

*At CUE, we can sit in the back,
but someone will always invite us to the front.*



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2018 - 2023 ACADEMIC PLAN



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Message from the President and Vice-Chancellor

Concordia University of Edmonton is a special place; a safe, caring, and inclusive community built on a foundation of academic rigour, curiosity, social responsibility, and citizenship.

This academic plan is, I believe, consistent with who we are and unique in all of Canada. In it we have boldly charted our path to becoming Canada's pre-eminent small university over the next five years, deviating from the conventional and much more prescriptive approach seen in most university academic plans. It is a concise plan, with sufficient brevity and clarity to allow our entire community to become easily familiar with it and to articulate readily our shared academic goals. At CUE we believe in the strength of our community, and we value the contribution that each group within our university makes. For that reason, this academic plan should be viewed as the master plan; a guiding document under which individual units will make their own plans and set their own criteria in order to ensure that the overall academic goals of our university are achieved.

I am exceedingly proud of this academic plan, the creativity and good sense that contributed to its creation, and the collegial and collaborative processes that we engaged in to arrive at this point. I am grateful to our entire community for their engagement in devising, drafting, critiquing, revising, and finally approving this plan. The task was approached and executed in the right spirit, a charitable and respectful one, which bodes well for the next and more important phase – implementation. This plan provides us with a pathway to even greater success at CUE, and I am increasingly excited and optimistic as we move into a more prosperous future together.

- Tim Loreman, PhD

Message from the Vice-President Academic & Provost

The consultation process that led to our academic plan worked in tandem with a broader engagement inside and outside the institution to create the master story of Concordia University of Edmonton. The story is a foundational document that informs everything from this academic plan to our recruitment efforts, external relations, student life, and marketing.

In interviews for the CUE story our community and stakeholders indicated that we are a unique institution with a clear path forward. The answers we heard were remarkably consistent. While CUE does not have the resources to be “all things to all people,” this is an institution of enormous ambition.

We know who we are and where we are going.

Students, professors, and partners have choices here in Edmonton, across Canada, and increasingly around the world. CUE was born to be different: culturally, socially, and academically. Our plan allows us to stand out as Canada’s pre-eminent small university, with a powerful promise to those who choose us.

In the pages that follow, we first present that master story and then go on to draw from it four central themes that describe what pre-eminence looks like here at CUE, grouped as: our past, present and future; an ethic of comprehensive inclusion; Treaty 6, Edmonton, and the world; and a boutique experience. It is no accident that each theme closely aligns with one of our four institutional learning outcomes, despite the fact that those were articulated in a separate process, by a General Faculty Council committee comprising members from across our rich and diverse campus. The learning outcomes clearly define what graduates will take away from the unique experience of studying here, informed by our people, structures, and responsiveness.

Bookended by these two documents that serve as the foundational touchstones to guide us into our second century, this academic plan articulates in a concise, accessible way CUE’s aspirations as well as how progress toward fulfilling them can be measured during its lifespan. A few benchmarks and metrics, specific and measurable, will keep us on track and ensure the plan serves as more than a bureaucratic exercise—instead, it will inspire and guide all

academic decisions, as well as budgetary and administrative ones, at all levels of our ever-evolving post-secondary institution.

The academic plan will be implemented at the local level, rather than in a top-down manner, and evolve on a year-to-year basis, with each unit across campus working to bring the relevant parts of this plan to fruition through establishment of its own specific metrics and benchmarks. The mandate of the GFC ensures that both this plan and its substantive implementation will benefit from that governance body’s oversight.

A separately articulated strategic research plan will align with our academic and institutional goals, enabling and promoting faculty research in all disciplines and training students at every level in research fundamentals.

By referring consistently to that story of who we are today as a boutique campus community, as well as who we want our individual graduates to be and become, Concordia University of Edmonton will over the next five years fulfil the promise of pre-eminence.

- Valerie Henitiuk, PhD





The CUE Story

In the ordinary university, students move from lecture theatre to massive hall. Scientists stay with scientists, educators with educators, philosophers with philosophers. Marketers share ideas with other marketers.

Concordia University of Edmonton was born to be different.

For almost one hundred years, our students came together through a shared belief, despite their varied interests and fascinations, their majors and minors. It created a unique culture, where we could learn and create with anyone. CUE is no longer a faith-based campus but it remains a gathering place — a place of spirit — no matter what drives us.

At CUE we apply what we learn, in and out of our formal programs of study, working together to solve problems on campus and beyond. We earn a broad education, intellectually and emotionally, even as we specialize. We live and work on a small campus, a river valley oasis, but Edmonton is our workshop.

CUE is a boutique university, small enough that every student is essential yet large enough for a global outlook. In and out of our classrooms and lecture halls, we translate what we learn into extraordinary hands-on experiences. We can sit in the back. But at CUE, someone will always invite us to the front.

If we're scientists, we can follow our curiosity into drama. A business student can graduate with a foundation in history, philosophy, and—as our capacity expands—Indigenous knowledge. We can all learn new languages and traditions. We can test our ideas with people from every department and course of study, from around the world. We can try anything. We can change directions. We can be our best selves.

At CUE a centre for innovation blends science and business with the liberal arts and Indigenous studies. At CUE the President might sit down at our table in the Tegler Centre with coffee and ask us why we chose this school, how it could be even better. The close friends we meet at CUE, the friends we remain with our entire lives, could be from five different faculties and five countries.

We're constantly seeking the right balance between teaching and research, between specialization and adventurousness. But our ultimate goal has not changed since 1921: to be more than students and professors, to create a community of active citizens, of good and honourable people.



4 Themes Inspiring Canada's Pre-eminent Small University

1. Our Past, Our Present, Our Future

Our campus is a river valley oasis near a dynamic and growing city centre. For thousands of years, this land was a gathering place of Indigenous peoples — a place to trade, to prosper, to celebrate, and to learn. We honour the Indigenous heritage and presence on this land.

We also honour our history, as an institution. Concordia University of Edmonton (CUE) began as a gathering place for students who shared a single belief. While CUE has since 2015 ceased to be a faith-based campus, it remains a place of spirit where students can learn and create with anyone. Where the time-honoured wisdom of various cultures is enhanced with information literacy and a focus on wellness. Where we consider problems carefully and reflectively; use evidence to analyse, synthesize and evaluate concepts; and communicate effectively.

This is a school where people of varied interests and instincts come together to develop independent thinking, in and out of the classroom. Our priority is to prime students for whatever their future may hold, for success in a career or advanced study, but also in life more generally, and we believe there is a uniquely CUE way to do it.

During the five years envisioned by this academic plan, we will hone our identity as CUE, an identity already in development over the past century, while increasing the choices available to those students who choose us as their post-secondary institution.

In 2017, GFC voted to move in a new direction with the Concordia Core and so the last cohorts of students governed by that set of requirements will move through the system over the course of this plan. In its place we now have the Institutional Learning Outcomes, which are positioned to shape outcomes in each and every program at CUE.

While we continue to welcome our more traditional student base, for some time we have sought to underscore our university's openness to people of all faiths, or no faith. Especially in the initial years of this academic plan, we will work to ensure a fully inclusive education is available and, perhaps even more importantly, is seen to be available by existing and future students as well as their families. By providing clear messaging on who we are today, the CUE community is able to grow and develop into who and what we aspire to be.

An expanded student body, and one that is increasingly diverse, will provide a critical mass to ensure robust programs, a dynamic campus, a positive student experience, along with institutional sustainability. CUE's Student Services play a key role in accomplishing this mission, by supporting the work of the Academic Plan. Hiring practices have a

CUE Program Offerings in 2017-18

In 2017-18, Concordia University of Edmonton offered 11 majors and 25 minors in the fields of Arts and Science. The specific programs offered were:

- A Bachelor of Arts (BA) four-year undergraduate degree with 7 majors and BA three-year undergraduate degree with 10 concentrations
- A Bachelor of Science (BSc) four-year undergraduate degree with 4 majors and a BSc three-year undergraduate degree with 4 concentrations
- A dual degrees program leading to a Bachelor of Science (Chemistry) and Management undergraduate degrees in 5 years
- A Bachelor of Management four-year undergraduate degree with 7 emphases
- 2 After-degree programs
- 4 Graduate degrees
- 4 Graduate diplomas
- 4 Graduate certificates



new focus on ensuring that not only are the best possible faculty and staff brought on board, but also that our student body sees itself represented by those in teaching or supporting roles at CUE.

Ongoing program reviews will identify existing graduate and undergraduate offerings in need of updating and identify gaps as well as niche areas with real potential.

Today, this small but dynamic university already offers enhanced programs at the undergraduate level and beyond. A new Masters in Educational Leadership (MEd) came on stream in July 2018, expanding our graduate offerings and underscoring the strong reputation of our Faculty of Education. CUE's first doctorate, in the increasing popular area of Applied Psychology, will—if approved in 2018/19—welcome its first intake in 2019. A new BSc in Information Technology will, if approved, add another option for our Faculty of Science students, while offering a clear pathway into graduate studies through our Masters in Information Systems Security Management (MISSM)/Masters in Information Security Assurance Management (MISAM) programs in the Faculty of Management.

MEd (EL)

Since July 2018, CUE offers a Master of Education in Educational Leadership. This graduate degree links current research on educational leadership with the leadership development needs of Alberta school jurisdictions. The MEd (EL) is specifically created to support Alberta teachers, educational consultants, learning coaches, and school administrators who desire to further their professional learning.

We believe that engaging in deeper conversations, study, and research in the broad issues of school leadership will help teachers and school administrators improve teaching and student learning at their own school sites.

The objective is to create well-educated school leaders (both teachers and administrators) whose thinking is current and informed by research, and whose practice and pedagogy will improve educational practice throughout the school community – especially aiding student learning. The program's goal is to engage the work of improving education for all stakeholders.

Proposed PsyD (CUE's first doctorate—pending approval)

An applied doctorate in Psychology will, if approved, serve as a flagship program for CUE, representing a major development in the Faculty of Graduate Studies. It will build on our existing strengths in Psychology, as well as new expansions of the physical plant at CUE, allowing this university to grow in pre-eminence and offer greater choice for graduate students.

BScIT (new UG program—pending approval)

The proposed Concordia University of Edmonton undergraduate program in Information Technology (IT), offers a valuable option in the applied areas of IT. If approved, it will build on existing strengths at the undergraduate level; further, a BScIT will create an internal pathway for CUE students toward our MISSM/MISAM graduate programs.



Benchmarks and Metrics:

- Full implementation of new institution-wide learning outcomes (approved by GFC in 2017—see final page of this plan) into all programs at CUE in year 1
- Movement toward full complement of 4000 students (3000 FLEs), through sustainable enrolment increases averaging 5% per year
- Development of metrics for career success (see also the Concordia Commitment, as detailed within the fourth theme of this plan) and advanced study
- Development and successful implementation of at least three new innovative programs during the period of the plan
- Programs to be reviewed at least every five years to maintain quality, viability, and/or relevance
- Achievement of year-on-year increase in percentage of faculty applying for internal and external research grants
- Measures to ensure students have sufficient choice in setting and moving through their programs

CUE TIMELINE

- 1921**
Concordia College is founded by the Lutheran Church-Missouri Synod to prepare young men for preaching and teaching ministries.
- 1939**
The college expands to include women and to offer general courses of study and an accredited high school program.
- 1967**
Concordia begins offering first-year university courses in affiliation with the University of Alberta.
- 1975**
Affiliation with the University of Alberta begins for second-year university courses.
- 1987**
Concordia becomes a degree-granting institution.
- 1991**
Formal affiliation with the University of Alberta ends by mutual agreement.
- 1995**
Concordia College changes its name to Concordia University College of Alberta to reflect its status as a degree-granting institution.
- 2015**
Concordia University College of Alberta discontinues its relationship with Lutheran Church – Canada and becomes Concordia University of Edmonton.

Institutional Overview: 2017-2018 Academic Year



2,333
Student headcount with Full-load Equivalent (FLE) enrolment of 1,659.7



63
permanent faculty members

135
sessional instructors

110
permanent staff members and 3 contracted staff



1822
undergraduate students in 5 degree programs

100
Graduate students in 3 masters graduate programs

189
Students in 2 after-degree professional programs

359
Open Studies students



A Board of Governors comprising

8
public members

11
ex officio members



Disbursed over **\$1.5M** in scholarships and bursaries

A scholarship endowment valued at more than **\$872,218**



287
International students from 39 countries





2. An Ethic of Comprehensive Inclusion

While students, professors, and administrators can all be heard using the word “ethical” when talking about CUE, the term seems to have no narrow or simple definition. It’s about reinventing this institution, yet it’s also about who we have always been at our best. It’s about being respectful of diversity, acting with integrity, and being honest and accountable.

We have always been a strong community. We care for one another. We know each other’s names and we’re open to new experiences, new ways of seeing the world. Our plan is to be the most welcoming small university in Canada. That is, genuinely inclusive.

Success in the 21st century must be rooted in the soft skills, such as critical thinking, teamwork, and empathy. At CUE we apply what we learn, in and out of our formal programs of study, working together to solve problems on campus and beyond. Just like at top liberal arts institutions worldwide, we earn a broad education, intellectually and emotionally, even as we specialize.

First organized in 2017, a Female Academic Network functions to allow colleagues to work together and helpfully link up with counterparts at other institutions in Alberta, Canada, and around the world. Our Focus on Women research cluster (one of six dynamic clusters across CUE) brings faculty and students, both graduate and undergraduate, together to explore themes of common scholarly interest as well as lived experience. Men at all levels within CUE are actively involved in supporting their female colleagues, and vice versa. As well, CUE strives to ensure that an equitable gender balance predominates throughout our programs.

Cross-faculty collaborations such as a joint program (first offered in 2017) allowing students to graduate with a credential in each of Chemistry and Management is just one example of CUE’s innovative approach to dismantling disciplinary boundaries to the direct benefit of students.

Faculty hiring plan

While merit remains the primary criterion on which faculty hiring is based, CUE will make every effort to attract, recruit and retain faculty members who reflect the diverse composition of Canadian society. We recognize that a quality education in the 21st century requires exposure to many worldviews, and the lived experience of groups that have traditionally been underserved is essential for achieving this goal for our students.

In 2018/19, five new faculty members are added to the mix, spread across various departments, to respond to changes that have already taken place as well as to position CUE and the vibrant programs we offer for future growth. A high-level faculty plan, developed closely with each dean, indicates where new resources will be concentrated across campus and how additional hires will build capacity. As our university continues to evolve, students from a range of backgrounds and perspectives will be able to see themselves represented in those who teach and support them.

- Sustainable faculty hiring overall, keeping pace with enrolment and with an increase in representation from non-traditional groups over the period of this plan
- Sustainable non-faculty staff levels, keeping pace with support demands as CUE grows and evolves
- Year-on-year increase in faculty and staff trained in mental health, diversity and disability support, aiming for 100% by year 5
- Faculty, staff, and students to be exposed to ethics instruction early in their time at CUE

Benchmarks and Metrics:

- Student recruitment that is at once more targeted/deliberate and more broad-based (including international) drawing more students from underserved populations
- Year-on-year improvement in timely degree completion
- Majority of faculty members, including those in administrative roles, supporting students through mentoring, involvement in clubs, attendance at student events (e.g. athletics, drama, music), and collaboration (e.g. research assistance, research fair)

Student Recruitment Plan

At CUE, students encounter the boutique experience with all our student-centred services.

This begins with friendly recruiters, helpful admissions advisors, and a welcoming and practical orientation, then transitions to services such as registration advising, the writing centre, career services, and counselling services.

Through targeted and intentional services, CUE supports the whole student, from all sorts of backgrounds: domestic or international; young adult or more mature; settler, newcomer or Indigenous. A major focus is on mental health and gender equity, including vital, evidence-based programs aiming for the elimination of sexual violence.





3. Treaty 6, Edmonton, and the World

At CUE the President might sit down at a table full of students in the Tegler Centre, and offer coffee and a plate of cookies in exchange for hearing their ideas about CUE. On a nice day, the Provost might be found chatting with others at the secret swing down by the riverside. The close friends we meet at CUE, the friends we remain with our entire lives, the friends who gather together in the AWC's student-focused Design Thinking Space, the Indigenous Knowledge and Research Centre, or the AI and Trish Huehn Theatre might be from five different faculties and five countries.

At CUE, we aim to practice and model full citizenship. As treaty people, whether settler or Indigenous, we work together to create improved relationships. As active and engaged members of our communities, students, faculty and staff exercise our shared democratic responsibilities and contribute to the betterment of society. We might discuss applying what we're learning to solve a problem in this neighbourhood, in Edmonton, or in a community in China or Brazil. Mental health and gender equity, including programs aiming for the elimination of sexual violence, are issues of primary concern.

CUE is where we study but Edmonton is our workshop. Our Centre for Innovation and Applied Research (CIAR) brings local businesses onto this campus, creating opportunities for enriched learning and the launching of young entrepreneurs. Building on historical connections with the Highlands community, which has been CUE's home since 1926, we will foster even deeper links during our institution's second century.

We will position the Indigenous Knowledge and Research Centre (IKRC which opened in Fall 2018) to be a thriving hub for teaching and research, along with culture and ceremony, and the hub for decolonizing our university. Through a robust annual program, the IKRC manager will help us all nurture an environment where Indigenous ways of knowing

Decolonizing CUE

Various new facilities and bodies improve access to knowledge about our country's and community's history, contributing to a safer, more welcoming campus for all:

- Indigenous Knowledge and Research Centre
- Indigenous Student Council
- Elders' Council

and being are understood, respected and incorporated in activities across campus. CUE's Indigenous Student Council (founded in 2017) provides peer support and input into creating a welcoming campus where Indigenous and settler students, faculty and staff can learn alongside one another, and share the best of who we are as Canadians. Our Elders' Council will support and guide us in respectful and thriving relationships.

Dual degrees with Beijing Foreign Studies University through the Faculty of Management and with Université de Bretagne Sud (effective Fall 2018) through the Faculty of Arts are just two examples of the unparalleled opportunities available at CUE. Our international partnerships provide for enhanced mobility, exchanges, and networks that are designed to underpin a career, and a life.

Benchmarks and Metrics:

- 20% of students to take advantage of something in the IKRC in year 1, as part of their academic programs, increasing thereafter; and 20% of faculty to engage with the IKRC in year 1 with a view to incorporating Indigenous content in their courses and programs, increasing thereafter

- Increased community engagement embedded in our curriculum and co-curricular activities; bringing the community into CUE and taking CUE out into the community: 30% of students engaged in “citizenship” (co-curricular) activities/projects each year
- 10% of students involved in some aspect of the work of our Centre for Innovation and Applied Research (CIAR)
- A year-to-year increase in the number of students going out for an international experience. Further, all students will have access to opportunities and resources to engage in relevant and meaningful FLSA and similar activities as part of their programs

International CUE

Concordia University of Edmonton has built partnerships with international universities to offer opportunities around the world, with a tripartite focus on China, Brazil and Western Europe. We are constantly establishing cooperative relationships that foster an exchange of ideas, students, and scholars. Mobility of students and faculty, joint research activities and publications, seminars and symposia, and exchange of academic materials are all a part of our internationalization.

The International Office and experienced co-workers elsewhere work together to support the international activities of all departments at CUE, promoting our faculty and programs to global audiences and working towards increased visibility abroad.





4. A Boutique Experience

We're constantly seeking the right balance between teaching and research, between specialization and adventurousness—such balance evolves year to year. As we move forward, CUE is now benchmarking ourselves against other small universities across the country to ensure that we are among those that come to mind when students and their parents are looking for that particular post-secondary experience. Long-term sustainability is built on our uniqueness and our business model, so we take the boutique experience that CUE has always offered, and hone it through niche programs that fill unmet needs.

The term “boutique” can mean many things. Here at CUE it has all the positive valences associated with smaller size, independence, employee empowerment, personal attention, and responsiveness. Each of our students is treated like a V.I.P. both while on campus and in ongoing alumni relations. What we do, we do well.

Our university is small enough that every student is essential yet large enough for a global outlook. In and out of our classrooms and lecture halls, we translate what we learn into extraordinary hands-on experiences, to deepen and enhance our critical thinking mandate.

CUE delivers substantial and high-quality research, without sacrificing teaching excellence. Nurturing a spirit of invention among students, professors, administrators, we encourage student retention and create an alumni community that lasts lifetimes.

CUE's brand-new Allan Wachowich Centre for Science, Research, and Innovation, which opened in Fall 2018, blends science and business with liberal arts and Indigenous studies. The AWC provides students with exceptional labs and other research facilities to work alongside faculty members or on their own projects.

Faculty research and scholarship

CUE affirms the importance of having a faculty that contributes to the expansion of knowledge and the betterment of community through their research and scholarship. We also underscore the benefit of involving students, both undergraduate and graduate, in research activities of all sorts. As a university, CUE will continue to enhance our support systems to assist faculty members and students in achieving their ambitions and reaching their full potential.

A strategic research plan will be articulated separately, aligning both with this plan and with national as well as institutional ambitions, to ensure that our faculty are able to develop and nurture meaningful research projects across all disciplines here at CUE, and that our students have robust experiences at the graduate but also undergraduate level.

Combining independent judgment and academic skills, and using the wisdom acquired at CUE, students contribute directly to the foundational knowledge of their degree. We test ideas with people from every department and course of study, from around the world, as well as just around the bend in the North Saskatchewan. We can try anything. We can change directions. We can be our best selves.

At Concordia University of Edmonton, we have always wanted our students to graduate as active and creative citizens, no matter where they launch their careers and their lives. This institution has necessarily evolved since 1921 and will continue to do so with each new cohort. But our ultimate goal has never changed: to create a community of good and honourable people.

Benchmarks and Metrics:

- Improved leveraging of alumni and better engagement with alumni
- Positive student experience increasing year on year, as measured through surveys and evaluations, as well as retention
- Enhanced access to classes (e.g. via online, but also simply through our institutional growth enabling us to offer more sections)

**Allan Wachowich Centre
for Science, Research, and Innovation (AWC)**

Imagine a collaborative space where leading scientific researchers meet with innovative and entrepreneurial minds. A place where ideas that will contribute to the long-term growth and diversification of the economy can be researched in state-of-the-art laboratories and developed into economically viable businesses.

This is the vision of CUE's Allan Wachowich Centre for Science, Research, and Innovation (AWC).

The 30,000-square foot, \$16.37 million facility that opened in 2018 houses community connectors:

- The Centre for Innovation and Applied Research (CIAR), transitioning science into successful business ventures through industry incubators and business development services;
- The Institute for Psychological Research and Services, connecting research, learning, and practice with community mental health needs;
- The Indigenous Knowledge and Research Centre, engaging Indigenous and non-Indigenous students with social and scientific research opportunities in a cultural space; and
- Research Labs and scientific community spaces that support community outreach initiatives.



- Increased open-access resources, to minimize the barriers of cost for our students
- Enhanced services to support the academic experience (e.g. library, advising, recruitment, accommodations and other supports)
- More opportunities, training, and funding made available to both graduate and undergraduate students through the Office of Research Services and other areas
- Decreased reliance on sessionals so that the percentage of instructional hours by permanent faculty is maintained or increased
- CUE's annual awards to recognize outstanding teachers and researchers awarded in at least 4 of the 5 years; at least one nomination from CUE for a national 3M Teaching award by year 5
- 0% of students reporting their academic concerns were not taken seriously
- Establish the Concordia Commitment in year 1, and monitor in years 2-5



The Concordia Commitment

CUE has launched a novel program to support students throughout their university experience and beyond, setting them up for success. The Concordia Commitment will guarantee that, if students have met the criteria over the course of their studies, and have not been able to secure career-related employment within six months of graduation, or move on to graduate or professional studies, they will be eligible to return to CUE for another year of undergraduate classes free of charge.

Students can register in the Concordia Commitment Program and participate in a series of “value-added” features aimed at enriching their university experience while they are at CUE, and then supporting them through to successful employment or further study following graduation.

Features include:

- being connected with an advisor for support through their university experience;
- transition assistance to university undergraduate studies;
- opportunities for service and leadership experience that will help build their resume;
- invitations to participate in scholarly seminars, presentations and lecture series;
- experiences in and assistance with career development and participation in networking opportunities.

The program began in September 2018 for new students starting either a 3- or 4-year degree program.



CUE's Institutional Learning Outcomes

Concordia University of Edmonton is a community of learners engaged in a process of continuous and mutually supportive learning that recognizes the importance of academic knowledge, information literacy, engagement with Indigenous peoples and perspectives, international awareness, and wellness. In keeping with these principles and with Concordia's mission and vision, our goal for you when you graduate is to ensure that you achieve these four learning outcomes:

1. You demonstrate independent thinking
 - a. by considering problems carefully and reflectively;
 - b. by using evidence to analyze, synthesize, and evaluate concepts; and
 - c. by communicating effectively.
2. You exemplify an ethical character
 - a. by being respectful of diversity;
 - b. by acting with integrity; and
 - c. by being honest and accountable.
3. You practice full citizenship
 - a. by being an active and engaged member of your community;
 - b. by contributing to the betterment of society; and
 - c. by exercising your democratic responsibilities.
4. You contribute to the foundational knowledge of your university degree
 - a. by employing independent judgement;
 - b. by using your academic skills to evaluate and solve problems; and
 - c. by using your wisdom to achieve positive change.



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