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# NEXT-GEN. NOW.

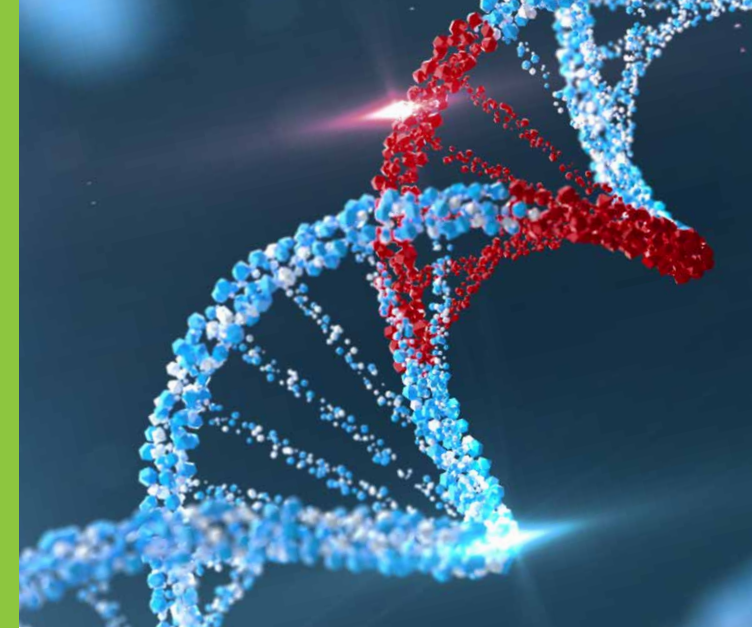
**THE CAMPAIGN FOR CONCORDIA**

**CASE FOR SUPPORT 2017-2022**

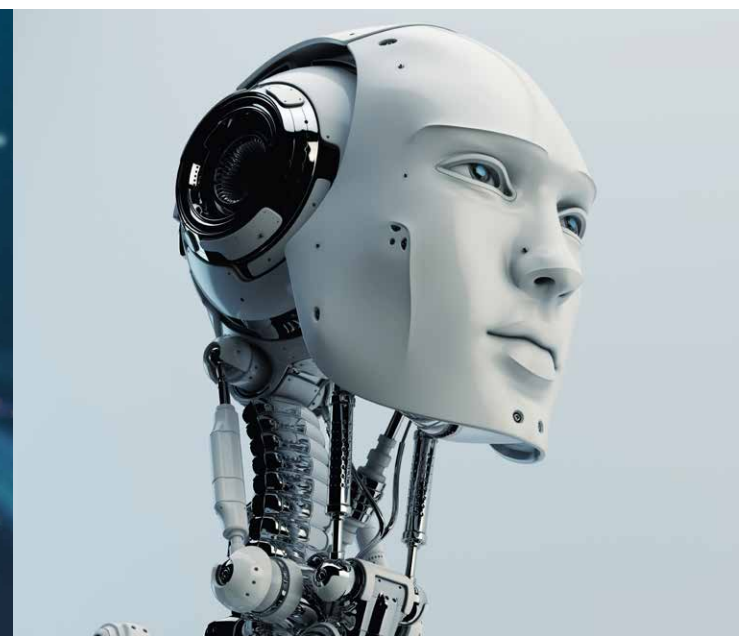
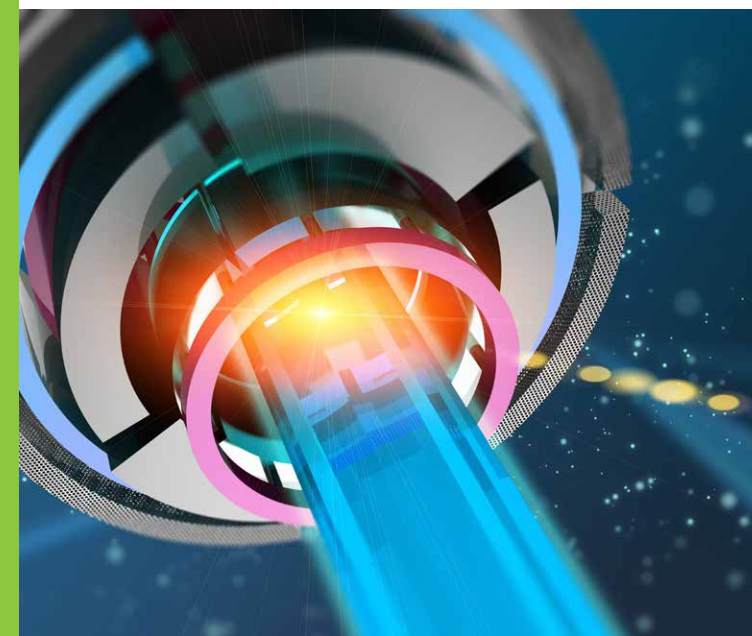




# FOR WHAT'S NEXT



▶ THE CAMPAIGN FOR CONCORDIA





# WE STAND ON THE CUSP OF MAJOR SOCIETAL

Water and steam mechanized production and sparked the First Industrial Revolution. The harnessing of electricity and, later, information technology triggered subsequent transformations.

We are at the dawn of a new age, one that blurs the lines between the physical, digital and biological spheres. Advances in computing and data manipulation enable stunning new capabilities for altering the genetic structure of bodies and materials. The dizzying pace and scale of innovation is accelerating and challenging everything we do — including how we work, play, live, learn and think.

The resulting changes will be immense. Unprecedented opportunities to advance human well-being are close at hand. So, too, are unprecedented risks.

# TRANSFORMATIONS

A hand is shown interacting with a futuristic, glowing blue interface. The interface consists of several vertical bars and a horizontal line, all illuminated with a bright blue light. The background is dark and out of focus, with some blurred lights, suggesting a high-tech or laboratory environment. The overall mood is one of innovation and technological advancement.



# WHAT KINDS OF INSTITUTIONS DO WE NEED IN AN ERA OF DISRUPTIVE CHANGE?

Fundamental challenges to our economic and social systems require new degrees of responsiveness from key institutions.

Over the last century, there has been marked alleviation of severe poverty, dramatic breakthroughs in human health and remarkable gains in educational attainment. However, new challenges confront us, stretching the capacities of established systems and organizations.

To prepare for what's ahead, we need far-sighted government, intrepid businesses, courageous civil society organizations and next-generation universities like Concordia.





# NEXT-GENERATION

# WE ARE CANADA'S UNIVERSITY

To respond to our new reality — full of promise and risk — Concordia is rethinking the role of universities. To thrive in our altered landscape, we need to be highly flexible and intent on developing new relationships with society.

At Concordia, we are focused on what Canada and the world need in tomorrow's thinkers and doers. We're intensifying research and partnerships, developing new ways to engage students in learning, forming newly collaborative relationships with partners and community, and informing public policy.

To spur our thinking, we're leveraging the vast expertise of 7,000 faculty and staff, almost 50,000 students and more than 200,000 alumni — engaged citizens coming from 150 countries.



# A PLACE TO PURSUE NEXT-GENERATION IDEAS

Universities are incubators for ideas with breakthrough potential.

With your help, Concordia aims to develop new institutes, research centres, think tanks and academic programs that cluster knowledge around tomorrow's biggest challenges.

Concordia researchers are driving ideas in these key areas.

## HORIZON POSTDOCTORAL FELLOWSHIPS

To bring fresh ideas and new people, bolster our research footprint and attract international talent.

## CYBERSECURITY

To prevent cyberattacks that threaten the networks depended on by everything from power grids to aviation.

## CHEMICAL ENGINEERING AND MATERIALS SCIENCE

To develop specialized materials that offer ecological solutions, including lightweight metal alloys, advanced optics, semiconductors and nanomaterials.

## PREVENTIVE HEALTH AND HEALTHY LIVING

To explore the vast untapped benefits of prevention to tackle major health issues.

## APPLIED BIOLOGY

To engineer biology that will address everything from climate change to global food security and the production of life-saving medications.

## THE INTERSECTION OF DIGITAL ARTS, HUMANITIES AND TECHNOLOGY

To complement society's drive for innovation with kinder, gentler, inclusive and more sustainable practices in technology.

## INDIGENOUS FUTURES

To address questions related to Indigenous peoples — Canada's fastest-growing population — and their cultures, which have been vastly underrepresented across academia for too long.

## BIG DATA ANALYTICS

To further our impact in what will be one of the defining disciplines of the 21st century.

## URBAN AND BUILT ENVIRONMENT

To ensure the health of residents and our planet as demographic shifts cause urban centres everywhere to grow in the 21st century.

## PROFESSIONAL RESEARCH STAFF

To harvest knowledge from unexpected sources, including specialized technicians who will run new labs, entrepreneur-mentors and experts-in-residence, to support our students and faculty.



### ONLINE LEARNING OPTIONS

Graduate diplomas will be made accessible through connected devices. Classes that blend in-person and online learning link with our Massive Open Online Course, which Concordia launched in partnership with the United Nations in 2016.

### REAL-WORLD EXPERIENCE

As a next-generation university, we must help all students gain invaluable beyond-the-classroom experience.

### SKILLS AND PROFESSIONAL DEVELOPMENT

Whether they are in first year, graduate studies or continuing ed, our students need to build their professional toolkit, find tutors, organize study groups and workshops. Our Student Success Centre and GradProSkills are there to help throughout their journey.

### FIELD SCHOOLS

Off-campus projects will mobilize small teams of students to collaborate on a real-world solution focused on a theme, such as health, food or sustainability.

### STUDENT MOBILITY SUPPORT

Research projects that go beyond Quebec are supported through our Graduate Student Mobility Award. Concordia's Student Exchange Program opens opportunities with 150 universities in 35 countries.

### BUSINESS INCUBATOR

Named the best startup accelerator in Quebec, Concordia's District 3 Innovation Center facilitates partnerships between students and small- to medium-sized enterprises.

### CONCORDIA GRADUATE FELLOWSHIPS

Recruiting graduate students drives research, helps retain top faculty, boosts Concordia's profile and attracts additional funds.

# A PLACE TO CULTIVATE NEXT-GENERATION TALENT

### RESEARCH AWARDS

These awards promote interest, participation and creation of research that complements undergraduate coursework and can be carried to the graduate level.

Universities need to teach for tomorrow, especially in an era of uncertainty and change.

To teach for tomorrow, we're multiplying hands-on and work-integrated learning opportunities. We're creating accessible online learning options and building more pathways for international study and social engagement. We're supporting students throughout their journeys, including after graduation. And we're opening doors for participation in innovation and entrepreneurship.

Teaching for tomorrow also means investing in students through awards and fellowships.

Help us prepare tomorrow's talent by supporting lifelong learning and skill building.

### UNDERGRADUATE SCHOLARSHIPS

Entrance scholarships draw talented students. In-course awards support the continued academic journey.



# A PLACE TO GENERATE NEXT-GENERATION IMPACT

Universities have the potential to be change-makers through research and learning.

Concordia has a long history of community and industry engagement. Now we're creating a wealth of new ways to deepen and broaden this engagement and move from ideas to impact. Think tanks, living labs, entrepreneurship centres and innovation hubs are just a few of the ways in which we're creating public value and improving lives.

We're looking for advocates, champions and change agents who will better society through support of our impact-oriented activities.

## CONCORDIA UNIVERSITY PRESS

An open-access, non-profit publisher of scholarly inquiry, the press publishes engaging, accessible books in both English and French that span the arts, humanities and social sciences.

## PUBLIC SCHOLARS

As part of the Public Scholars Program, selected doctoral students receive professional training to help them bridge their academic research with the wider community.

## SOCIAL INNOVATION

To instill a spirit of meaningful progress among tomorrow's leaders, big ideas must innovate yet serve a social benefit.

## LIVING LABS

To leverage our unique place in Montreal, we will create open spaces that connect researchers with citizens, knowledge producers with knowledge users, or artists with audiences.

## THINK TANKS

Our proposed think tanks will develop knowledge and public policy in aviation, global mobility and human rights, engineering and technology, and small- to medium-sized enterprises.

## EXPERTS-IN- RESIDENCE

This is a program that brings experts from outside Concordia to share their experience and knowledge with our students. The presence of public experts raises our visibility.

## RESEARCH SHOWROOM

Concordia's 4th Space is a one-of-a-kind combination of living lab, science centre, design showroom, museum exhibition and theatre set. The street-level location opens a window on research at our university.

## INDIGENOUS CULTURAL CENTRE

To advance social justice and access, the Indigenous Cultural Centre is a physical community space that embodies our commitment to Indigenous students.

## KNOWLEDGE MOBILIZATION TEAM

To maximize the impact and visibility of social sciences and humanities research.





# HELP CREATE A PLACE

Support the learning and high-impact activities that will enable our community's future. Help launch an institute, support the creation of a cutting-edge program, ignite social innovation or invest in tomorrow's talent.

To prepare for what's next, we need you. Be part of Canada's next-generation university as we change education for a changing world.

# WHERE **IDEAS**, **TALENT** AND **IMPACT** **INTERSECT**





# CONCORDIA: NEXT-GENERATION. NOW.

**“WE NEED RETAIL SPACE, BUT NOT THE TRADITIONAL MODEL.”**

— Tingyu Zhou, assistant professor, Department of Finance, John Molson School of Business

**“WHAT DOES CAR SAFETY HAVE TO DO WITH A BAGUETTE?”**

— Ana Maria Medina Ramirez, graduate student, Mechanical Engineering; winner, 2016 Canadian Three-Minute Thesis Competition

**“CAN VIDEO GAMES HELP YOUTH TO INCREASE PHYSICAL ACTIVITY?”**

— Erin O’Loughlin, PhD candidate, Exercise Science, Psychology, Communications; Concordia Public Scholar

**“SYNTHETIC BIOLOGY CAN TRANSFORM SOCIETY.”**

— David Kwan, assistant professor, Department of Biology; member, Centre for Applied Synthetic Biology

**“PHYSICS CAN SAVE LIVES.”**

— Claudine Gauthier, professor, Department of Physics; researcher, PERFORM Centre; winner, Heart and Stroke Foundation New Investigator Award

**“I’M BUILDING THE CARS OF TOMORROW.”**

— Sandeep Singh Sandhu, BEng 12, senior diagnostics engineer, Tesla Motors

**“ATHLETIC THERAPY HAS TAKEN ME AROUND THE WORLD.”**

— Christina Grace, BSc 01, athletic therapist; instructor, Department of Exercise Science

**“CLIMATE CHANGE THREATENS OUR PLANET — BUT IT’S NOT TOO LATE.”**

— Damon Matthews, professor, Department of Geography, Planning and Environment; member, Royal Society of Canada’s College of New Scholars, Artists and Scientists

**“I’M MAKING A FILM WITH A MISSION.”**

— Cherry Smiley, feminist activist, artist; PhD student, Communication Studies; Trudeau Scholar

**“I FIGHT HATE SPEECH ON THE INTERNET.”**

— Vivek Venkatesh, associate professor, Department of Education; co-founder, Project SOMEONE, an interactive web portal that fights bigotry

**“WE’RE CREATING A PODCAST SERIES THAT GOES BEYOND DISCIPLINES.”**

— Simone Lucas and Aaron Lakoff, MA students, Communication Studies

**“I KNOW WHAT THE NEXT MARS ROVER LOOKS LIKE.”**

— Krzysztof Skonieczny, assistant professor, Department of Electrical and Computer Engineering; Canada Research Chair in Aerospace Robotics

**“I WORK WITH SURVIVORS OF VIOLENCE TOWARDS NON-MEDICALIZED HEALING.”**

— Lisa Ndejuru, PhD candidate, Oral History, Theatre, Applied Human Sciences; Concordia Public Scholar

**“I WANT TO REFOCUS SECURITY RESEARCH ON THE PUBLIC INTEREST.”**

— Jeremy Clark, assistant professor, Concordia Institute for Information Systems Engineering

**“CAN WE PERFORM OUR WAY TO A NEW WORLD?”**

— Emer O’Toole, assistant professor, School of Irish Studies

**“I’M ADVANCING NEEDLE-FREE INJECTION.”**

— Rocco Portaro, PhD candidate, Mechanical Engineering; Concordia Public Scholar



# NINE DIRECTIONS FOR A NEXT-GENERATION UNIVERSITY

These orientations focus on how Concordia can thrive in a changing landscape, tethered to our core values and historic mission while eyeing a future in which the status quo is unlikely to be sufficient.

- 1 DOUBLE OUR RESEARCH**  
Pursue bold goals in research that reflect our talents and our ambition to tackle big challenges.
- 2 MIX IT UP**  
Build agile structures that facilitate intellectual mixing and internal collaboration.
- 3 EMBRACE THE CITY, EMBRACE THE WORLD**  
Achieve public impact through research and learning.
- 4 TEACH FOR TOMORROW**  
Deliver a next-generation education that's connected, transformative, and fit for the times.
- 5 EXPERIMENT BOLDLY**  
Be inventive and enterprising in creating tomorrow's university.
- 6 GO BEYOND**  
Push past the status quo and go the extra mile for members of our community.
- 7 GET YOUR HANDS DIRTY**  
Use rich experiences outside the classroom to deepen learning and effect change.
- 8 GROW SMARTLY**  
Add capacity where our strengths and emerging enrolment demand intersect.
- 9 TAKE PRIDE**  
Celebrate successes and be purposeful about building a legacy.

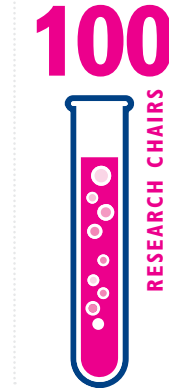
[concordia.ca/directions](http://concordia.ca/directions)

# CONCORDIA TODAY

# 48,000

STUDENTS

CONCORDIA CONFERRED:  
**1,900** GRADUATE DEGREES  
**5,200** UNDERGRADUATE DEGREES  
IN 2015-16



**200,000** ALUMNI AROUND THE WORLD

**3,000** CENTRE FOR CONTINUING EDUCATION  
**8,000** GRADUATE STUDENTS  
**35,600** UNDERGRADUATE STUDENTS

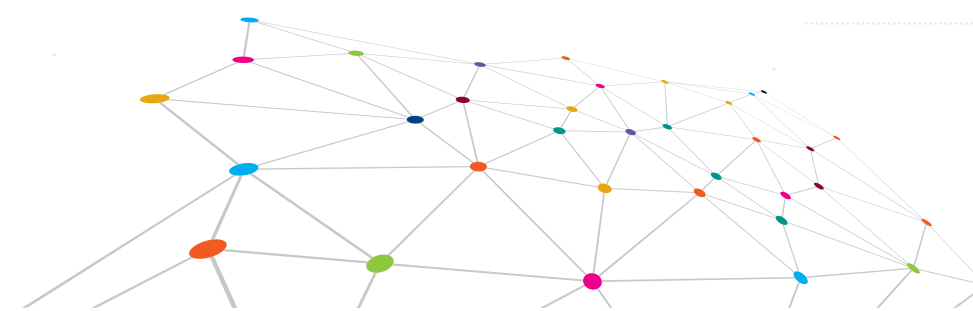
CONCORDIA STUDENTS REFLECT DIVERSITY:

**28%** HAVE A MOTHER TONGUE OTHER THAN ENGLISH OR FRENCH  
**16%** ARE INTERNATIONAL STUDENTS

**7,000** FACULTY AND STAFF MEMBERS

**28** ALUMNI CHAPTERS IN CITIES ACROSS NORTH AMERICA, EUROPE AND ASIA

**23** SENATE-RECOGNIZED RESEARCH UNITS



REVENUES  
**\$440,508,000** OPERATING FUND  
**\$50,810,000** SPONSORED RESEARCH INCOME



# THE CAMPAIGN FOR CONCORDIA WILL SET THE PACE IN RESEARCH AND LEARNING **FOR WHAT'S NEXT.**

## RESEARCH INITIATIVES:

- Institute for Preventive Health and Healthy Living
- Institute for the Urban and Built Environment
- Milieux Institute for Arts, Culture and Technology
- Department of Chemical and Materials Engineering
- Centre for Applied Synthetic Biology
- Centre for Cybersecurity
- Centre for Indigenous Futures
- Institute on Digital Inclusion
- Centre for Industry 4.0 and Cyberphysical-Social Systems
- Big Data Analytics Hub

## NEXT-GENERATION TALENT, TEACHING AND LEARNING:

- District 3 Innovation Center
- Co-op and experiential learning
- Field schools and summer institutes
- Graduate awards
- Undergraduate awards
- Horizon postdoctoral fellowships
- Student Success Centre
- Athletic financial awards

## THE PUBLIC-FACING UNIVERSITY:

- Social Innovation Network
- Think Tank on Global Mobility and Human Rights
- Think Tank on Engineering, Technology and Public Policy
- Experts-in-Residence Initiative
- Public Scholars Program
- Concordia University Press

## PLACES AND SPACES:

- New School of Art, Performance and Design
- Indigenous Cultural Centre
- Living Labs
- 4th Space Research Vitrine
- Institute for Next-Generation Teaching and Learning





CONCORDIA.CA/CAMPAIGN

Learn how you can support the next generation of Concordia students. Contact our development staff at 514-848-2424, ext. 4856.

Share your **#CUpride** and **#CUalumni** stories via **@ConcordiaAlumni**



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