

## STRATEGIC DIRECTIONS PRELIMINARY GAME PLAN



**DOUBLE  
OUR  
RESEARCH**



**TEACH  
FOR  
TOMORROW**



**GET YOUR  
HANDS  
DIRTY**



**MIX  
IT UP**



**EXPERIMENT  
BOLDLY**



**GROW  
SMARTLY**



**EMBRACE  
THE CITY,  
EMBRACE  
THE WORLD**



**GO  
BEYOND**



**TAKE  
PRIDE**

## NOTE FROM THE PRESIDENT

This is a consultation document that pulls together a wide sampling of priority actions generated during planning processes undertaken this academic year in our Faculties and Schools, Libraries, and administrative and service units, as well as in ad hoc groups developing cross-institutional strategies.

The primary question for our community at this juncture is whether the listed actions provide a compelling response to the challenges and opportunities we face today, and (especially) those we will face in the years to come. After gathering input on this question, we will refine, prioritize, and stage the actions listed here, and then develop implementation plans for our first moves.

It is important to note that we don't intend to produce a rigid and closed-ended blueprint for Concordia's future. Instead, we're aiming to craft a flexible game plan that provides a clear sense of where we want to start and a rough idea of where we intend to go over the next five years, while leaving plenty of room for newly emerging ideas, changes of tack, and localized initiatives.

As always, if you have thoughts or comments you'd like to share with me, feel free to send me a note at [president@concordia.ca](mailto:president@concordia.ca).

Alan Shepard  
March 2016



## DOUBLE OUR RESEARCH

### PURSUE BOLD GOALS IN RESEARCH THAT REFLECT OUR TALENT AND OUR AMBITION TO TACKLE BIG CHALLENGES

#### SAMPLE ACTIONS

##### Launch a series of new transdisciplinary research institutes

- + Building on the model of recently launched institutes in aerospace and in digital arts, new media, and technology, raise the profile of Concordia research by exploring additional institutes in areas such as chemical and materials sciences and engineering, indigenous cultures and communities, life sciences and technology, preventive health and wellness, sustainable urbanization, and other areas of convergent research strength
- + Incubate novel, cross-cutting graduate programs linked to institute areas of focus
- + Develop research modules for undergraduate courses in related areas

##### Build a centralized Knowledge Hub and service offerings for researchers

- + Provide researchers with statistical and data services, a methodological toolkit, design thinking facilitation, management skill-building, and assistance with data visualization and “sensualization”
- + Develop a research entrepreneurship incubator

##### Keep up the pace of transdisciplinary cluster hiring

- + Pursue such hiring as part of a larger plan to maintain our pace of faculty renewal, resulting in about 300-350 new faculty hires over the next decade

##### Make a substantial investment in new postdoctoral fellows

- + Increase research productivity and build capacity to secure additional grant funding

##### Facilitate and incentivize high-performance research

- + Pilot the use of adapted teaching schedules, including short courses and/or team-teaching
- + Train teams of graduate students and postdoctoral fellows to assist in grant writing
- + Review practices around course releases, merit bonuses, and the awarding of accelerator funding to ensure fair and appropriate distribution

##### Raise and allocate substantial additional funds for graduate student support

##### Fully digitize the research infrastructure

##### Launch the Concordia University Press

#### POSSIBLE INDICATORS

- + Sponsored research income (total and per faculty)
- + Sponsored research projects (total and per faculty)
- + Publications (total and per faculty)
- + Graduate funding and awards
- + Undergraduate research awards
- + Internal and external research collaborations
- + Team-based grant applications



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## DELIVER A NEXT-GENERATION EDUCATION THAT'S CONNECTED, TRANSFORMATIVE, AND FIT FOR THE TIMES

### SAMPLE ACTIONS

#### Launch an Institute for Next-Generation Teaching and Learning

- + Perform R&D in pedagogy and curriculum design
- + Build capacity in learning analytics

#### Launch a Field School and an associated challenge-based curriculum initiative

- + Create cross-Faculty teams to do project-based and problem-solving experiential learning that address societal issues
- + Link with Concordia's RECODE activities in social innovation and entrepreneurship, possibly under the rubric of "impact learning"

#### Build ground-up online or low-residency offerings for off-campus learners

- + Shift from ad hoc to by-design creation of online courses and programs
- + Utilize new technological capacities in interaction, simulation, etc.

#### Add capacity to support accelerated curriculum transformation

- + Hire educational developers with expertise in curriculum design
- + Develop a summer school for faculty in experimental pedagogy

#### Build out and align service offerings around student success and well-being

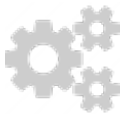
- + Build a coordinated slate of workshops and other offerings across Continuing Education, GradProSkills, the Student Success Centre, the Libraries and other venues
- + Launch an advising and career services renewal project
- + Pilot the use of long-term 1-1 linkages between students and student services staff
- + Launch new initiatives around student health and wellness

#### Revamp key policies, processes and infrastructure

- + Rethink course scheduling practices to enhance flexibility
- + Substantially increase capacity in active learning classrooms
- + Lower financial and logistical hurdles to cross-Faculty and cross-department teaching

### POSSIBLE INDICATORS

- + Participation in experiential learning (co-op, field experience, internships, etc.) and other activities related to solving complex real-world problems
- + Online enrolments
- + Numbers of programs doing significant curriculum redesign
- + Number of faculty teaching across departments and/or offering cross-listed courses
- + Active learning classroom capacity



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## GROW SMARTLY

### ADD CAPACITY WHERE OUR STRENGTHS AND EMERGING ENROLMENT DEMAND INTERSECT

#### SAMPLE ACTIONS

##### Launch ambitious new academic programs

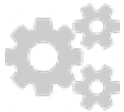
- + Start with Chemical and Materials Engineering
- + Develop proposals for additional programs or schools, including in areas such as ecological urbanism and the built environment, urban planning, public health and wellness, aging, synthetic biology, nanotechnology, bioinformatics, sustainability, data analytics, information security, global insurances, sports marketing, creative enterprise management, game studies and design, and oral history
- + Pilot the use of an adapted college model for transdisciplinary program offerings

##### Focus recruiting efforts on increasing graduate enrolments

- + Use funding from larger team-based grants and private contributions to build competitive packages for prospective graduate students

##### Develop specialized pathways and innovative program formats to meet learning needs of specific student segments

- + Pilot offerings for non-Québec Canadian and international undergraduate students who have extended credit requirements
- + Review and renew pathways for adult and returning learners



##### Implement focused retention and time to completion strategies

##### Organize an online college to aggregate off-campus learning options for students

##### Expand executive education and multiply opportunities for lifelong learning linked to Concordia's academic programs

- + Increase the number of Faculty-based educational offerings for professionals
- + Utilize tight linkages between credit and non-credit offerings to spur growth in Continuing Education
- + Test and deploy other strategies for increasing revenue-generating non-credit offerings



MIX  
IT UP



EXPERIMENT  
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##### Launch a program-level marketing initiative

#### POSSIBLE INDICATORS

- + Enrolment headcounts and full-time equivalents
- + Graduate to undergraduate ratio
- + Full-time to part-time student ratio
- + International student enrolments and source countries
- + Online enrolments
- + Continuing Education revenue



GO  
BEYOND



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**ACHIEVE PUBLIC AND GLOBAL IMPACT THROUGH RESEARCH  
AND LEARNING**

**SAMPLE ACTIONS**

*In conjunction with the Field School and associated immersive learning initiatives identified above...*

**Launch a network of think tanks**

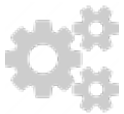
- + Start with Aviation and Global Trade
- + Develop proposals in additional areas such as disruptive technologies, preventive health, sustainable cities, society and industrial revolutions, or information security and privacy

**Launch an Institute for Urban Futures along with a CityStudio-type initiative for Montréal-based projects focused on urban vitality**

- + Unites city-based scholarship, research on sustainability and resiliency, community-based curriculum, and speculative design
- + Identify focal issues in conversation with the city of Montréal and local community partners, in light of data such as those conveyed in the “Greater Montréal’s Vital Signs” reports, and in conjunction with think tanks

**Increase connectedness between Concordia and its surrounding urban fabric**

- + Develop a network of on-campus and satellite public innovation spaces, possibly collaborating with the city to activate under-utilized municipal structures
- + Develop a “contiguous campus” plan in conjunction with the Musée des beaux-arts
- + Create a high-visibility “praxis portal” along Ste-Catherine with exhibition space, a fabrication lab, rehearsal studio, and a visible artwork storage teaching collection.



**Take steps to increase visibility of, and participation in, engagement activities**

- + Tag and cluster courses with city-and world-engaged dimensions
- + Increase numbers of students studying abroad
- + Develop a Public Scholars program to train doctoral candidates in public engagement techniques and strategies
- + Create an international staff exchange program, possibly in connection with Academics Without Borders



**Aggregate and align staff to support these and other public impact initiatives**

**Orient Concordia’s international strategy around priority research projects and partnerships**

**Launch a new wave of international joint degree programs**



**POSSIBLE INDICATORS**

- + Students doing community service or volunteer work
- + Number of students doing study abroad, field placement, non-profit internships, etc.
- + Growth in number of city, community, and industry partnerships
- + Number of courses with engagement opportunities





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**ADDITIONAL TRANSFORMATIVE ACTIONS AND IDEAS**

**Implement an academic budget model that incentivizes growth and innovation**

**Retune course scheduling and faculty workload assignment processes**

- + Facilitate flexible program offerings for students
- + Enable flexible faculty workload assignments

**Launch an Open Doors Initiative for faculty**

- + Create short-term “residencies” in research units for Concordia faculty
- + Possibilities include sculpture and nanoscience, intermedia and mass spectrometry, music and molecular modeling, painting and pattern recognition

**Transform Library spaces and services to enable student and faculty success**

- + Complete Webster and Vanier Library renovations to increase and enhance study space for students
- + Implement a technology program and open active learning spaces to foster discovery, innovation, and experimentation
- + Use a data-driven approach to usage of print and digital collections in order to improve the Library’s capacity to support research and creation



**MIX  
IT UP**

**Launch a resource optimization and “bureaucracy busting” initiative**

- + Place particular focus initially on space utilization and process improvements
- + Savings would be redeployed for strategic initiatives

**Implement a full-fledged talent and employee development strategy**

- + Provide clearer career pathways and ongoing professionalization
- + Foster creative leadership, change resilience, and intrapreneurship



**EXPERIMENT  
BOLDLY**

**Sustain our reputation-enhancing investments in cutting-edge facilities**

- + New Fine Arts building
- + New recreation facility
- + Flexible and collaborative workspaces
- + First People’s House



**GO  
BEYOND**

**Make a focused push in technology-assisted student services**

- + DIY, connective, ease-of-use oriented



**TAKE  
PRIDE**

**Establish a Concordia foundation in Europe to tap research funding possibilities**

**Form an Emerging Opportunities Team to identify, vet, and pursue international partnerships**

**Advocate for a North American Erasmus program for faculty and student mobility**