



## **MISSION / VISION / VALUES FRAMEWORK**

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The Mission / Vision / Values Framework builds on the strengths of Concordia today and provides the vision and strategies to build an even stronger and more vital Concordia tomorrow.

### **Introduction**

Concordia University College of Alberta was founded in 1921 as a junior college of the Lutheran Church-Missouri Synod. As the Lutheran Church in Canada has evolved, so has Concordia, which is now a fully integrated university in the Campus Alberta post-secondary system. This integration began in 1967, when Concordia began to offer first-year university courses in affiliation with the University of Alberta. Today Concordia offers its own undergraduate and graduate university degrees, including Bachelor of Arts, Science, and Management degrees, a Bachelor of Education (After Degree), a Bachelor of Environmental Health (After Degree), a Master's degree in Information Systems Security Management, a Master of Arts degree in Biblical and Christian Studies, as well as extensive professional and continuing education programs, including those that serve the Christian church through its Director of Parish Services and Parish Nursing program.

Throughout its history, Concordia has remained grounded in the belief that the Christian faith gives purpose to life and that success depends upon spiritual maturity. The entire educational experience at Concordia is built on a foundation of the Christian faith and intellectual integrity characteristic of a Lutheran university, where people of various beliefs and backgrounds are in dialogue in a common pursuit of understanding and truth that ultimately leads to wisdom. That is what is meant by our motto: *Initium Sapientiae Timor Domini* – The fear of the Lord is the beginning of wisdom.

### **MISSION**

Concordia University College of Alberta is a community of learning grounded in scholarship, freedom, and the Christian faith, preparing students to be independent thinkers, ethical leaders, reflective servants in their occupations, and citizens for the common good.

### **VISION**

Concordia University College of Alberta will be recognized nationally and internationally for its graduates' knowledge, skill, integrity, and wisdom.

### **VALUES**

1. Concordia is seeking an institutional reputation and profile both locally and nationally as an excellent smaller Christian university true to its mission and vision, and a good choice for all students seeking to enrol in its programs.
2. Concordia maintains its mission as a Christian university serving the public.
3. Concordia seeks to respond to the expanding expectations of a diverse population of students, faculty, and staff with various worldviews and experiences, varied generational attitudes, various accommodation requirements, and with a growing sense of the necessity of equal treatment in Canada's pluralistic society.

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4. Concordia seeks out faculty who support Concordia's mission.
5. Concordia seeks to recruit, retain, and train administrators and staff who contribute to its mission, and also to put in place appropriate human resource planning to support the ongoing mission in spite of the constant challenges of competition for scarce human resources.
6. Concordia seeks collaborative opportunities with community partners and other educational institutions which make sense and allow it to enhance its mission, without placing undue hardships on our institution brought about by such arrangements.

## Directional Statements

1. Concordia will be **student-centered**. Concordia will establish regularly scheduled procedures to ascertain student needs, to meet those needs, and to review how well it met them.
2. Concordia will be of **sufficient size** to prosper. To reach an economy of scale, Concordia will aim to increase student enrolment to 3000 FLE by formulating a growth policy for new majors, programs, and degrees in all areas, as indicated by assessed student need and demand.
3. Concordia's future programs will enhance its vitality by building on its current strengths. Concordia will continue to develop niche areas in its undergraduate, graduate, and professional programs. Concordia will distinguish itself through the development and implementation of **superior program designs and program delivery**.
4. Concordia will seek out and initiate **collaborations** in areas where clear mutual benefit can be demonstrated. Such collaborations will be primarily within Alberta and may include shared academic programs and research with other institutions, shared projects with industry, and shared infrastructure.
5. Research at Concordia, besides being an important measure of the quality of our university, will inform and complement ongoing excellence in teaching. Concordia will **encourage and support research** by all faculty and academic staff, as well as by individuals and groups of students when appropriate.
6. Concordia will honour its Lutheran heritage and value the diversity of its faculty, staff, and student population. It will provide a **foundation of faith and intellectual integrity** that supports a scholarly community based on acceptance and respect.
7. Concordia will **establish, maintain, and review administrative and policy structures** that satisfy the criteria of the "Concordia Tomorrow" plan.

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### Strategic Goals

#### I. Foster a dynamic intellectual environment...

...marked by students engaged in learning both inside and outside the classroom, by faculty dedicated to excellence in teaching, mentoring, and professional achievement, and by a rich blend of rigorous undergraduate programs complemented by select graduate and professional programs.

- A. Recruit and retain excellent faculty from diverse backgrounds who support the University's mission, who are dedicated to mentoring students through close interaction, and who will make significant contributions as teachers and scholars.
- B. Recruit and retain staff members from diverse backgrounds who support the University's mission and who are dedicated to the support of students; provide a supportive environment that ensures continuous innovation, learning, and enhanced skills, and that promotes the physical, mental, and spiritual health of all employees.
- C. Recruit and retain students from diverse backgrounds, including under-represented populations, who will develop to their full potential at a Lutheran university with a tradition for academic excellence, leadership development, and commitment to service.
- D. Strengthen faculty support to ensure that faculty continue to develop their knowledge and skills as teachers and scholars; foster a climate of innovation and continuous learning, and facilitate the integration of technology for improved teaching and increased productivity.
- E. Strengthen programs with the potential to achieve special distinction and attract students; maintain rigorous degree programs and majors in which students have the opportunity to reach a level of excellence that enables them to compete with the best in their fields.
- F. Constantly review all programs (both academic and non-academic) for their quality, vitality, productivity, financial viability, and relevance to the University's mission; create appropriate mechanisms to undertake such assessments.
- G. Respond effectively to changing educational needs and new educational opportunities, and pursue those that have the potential to enhance mission, strengthen programs, extend outreach, and increase revenue.

#### II. Deliver a distinctive education...

...that integrates fields of study, connects theory to practice, combines liberal with professional education, and promotes interaction between campus life and classroom learning in order to form men and women who will flourish in an increasingly diverse and interconnected world.

- A. Continue to integrate liberal and professional study; ensure a strong liberal arts foundation in all academic areas while challenging faculties in all departments and divisions to contribute their expertise towards creating an environment where all students learn to transform knowledge into informed judgment, service, and ethical practice.
- B. Create new opportunities for interdisciplinary study and increase participation in current programs.
- C. Expand opportunities for experiential learning, including undergraduate, graduate, and professional program research.

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- D. Continue to enhance opportunities for learning outside the classroom and linkages between academic learning and other kinds of learning.
- E. Provide a curriculum that prepares students to understand, thrive in, and contribute to a culturally, racially, and religiously diverse world.
- F. Strengthen international education through curricular and co-curricular opportunities, and encourage participation and exchange through a variety of international programs.

### **III. Provide an enriching student experience...**

...with programs and facilities that enhance students' capacity to lead socially, culturally, and physically satisfying lives, and that develop leaders, promote service, and build community.

- A. Retain the characteristics that make the "Concordia experience" distinctive, even as the University adapts to changing circumstances.
- B. Maintain the character of the Concordia campus and find ways to create strong relationships among students.
- C. Provide a rich and varied co-curricular program by continuing to offer opportunities for student growth, leadership development, and community building.
- D. Continue to provide opportunities for volunteer activities and other outreach activities.
- E. Enhance the depth and breadth of the students' social and recreational experience on campus.
- F. Continue to support programs such as music, drama, and athletics in order to build upon the strengths of programs already present at Concordia.
- G. Provide facilities, library enhancements, technology, and IT infrastructure to stimulate the continued growth of programs and activities that are central to student learning at Concordia.

### **IV. Model the best in Christian higher education...**

... by continually discovering new ways to connect faith and reason in the lives of students, thereby enabling them to become ethical and responsible citizens, and by continuing to lead the conversation in our independent sector about the vital importance of Christian higher education.

- A. Help students achieve an understanding of how faith interacts with learning, how work can be a vocation, and how principles of religion and morality find expression in an ethical life.
- B. Affirm and build upon the independent and inclusive Lutheran character of Concordia.
- C. Continue to exercise leadership in the discussion about the nature, role, and future of Christian higher education at Concordia.

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- D. Continue to enhance and promote programs that provide students who might consider or are considering a career in church work with courses, counseling, and mentoring.
- E. Publicize and vigorously promote among relevant Concordia constituents the several substantial University programs that regularly serve to enrich the daily lives of Christian lay people.

### **V. Pursue Concordia's historic commitment to the public good through enhanced visibility and accessibility in education for all segments of society....**

- A. Enhance strategies to recruit and retain a diverse student body, especially students from northern, rural, minority, Aboriginal, and under-represented communities (such as students with disabilities), that is both multicultural and international, so as to ensure that Concordia is proactive in meeting the educational needs of a changing Canadian society.
- B. Raise Concordia's profile on the civic, provincial, national, and international stage as an essential institution within the Campus Alberta post-secondary system.
- C. Strengthen offerings in Upgrading and Continuing Education programs to facilitate entry to post-secondary learning and provide the opportunity for life-long learning.
- D. Enhance strategies to recruit and retain diverse faculty and staff.
- E. Provide educational programs to faculty, students, and staff that ensure that Concordia becomes increasingly appreciative of the diversity inherent within the student body.

### **VI. Configure campus spaces thoughtfully and aesthetically...**

...so as to enhance learning, build community, and radiate hospitality.

- A. Strategically implement components of the Campus Master Plan, while capitalizing on opportunities not in the current plan.
- B. Implement comprehensive institutional strategies to welcome visitors to campus, and to assure that their experiences on campus are positive.
- C. Enhance food and residence services on campus to establish Concordia as a preferred destination for a superior post-secondary experience.
- D. Provide well-designed learning environments, including classrooms and technology via a comprehensive IT strategy, that promote learning in an effective, efficient, and innovative manner.
- E. Continue the renovation and improvement of existing campus units.
- F. Address deferred maintenance issues campus-wide.
- G. Continue to address the full range of safety issues campus-wide.

**Mission / Vision / Values Framework****VII. Increase resources and strategic investments...**

...through increased operational revenue, comprehensive fundraising, and improved productivity.

- A. Increase net revenue by managing in tandem the goals of increased number of students and effective management of financial aid.
- B. Increase both current and deferred fundraising.
- C. Create comprehensive communication strategies that promote public recognition and connect the University to influencers and stakeholders.
- D. Improve productivity while maintaining quality.