

**ENGAGE, PREPARE  
AND CONNECT**

CONCORDIA

**SCHOOL OF GRADUATE STUDIES  
ANNUAL REPORT**

AUGUST 2019









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**Paula Wood-Adams,  
Dean of Graduate Studies**

The School of Graduate Studies (SGS) is committed to ensuring that graduate students at Concordia enter stimulating academic programs and superior research facilities to work with engaged and dedicated teachers and academic supervisors. We strive to provide the necessary academic and professional skills to contribute to society in a positive and rewarding manner upon graduation.

Students, postdoctoral fellows, supervisors and faculties can depend on the professional and academic staff at the School for advisory and regulatory guidance in their navigation of the development, administration and delivery of our graduate degree programs and postdoctoral appointments.

A recognized pillar in the Research sector, the School collaborates with faculties and services to promote a positive and rewarding student experience.

In 2016, as part of the Strategic Directions plan, we developed a five-year plan entitled Engage, Prepare and Connect. We update our plan every year to make sure that we stay on track, while being adaptive to changing circumstances and nimble enough to explore new opportunities and sometimes shifting priorities.

In 2016, we identified three big goals that continue to help us all align our activities every year.

**CULTIVATE A GRADUATE  
STUDENT-CENTRED ENVIRONMENT**

**PREPARE AND TRAIN  
NEXT-GENERATION LEADERS**

**REACH BEYOND OUR WALLS**

Please have a look at some of the highlights we experienced at the School of Graduate Studies this past year.

Paula Wood-Adams  
Dean of Graduate Studies  
Concordia University



## ACTIONS TO CULTIVATE A GRADUATE STUDENT-CENTRED ENVIRONMENT

*Graduate student success is holistic in nature and a core mission of our institution. SGS understands that graduate studies comprise not only of what students learn within the academic program, but also their overall experience, including research and professional development. Last year, we worked closely with departments and faculties to develop academic and non-academic programs, as well as opportunities to enhance the graduate student experience at Concordia.*

## SHINE A LIGHT ON OUR NEXT-GEN AWARD RECIPIENTS

As a way to share and take pride in our high-achieving graduate students, we regularly feature them in our communications with the Concordia community, whether it be through NOW stories, an enhanced web presence or social media. Here are a few examples from this past year:

To begin in the 2018-2019 academic year, five doctoral graduate students were among the recipients of prestigious Vanier Canada Graduate Scholarships, Jean-Philippe Gagné (Clinical Psychology), Maya Hey (Communication Studies), Caroline Trottier-Gascon (History), Sherif Goubbran (INDI) and Cássia Reis Donato (Political Science). Each award is valued at \$150,000, awarded over three years, and in this competition cycle, all of Concordia's recipients were funded through the Social Sciences and Humanities Research Council (SSHRC). The research topics range from preventing violence against youth to the experiences of trans people in Montreal.

**Adam Crane**, our latest Banting postdoctoral fellow, collaborates with Grant Brown, professor in the department in Biology, where they study fish behaviour to try to better understand how social influences interact with fear and fear recovery, or PTSD. Crane's research looks at predator avoidance among freshwater fish in environments with a high level of predation risk and compares these findings to humans with PTSD. There are 70 Bantings combined for all three of the deferral Tri-Council agencies awarded across Canada annually, valued at \$140,000 over two years.



**Adam Crane, Banting Postdoctoral Fellow**



**Diane Roberts, Trudeau  
Foundation Scholar**

Two of our PhD students were awarded prestigious national Trudeau Foundation Doctoral Scholarships, which offer leadership training and a financial award of up to \$60k per year for three years. This is the first time that we have received two such scholarships in one year (the maximum number awarded across the country per year is 20). From artificial intelligence (AI) to performance-based research-creation, Concordia PhD candidates Suzanne Kite and Diane Roberts apply an Indigenous lens to their respective fields, shaping the way we view the past, present and future.

**Diane Roberts**, a PhD student in the Humanities program, is a celebrated dramaturg with three decades of experience in theatre with a focus on racialized existence, displacement and return. Roberts is being recognized for the Arrivals Personal Legacy Project, a performance-based research-creation methodology that combines traditional historical research with fragments of oral, familial and cultural histories. Participants from around the world have credited the Project with providing new sources of inspiration for their own research – and a stronger bond with their ancestry.



**Suzanne Kite, Trudeau  
Foundation Scholar**

**Suzanne Kite**, a PhD student in the Individualized (INDI) program, approaches indigenous ways of knowing through a technological lens. Kite, a performance and visual artist, delves in to the application of traditional Lakota philosophies in the shaping of new technologies, particularly AI, a phenomenon that promises to have a profound impact on human lives, rights and dignity.

**Zinnia Naqvi**, a master's student in Concordia's department of Studio Arts, is one of three artists to win the 2019 New Generation Photography Award, beating out 18 other hopefuls that were longlisted for the national prize. Scotiabank and the Canadian Photography Institute at the National Gallery of Canada introduced the award in 2018 to support the careers of artists 30 years old and under. A jury of experts selected Naqvi, Manitoba's Luther Konadu and Newfoundland's Ethan Murphy to receive the \$10,000 prize. Their work appeared in a group exhibition at the Gladstone Hotel during the Scotiabank CONTACT Photography Festival in Toronto in the spring of 2019, and will appear at the Canadian Photography Institute PhotoLab in Ottawa from September 27, 2019 to March 22, 2020.





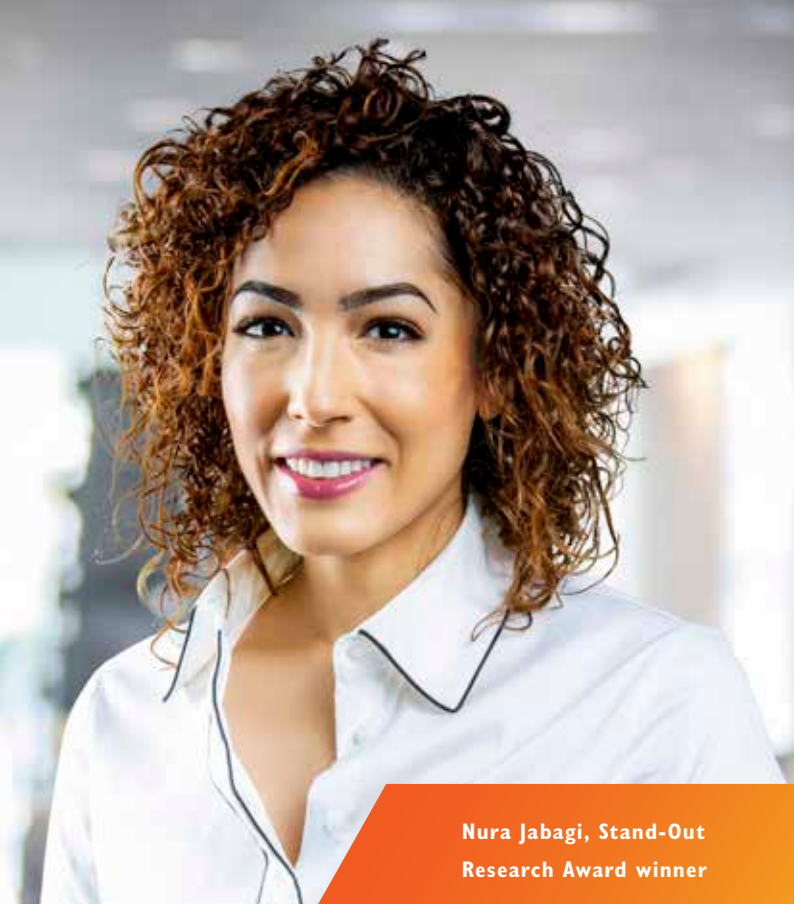
**Zinnia Naqvi. Self-portrait in the Garden, 2017, by Zinnia Naqvi**

## **DEVELOP PROGRAMS AND IDEAS THAT CHALLENGE AND REWARD OUR STUDENTS**

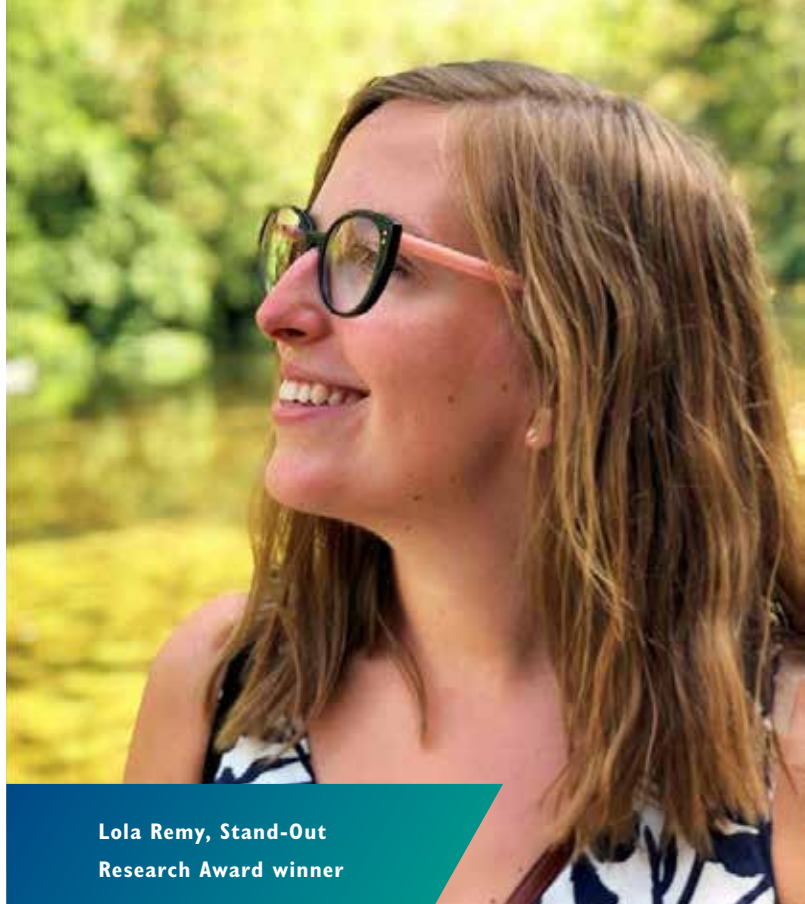
Here are some of the projects in which the School was involved:

- We advised on several new programs in development: Master's in Dance Therapy; Certificate in Music (Composition for Media); Certificate in Play Therapy.
- We supported several major curriculum revisions: Diploma in Chartered Professional Accountancy, MFA in Cinematic Arts, MSc programs in JMSB; PhD in Administration; and INDI.
- We collaborated with the *Bureau de coopération interuniversitaire* (BCI) on the proposed Master's in Youth Work, Master's in Nanotechnology/Nanoscience; and Master's and PhD in Chemical Engineering.
- We worked with the ministère de l'Éducation et de l'Enseignement supérieur (MEES) on dossiers related to option changes in MEng programs and a change to the MFA in Cinematic Arts.
- We completed an analysis of our GradProSkills (GPS) Professional Writing Skills workshop in order to make it as useful as possible to our graduate students.
- We provided detailed analysis of the scope and projected impact of MEES' deregulation of international tuition rates.





**Nura Jabagi, Stand-Out  
Research Award winner**



**Lola Remy, Stand-Out  
Research Award winner**

## PROVIDE UNIQUE FUNDING PROGRAMS TO SUPPORT OUR GRADUATE STUDENTS

We provided Concordia-based funding programs to build networks, encourage research dissemination, and help students focus on their dissertation and defence.

As part of a strategic initiative to recognize, recruit, and enroll scholarly Indigenous graduate students, we created **Top-Up scholarships** to fund graduate indigenous students. The awards are valued at \$10k for research based-masters students and \$40k (\$10k per year for four years) for PhD students. These scholarships are added on top of the regular offers made to Indigenous students that would come from the individual program/department/faculty. In this inaugural year, 10 doctoral scholarships and 20 master's scholarships were available for the faculties, on a first-come, first-served basis.

The **Graduate Community Building Fund** aims is to build an intellectual community within graduate programs by bringing together students and faculty for events, lectures, symposia, or other related activities. Eighteen projects and events received up to \$5,000 in funding, including:

- Unsettling: A self-examination for non-Indigenous people working in Indigenous contexts
- The Political Imaginary of Waiting
- 5th IEEE Research Boost "Give your research an industrial edge"
- Creative Arts Therapies Marketing and Business Workshop
- Education for Empowerment: Uplifting Voices

The **Stand-Out Graduate Research Awards** recognize two students who have demonstrated exemplary research skills in the fields of "Technology, Industry and the Environment" and "Person and Society." This year, **Nura Jabagi and Lola Remy** — PhD candidates in business technology management and film studies, respectively — are our latest recipients. The prize recognizes excellence in research projects that were released in the previous seven months and the ability of the researchers "to convey the importance of their investigation to the general public."

Winners of the award are given \$1,000 each, with a possible \$500 top-up if applicants are successful in the provincial *Relève Étoile* competition.



## ACTIONS TO PREPARE AND TRAIN NEXT-GENERATION LEADERS

*Whether they choose academic or non-academic careers, our next-generation leaders require knowledge and skills beyond traditional disciplinary boundaries. SGS, via GradProSkills, collaborates with internal and external content experts, such as the Student Success Centre and University Communications Services, to ensure students and postdoctoral fellows are equipped with the necessary tools to contribute in substantial ways to the worlds in which they work.*

### INVEST IN POSTDOCTORAL FELLOWS

Through our Horizon Postdoctoral Fellowship Program, we invest \$2 million per year to attract top recent PhD graduates from around the world to Concordia. Since inception, the Horizons program has funded over 80 new postdoctoral fellows at Concordia, with 25 joining the ranks again in 2018-2019. The Horizon Fellows Program is a key component of the Double our Research strategic direction and brings a fresh cohort of exceptional researchers who challenge our faculty, mentor the next generation of researchers, and boost our research and creative productivity.

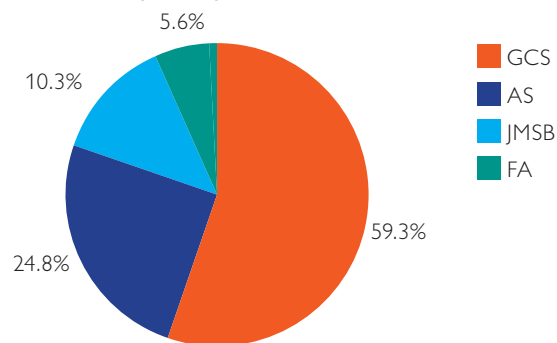
### KEEP GRADPROSKILLS CURRENT AND RELEVANT

The popularity of GradProSkills' offerings is a testament to the need for the program. However, popularity alone is not a measure of quality or relevance. We continually revise our program offerings, act on feedback from our partners and students, and look to the external community for future directions.

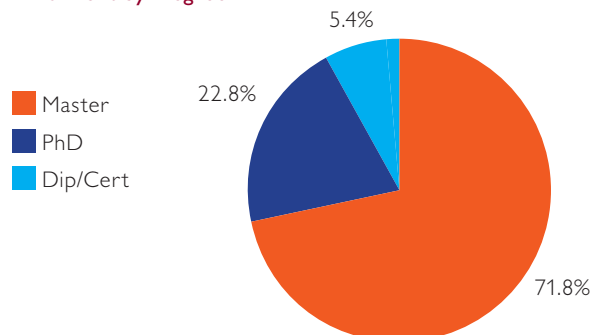
## GRADPROSKILLS (GPS) BY THE NUMBERS

Over the past year, we offered 344 workshops in eight domains with 6,561 students registered and 2,111 unique enrolments. We continually revise our program offerings, act on feedback from our partners and students, and look to the external community for future directions. In March 2019, we produced GradProSkills' Strategic Directions for 2019-2022, the result of a strategic visioning exercise with team members, participation in the national Graduate Professional Development Network, and consultation with the GradProSkills advisory committee. Though this reflective exercise, we defined seven principles that guide GradProSkills work and six priority areas to develop in the next three years, including 18 specific projects. The future of GradProSkills looks exciting and promising!

Enrolment by faculty



Enrolment by Degree





## GradProSkills

### GRAD SCHOOL BASE CAMP

To kick off the 2018-19 school year, GradProSkills held *Grad School Base Camp* for new graduate students. The day-long event is a condensed version of six GradProSkills workshops that cover fundamental topics aimed at preparing students for a successful start to graduate school. Topics included: academic code of conduct, reading strategies, library research, time management, stress management and embracing diversity. In total, 88 students participated in the two events. Grad School Base Camp is one example of the 138 workshops that GradProSkills offered in the Fall 2018 to our graduate student population.

### THESIS BOOST: A THREE-DAY WRITING RETREAT

GradProSkills hosted its “Thesis Boost: 3-day writing retreat” in June at the Loyola Conference Centre. The event provides a motivating and peer-support writing atmosphere for graduate students. It also brings together research, writing and wellness advisors from the Writing Centre, GradProSkills and the Library to offer one-on-one consultations and workshops, all with the goal of helping students create more healthy and productive writing habits.

### 3-MINUTE THESIS COMPETITION (3MT®)

115 people attended the 3MT® competition in March. In all, 65 students registered for the orientation sessions, 40 participated in the coaching sessions, and 23 finalists accepted the final challenge. Our master's winner, **Newsha Arezi**,

**91% of GPS students are  
LIKELY TO RECOMMEND a  
workshop to a colleague**



**Newsha Arezi, CAGS 3MT® winner**



MSc Chemistry, went on to place third in the Eastern Regional 3MT® finals, and then took first place in the national Canadian Association for Graduate Studies (CAGS) on-line finals. Newsha's presentation, entitled *Deliver it to the right address*, focuses on creating a drug-delivery carrier for cancer treatments that can target cancer cells exclusively, without affecting healthy cells. The implications could reduce the side effects of chemotherapy, like hair loss, and lead to better quality of life for cancer patients. Newsha has been invited to attend CAGS' welcome dinner at their annual conference in November 2019, where she will be presented with her cash prize as the 3MT® winner.

In addition to the CAGS invitation, Newsha will be attending the U.S. Council of Graduate Schools (CGS) annual meeting in December 2019. Newsha has been invited to present her 3MT® presentation at a session titled *Three-Minute Thesis (3MT®): People's Choice Competition and Roundtable Discussion*, where regional award winners will present their theses and dissertations and then reflect on their experiences, offering insights that can help graduate schools develop successful 3MT® competitions and other programs designed to hone students' communication skills.

Our MT180 winner, **Emilie St. Hilaire**, PhD Humanities, represented Concordia at the francophone competition "Ma Thèse en 180 secondes" at the Université du Québec à Outaouais in May.

#### **SURVIVAL SKILLS FOR SCIENTISTS AND ENGINEERS**

GradProSkills hosted the *Survival Skills for Scientists and Engineers* event in May; 133 graduate STEM students from Concordia, McGill and INRS participated in a full career planning day. The day started with a well appreciated career panel discussion and continued in the afternoon with 12 concurrent workshops on job search and research communication topics. The day closed with a networking reception with 18 alumni and community mentors. Feedback was very positive: 91% of participants said they would absolutely use the information in their future careers.





## HOW DO WE REACH BEYOND OUR WALLS?

*Our students represent more than 100 countries, each with its own educational system and culture. To realize the potential of Concordia's international appeal, we continually develop recruitment strategies that recognize the diversity of our targeted populations. We offer clear pathways to graduate degrees that make us an attractive first choice for top students from the rest of Canada and around the world. We also work with the Office of Student Recruitment to develop communication strategies that attract excellent prospects, and we collaborate with Advancement and Alumni Relations to cultivate lasting and productive relationships with our graduates from across the globe.*

### OUR TEAM: LEADERS IN GRADUATE STUDIES AND ADMINISTRATION

**Paula Wood-Adams, dean of graduate studies**, completed her first year as President of l'Association des doyens des études supérieures au Québec (ADESAQ), a group comprised of all the deans of graduate studies in the province. The group lobbies the government, collaborates with similar groups across Canada, releases policy papers and establishes working groups on topics of interest to the graduate community. ADESAQ has undertaken an exhaustive survey to compare all doctoral programs in Quebec, and will release its findings in the coming year.

**Brad Nelson, associate dean of academic programs and development**, continues to serve on the Executive committee of Northeastern Association of Graduate Schools (NAGS) as its past President. The association delivers workshops and conferences, and explores best practices in the graduate landscape.

**Cynthia Raso, manager of graduate awards and postdoctoral studies**, is serving as Treasurer on the board of directors of the Canadian Association of Postdoctoral Administrators (CAPA), whose aim is to "share best practices and to promote the environment for successful postdoctoral scholarship and training".

### CONCORDIA PUBLIC SCHOLARS

In April, the 2018 Public Scholars cohort hosted a year-end pop-up event at the new 4<sup>TH</sup> SPACE exhibition space on Sir George Williams Campus. The Concordia Public Scholars Program was designed with the *Montreal Gazette* to bridge the gap between academic research and the community. The event, "*When Disciplines Converge*" blended multimedia displays, cutting-edge technology and the latest developments in the Public Scholars' research. Open to the public, the event attracted interested Montrealers, who toured the different exhibits, interacted with the researchers, and generally came away with a greater understanding of the outstanding research happening on-campus every day.







## Ideas Cafés

### SCHOOL OF GRADUATE STUDIES VOLUNTEERING PROGRAM

The academic and administrative staff have partnered with the Montreal Diet Dispensary. The team as a whole has committed to providing volunteer support to the Dispensary, from deliveries to gift sorting and wrapping, as well as helping out at events like their annual fund-raising “baby race”. Their annual holiday party is a boisterous and joyous occasion, with Santa dolling out gifts to over 100 participating children. The SGS team provided elf support and worked the crafts tables with the little kids! The Montreal Diet Dispensary is a downtown community organization that “*promotes infant health through social nutrition interventions with pregnant women in precarious situations, one pregnant woman, infant and family at a time.*”

### OUR STUDENTS PROMOTE AND ADVOCATE FOR INCLUSIVITY IN STEM ON CAMPUS:

With coaching from Rosemary Reilly, associate professor of Applied Human Sciences, Michelle Savard (2018 Public Scholar and PhD candidate in Education Studies) and Leanne Keddie (2017 Public Scholar and PhD candidate in Business Administration) hosted **Ideas Cafés** on both campuses.

The aim of the Cafés was to generate ideas about how to make Concordia a more inclusive university, and approximately 40 participants attended the sessions and actively engaged on questions such as: What are the biggest challenges facing diverse groups today at Concordia? What barriers do they face in getting here and, once they arrive? What do we need to do as a community to establish / promote / enhance the involvement of these under-represented groups on research teams, faculty, and other areas of Concordia's infrastructure?





**Younes Medkour**



**Nura Jabagi**



**Milan Valyear**



**Amie Hooshlar**



**Laura Broley**

What do we need to do to promote research frameworks, models, and approaches that are more diverse and inclusive? If you had a magic wand, and could create one policy, practice, or standard to positively achieve greater equity and inclusion at Concordia, what might you create? The findings, in the form of formal report, were shared with the Equity and Diversity team in the Provost's Office.

#### **AT DAWSON COLLEGE**

Hoping to attract a new generation of students to the fields of science, technology, engineering and mathematics (STEM), **Milan Valyear**, **Nura Jabagi** and **Younes Medkour**, three Public Scholars, hosted discussion sessions at Dawson College in February, entitled *STEM after CEGEP: Paths and Possibilities*. Each presentation was followed by a discussion and question-and-answer session. The event was organized in collaboration with the Dawson College Career Resource Centre and career counsellor Peter Cooperman (BA 83).

Our presenting students were from fields such as mechanical engineering, behavioural neurobiology and mathematics education.

Women are traditionally underrepresented in STEM and, according to a Statistics Canada report from 2017, they still only account for about 30 per cent of all graduates in these fields. Understanding why fewer women have historically gone into STEM is a complex issue but things are changing. A 2017 UNESCO report showed a significant increase in female STEM graduates worldwide between 2000 and 2014. In addition to our organizers, **Amir Hooshlar** (mechanical engineering and a Public Scholar) and **Laura Broley** (mathematics education), also presented.







We connect with students around the world

## **WE MEET OUR FUTURE STUDENTS LOCALLY, NATIONALLY AND INTERNATIONALLY**

Our recruitment team travels the world to find the best graduate students and promote Concordia as a first-choice university. We also work to keep our own top talent here at Concordia. As part of our efforts to *Double our Research*, the School of Graduate Studies:

- Hosted a full day of invitation-only activities for our top undergraduate students. 120 students from across the University took research facilities and campus tours of areas such as District 3 and the Solar Simulator Environmental Chamber Lab. The students were treated to workshops on what to expect at graduate school, and heard from University President Alan Shepard about the enriching experience provided by graduate studies. At the closing *Vin D'Honneur*, the students mingled with faculty members, graduate program directors, senior administrators and professional recruiters, where they were able learn more about their own discipline-specific programs.
- Introduced Grad Corner as a concept for the first time as part of Winter Open House. A dedicated space, Grad Corner brought together faculty representatives from each faculty, as well as GradProSkills ambassadors and staff from the School of Graduate Studies, who showcased academic programs, services and support available to graduate students. With a great amount of graduate-specific information all available in a one-stop dedicated space, navigating Open House was made much simpler for prospective graduate students.
- Organized information sessions for graduate program administrators and recruiters, showcasing the recruitment tools and statistical data using Tableau software, a data visualization tool that makes statistics come alive!
- Held graduate “pop-up booths” on both campuses throughout the year, providing our students with the chance to stop by and talk to our staff about the ins and outs of graduate studies.



## WE USE MULTIPLE PLATFORMS TO ENGAGE WITH OUR COMMUNITY, AND BEYOND

The School of Graduate Studies has employed multi-channel touchpoints to promote graduate studies at Concordia in Canada and around the world. In 2018-2019, we:

- promoted a variety of graduate community success stories through NOW articles, website features and e-newsletter content, highlighting the many awards and successes achieved by our graduate students.
- further developed our graduate-focused social media accounts with over 2,000 followers to share news and information relevant to our students, their research and the broader community.
- updated and reorganized our digital Grad Welcome Guide to ensure new grads have easy access to important information, guidance and resources to help them achieve success.
- revamped our QS Top Universities web pages with new content and fresh images, reinforcing Concordia's appeal in international markets, and used targeted eblasts to drive potential students in local markets to our Open House in February 2019.
- ran a nine month digital banner campaign through QS Top Universities that garnered 300K impressions in targeted markets, reaching potential graduate students around the world.





- implemented a social media campaign in Canada in the fall with Facebook and Google Ads, resulting in over 2.5M impressions and over 10K clicks.
- launched an international social media campaign in winter that garnered over 2.4M impressions and over 65K clicks.
- provided guidance and resources to our second Public Scholar cohort enabling them to engage the public with their research, and launched the third cohort in May 2019. Scholars from both cohorts attended workshops and events designed to help them increase their visibility and share their research with the wider community through blogs, opinion pieces, videos and more.



## CREATE A BUZZ WITH OUR SUMMER INSTITUTES

Co-curated by Vivek Venkatesh and Brad Nelson, the Learning to Hate: *Pluralism in an Era of Echo Chambers* institute brought together 22 students and 30 experts, including a broad array of academic disciplines, from humanists and philosophers to specialists in online data analysis and digital media, to learn about and respond to the multifaceted nature of hate, hate speech and pluralism. The object of the institute was to guide students in developing sustainable means for countering, preventing, and combating online hate speech. There were two well-attended public events that were part of the institute: a public talk and discussion featuring former extremists Brad Galloway, Maxime Fiset, and Mubin Shaikh; and a performance of Dr. Venkatesh's spectacle *Landscape of Hate*, which incorporated student work from the Institute.

## QUALITY CONTROL AND ADMINISTRATIVE EFFICIENCY

*Throughout the student's journey, the paramount goal is academic excellence. We strive to be administratively efficient and responsive to students' needs. We continually revise and update*

*our regulations and processes, as well as introduce new initiatives to help continually our students' experience and to work in an efficient and responsible way.*

*How can we ensure academic quality and improve our processes?*

## EXAMPLES OF ON-GOING ACTIONS AND NEW INITIATIVES

The School of Graduate studies:

- convened three meetings of the Council of the School of Graduate Studies and five sessions of the Graduate Curriculum Committee.
- admitted 18 new doctoral and seven new master's students to our Individualized Program (INDI), bringing our total INDI student population to 131 students who are creating their own academic programs. Examples demonstrating the diversity of research topics include:
  - *Re-connecting through women's teachings, language and movement; Culturally adapted yoga for Indigenous women and girls;*
  - *The Otherness of Machines: A study of the otherness phenomenon in multi-sensory human-agent interactions;*
  - *Developing Best Practices for Pro-Environmental Sustainability Education;*
  - *Going Rogue: Queer Performance and the Political Art of Gender Deviancy;*
  - *Poetics of space in Iranian music and architecture: Reading the auditory culture through architectural space.*
- hosted six graduate program director lunches, including *Conflict Resolution*, *Dealing with Difficult People*, and *Mental Health Support*, among others.
- delivered eight workshops for graduate program assistants on topics ranging from *Graduate Awards* to *Conflict Resolution*.
- implemented an employee engagement survey exercise, using Officevibe, a free software that collects anonymous feedback from employees on a weekly basis; this on-going exercise is a useful tool, providing us with significant feedback on where to improve our performance in areas such as recognition, wellness, personal growth, frequency and quality of feedback, among several other factors.

## MEET OUR 2018-19 EMPLOYEES OF THE TERM

Recognized our staff, with three “employee of the term” awards made each year. Managers are excluded, and anyone can nominate a colleague in recognition of outstanding contributions in one or more of the following categories: exemplary work; innovation and creativity; exemplary professionalism, team spirit; or outstanding front-line service.

**Michael Jordan** (Summer 2018), executive secretary to the dean, was nominated for stepping in to help during a prolonged position vacancy in the office of the dean. Michael carried the extra responsibilities graciously and without complaint, and then trained and supported the new assistant with humour and patience. Michael is consistently approachable, reliable and takes pride in ensuring that the operations of the dean's office are performed in a timely and professional manner.

**Donald Lafrance** (Fall 2018), then graduate enrolment analyst and now manager, graduate recruitment and outreach, was recognized for his work in conducting a thorough process review of the thesis office, a project that fell outside of the scope of Donald's own job responsibilities. Donald is an employee who strives for professionalism and excellence in his work, and believes in self-improvement and continual growth. Donald regularly enrolls in courses to improve his skillset, and challenges himself by using this acquired knowledge to improve the School's efficiency in areas such as the thesis process review.

**Darlene Dubiel** (Winter 2019), coordinator of the INDI Program, is described as being patient and incredibly organized. Darlene is very fair and kind to her students, providing both students and supervisors with guidance, support and advice, through her experience acquired over her 31 years at Concordia. In 2018-19, Darlene went above and beyond with providing training as well as support to a temporary staff member in another department within Concordia, which included helping to facilitate their admission cycle, while managing her own admission process at the same time; a typically hectic period.

## THE YEAR AHEAD

We have exciting projects planned for the 2019-20 academic year including:

- Implementing a graduate Indigenous strategy
- Building interdisciplinary programs
- Achieving excellence in supervision
- Reducing times to completion
- Digitizing processes and enhancing data-driven decision-making
- Promoting wellness in our graduate population

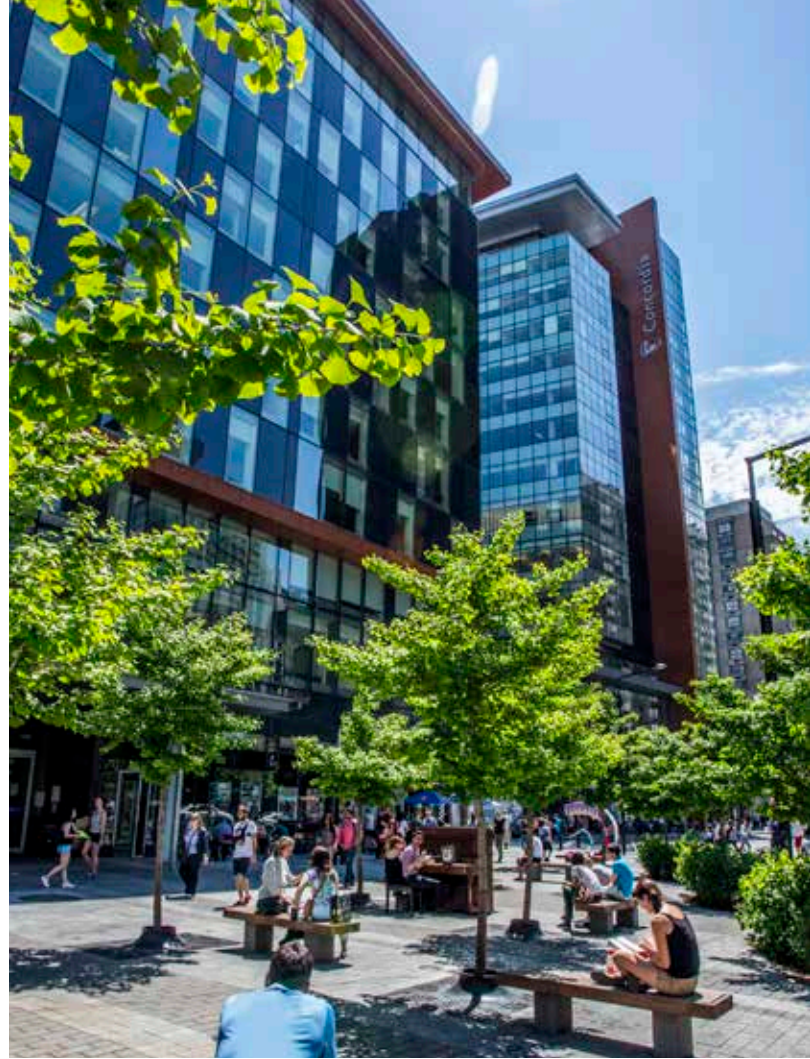
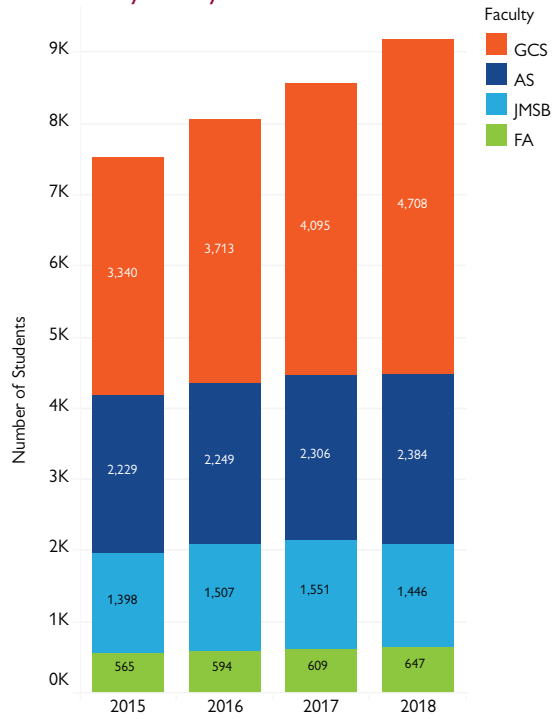
**Michael Jordan, Darlene Dubiel and Donald Lafrance**



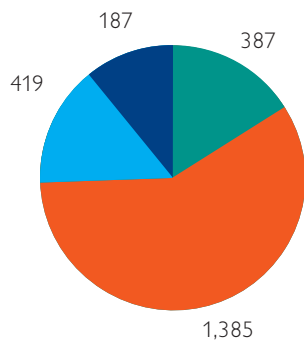


## 2015-18 IN NUMBERS

Enrolment by Faculty



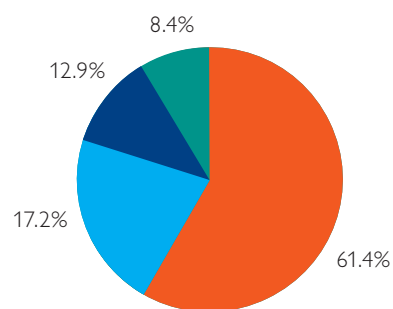
Students Graduated by Degree Type



Degree Type

- Graduate Certificate and Diploma
- Master's - Course Based
- Master's - Thesis
- PhD

Applications by Degree Type



Degree Type

- Graduate Certificate and Diploma
- Master's - Course Based
- Master's - Thesis
- PhD



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