

King's Strategic Plan 2024-2029

Renewing the Promise: King's 2030



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LAND ACKNOWLEDGEMENT



We acknowledge that our campus at King's University College is situated on the traditional territories of the Anishinaabeg, Haudenosaunee, Lenapeewak and Attawandaron peoples, all of whom have longstanding relationships to the land of southwestern Ontario and the City of London. The first Nations communities of our local area include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee Delaware Nation. And in our region, there are eleven First Nations communities as well as a growing indigenous urban population. King's University College values the significant historical and contemporary contributions of local and regional First Nations and all of the Original peoples of Turtle Island (also known as North America).

LETTER FROM THE PRESIDENT (INTERIM)

I am pleased to share *Renewing the Promise: King's 2030*, King's University College's Strategic Plan for 2024-2029. The fruit of collaborative dialogue among diverse members of the King's community, this Plan lays out a dynamic vision of who we are as a community of learning, and of where we want to be by 2030. It is a shared roadmap that lays out goals and strategies to renew the universal promise of educating the whole person, building community, and serving the common good.

I believe that King's is a special kind of university, with a special purpose in the world that reflects its unique history and development as a pluralistic and inclusive community. Drawing from the living roots of the liberal arts and Catholic intellectual traditions, *Renewing the Promise: King's 2030* articulates a shared set of ambitions for the future of our university.

This Strategic Plan has three core and mutually reinforcing strategic directions: Inclusive Student-Centered Learning Community, Excellence in Education and Research, and Mission-Enabling Culture and Organization. These three directions focus King's on:

1. Leaning into the differentiated Mission of King's by fostering an intellectually curious, welcoming, diverse and inclusive community of learning. We aim to build on our reputation for teaching excellence by continuing to develop innovative, programs and experiences that enhance accessibility and promote inclusive excellence in student learning.
2. Strengthening our value as a smaller university by creating diverse opportunities for the personal and professional growth of students, faculty and staff. We know that this depends on respectful relationships, an intentional commitment to foster and sustain community, and high quality supports both inside and outside the classroom.
3. Renewing the promise of the liberal arts to foster a genuine dialogue among disciplines, making interdisciplinarity a fundamental feature of teaching and research. We will promote teaching and research that synthesizes knowledge and experiential learning in pursuit of truth and impact in serving the common good.

Renewing the Promise positions King's to be a leader in Canadian higher education by providing society with graduates formed to be lifelong learners, and ethical actors; and by supporting impactful research that expands knowledge and serves the common good.

With a keen sense of our history and an enduring commitment to our Mission, we look forward to King's 2030 with faith, hope and resolve to renew – and fulfill – the true promise of a King's education.

Sincerely,



Robert A. Ventresca, PhD

President (Interim)

STRATEGIC PLANNING PROCESS



Renewing the Promise: King's 2030 - King's University College's 2024-2029 Strategic Plan ("Plan") was developed in partnership with the King's community of students, faculty, staff, alumni, donors and community partners.

More than 1000 individuals shared their input and perspectives as part of the strategic planning process through:

- 15 focus groups
- Three 1-on-1 interviews
- Four interactive drop-in sessions held across campus to get input from students, staff and faculty
- Three strategic planning workshops
- Two digital surveys – one for internal stakeholders and the other for external stakeholders
- Two College Council presentations

Together, the community critically examined, discussed, and developed shared insights on King's strategic environment that were used to inform the priorities laid out in this Plan.

KING'S STRATEGIC PLAN AT A GLANCE

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 | Community | Inclusion | Excellence | Stewardship

STRATEGIC DIRECTIONS

Inclusive Student-Centred Learning Community

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

Excellence in Education and Research

- 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

- Strengthen Support for Mission Focused Leadership
- Drive Mission Focused Financial Sustainability and Operational Excellence
- Grow and Empower our People

VISION

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



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, and working at King's goes beyond knowledge acquisition to include a profound commitment to serving the common good of humanity.

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.

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**.

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.

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

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.

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.

VALUES

King's values guide the development of its community, shape its culture, and inform its actions to deliver on its mission.



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.

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.

CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- Community members stressed the need for King's to be more intentional in maintaining and strengthening the value proposition of being a smaller university, including making it easier for students to understand, navigate and access the services available to support their success inside and outside the classroom.
- Students, staff, and faculty members want to build even stronger relationships amongst each other and create more inclusive and accessible opportunities to share and celebrate the rich faith, culture, and social diversity of the campus community.
- There is a need to further enhance King's students' academic and professional journeys by strengthening post-graduation and career services and bringing greater depth and breadth to mentorship, experiential, and work and service integrated learning across all King's degree program offerings.

INCLUSIVE STUDENT-CENTRED LEARNING COMMUNITY

STRATEGIC GOALS & INITIATIVES

Strategic Goal: Strengthen the King's Community Ethos and Student Focus

- 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.
- 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.

Strategic Goal: Build the King's Community

- Design and implement King's community-based learning, career, and cross-cultural exchange initiatives that foster relationship building and personal network development for students.
- 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.

Strategic Goal: Grow King's Career Connections

- Optimize internal strategic capacity and resources to provide mentorship, experiential, and work and service integrated learning into all King's degree program offerings.
- Enhance King's post-graduation preparedness and career services offerings to students.

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.

CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- The competition for enrolment, both domestically and internationally, is increasing within the postsecondary education sector due to public policy changes and the evolving needs of the job market. King's needs to lean into its institutional strengths and be more strategic in attracting and retaining students to ensure that its growth is balanced across all its program offerings, while maintaining the small tight-knit educational experience for our students.
- King's needs to be a place where students and faculty are encouraged and rewarded for being interdisciplinary. This is essential as the world is becoming an increasingly complex place that needs more people who can integrate their knowledge and methods from different academic disciplines to solve local, national, and global challenges. King's graduates' competitive advantage with employers should be their distinct interdisciplinary skill set.
- Research is an important part of knowledge advancement and educational excellence for a university. Research, particularly interdisciplinary research, needs to be used as a tool to help King's define how to strengthen its contributions to knowledge creation and dissemination in service to the common good.
- King's community emphasized a strong desire to reconcile with Indigenous Peoples. King's efforts towards reconciliation need to be led in an informed and inclusive manner to ensure that it is building respectful and reciprocal long-term relationships for meaningful action.

EXCELLENCE IN EDUCATION AND RESEARCH

STRATEGIC GOALS & INITIATIVES

Strategic Goal: Strengthen Strategic Enrolment Management

- 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.
- 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.

Strategic Goal: Grow Existing and Create New Interdisciplinary Program Offerings

- Create unique degree offerings through pedagogical innovations that incorporate interdisciplinarity into all King's academic degree program offerings.
- Develop, market, and deliver differentiated pre-university, executive and corporate offerings that integrate interdisciplinary competencies from across King's schools and faculties.
- Enhance the infrastructure, supports, and recognition for classroom excellence, pedagogical innovation, and experiential learning initiatives.

Strategic Goal: Create a Roadmap for King's Led Research

- Bring the King's scholarly community together to collaboratively define, develop, and implement a sustainable research roadmap and plan.

Strategic Goal: Partner for Reconciliation and Greater Impact

- 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.
- Continue to develop King's global reputation and presence with key international markets.

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.

CONTEXT

This strategic direction was informed by the following insights from the strategic planning process:

- It is integral to have King's leadership aligned and mission focused to build a campus community where inclusion, belonging, affinity and connection drive excellence.
- King's, like other postsecondary institutions, faces considerable funding challenges and market competition, which is why King's needs to develop an approach that takes a multi-year view of its planning processes, aligning resources to ambitions, and setting and holding itself accountable to measures of performance and success.
- The strength of King's is its people. Our team must continue to deliver an exceptional educational experience for their students. Our commitment and passion is what makes King's an excellent place to learn, grow and thrive. Support for King's people in developing and sharing their talents is fundamental to the University's success, and the success of its students.

MISSION ENABLING CULTURE AND ORGANIZATION

STRATEGIC GOALS & INITIATIVES

Strategic Goal: Strengthen Support for Mission Focused Leadership

- 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.
- 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.

Strategic Goal: Drive Mission Focused Financial Sustainability and Operational Excellence

- 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.

Strategic Goal: Grow and Empower our People

- 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).

PUTTING STRATEGY INTO ACTION

King's goal was to set a realistic roadmap to guide it in harnessing the characteristics and attributes that differentiate it from others to be a top choice for talent and to address the very real competitive and funding challenges that it faces.

Renewing the Promise: King's 2030 - King's University College's 2024-2029 Strategic Plan achieves this goal. However, developing the Plan was the easy part. How King's works to implement this Plan is the hard work that will put the strategy into action.

The King's community is united and committed to advocating for this strategy and working together to prioritize the resources and guidance necessary to navigate the challenges to shared success.

King's leadership will clearly and consistently communicate across all levels of the organization so that everyone within the campus community understands their role in the implementation of this Plan, and will bring the community together to foster an environment where every team member feels involved and valued.

And King's understands that accountability is essential to future success and leadership will be steadfast in monitoring and sharing King's progress in delivering its strategy and remain adaptable, adjusting course as necessary to meet the Plan's goals.

King's is ready to answer the calls to action of this Plan to achieve new heights of excellence.

King's Strategic Plan 2024-2029

Renewing the Promise: King's 2030

