

Building on VISION 2023...

Vision 2026

The Context

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

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

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

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

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

VISION 2026

KPU's Mission, Vision, Values and Goals

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

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

Values At KPU, we work together to transform lives for the benefit of our society. In so doing, we tirelessly endeavor to align our actions with our values, which are:

Care: We care about the words we choose, the actions we take, and the impact we have on our students, colleagues, the community and the land on which KPU is situated. We do this by showing pride in our work, communicating honestly and with empathy, treating each other with dignity and respect, offering our help, and holding ourselves and each other accountable for the long-term success and well-being of our students, colleagues, community and environment.

Collaboration: Together, we seek solutions for the greater good. We do this by giving and seeking input from others when developing plans, exchanging information and ideas, gaining commitment to goals, notifying those impacted by changes in a timely manner, respectfully stating opinions, supporting group decisions even if not in total agreement, and sharing credit for achievements.

Humility: We balance confidence with modesty. We do this by accepting our own strengths and limitations, receiving feedback without defensiveness, apologizing when we make a mistake and learning from it, being open to new ideas and opportunities, building others up, and putting aside ego to serve the needs of our students and colleagues.

Equity: We strive to offer opportunities, supports and resources for all students and employees of equity-denied groups to ensure that they thrive and succeed. We do this by actively seeking out and considering diverse perspectives and experiences when making decisions, raising awareness and understanding of equity issues, and addressing and correcting systemic barriers that may exist for equity-denied groups.

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

A. Experience: We will

- A1. Enhance the experience of our students
- A2. Enrich the experience of our employees
- A3. Support the health and wellness of our students and employees

B. Sustainability: We will

- B1. Foster cultural, social and environmental sustainability through our offerings, research and operations
- B2. Integrate planning to sustain institutional health by aligning KPU operations with our resources
- B3. Ensure financial sustainability for KPU through long-term financial and enrolment planning

C. Creativity: We will

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

D. Justice: We will

- D1. Foster decolonization and reconciliation
- D2. Advance Antiracism across KPU
- D3. Advance equity, diversity, inclusion and accessibility across KPU

E. Quality: We will

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

The Details

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

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

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

- The courses they need to graduate in a timely manner
- Experiential learning opportunities in all programs
- Resources they need to help them succeed academically
- Campus resources to support their learning and development
- Campus facilities and services to support their well-being, including progress on affordable housing
- Increased financial support for students in need
- Opportunities to develop the skills and competencies needed for success in the workforce
- Opportunities to develop intercultural competencies

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

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

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

- Appropriate professional development opportunities
- Appropriate opportunities to advance internally
- A respectful workplace where all employees are treated with dignity and respect and are free from discrimination, bullying and harassment
- Celebration and recognition of employees' achievements and service
- Opportunities to develop intercultural competencies
- The resources necessary to do their job effectively

A3. Goal: We will support the health and wellness of our students and employees

Progress on this goal will be made by:

- Formally committing to the principles and practises of a health-promoting university through the [Okanagan Charter](#)
- Supporting the development of a comprehensive wellness strategy for students and employees
- Supporting the development and implementation of a comprehensive mental-health strategy for students and employees

What this means for KPU:

By making the perspectives of students and employees our priority, we will improve their experiences at KPU and help them be successful. By promoting the health and well-being of our students and employees, KPU will create a culture of compassion and well-being, improving the health of students and employees.

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

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

Progress on this goal will be made by:

- Offering formal education programs and courses that address sustainability
- Conducting research that addresses sustainability issues
- Ensuring our operations are environmentally sustainable
- Implementing KPU's Sustainability Plan to advance sustainability performance and support the United Nations Sustainable Development Goals

B2. Goal: We will integrate planning to sustain institutional health by aligning KPU operations with our resources

Progress on this goal will be made by:

- Creating an integrated planning culture where decisions are fully informed and transparent
- Developing institutional mechanisms to align all planning and approval processes with available resources and institutional priorities
- Providing planners and decision-makers with the tools and training required to align operations with priorities and resources
- Sustainable enrolment planning that aligns recruitment, admission and retention processes with our capacity to meet demand and support student success
- Develop and implement a strategy and plan for internationalization at KPU

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

Progress on this goal will be made by:

- Ensuring sustainable enrolments
- Employing a budget model that ensures the strategic allocation of available resources to address institutional priorities
- Developing a five-year rolling budget that supports long-term planning
- Developing ways to support the implementation of the KPU 2050 Campus Plan while generating endowment wealth and ongoing revenue streams

What this means for KPU:

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

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

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

Progress on this goal will be made by:

- Ensuring adequate supports and resources for continual development of teaching practise
- Ensuring students receive quality instruction and a meaningful learning experience
- Ensuring educators are well supported to innovate in teaching, learning and curriculum
- Ensuring that Indigenous histories and knowledge are thoughtfully infused across the curriculum

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

Progress on this goal will be made by:

- Growing supports for research, innovation and scholarly activities conducted by KPU employees and students
- Increasing the amount and intensity of research, innovation and scholarly activity, both inside and outside of curriculum
- Expanding capacity for research and scholarship in order to promote and foster excellence across the university's research enterprise
- Engaging business, industry, non-profit, government, academic and Indigenous organizations to address economic, environmental and social needs of our communities
- Increasing the impact from research, innovation and scholarly activities on KPU and on our region
- Increasing visibility and showcasing achievements in research, innovation and scholarly activity undertaken by members of KPU community

Scholarship activities at KPU encompass discovery, application, engagement, creation, integration and the scholarship of teaching and learning. Research is an undertaking intended to extend knowledge through a disciplined inquiry and/or systematic investigation.

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

Progress on this goal will be made by:

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

What this means for KPU:

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

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

D.1. Goal: We will foster decolonization and reconciliation

Progress on this Goal will be made by:

- Implementing the *xé?el#* [\[pronunciation here\]](#) *KPU Pathway to Systemic Transformation* and its recommendations across KPU's learning and work environments
- Building capacity and strengthening the Indigenous Education Department to support programs and services to achieve positive impact
- Weaving Indigenous ways of knowing, doing, being and becoming into the curriculum
- Nurturing an inclusive culture that values Indigenous peoples, and strengthening relationships/partnerships based on mutual recognition, respect, sharing, accountability and responsibility
- Cultivating inclusive communities that foster students' sense of belonging and well-being
- Learning the true history of Canada, examining beliefs and biases about Indigenous peoples and cultures, enabling Indigenization, Decolonization and Reconciliation through personal journeys

D.2. Goal: We will advance anti-racism Initiatives across KPU

Progress on this goal will be made by:

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

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

Progress on this goal will be made by:

- Finalizing the development of the EDI Action Plan for employees and providing resources to implement its recommendations
- Developing an EDI Action Plan for students and providing resources to implement its recommendations
- Addressing the requirements of the [Accessible British Columbia Act](#) and providing resources to implement the recommendations of the Accessibility Action Plan
- Developing a Disability Action Plan to address systemic ableism and providing resources to implement its recommendations
- Developing a Gender and Sexuality Equity Plan and providing resources to implement its recommendations

What this means for KPU:

KPU will be an inclusive and safe learning and working environment that values, supports, and benefits from the diversity of all its people, where all are treated with dignity and respect and are free from discrimination, bullying and harassment. Investing in an accessible, equitable and inclusive community will empower all to reach their full potential, free from barriers of access and advancement. By working towards decolonizing KPU, we will create a system that is culturally responsive, ready for all learners, and strives for reconciliation.

E. Quality: Continuous improvement builds confidence and reputation.

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

Progress on this goal will be made by:

- Conducting regular reviews of all KPU programs to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate
- Conducting regular reviews of all KPU support services to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate
- Conducting regular reviews of all KPU operations to ensure continued relevance, alignment with institutional priorities, and efficient and effective use of resources, and implementing recommendations as appropriate
- Confirming students receive a quality education to ensure their success, addressing the UN Sustainability Goal of quality education
- Ensuring effective and efficient use of resources

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

Progress on this goal will be made by:

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

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

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

Progress on this goal will be made by:

- Ensuring effective relationships with our friends, communities, partners and governments
- Engaging with our partners in ways that benefit our communities
- Ensuring we fulfill our commitments to our partners
- Regularly engaging our friends to actively contribute to KPU
- Respecting and valuing the contributions of our friends to KPU

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

What this means for KPU:

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