A Decade in Review
Strategic planning at Concordia 2004-2014
What trajectory have we set for ourselves?
A DECADE IN REVIEW

Become recognized as a leading university in Canada

2005

2008

2009

2012

2013
Identify thematic research areas to build critical mass and capacity
Articulate Concordia’s overarching mission, vision, and values
A DECADE IN REVIEW

Identify academic priorities in light of the strategic framework
Provide blueprint for growth and intensification of research activities
How are we doing after 10 years?
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
We continue to attract international students

International/Visa Students as a Percentage of Total Headcount Enrolment
Enrolments in online courses have grown significantly
Positive evaluations of the overall undergraduate experience are moving upward

![Bar chart showing positive evaluations of the overall undergraduate experience over the years from 2008 to 2014. The chart indicates an upward trend in positive evaluations.]
Graduation rates for undergraduate student cohorts has remained stable.

Graduation Rates after Seven years of Full-Time Studies for Students in Baccalaureate Programs.
Our full-time faculty contingent has grown steadily
Accordingly, our number of scholarly publications is growing.
As is our research funding

Research dollars per faculty…
We’ve transformed the west end of downtown Montréal and reshaped the Loyola campus
Our reputation is improving among multiple constituencies

A DECADE IN REVIEW
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
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
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
Objective 4: Experiential learning & community engagement

GradProSkills

Graduate certificate in teaching

Co-op development

District 3

Oui Can Help!
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
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