



# **A Decade in Review**

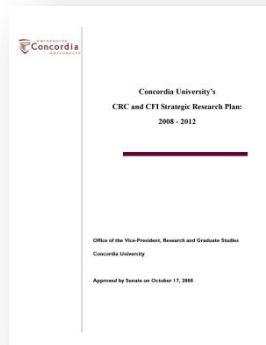
**Strategic planning at Concordia 2004-2014**

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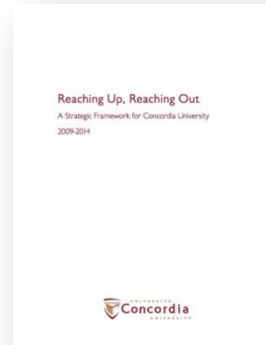
## What trajectory have we set for ourselves?



2005



2008



2009



2012



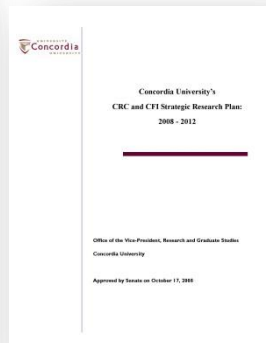
2013

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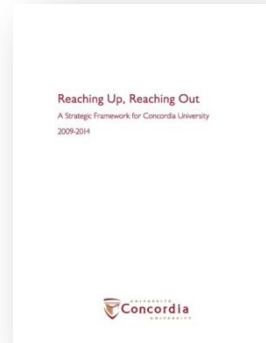
Become recognized as a leading university in Canada



2005



2008



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2012



2013

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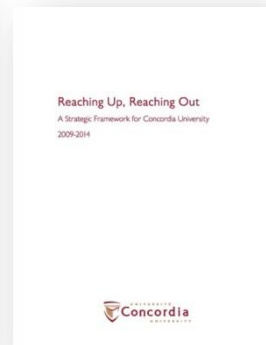
Identify thematic research areas to build critical mass and capacity



2005



2008



2009



2012



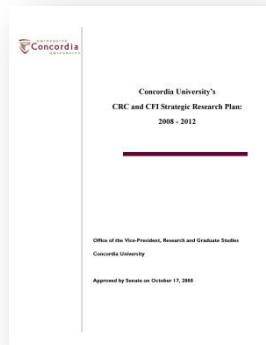
2013

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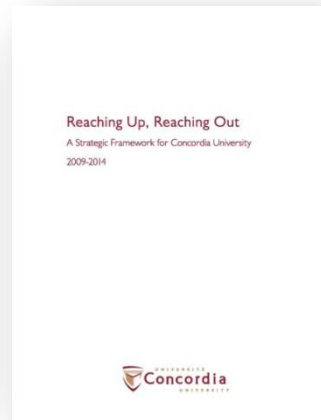
Articulate Concordia's overarching mission, vision, and values



2005



2008



2009



2012



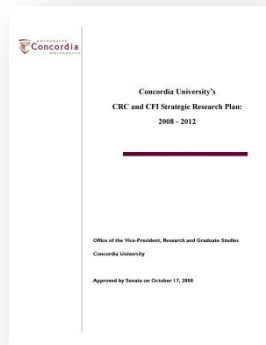
2013

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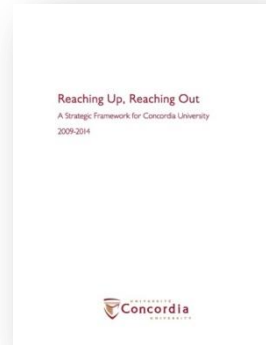
Identify academic priorities in light of the strategic framework



2005



2008



2009



2012



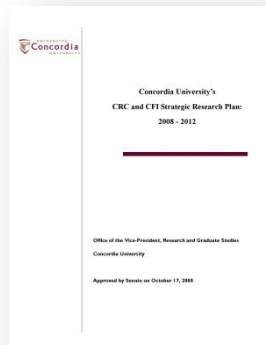
2013

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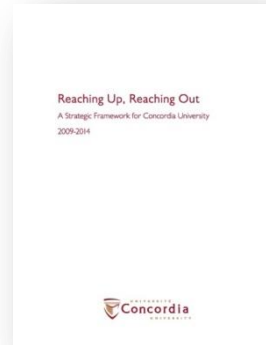
Provide blueprint for growth and intensification of research activities



2005



2008



2009



2012



2013

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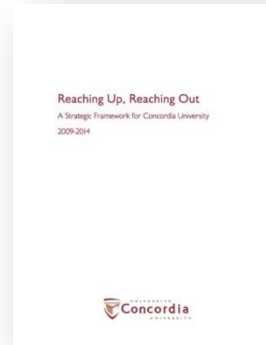
## How are we doing after 10 years?



2005



2008



2009



2012

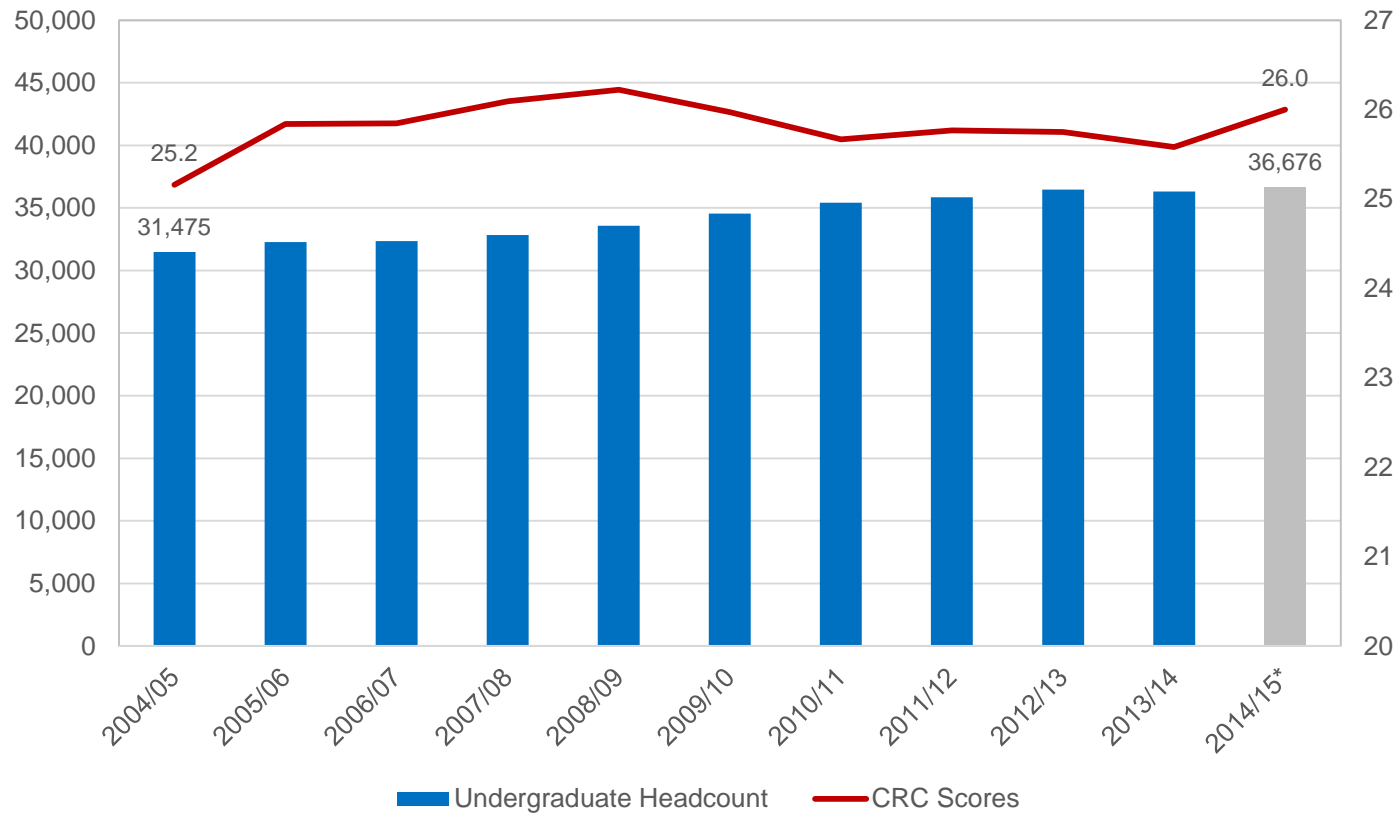


2013



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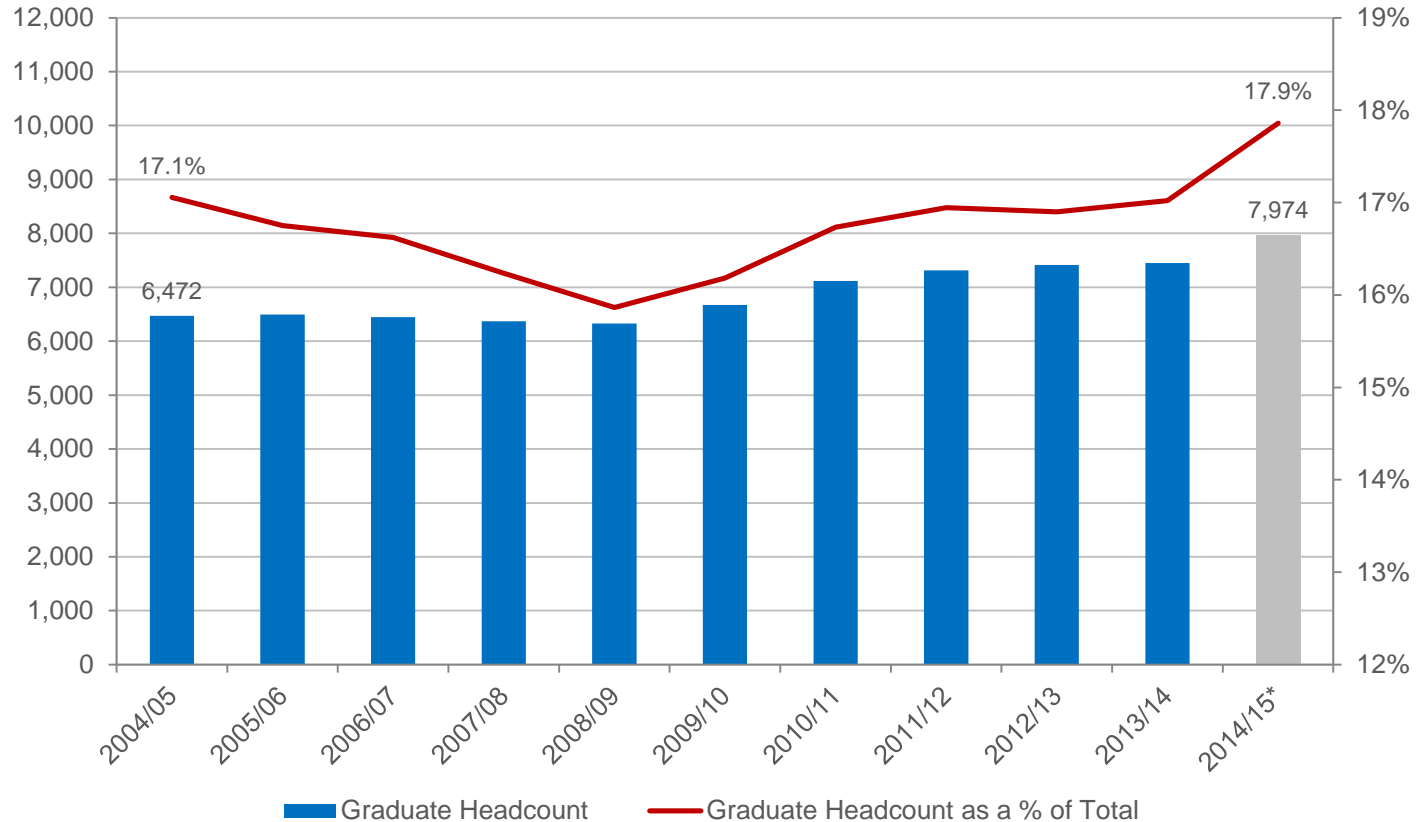
## Enrolment is life—undergraduate growth



\* 2014/15 figures tentative as of January 8, 2015

# A DECADE IN REVIEW

## Enrolment is life—graduate growth



\* 2014/15 figures tentative as of January 8, 2015

28 new graduate programs in 10 years

# A DECADE IN REVIEW

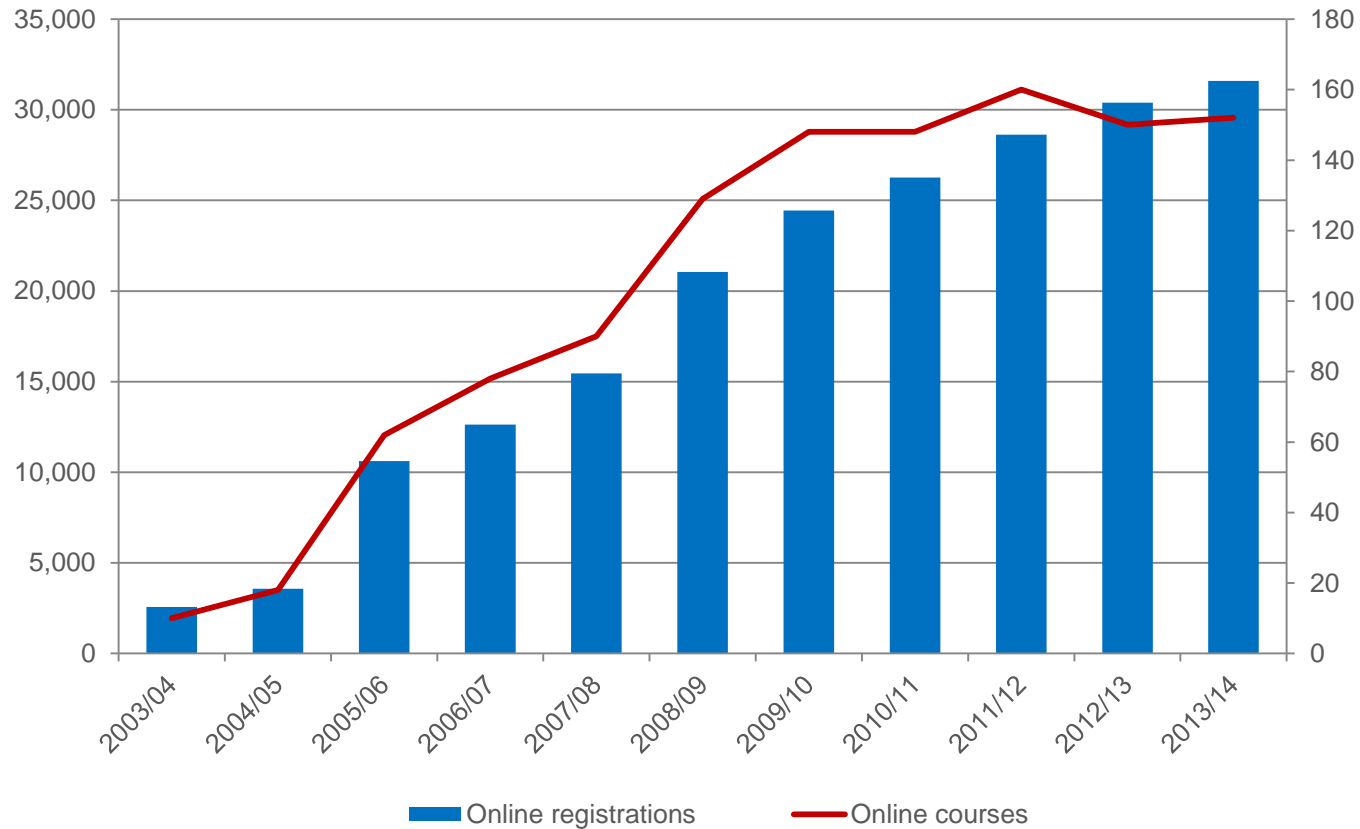
**We continue to attract international students**



International/Visa Students as a Percentage of Total Headcount Enrolment

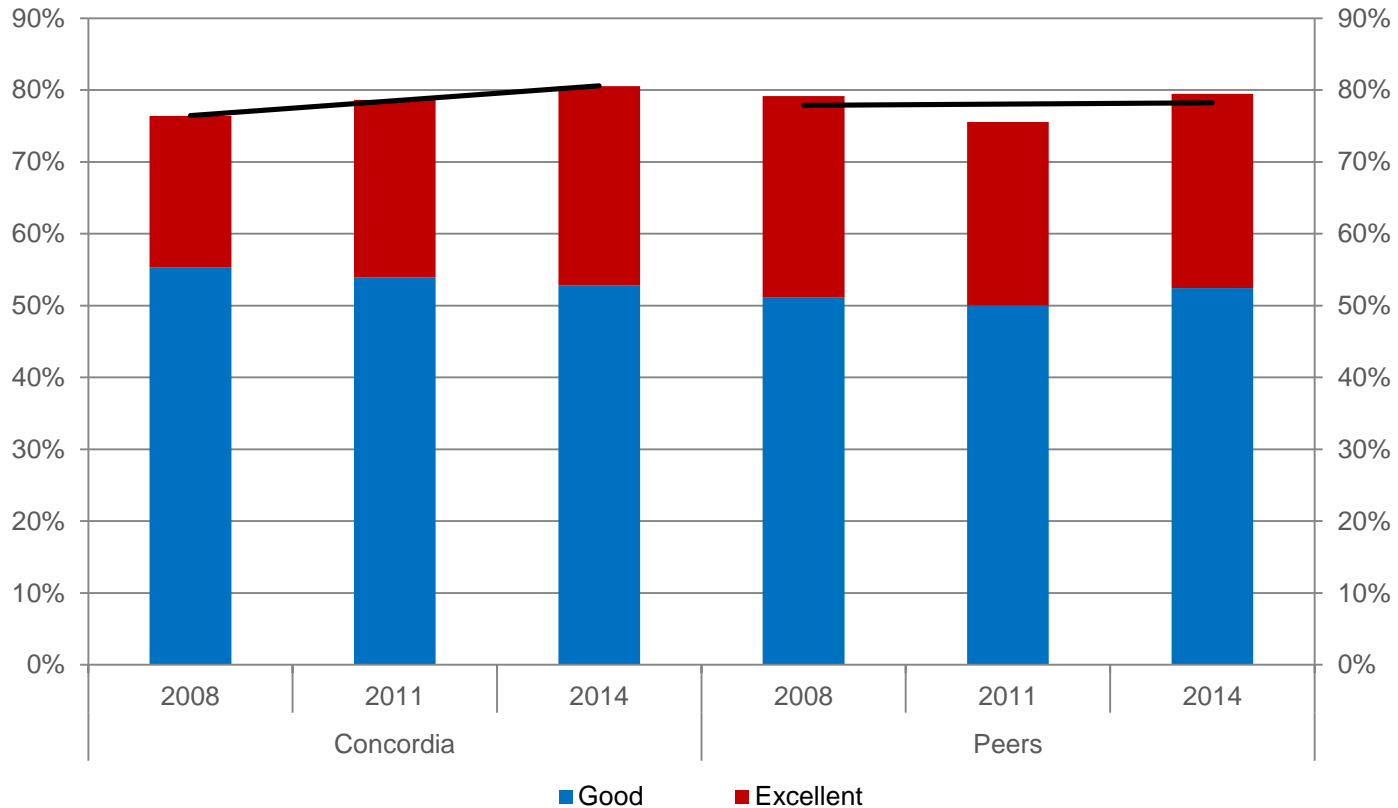
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## Enrolments in online courses have grown significantly



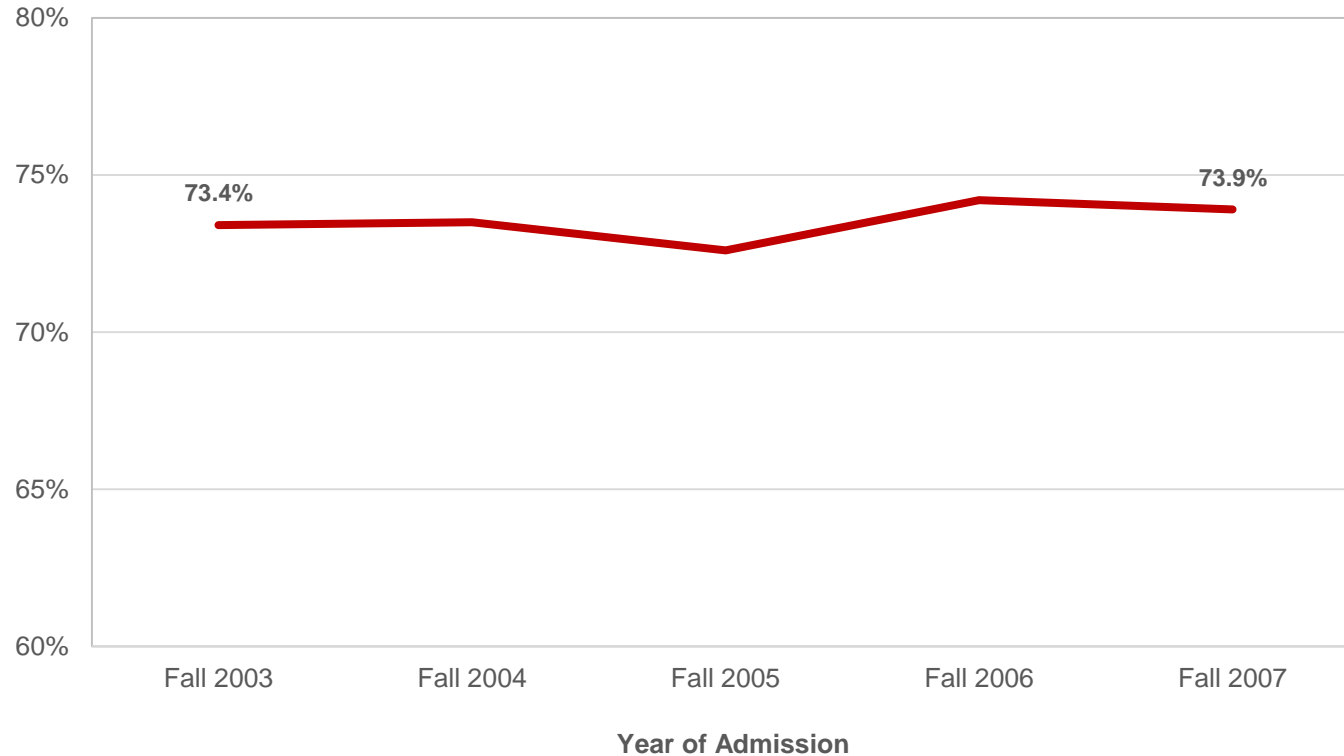
# A DECADE IN REVIEW

Positive evaluations of the overall undergraduate experience are moving upward



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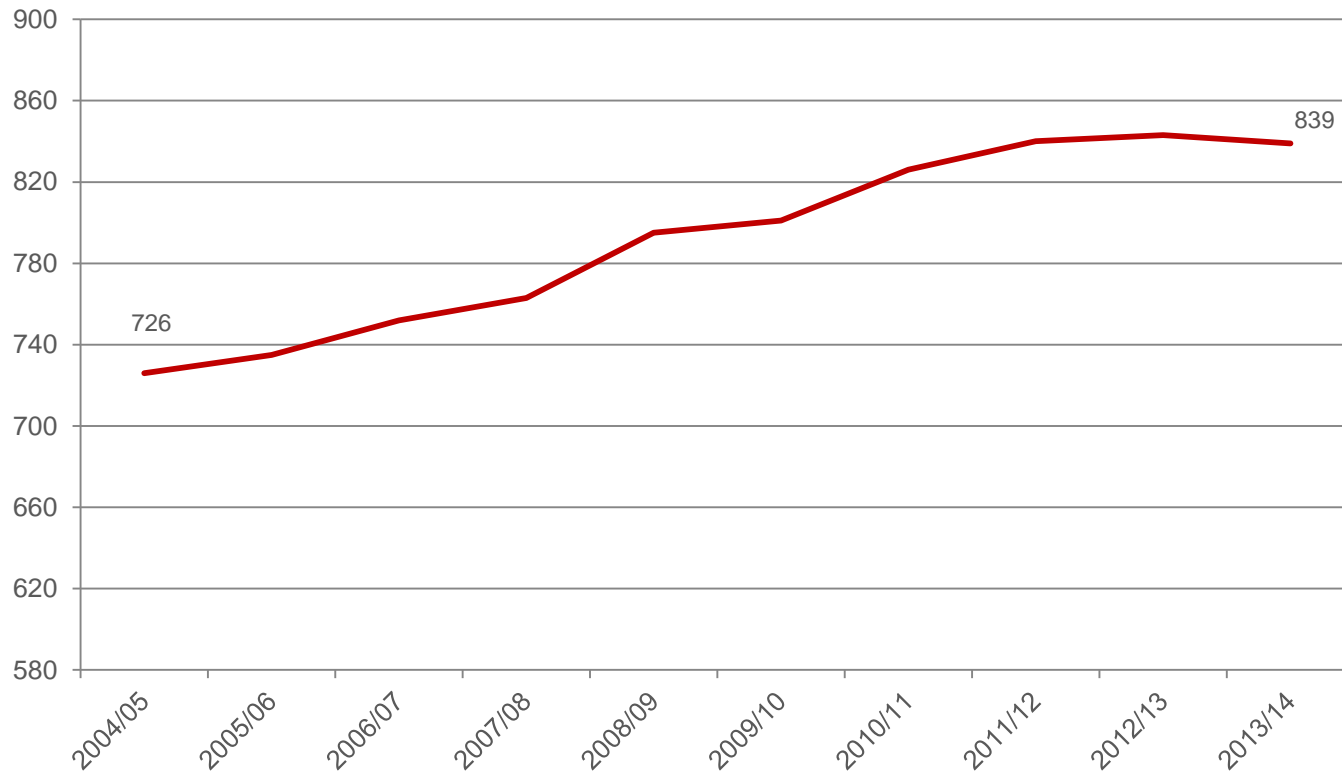
**Graduation rates for undergraduate student cohorts has remained stable**



Graduation Rates after Seven years of Full-Time Studies for Students in Baccalaureate Programs

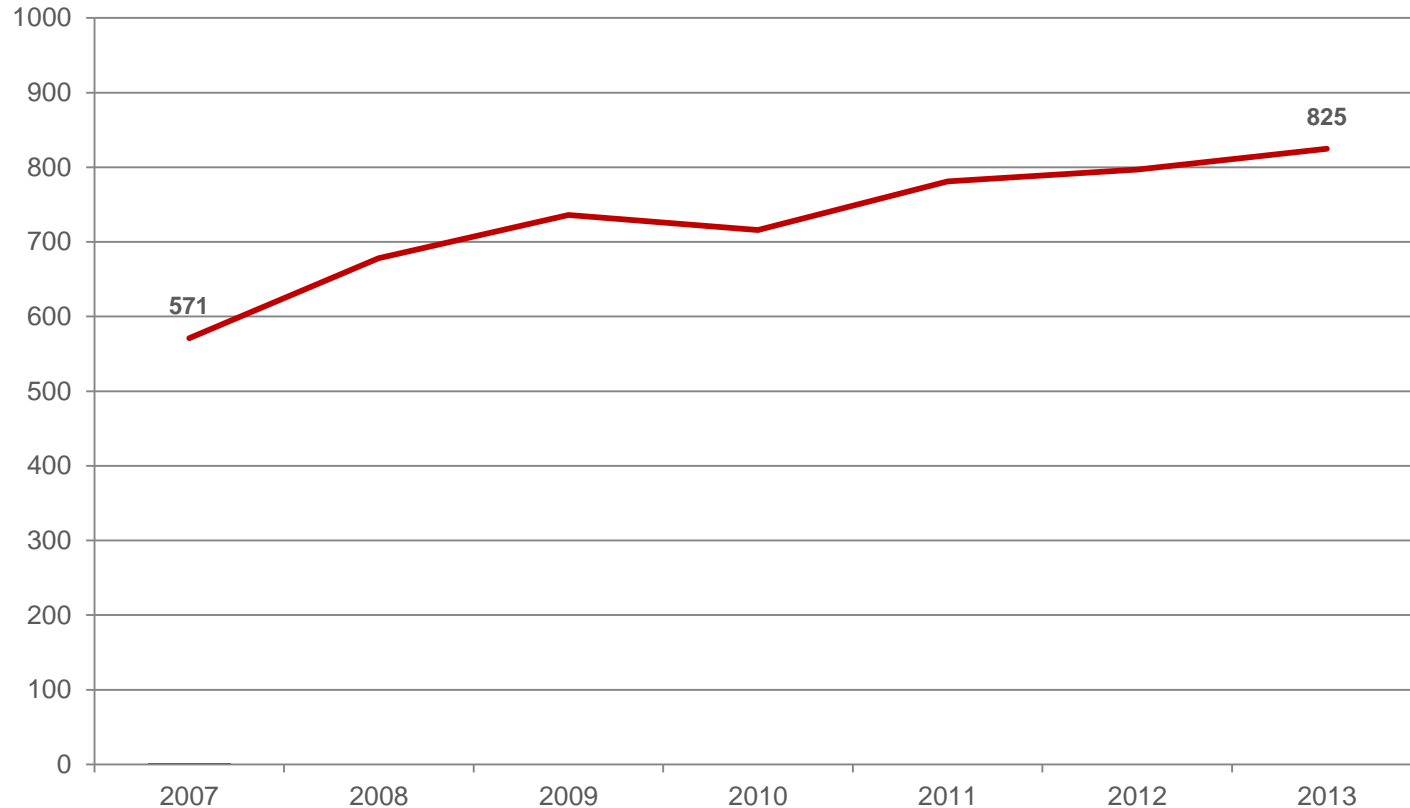
# A DECADE IN REVIEW

**Our full-time faculty contingent has grown steadily**



# A DECADE IN REVIEW

Accordingly, our number of scholarly publications is growing

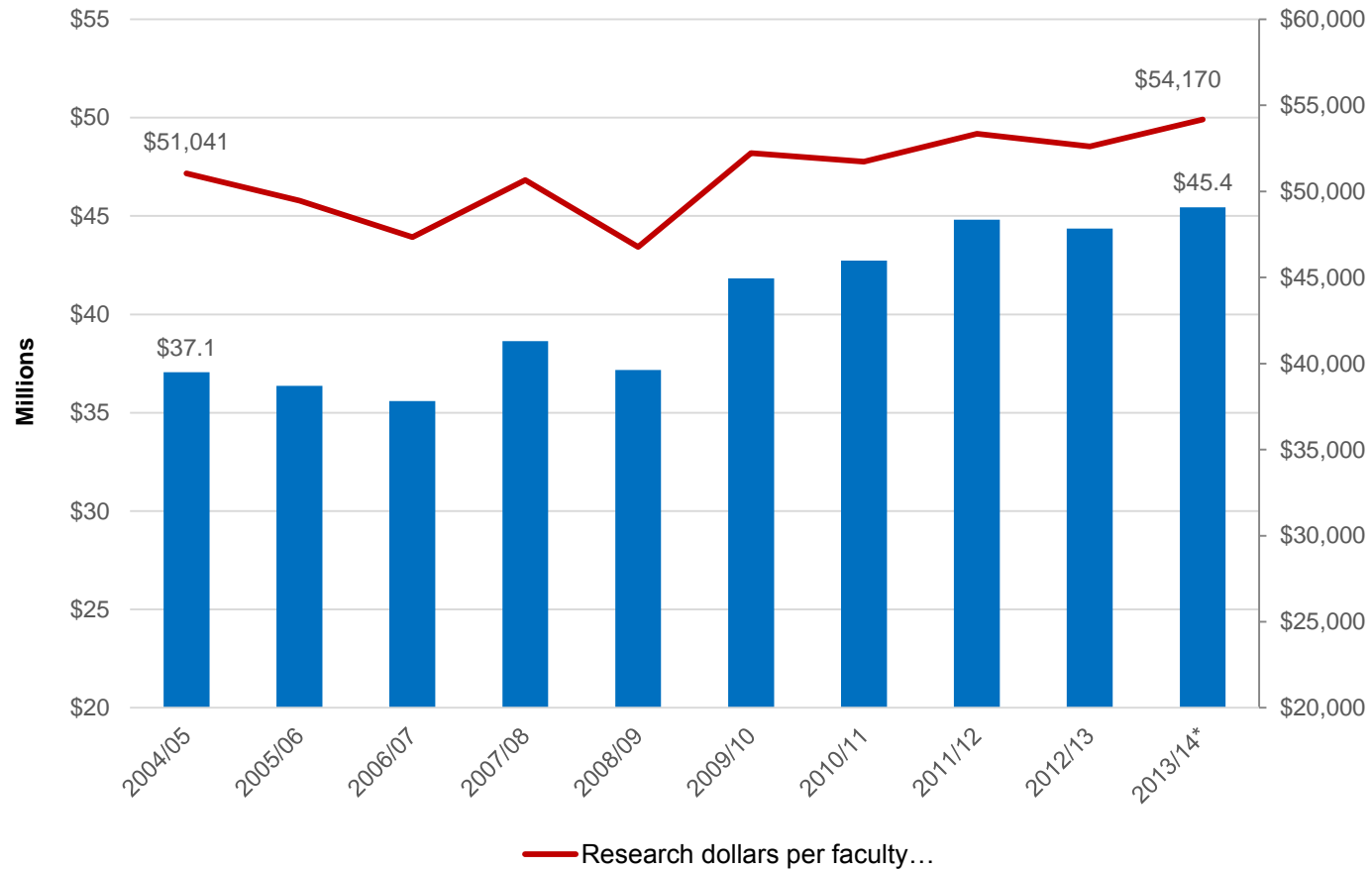


Grand Total of Scholarly Publications as compiled by the  
Observatoire des sciences et des technologies (OST)



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## As is our research funding



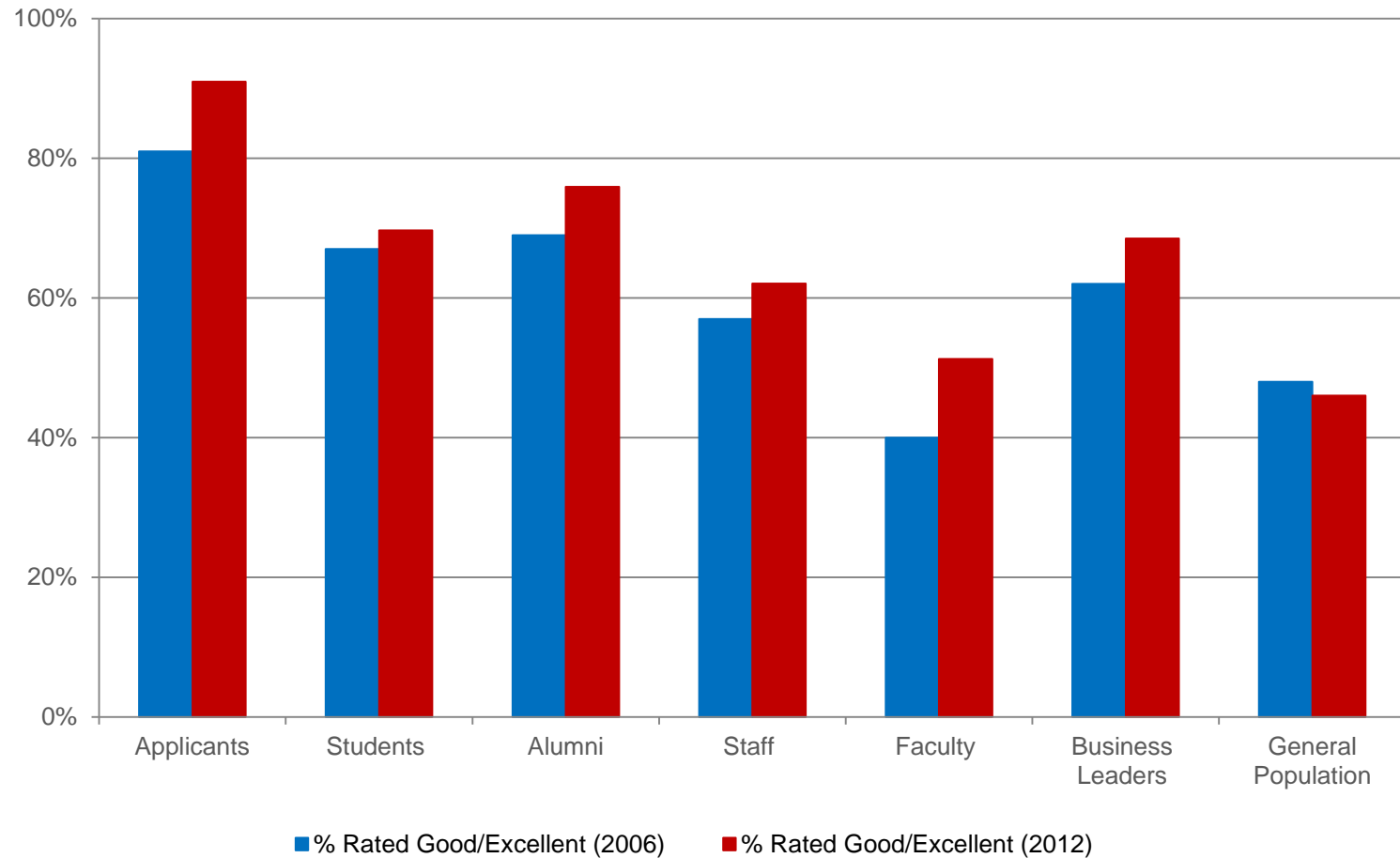
# A DECADE IN REVIEW

We've transformed the west end of downtown Montréal and reshaped the Loyola campus



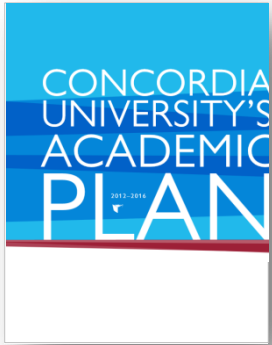
# A DECADE IN REVIEW

Our reputation is improving among multiple constituencies



# A DECADE IN REVIEW

## Accomplishments under the Academic Plan



### Objective 1: Research strength

Faculty strategic hires

CURC program reconfiguration

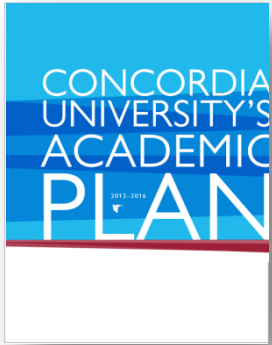
High-profile events (Acfas and Encuentro)

**33+ fee remission awards per year for international graduate students**

Library collections

# A DECADE IN REVIEW

## Accomplishments under the Academic Plan



### Objective 2: Program quality and innovation

22 curriculum innovation awards

Sustainability curriculum initiative

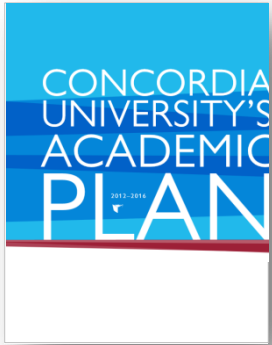
Program appraisals

Departmental retreats

Improved process for new program approvals

# A DECADE IN REVIEW

## Accomplishments under the Academic Plan



### Objective 3: Student success

75 undergraduate research awards per year

Supplemental TA funding

Digital learning

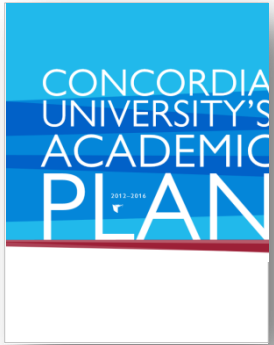
Entrance scholarships for undergraduates

Academic Success Centre

Center for Teaching and Learning (CTL) revitalization

# A DECADE IN REVIEW

## Accomplishments under the Academic Plan



### **Objective 4: Experiential learning & community engagement**

GradProSkills

Graduate certificate in teaching

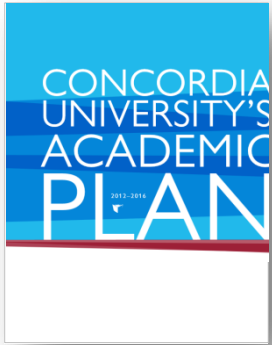
Co-op development

District 3

Oui Can Help!

# A DECADE IN REVIEW

## Accomplishments under the Academic Plan



### Objective 5: Academic leadership & administration

Faster and more joyful admissions

CEGEP relationships

Workshops for new chairs and emerging leaders

Women faculty initiative

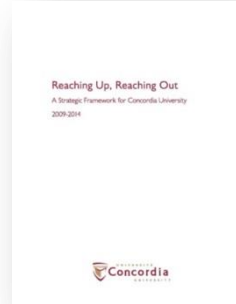
Renewed academic leadership

Faculty Fellows



# A DECADE IN REVIEW

## Work in progress



### Research

- \$50 million in sponsored research funding
- competitive financial support for graduate students

### Programs

- More cross-disciplinary offerings

### Enrolments

- Graduate enrolments 20% of total

### Student experience and success

- More experiential learning opportunities
- More digital learning options
- Increased retention and graduation rates
- Improved graduate times to completion

### Engagement

- Leverage our DNA as a publicly engaged university
- Define clear agenda + priorities for community engagement
- Be closer to Quebec



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