

# CUE Strategic Direction 2023-28

The CUE Strategic Direction is the highest-level planning document at CUE. As such, plans and policies at CUE should broadly align with this strategic direction and are subordinate to it. The following guiding principles govern CUE's Strategic Direction.

## Guiding Principles

### People

- We welcome all.
- We are student-centered.
- We recognize the value and uniqueness of each person.
- We value our employees, alumni, donors, business partners, neighbours, government, and non-profit supporters.
- We value personal interactions and professional relationships.
- We are a thriving, diverse, and vibrant campus.
- We are involved in our local neighbourhood and communities.
- We promote physical and psychological wellness.

### Place

- We are located on Treaty 6 land, and acknowledge and value our relationships with Indigenous people and communities.
- We are an institution of choice for local, national, and international learners.
- Our physical and social spaces meet the needs of our community members to learn, work, and connect.
- Our small class sizes and compact physical footprint enable academic success for all learners.
- We recognize the need to be an environmentally sustainable campus.
- We are embedded in the local community and the City of Edmonton.

### Purpose

- We are a community of learners.
- We prepare students to be independent thinkers, ethical leaders, and citizens for the common good.
- We improve on our reputation for high-quality, student-centered university education.
- We champion academic freedom and the responsibility that comes with it.
- We engage in internationalization and cultural exchange.
- We cultivate meaningful impact through research and innovation initiatives, and we encourage entrepreneurship.
- We serve the common good of society, including our local community.
- We are financially sustainable.

\*Approved by CUE Board of Governors February 24, 2023.

# Administrative Attachment

## Connected institutional plans, strategies, frameworks, practices, services, and policies.

The following themes are consistent with the Guiding Principles, and are evaluated through CUE’s connected policies, strategies, frameworks, plans, and initiatives.

Theme	<b>Connected institutional plans, strategies, frameworks, practices, services, and policies (current as of February, 2023).</b>
Placing students at the center of what we do, and supporting their success.	Academic Plan 2023-28; Vision 2027; Strategic Enrolment Management (approach); Code of Student Conduct; Equity, Diversity, and Inclusion (EDI) Framework; Indigenous Strategy II; Learning Strategies Support; The Writing Centre; Tutoring Services; Early Alert System; Bounce Back Program; Institutional Learning Outcomes; CUE Centre for Teaching Excellence; Mental Health and Wellness Strategy; Discrimination, Harassment, and Accommodation Policy.
Deepening our engagement with employees, alumni, donors, business partners, neighbours, government, and non-profit supporters.	Reconnecting CUE Employee Engagement Strategy; Town and Gown Initiative; Community Engagement and Relationship Policy; Donations and Fundraising Policy; Indigenous Strategy II.
Promoting and cultivating a diverse campus community, deepening equity and inclusion, caring about individuals, and supporting relationships with Indigenous learners and communities.	Equity, Diversity, and Inclusion (EDI) Framework; Indigenous Strategy II; Recruitment Strategy; Vision 2027; Respect in the Workplace training; Discrimination, Harassment, and Accommodation Policy.
Providing a vibrant, welcoming, and caring learning and work environment by fostering a culture of kindness, engagement, respect, and pride.	Violence Reduction Strategy; Mental Health and Wellness Strategy; Sexual Violence Policy; Discrimination, Harassment, and Accommodation Policy; Gender Based Violence Policy; Respect in the Workplace training; Code of Student Conduct; Code of Conduct Policy; Vision 2027.
Improving and enhancing campus wellness.	Okanagen Charter: An International Charter for Health Promoting University and Colleges; Student Life and Learning Department; Thunder Athletics; Statement of Policy Regarding a Smoke Free Campus; CUE Wellness Department; CUE’s Mental Health and Wellness Strategy; Flexible Work Arrangement Policy; Remote Work Policy; Violence Reduction Strategy; Indigenous Strategy II; Indigenous Student Services.
Providing welcoming, inspiring, and environmentally sustainable places for learning, research, collaboration, socializing, and community	Campus Master Plan; Flexible Work Arrangement Policy; Remote Work Policy; Online Course Development Policy; NAB and Student Quad project; Magrath Rezoning; Statement of Policy

<p>development.</p>	<p>Regarding a Smoke Free Campus; A policy to fund public art as part of all new building developments (TBD); City of Edmonton Climate Leaders Program participant; Security and Custodial Services; Violence Reduction Strategy; Mental Health and Wellness Strategy; Sexual Violence Policy; Impairment Policy; Discrimination, Harassment, and Accommodation Policy; Gender Based Violence Policy; Behavioural Support and Intervention Program; OH&amp;S Review; Health and Safety Policy.</p>
<p>Preparing tomorrow's leaders through the delivery of high-quality programs, pedagogical innovations, and purposeful career-building experiential learning opportunities.</p>	<p>Work Integrated Learning; CUE Innovation Hub; CUE Centre for Teaching Excellence; Vision 2027; Online Course Development Policy; Institutional Learning Outcomes; Concordia Commitment Program; Peer Support Program; Co-Curricular Record.</p>
<p>Strengthening the impact of CUE research and innovation at a university that values academic freedom and the privileges and responsibilities that come with that.</p>	<p>Strategic Research Plan 2018-2023; Office of Research Services; CUE Innovation Hub; Innovation Launchpad @ CUE; Policy of Freedom of Expression; Signatory to the Magna Charta; Academic Integrity and Ethics Policy; Research Assistant Policy; External and Internal Grant funding Policies; Policy for Research Institutes, Centres, and Clusters; Research and Scholarship Integrity Policy; Intellectual Property Policy.</p>
<p>Continuing to internationalize CUE in a comprehensive, sustainable, and inclusive manner, creating globally aware and interculturally competent citizens.</p>	<p>International Office; International student supports; Erasmus+; Study Abroad Program (student exchange); Centre for Chinese Studies; International research partnerships; Instructor Led Study Abroad Course Approval Policy; Visiting Scholar Policy; Institutional Learning Outcomes</p>
<p>Strengthening CUE's financial position through organizational effectiveness, prudent cost management, and revenue generation, including through philanthropic avenues.</p>	<p>Donations and Fundraising Policy; Expenditure Policy; Investment Policy; Enterprise Risk Management Policy; Continuing Education opportunities; Academic Program Cyclical Review Policy; Non-Academic Unit Cyclical Reviews.</p>