

## 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**

Concordia is an inclusive research-engaged university focused on transformative learning, collaborative thinking, and public impact, equipping students and society for a world of challenges and opportunities.

## PREFACE

This preliminary game plan identifies a slate of priority activities that have emerged after reflection, deliberation, and planning across the university this academic year.

Since March, when the preliminary game plan was first circulated to the Concordia community, the primary work has been identifying the projects and initiatives that will get started in 2016/17. These are labeled here as first moves.

In addition to first moves, the game plan identifies a range of additional actions that are either in development or being given further consideration and analysis.

The work of finalizing the game plan involves refining the projects and initiatives outlined here, as well as establishing clear and specific targets and end states we're aiming to reach.

May 2016

**DOUBLE  
OUR  
RESEARCH****PURSUE BOLD GOALS IN RESEARCH THAT REFLECT OUR  
TALENT AND OUR AMBITION TO TACKLE BIG CHALLENGES****FIRST MOVES****Make 'jump-start' faculty appointments**

- + Make appointments in areas related to program development and research goals: chemical and materials engineering, architecture and urbanism, ecology and economics, nanoscience, real estate management.

**Launch new transdisciplinary research institutes**

- + Begin with institutes in aerospace; arts, culture, technology; urban futures; molecular and materials science, and healthy lifestyle. Develop global research networks in these areas.
- + Develop a Pluri-Studies Institute to serve as an incubator of interdisciplinary scholarship, research, and action.
- + Explore possibilities in the humanities and other areas of convergent research strength.

**Recruit a wave of postdoctoral fellows**

- + Bolster capacity in high performance areas of research activity.

**Initiate efforts to foster greater collaboration among researchers**

- + Start an Open Doors initiative for internal faculty residencies in research units.
- + Organize a LabLife project to facilitate more dynamic and collaborative use of lab space.

**Keep up the pace of transdisciplinary cluster hiring****Launch the Concordia University Press****GET YOUR  
HANDS  
DIRTY****IN THE WORKS AND UNDER CONSIDERATION****Raise and allocate substantial additional funds for graduate student support****Develop proposals for additional transdisciplinary research institutes****Build a centralized Knowledge Hub and additional service offerings for researchers****Facilitate and incentivize high-performance research****Fully digitize the research infrastructure****MIX  
IT UP****EMBRACE  
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**TEACH  
FOR  
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## DELIVER A NEXT-GENERATION EDUCATION THAT'S CONNECTED, TRANSFORMATIVE, AND FIT FOR THE TIMES

### FIRST MOVES

#### Accelerate curriculum transformation

- + Add expertise to facilitate substantial curriculum review and (re)design.
- + Provide targeted training and development resources to faculty.
- + Increase attention to research on learning effectiveness and learning outcomes.

#### Revamp key teaching-related policies and processes

- + Streamline the curriculum approval processes.
- + Devise more flexible forms of course scheduling and faculty workload assignment.
- + Lower hurdles to cross-Faculty and cross-department teaching.

#### Develop new opportunities for project-based and work-integrated experiential learning

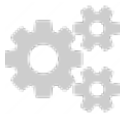
- + Implement strategies for multiplying offerings across Faculties and programs.
- + Develop opportunities for cross-Faculty teams to engage in hands-on project work around key societal challenges, in conjunction with the Field School initiative below.

#### Pursue a curriculum-integrated approach to digital learning development

- + Shift from an individual experimentation to a programmatic approach to the use of digital tools and platforms.

#### Build out and align service offerings around student academic success

- + Pilot new approaches to improving the preparedness of new students.
- + Build a coordinated slate of workshops and other offerings across Continuing Education, GradProSkills, the Student Success Centre, the Libraries and other venues.



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### IN THE WORKS AND UNDER CONSIDERATION

#### Organize a research institute focused on university student learning

Launch program offerings and curriculum resources linked to research institutes

Develop new online or low-residency program offerings for off-campus learners

Substantially increase capacity in active learning classrooms

**GROW  
SMARTLY****ADD CAPACITY WHERE OUR STRENGTHS AND EMERGING  
ENROLMENT DEMAND INTERSECT****FIRST MOVES****Launch a Chemical and Materials Engineering department and program**

- + Build a unique interdisciplinary platform for research and teaching

**Develop specialized offerings for specific student populations**

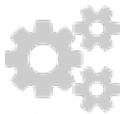
- + Add to agreements with CEGEPs to ease transitions to Concordia programs.
- + Pilot offerings for non-Québec Canadian and international undergraduate students who have extended credit requirements, perhaps including French language training.
- + Review and renew pathways for adult and returning learners.

**Focus recruitment efforts on increasing graduate enrolments**

- + Over time, use funding from larger team-based grants and private contributions to build more competitive packages for prospective graduate students.

**Multiply opportunities for professional and lifelong learning**

- + Grow the John Molson Executive Centre
- + Renew the Centre for Continuing Education
- + Build on successful experiments with a professional workshop model

**Implement focused retention and completion strategies****MIX  
IT UP****IN THE WORKS AND UNDER CONSIDERATION****Develop proposals for ambitious new academic programs****Explore the creation of an online college to aggregate off-campus learning options****Implement a comprehensive enrolment management structure and strategy****Launch a program-level marketing initiative****EXPERIMENT  
BOLDLY****GO  
BEYOND**



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## ACHIEVE PUBLIC AND GLOBAL IMPACT THROUGH RESEARCH AND LEARNING

### FIRST MOVES

#### Launch think tanks

- + Begin with aviation and global trade.

#### Create a Field School with an array of local and international locations

- + Facilitate project-based experiential learning, on location.
- + Identify sites that allow for sustained engagements and authentic forms of co-design.

#### Expand the network associated with the new Institute for Urban Futures

- + Animate and grow the newly launched, multidisciplinary institute that is focused on city-based scholarship, sustainability and resiliency research, community-based curriculum, and speculative design.

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

- + Work with the city to activate under-utilized municipal structures.
- + Develop a “contiguous campus” plan in conjunction with the Musée des beaux-arts.

#### Kick off a Public Scholars program

- + Train doctoral candidates in public engagement techniques and strategies.

#### Develop mechanisms to track impact and connection

- + Begin by developing a dynamic map of Concordia’s points of connection in Montréal.

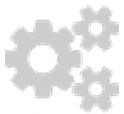
### IN THE WORKS AND UNDER CONSIDERATION

#### Develop proposals for additional think tanks

#### Establish a Concordia Global Leadership Network that involves faculty and students in developing world projects

#### Significantly grow opportunities for international exchanges and *cotutelles*

#### Create new facilitating mechanisms for fostering greater faculty, student, and staff public engagement



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DIRTY****ADDITIONAL FIRST MOVES****Implement a sustainability strategy**

- + Put in place a roadmap for sustainability at Concordia.

**Implement an indigenous strategy**

- + Put in place a roadmap for indigenous initiatives at Concordia.

**Pilot new models for student advising and wayfinding**

- + Target marked improvement in academic and career guidance for students.
- + Test the use of long-term 1-1 linkages between students and student services staff.

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

- + Complete Webster and Vanier Library renovations.
- + Implement a technology program and open active learning spaces.
- + Use a data-driven approach to print and digital collections usage to improve capacity to support research and creation.

**MIX  
IT UP****Enhance Concordia's talent and employee development strategy**

- + Provide clearer career pathways and ongoing professionalization.
- + Foster creative leadership, change resilience, and intrapreneurship.
- + Create new opportunities for staff exchanges.

**Devise new space usage protocols**

- + Add flexibility and facilitate collaboration while increasing efficiency in use of space.

**Launch a resource optimization and process improvement initiative**

- + Target reductions in administrative burden through focused attention to improving systems and processes.

**Implement and refine a new academic budget model**

- + Develop model that is responsive to growth, accommodates cross-Faculty and cross-department teaching, and fosters program innovation.

**Initiate our next major advancement campaign**

- + Attract resources to fund our aspirations.

**EXPERIMENT  
BOLDLY****IN THE WORKS AND UNDER CONSIDERATION****Make a focused push in technology-assisted student services****Sustain our reputation-enhancing investments in cutting-edge facilities****Establish a Concordia foundation in Europe to tap research funding possibilities****Support the development of a North American Erasmus program****GO  
BEYOND****TAKE  
PRIDE**