

Internal Memorandum

To: Members of Senate
From: Benoit-Antoine Bacon, Provost and Vice-President Academic Affairs
Date: January 8, 2013
Re: Academic Plan Update

At the last meeting of Senate Guylaine Beaudry and Roger Côté presented the planned transformation of our Webster Library. This is a crucial initiative for our University, and our number one academic priority for the upcoming year.

As we invest in the physical facilities of our Library, we must also insure that our collections continue to be relevant and up-to-date. This is a challenge in these times for a number of reasons, including the rapidly rising price of e-journals, and an unfavorable currency exchange.

All Universities are faced with this challenge. A large University, for example, has recently cancelled a big and costly package with one of the “big 5” publishers. Negotiations are still going on with the publisher as well as discussions with their faculty about the impact of this decision.

Without support from the Academic Plan, we would also have had to make extremely difficult decisions with respect to our collections. Fortunately, this can be avoided this year thanks to continued supplemental funding of Libraries collections at a level of \$1.5 million.

Please find attached a summary of what has been made possible by past Academic Plan investments in our Library Collection.

We realize that the situation as it stands is unsustainable and will work hard with Guylaine Beaudry and her team, as well as with Patrick Kelley and others to develop a long-term plan that will ensure the maintenance and continued growth of our Collections.

Beyond this key investment, we’ve also been hard at work on a number of Academic Plan-related initiatives, which should become more visible and tangible over the course of the winter and spring. In particular:

- We are developing an e-learning roadmap that attempts to establish clearly our development priorities in the coming years. We need to maintain our competitive

advantage in terms of e-learning at Concordia, and you'll be hearing more from Cathy Bolton and Lisa Ostiguy as they visit Faculty Councils this winter.

- We're also creating our first university-wide enrolment plan, which will help us answer key enrolment questions about where and how much we can grow, how to attract more top students, and how we can better align our student services with our academic priorities.
 - We're already at work on one item identified as crucial in the plan: better integration with Montréal-area CEGEPs. Lisa Ostiguy and Brad Tucker have made important inroads already as they've visited key CEGEPs over the fall. Work continues on this.
 - This ties in with the work that we have been doing on our Admissions process since the Fall
- We are sponsoring departmental retreats to facilitate more strategic planning, in terms of curriculum, research, student life, hires etc. at the unit level.
- With respect to experiential learning, I'm currently working with District 3 to develop a structure and a sustainable business plan that can support project-based immersive learning for students from a broad range of Faculties and disciplines.
- Lisa Ostiguy is developing a plan for a Student Success Centre that consolidates our academic services to students, including enhanced writing and math assistance.