

**University of King's College
Strategic Plan DRAFT - 2013-2016**

Introduction – DRAFT Strategic Plan 2013-2016

A strategic plan attempts to answer three simple questions: Who are we? What do we want to be? How will we get there? The strategic planning process is a communal project involving the whole King's Community, defined as students, faculty, staff, administration, alumni, Board members and friends of the College.

The University of King's College Strategic Plan 2013-2016 is a road map that prioritizes institutional goals and strategies to ensure that we remain exceptional in the teaching of interdisciplinary humanities and journalism. Underlying each strategy in this draft plan is the focus on strengthening a) the student learning experience, inside and outside the classroom, b) our connection with the wider community and c) the basis for the future development of the College.

Since the Board announced the launch of the strategic planning process in November 2012, a representative Strategic Planning Committee (SPC) with the assistance of a consultant has undertaken extensive discussions with the King's Community. You have responded in a thoughtful and constructive manner and your contributions form the basis of this **Draft Strategic Plan**.

On behalf of the SPC, we wish to thank every member of the King's community who has taken the time to become involved in this process. Your consideration, input and comments have been essential to the formation of this draft Strategic Plan. We now seek your comments on this draft. Your continued commitment will be essential to its success.

As you read this draft Plan we would ask you to consider the following questions:

- Is the draft Plan focused and clear?
- Is the draft Plan achievable in the next three (3) years?
- Are the priorities and outcomes the most important ones for King's in the next three (3) years?

Please submit your comments in writing to stratplan2013@ukings.ca by May 1, 2013. We hope you will join us for the University Roundtable on Monday, May 6, 10:00 a.m.-12:30 p.m. in KTS to continue the conversation.

Sincerely,

Strategic Planning Steering Committee members

Dr. George Cooper (Chair and President) Professor Kim Kierans (Vice-president)

Dr. Neil Robertson (Faculty) Dr. Chris Elson (Faculty)

Professor Kelly Toughill (Faculty) Mr. Nicholas Stark (KSU)

Mr. Gerald Wilson (Staff) Ms. Dale Godsoe (Board)

Ms. Sheryl Grant (Alumni)

INTRODUCTION

The University of King's College is a magical place. At the heart of King's is a belief that education is not only able to inform, but to transform. King's is known nationally and internationally for its exceptional learning and teaching of interdisciplinary humanities and journalism, with a focus on primary texts and sources, in a small college environment. Student learning is made alive through lectures, small tutorial groups, informal conversations among students and faculty, diverse extra-curricular activities, and off-campus community involvement. This learning experience is reinforced through a supportive campus involving staff, faculty and administration and our close and distinctive collaboration with Dalhousie University. It prepares our students to be critical thinkers, to express themselves clearly and forcefully, and to exercise an inner freedom not only to engage fully in the world, but also to change it.

King's is successful on many fronts, and there is a collective desire to continue to build on those strengths. We also have opportunities to make ourselves new again. Given the swiftly changing contemporary scene, the time is right to re-examine and renew our academic mission. This includes a campus that offers re-invigorated services and physical facilities to support our primary mission of learning and teaching. All this must be done within a fiscal reality that includes increasing costs and decreasing financial support from government. Therefore, we must align our strategic priorities with the need for fiscal balance so that the university is financially sustainable, including the need to broaden support from alumni and friends of the college.

OUR PURPOSE

The University of King's College offers an internationally recognized interdisciplinary course of teaching primary texts in the humanities and journalism. Our intimate and collegial community of learning finds expression through the collaborative involvement of students, faculty and staff, not only in scholarly enquiry, but also in extra-curricular activities, community engagement and through our unique association with Dalhousie University.

OUR VALUES

In carrying out our work as a post-secondary educational institution, King's:

- Engages students in a rigorous and intensive study focused on primary texts and original research in a cultural context as a preparation to be thoughtful leaders in society.
- Seeks to develop the whole person - intellectual, social, physical and spiritual - through students' studies, extra curricular activities, music, athletics and community outreach.

- Embraces old and new traditions, such as the ceremonials of the Chapel, Matriculation, Formal Meal, Big Night, Ides of March and many others.
- Provides a tight knit community of support through student services, scholarships, bursaries and close personal contacts between faculty and students.

OUR STRATEGIC PRIORITIES

The following five priorities emerged from both the written comments to the Strategic Plan Primer and our facilitated sessions with students, staff, faculty, administration, Board members and alumni.

Priority 1: Enriching our Academic Mission

Priority 2: Enhancing the King’s Experience

Priority 3: Strengthening Advancement and Recruitment

Priority 4: Improving Physical Facilities

Priority 5: Focusing on Stewardship and Public Accountability

STRATEGIC PRIORITY 1: ENRICHING OUR ACADEMIC MISSION

The academic mission is at the heart of King’s. Very simply, King’s must make its work in teaching interdisciplinary humanities and journalism as powerfully effective as these can be. This means building on the Foundation Year Programme through a more developed sense that the College’s undergraduate work in the humanities should become a four-year experience. Through the intersection of interdisciplinary core text study with traditional disciplinary study made available at Dalhousie, our students receive the very best preparation to face the demands of living in, and more fully embracing, a rapidly changing age. This includes keeping our School of Journalism at the forefront of developments in the profession, so that our students are uniquely qualified to be leaders in the changing world of today’s media. King’s must maintain and enhance its particular pedagogy grounded in the study of primary texts and original sources in a collegial context by introducing technological innovation where appropriate, and by deepening and complementing our established programmes through well-considered curricular innovation.

Our long-term vision of success* to enrich our academic mission is of a campus where we are nationally and internationally known as a premier experience for interdisciplinary humanities and journalism education. Our humanities programmes will expand and complement our current offerings, focused on the western culture, civilization, philosophy and literature, to embrace new courses and programmes offering eastern and global perspectives. This will be through the School of Interdisciplinary Humanities. Our journalism school will be the “go to” place for media innovation and narrative storytelling.

* Our long term vision is ten (10) years

Our graduates in humanities and journalism are thoughtful, critical thinkers who have learned to flourish in the world community and are well prepared to become fully engaged local and global citizens. In short, we seek to prepare students to be “fit for life” in all its facets.

In order to achieve our long-term vision, our strategic priorities to enrich our academic mission in the next three (3) years are to:

- Provide four-year interdisciplinary integrated educational offerings based on the western cultural tradition, but expanding to include eastern traditions in upper-year humanities courses.
- Develop further our relationship with Dalhousie and establish other post-secondary partnerships.
- Strengthen our academic advising process.
- Advance faculty renewal.

We will know that we have been successful in enriching our academic mission when:

- We have academic and research plans for the renewal of our humanities and journalism programs and we are well on the way to implementing those plans.
- We have successfully embarked on a faculty renewal process.
- Both Dalhousie and King’s, and their respective faculties and administrations recognize and nurture a lively, highly developed and mutually supportive partnership,
- We have new formal links with other academic institutions locally, nationally and internationally.
- We retain more students at King’s for upper year programs.
- Graduate programs in journalism have achieved their enrolment and recognition objectives.

STRATEGIC PRIORITY 2: ENHANCING THE KING’S EXPERIENCE

A King’s education is like no other. Because it aims to educate the whole person, it is the work of the whole college. Teaching and learning is a campus experience that happens 24/7. It may begin in a lecture hall or computer lab, but is alive throughout our campus: in the hallways, the dining hall, the residences and over a beer in the Wardroom. Our intellectual enterprise finds added expression in the diverse extra-curricular activities of King’s whether they are musical, spiritual, athletic or theatrical. And our mission spills out into the community through public events and lectures, and our community volunteer engagement in programs such as YouthNet, Halifax Humanities and the “Leave out Violence”, LOVE program.

Because of this, students from Nova Scotia, other provinces and the rest of the world discover a supportive, nurturing community that develops the whole person. We

support the academic excellence and social connections of the King's student experience at Dalhousie and welcome Dalhousie students into the King's community. Our faculty, students and alumni ensure King's is a sought-after intellectual voice in the national and international trade in ideas.

Our long-term vision of success to enhance the King's experience builds on our current successes. While the King's campus will have a more diverse and somewhat larger student population, it remains a place where conversations among students and faculty continue outside the classroom, where faculty, staff and administration know the names of most students, and where the intimacy of shared traditions and experiences are celebrated by all members of our community. It is a place where we are able to nurture and support the best and brightest through competitive scholarships and bursaries. Our community of learning and teaching, while rooted in the Quad, will reach out through technology to a wider world. Students will receive comprehensive academic advising and quality student services to ensure they take full advantage of the four-year King's experience, and have a "GPS for life" after leave King's.

In order to achieve our long-term vision, our strategic priorities to enhance the King's experience in the next three (3) years are to:

- Encourage student-driven extra-curricular activities involving all members of the College, alumni and the wider community.
- Link our academic mission and extra curricular activities by bringing the world into the Quad, and taking King's out into the world.
- Improve student services in collaboration with Dalhousie University.

We will know that we have been successful in enhancing the King's experience when we have:

- Greater participation by university community and alumni in student led extra-curricular activities.
- High levels of student satisfaction across all four years and in the graduate programs.
- More social and intellectual connections among the College, alumni and the wider community.
- Greater student and faculty outreach in Halifax and beyond.

STRATEGIC PRIORITY 3: STRENGTHENING ADVANCEMENT & RECRUITMENT

King's is unique through its academic offerings and intimate campus experience. The Foundation Year Programme and School of Journalism draw students to our college. Students stay because of the opportunities offered in the Combined Honours and post-graduate journalism programs, and through our close association with Dalhousie University. They also stay because of the high level of student and residence services and our plentiful extra-curricular life. Our alumni are wonderful ambassadors; through them and others, we need to do more to get our story out to a

wider public to better inform prospective students and to ensure that their unexampled college experiences extend through the years following graduation day. While the college has a national and international reputation and alumni in every walk of life and accomplishment, the College must also endeavour to further raise its profile and draw alumni more fully into the life of the college. A more robust public profile for King's helps in recruitment, in retention, in advancement and in supporting our alumni.

Our long-term vision of success when it comes to strengthening advancement and recruitment is to have a robust advancement function to work with alumni and friends to ensure they have an opportunity to be involved with and support King's. Alumni and friends will participate in and sponsor intellectual, cultural and social activities centered on, but not confined to the College. Our alumni will be actively involved in the recruitment, retention and mentoring of our students and graduates.

King's will have well-articulated internal and external communications plans that showcase the innovations and accomplishments of King's students, faculty and alumni using our print, website and social media. The King's experience will become more widely known and celebrated.

On campus, students and faculty will better reflect Canada's cultural and ethnic make-up. This will be further enhanced through the presence of international students. Students will have access to comprehensive advising to ensure they remain lifelong learners.

In order to achieve our long-term vision, our strategic priorities for strengthening advancement and recruitment in the next three (3) years are to:

- Grow our student numbers moderately, and at the same time ensure we maintain the sense of King's being "small and collegial".
- Encourage greater diversity among our student body through national and international recruitment and retention policies and practices.
- Increase our profile through the sharing of achievements and innovations of its students, faculty, alumni and the public.
- Engage alumni more fully in supporting the University
- Initiate a capital campaign to support an enhanced academic mission, more scholarships and bursaries, and refurbished physical facilities.

We will know that we have been successful in strengthening advancement and recruitment when:

- Student enrolment and retention improves and are sustainable;
- The campus has more diverse student population to better reflect Canada's diversity, and we also welcome more international students.
- We have an enhanced institutional relationship with Dalhousie that includes closer integration of services and programs.

- There is wider recognition and celebration of King's outside the Quad.
- We have more alumni events, and chapters are actively involved in recruiting, mentoring and fundraising.
- Our capital campaign is on track to achieve its goals.

STRATEGIC PRIORITY 4: IMPROVING PHYSICAL FACILITIES

When visitors come to King's for the first time, they remark on our beautiful campus. And it is beautiful - but our facilities are in need of upgrading and repair. Our residences and athletic facility are dated; our lovely and beloved stone buildings need more maintenance and refurbishment. The President's Lodge, Chapel, Pit (home of the King's Theatrical Society or KTS) and Wardroom, essential to the King's experience, all need complete overhauls.

Because of our success over the past 20 years, we have seen huge growth in our student population and faculty. We have grown so much that today we have a myriad of space issues: too few public spaces for our students and their extra-curricular activities, not enough classrooms for our tutorials and seminars, not enough office space for faculty and staff, and not enough student residence accommodations. Many of our buildings are not accessible to people with mobility issues. However, we recognize that with limited financial resources we will have to make careful decisions both about our existing physical facilities and possible additions to them.

Our long-term vision of success for improving physical facilities will see our current residences renovated and a possible new residence to meet our enrolment needs. Students have new, properly equipped public spaces in which to meet and study. Student societies have access to more areas for both study and extracurricular activities.

The President's Lodge is once again a gathering place for students, faculty, staff and alumni and guests. The Chapel, Pit, Wardroom and Athletics facilities are refurbished and welcoming. The School of Journalism has a dedicated space.

We have enough classroom space to accommodate our growth, and faculty and staff have sufficient office space to meet with students and do their work.

We have made progress on deferred maintenance and have a plan to finish the job. We have a robust campus facilities plan and are building a facilities capital fund to ensure our campus remains a welcoming and accessible place for all to live, study and work.

In order to achieve our long-term vision, our strategic priorities to improve our physical facilities in the next three (3) years are to:

- Complete a comprehensive space planning study to support a campus master plan.
- Have a 5-10 year plan to fund and deal with deferred maintenance.
- Improve physical accessibility
- Create an energy efficient campus
- Develop a financing strategy to support the campus master plan.

We will know that we have been successful in improving our campus facilities when:

- Work has started to refurbish current residences and we have plans to add new student accommodations.
- The Lodge, Pit, Chapel, and Wardroom are renovated, and – with timing dependent on resources – accessible.
- Funding is secured and land is designated for a new building that could include School of Journalism, athletic facilities, offices, student common areas and possibly other facilities such as a music room.
- A detailed energy audit is completed and recommendations implemented.

STRATEGIC PRIORITY 5: FOCUSING ON STEWARDSHIP AND PUBLIC ACCOUNTABILITY

We understand that, as an institution significantly supported by the public, we have an obligation to be open, accountable and accessible; in a phrase, we need a “social license to operate.” To these ends, we intend to be continually up to date with best practices in governance, both administrative and financial, and also academic. At the same time, because we are a small, intimate and collegial environment, where everyone knows, respects and trusts everyone else, and we know that only in such a place can students and faculty alike experience the joy and exhilaration of “learning and playing together” that makes for excellence in teaching and learning. Therefore, when we take on and move forward with best governance practices we will do so not in a clinical, mechanistic or “big campus” way, but rather – consistent with achieving best practices in academic self-governance – relying on the traditions and practices of collegial governance that have been so fundamental to King’s academic and extra-curricular excellence.

Our long-term vision of success for stewardship and public accountability is that King’s is an institution notable for the excellence of its self-governance and its openness and accountability to the public. Its policies and practices reflect administrative and financial best practices in the context of King’s culture and traditions. Our university has increased diversity at all levels – students, staff, faculty, administration and the Board. King’s has become better known for our excellence and innovation in the teaching of interdisciplinary humanities and journalism, and has an enhanced national and international presence through improved communications.

In order to achieve our long-term vision, our strategic priorities concerning stewardship and public accountability in the next three (3) years are:

- Improved internal and external communications with stakeholders including government.
- A comprehensive, robust, up-to-date and publicly available set of University policies and procedures in financial, administrative, human resources and academic governance.
- Continue to evolve the University's governance to support the achievement of the Strategic Plan.
- Improve our financial health.

We will know that we have been successful in focusing our stewardship and public accountability when:

- We have instituted internal administration and academic best practices in governance and in policies.
- Faculty, staff, students, alumni and friends receive regular targeted information.
- The government recognizes the relevance and importance of King's and other post-secondary institutions to the provincial economic wellbeing.
- Our Board of Governors has the people, policies and systems in place to provide effective stewardship of the University.
- We adopt long-term budget planning that includes a schedule for debt repayment.

REPORTING ON OUR PROGRESS

Once the Board of Governors approves this Strategic Plan, work will begin to implement the plan, with timelines and tasks assigned to ensure these priorities are acted upon. The Board will ensure that a specific mechanism is put into place to plan and monitor the implementation of the Strategic Plan. The President will provide quarterly updates to the Board of Governors and the University community on our progress. King's is committed to demonstrating accountability in the ongoing implementation of the Strategic Plan.

In return, the university community will need to take ownership of the Strategic Plan. Faculty members are key to ensuring continued excellence in interdisciplinary humanities and journalism education, and staff and the administration are key to ensuring faculty have the support, facilities and assets they need to do this. This well-focused Strategic Plan, combined with the intelligent commitment of the university community, puts King's in an ideal position to carry out our academic mission.

CONCLUSION

The success of this strategic plan will position King's to be recognized nationally and internationally as an intimate, highly interactive community of exceptional scholars focused on western civilization, culture, philosophy and literature, with growing strength and commitment to the comparative dialogue with the east. It will also be recognized as a leading North American school for innovations in professional journalism thought and practice. These programs, resting on a secure and sustainable financial base and combined with superb extra-curricular experiences and facilities, will draw the best Canadian and, increasingly, international students who in turn will emerge from King's "prepared for life."

On behalf of the Board Committee, we wish to thank the King's community for embracing this strategic planning process. Your reflections, input and comments have been essential to forming this draft Strategic Plan. We now seek your comments on this draft because your continued commitment will be essential to its success.

As you read this draft plan we would ask you to consider the following questions:

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Sincerely,

Strategic Planning Steering Committee members:

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Thank you.