

**NINE
DIRECTIONS**
FOR A
NEXT-
GENERATION
UNIVERSITY





MESSAGE FROM THE PRESIDENT

In the winter and spring of 2015, we asked the Concordia University community to join a conversation about our future.

Thousands of students, teachers, learners, leaders, researchers, entrepreneurs, creative thinkers, staff and alumni responded to the invitation. They offered input and opinions in lecture halls and around board tables, joined us at Idea Cafés and in our offices, found us online, and spoke to us on the phone and in person.

We also invited 19 thought leaders in higher education from across North America to Concordia for a speaker series, The Future of the University and The Future of Learning, to ignite our imaginations and spur all of us to think in new directions.

We polled and surveyed, talked and listened, argued, cajoled, wrote, rewrote, and rewrote again, collecting advice from every corner of our two campuses, and beyond.

Every member of the community was given a chance to have their say, each one tasked with answering the important questions Concordia faces for its future:

How will we meet the challenges of tomorrow's environment?

How will we confront the funding pressures, sobering demographics, and increasing expectations around practical outcomes from research and learning?

What does a next-generation university look like, and how are we getting there?

The nine strategic directions outlined in these pages are our answers to these challenges, told from the collective voice of the Concordia community.

We know who we are. We know where we're going. And we know we're already headed in the right direction.

A handwritten signature in black ink, appearing to read 'ALAN', written in a cursive, stylized font.

NINE STRATEGIC DIRECTIONS



DOUBLE OUR RESEARCH

Pursue bold goals in research that reflect our talents and our ambition to tackle big challenges.



TEACH FOR TOMORROW

Deliver a next-generation education that's connected, transformative, and fit for the times.



GET YOUR HANDS DIRTY

Use rich experiences outside the classroom to deepen learning and effect change.



MIX IT UP

Build agile structures that facilitate intellectual mixing and internal collaboration.



EXPERIMENT BOLDLY

Be inventive and enterprising in creating tomorrow's university



GROW SMARTLY

Add capacity where our strengths and emerging enrolment demand intersect.



EMBRACE THE CITY, EMBRACE THE WORLD

Achieve public impact through research and learning.



GO BEYOND

Push past the status quo and go the extra mile for members of our community.



TAKE PRIDE

Celebrate successes and be purposeful about building a legacy.

**WHAT DOES A
NEXT-GENERATION
UNIVERSITY
LOOK LIKE, AND
HOW CAN WE
GET THERE?**

**HOW WILL YOU
HELP BUILD OUR
NEXT-GENERATION
UNIVERSITY?**

Learn more. Visit concordia.ca/directions

Share your ideas. Contact Alan Shepard at president@concordia.ca

Get involved. Support our teaching and research effort.

Contact theprovost@concordia.ca or graham.carr@concordia.ca

Make a donation. Visit concordia.ca/alumni-friends

**OR SIMPLY TELL US WHAT YOU THINK A
NEXT-GENERATION UNIVERSITY NEEDS TO
FOCUS ON: DIRECTIONS@CONCORDIA.CA**

#cudirections

CONCORDIA MONTREAL 2015–2016