase its efforts to create powerful experiences for all students via field schools, exchanges, and international internships. Through these international visits learners will take in unforgettable moments, expand their understanding of diversity in education and acquire a global outlook via an unmediated, personal and cultural experience.

At the same time KPU will explore and develop new ways to increase faculty and staff participation across all areas of the university. International exchanges and visiting scholar opportunities will enrich our teaching and learning with new energy, knowledge and diverse global perspectives.

## Goal 4: Build a next generation KPU International

- STRATEGY 4.1**
- Support international students through a range of academic transition programs that enable students to participate fully in the KPU community of learners.
- STRATEGY 4.2**
- Foster a culturally and globally aware curriculum, being prepared to meet the needs of an international workplace, whether in Canada or internationally.
- STRATEGY 4.3**
- Recognize that international students are an asset to KPU and regional communities, enhancing the classroom experience through a rich exchange of experiences and ideas.
- STRATEGY 4.4**
- Build new and strategic academic pathways and program offerings.
- STRATEGY 4.5**
- Develop and implement a streamlined application process.
- STRATEGY 4.6**
- Nurture an increased diversity in KPU’s international student body.
- STRATEGY 4.7**
- Develop an enhanced international advising model to optimize the effectiveness and efficiency of advisory services for international students.
- STRATEGY 4.8**
- Establish an international student emergency fund.







# INDIGENOUS PARTICIPATION AT KPU

Over the past four years, KPU has expanded both the scope and the depth of its involvement with local and regional indigenous communities. We support and embrace the Calls to Action from the Truth and Reconciliation Commission. As we undertake an authentic indigenization of our educational delivery we do so understanding that this is a gradual and carefully laid out process encompassing the centering of indigenous knowledge and teaching methods in classrooms, developing and offering programming in indigenous languages and meaningful exchanges of knowledge and tradition. We acknowledge we must continue to make tangible efforts to decolonize our approaches while enabling the resurgence of indigenous agency in our learning activities. To do so we will actively seek the wisdom and experience of local indigenous knowledge keepers, leaders, First Nation communities, and indigenous organizations to help direct our efforts towards genuine ways to increase indigenous participation and education at KPU. We are dedicated to true partnerships, ongoing communication and consultation with the local indigenous communities on whose lands our university is located as well as with local community-based and grassroots indigenous organizations. As a start, we have produced online modules to promote an understanding of indigenous cultures to enhance our faculty, staff and administration's capacity to work with indigenous students and their diverse communities and to enhance our capacity to provide appropriate support to Indigenous students.

KPU campuses are situated on the traditional territories of the Kwantlen, Katzie, Semiahmoo, Tsawwassen, Kwikwetlem, Qay'qayt and Musqueam First Nations and we share program delivery offerings with the Squamish First Nation. Of all our campus municipalities, Surrey has the largest urban indigenous population in British Columbia. Of note, 59% of the indigenous population in our KPU region does not currently have any post-secondary education. Recognizing a strong need to improve higher learning for indigenous learners, we are committed to post-secondary education being fully accessible and to jointly exploring how the university can significantly support local indigenous communities' educational needs. We strive to prepare our next generation of citizens and community leaders whose work will enhance local, national and international partnerships, organizations and various indigenous and non-indigenous cultural communities. KPU learners will have access to programs and courses that explore social justice in indigenous local/global contexts. This includes learning about the diversity of indigenous knowledge, cultures, languages, histories, justice systems, laws, governance, and community structures.

Through genuine consultation and rigorous development KPU will provide a culturally-safe and welcoming destination for indigenous learners in our region. The university prioritizes being a supportive and comfortable place connecting with and learning from indigenous peoples and their respective ways of knowing.

Our indigenous strategy will be focused on four key areas that will enhance current practices and identify new actions which will:

- create university-wide awareness of indigenous perspectives, cultures, traditions, histories and ways of knowing among all members of the university community.
- build a welcoming and supportive place to significantly increase enrolment and participation of indigenous students at KPU,
- enhance services and support for indigenous learners at the university.
- leverage the value indigenous ways of knowing can contribute to our overall educational mission.

## Goal 5: Increase indigenous participation at KPU

- STRATEGY 5.1** ➤ Engage a manager of indigenous services.
- STRATEGY 5.2** ➤ Expand exposure of territory acknowledgment.
- STRATEGY 5.3** ➤ Provide cultural training to staff, faculty, administration, students and alumni.
- STRATEGY 5.4** ➤ Maintain an active Indigenous Advisory Committee.
- STRATEGY 5.5** ➤ Encourage the development of indigenous language courses.
- STRATEGY 5.6** ➤ Strengthen the organizational structure to support current KPU indigenous students and creating indigenous learning communities..
- STRATEGY 5.7** ➤ Enhance relationships with local First Nations and indigenous peoples and organizations.





# OPEN EDUCATION

How else can we support student success? Open Education at KPU encompasses diverse activities that support program areas and lead the development of innovative global education initiatives. We encourage and emphasize new ways our faculty engage with colleagues world-wide in innovative knowledge-practice networks to improve the learning experience. Through this approach we serve as a model for the way our graduates will engage with their own professional and practice communities.

Significant actions that directly support students include the creation, adaptation, and adoption of open textbooks and other open educational resources that make paying for an education less challenging and more affordable. Our Open Education activities also promote the use of just-in-time learning strategies, the design of renewable assignments and other open pedagogies, the sustainable growth of the popular Zed Cred courses being offered,

and the development of courses and programs related to KPU’s partnership in the Open Education Resources network (OERu). KPU maintains essential links within the internal community that include the Open Education Working Group, the KPU Library, and Deans Council among others. Our Library services are nimble and being repositioned to meet the new demands of instructors transitioning to the principles of Open Education.

Our external outreach and collaboration with organizations such as BC Campus and the international OERu network helps nurture our growing reputation as a leader in this sector. This internal and external momentum sends a clear message to the higher learning community that we are committed to affordable education and to crafting new ways to enable learners to realize their ambition and career plans.

## Goal 6: KPU becomes an international leader in Open Education research and practices

- STRATEGY 6.1** ➤ Support the adoption of open educational resources across all Faculties & Schools through education, training & support, system & role integration, and recognition.
- STRATEGY 6.2** ➤ Support the development, growth, and effective marketing of additional Zed Cred programs.
- STRATEGY 6.3** ➤ Develop a publishing infrastructure and systems to support the creation and adaptation of open educational resources.
- STRATEGY 6.4** ➤ Articulate OERu courses and offer an exit credential to the OERu network.
- STRATEGY 6.5** ➤ Establish targeted Open Education initiatives to attract working adults seeking to pursue post-secondary study and provide program completion encouragement and alternatives for adult learners.
- STRATEGY 6.6** ➤ Provide training and support for faculty to embrace open pedagogies.
- STRATEGY 6.7** ➤ Develop an institutional open education policy.
- STRATEGY 6.8** ➤ Embed and enhance e-portfolios that reflect open education strategies and acknowledge the added value of global open education practices.



# BRIDGING TRADES AND THE ACADEMY

KPU Tech has a long history of innovation in teaching and curriculum. The Faculty of Trades and Technology now stands poised to reap the benefits of an economy built around STEM specializations and other advances in technical systems and digitization. As industries and municipal policies evolve to more advanced and dynamic processes, employers will need more talented people, especially those grounded in the wide array of technological skills, to mobilize a rapid digital transformation. Industry leaders have signaled a desire to engage with post-secondary institutions in the development of emerging curriculum content and currency.

KPU Tech will meet these labour market challenges of innovation through an expansion of its trades and technology offerings. We will continue to build a solid core of Red Seal trades while also enhancing the employability of learners through bridging programs that recognize vocational credit within an academic credit framework. In short KPU Tech will train a well-prepared workforce with enhanced technical skills to match an equally dynamic industry innovation agenda. As we move forward from the specific competencies of any given trade to an even more overarching set of skills that can be deployed across various occupations KPU Tech will bridge vocational and undergraduate credit while introducing new value-added training and training delivery options.

## Goal 7: To enhance the employability of Trades and Technology apprentices and foundation program graduates.

**STRATEGY 7.1** ➤ To enable learners to ladder from apprenticeship trades training to undergraduate programs.

**STRATEGY 7.2** ➤ Enhancing the renewal of pedagogical techniques to address a wider base of competencies.

**STRATEGY 7.3** ➤ Encouraging a leap forward in providing hybrid, online, and micro-credential delivery.

**STRATEGY 7.4** ➤ Harnessing KPU’s digital transformation and technological data literacy to support and enrich the student experience.

**STRATEGY 7.5** ➤ Promote a direct connection to industry through Professional Advisory Committees and professional/trades associations.

**STRATEGY 7.6** ➤ Revitalize our approach to developing research across all trades and technology disciplines.



# PREPARING KPU FOR THE BRITISH COLUMBIA K-12 CURRICULUM TRANSFORMATION

Post-secondary institutions in British Columbia are immersed in preparing for the arrival of graduates of the BC new high school curriculum in 2020. Over the next two years KPU will develop orientation modules and training to prepare faculty and to familiarize them with the changes in the new curriculum. While the content of that curriculum does not deviate from current content the manner in which young students engage with that content may be new pedagogical territory for post-secondary instructors across the province.

Our opportunity is to devise and enable a seamless transition from high school to university. This will require an understanding of the manner in which students coming out of this curriculum will have had an opportunity to be agents of their own learning paths and able to have more of a say in what they wish to explore throughout their educational journey.

The new curriculum aligns well with university methods and standards that nurture an ability to research, analyze, synthesize and communicate. Theoretical, technical, social and personal competencies, core elements of our overall polytechnic university learning approach, are central to the new K-12 curriculum. We must build bridges across this educational transition to university while providing a framework and pedagogical tools to allow for a smooth transition that may enhance renewal of our own delivery models.

KPU educators are driven to excel. Through the ongoing and dynamic support of our Teaching and Learning Commons we will unleash an active program of professional development with a special emphasis on reinforcing faculty capacity to embrace and help shape BC's pedagogical future.

## Goal 8: Prepare KPU for the incoming graduates of the BC K-12 new curriculum

- STRATEGY 8.1

Future KPU students will express their achievement in new and diverse ways. To continue to lead in this field, KPU will review its approach to university admission.
- STRATEGY 8.2

KPU's polytechnic and applied focus will be increasingly important as these values become more prominent in K-12 education. The university will support professional development on competency- and e-portfolio-based teaching and learning.
- STRATEGY 8.3

KPU will review programs in light of the changing educational climate in order to maintain currency. Opportunities to increase and recognize cross- and extracurricular learning will be a central feature of 21st century education.
- STRATEGY 8.4

KPU will embed best practices in e-portfolio training and development to enhance the practice of assessment, facilitate admissions and provide powerful tools for learners to successfully demonstrate their learning to future employers and graduate admissions.
- STRATEGY 8.5

We will dismantle boundaries between faculties, and between academic and vocational programming to enable a more permeable flow between areas. Students educated in a system oriented to problem solving such as the BC K-12 curriculum should not expect walls between trades and undergraduate study.
- STRATEGY 8.6

New digital support systems will be established to help students and faculty collect and curate work and assessment feedback that transcends individual courses.
- STRATEGY 8.7

KPU will continue to promote the recognition of prior learning, and learning undertaken outside of the formal classroom.

# GRADUATE STUDIES AT KPU

Building on the successful and solid foundation of our undergraduate programs we will pursue graduate programs that will transform KPU into a more comprehensive institution and expand the level of higher education learning available in our region. Through rigorous and relevant graduate degree offerings will provide undergraduate students an opportunity to continue their career journey across our campuses and fields of expertise. Graduate programs will offer many members of our own workforce a path to upgrade their credentials through innovative new graduate degrees at KPU.

Over the tenure of this Academic Plan 2023, the university will consult, plan and establish a central office to administer graduate programs and work with all Faculties to develop and launch new unique graduate programming capable of further differentiating our unique offerings in the regional post-secondary sector. Simultaneously, KPU will provide for the further professional development of faculty and staff to address their specialized roles as graduate advisors and support. We will design and establish unique learning spaces and services targeted to meet the needs of graduate students.

Graduate programs will be informed by our proposed developments in research and by our advances in teaching and learning. Graduate programs as a rule fuse research and learning in a symbiotic relationship that elevates the learner experience and deepens the knowledge exchange. Graduate programs at KPU, including Master's degrees and Graduate Diplomas, will expand our scope and depth as a unique polytechnic teaching university.

There is ample evidence of a growing market for professionals with specialized trained in a variety of the disciplines taught at KPU. By embarking on the establishment of KPU-made Graduate studies, we will consolidate our position as a regional, rigorous, post-secondary institution capable of delivering a well-rounded, highly trained, and globally competent graduate.

## Goal 9: To offer Graduate Studies at KPU

- STRATEGY 9.1

Establish an administrative unit to manage graduate education at KPU in 2018.
- STRATEGY 9.2

Engage the Faculties and Institutes in the development of unique and differentiated graduate diplomas, graduate certificates and Masters degrees.
- STRATEGY 9.3

Launch the new program development governance process for new graduate studies in 2018.
- STRATEGY 9.4

Activate Faculty workgroups and Senate Standing Committee on Academic Planning and Priorities to develop programming, programming standards and credential qualifications.
- STRATEGY 9.5

Launch first Master's program at KPU in 2021.
- STRATEGY 9.6

Establish a Graduate Commons as an extension of the Office of Graduate Studies by 2021. This unit will house a variety of academic service areas that will provide instruction and support around the specific academic needs of graduate students including citation management; in-depth literature reviews; the Learning Centre; thesis writing strategy; and grant writing.





# KPU'S WORD

We stand firmly behind our educational mandate and commit to program and course delivery with a particular focus on:



## QUALITY

programs will maintain currency, exhibit high standards of academic rigor and feature educational evaluation standards fully accountable to the learning community and funders. Our libraries and learning centres will stimulate learners to probe depth, method and academic rigor.



## INTEGRITY

our classroom, lab, shop and online offerings will be carried out in a respectful, coherent, and fair manner.



## DIVERSE TEACHING METHODOLOGIES

KPU will provide instructors with a range of learning environments, and access and training in current and emerging leading teaching practices



## DIGITAL READINESS

we will continue to advance our existing classroom technologies while enhancing all teaching modalities including face-to-face, flexible, hybrid and online learning environments



## A PEOPLE-FIRST APPROACH

academic, developmental and trades/ technology training will be centered on the individual and her/his potential. Our dealings commence at the level of the person and follow through to their integration into our community. We will promote a culture of academic integrity and excellence made possible by helping our instructors and students achieve their learning and research goals with the full collaboration and support of our dedicated staff and administration.



## PRAGMATISM

our programming will evolve with the changing times; programs will feature outcomes that speak to future-focused thinking; teaching methodologies will reflect the very best ideas emanating from external and internal dynamic learning environments.



## EXPERIENTIAL LEARNING

we will commit to providing every graduate with an experiential education opportunity during the course of their education at KPU



## A FORWARD-THINKING FRAME-OF-MIND

at KPU innovation and creativity will remain embedded in our ethos.



## ACCOUNTABILITY

our programs will aim towards the most efficient use of our capacity, and will be answerable to government, industry, NGOs, taxpayers and the general community

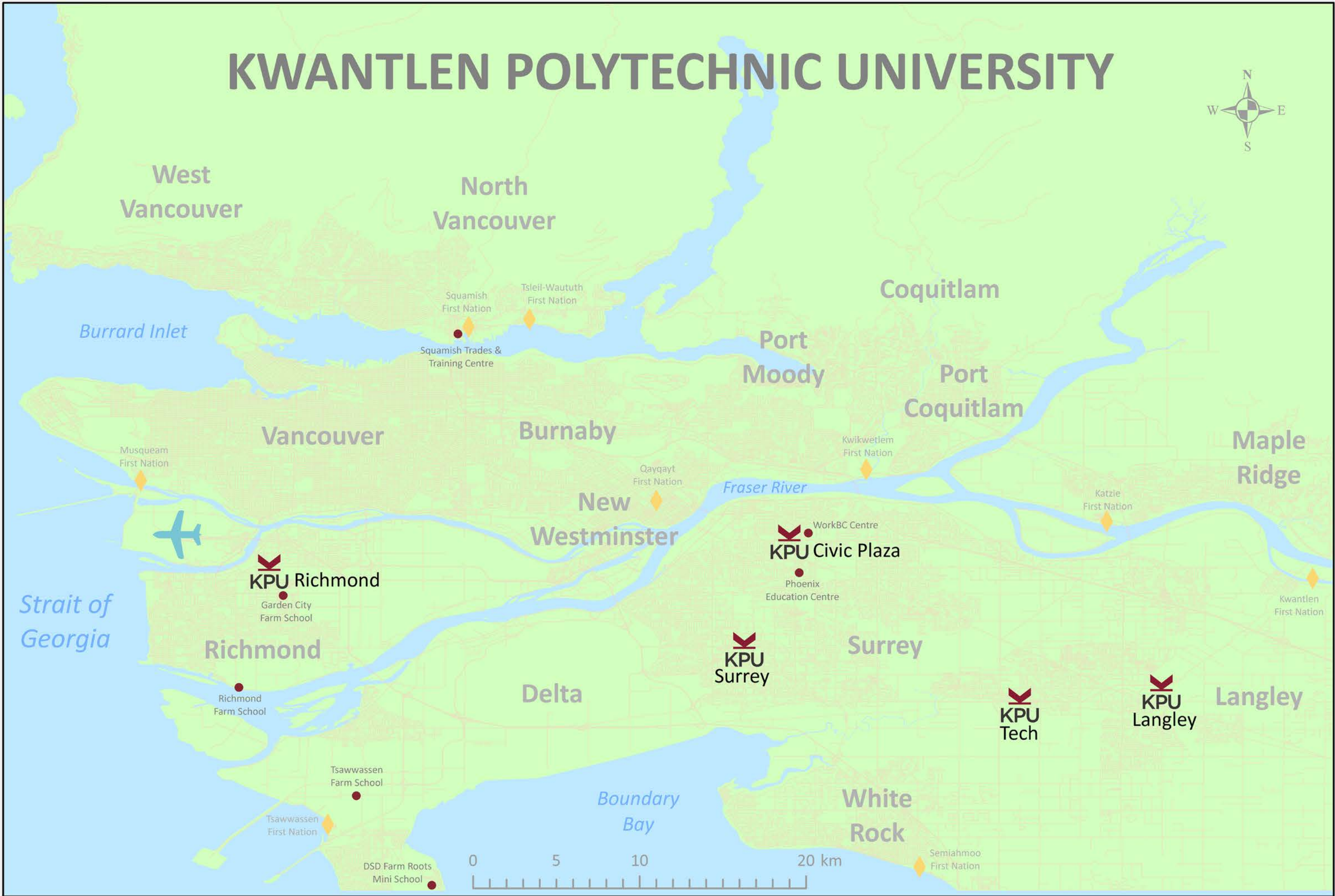


## THE STUDENT OF THE FUTURE

we will be an institution where new and emerging learning methods are matched by an emphasis on delivering in multiple modes on multiple platforms and in multiple time frames. Our Faculties, our library and our learning supports will promote education and research at the intersection of thought and action through a supportive, catalytic and quality-focused mentorship of learning.



# KWANTLEN POLYTECHNIC UNIVERSITY







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