

PRINCIPAL'S REPORT

2008-2009



McGill

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Cover photo: Convocation May 2009
by Claudio Calligaris

INTRODUCTION

In many respects, and certainly financially, the past year has been one of the most tumultuous in recent memory. The speed at which the financial crisis rocketed around the Earth made it crystal clear just how profoundly globalization has changed our world. For better and occasionally for worse, we are all now inextricably connected in a way that was unimaginable only a few decades ago.

Crises, though, also force us to step back, to re-evaluate our practices and values. This year served as a collective reminder that financial profit must be matched with long-term sustainability, individual gain with social justice, and progress with prudence. It brought home for me again, forcefully, not only how important universities are in helping society to do just that—but also how much more we can do. McGill already has a remarkable impact on our local and global communities, as this report will demonstrate, but our success cannot deter us from striving to do better. Though one can always dwell on the obstacles we face, it is our privileges of history, location, talent and





Claudio Calligaris

Students Sara Traore and Max Finder are all smiles walking through McGill's greenery.

mission that position us especially to meet under-anticipated social, environmental and financial challenges. And along with our special privileges and rights, we have a profound responsibility to act, to interact closely with both our local communities and those that are distant, to decrease the gap between the “haves” and the “have nots,” and to maximize our quality and impact.

This year, I am launching a new Principal’s Task Force on Diversity, Excellence and Community Engagement. The Task Force will allow us to examine more carefully our progress against the highest standards, to realign our activities where their quality and impact can be enhanced, and to broaden our engagement with diversity, with those we serve and other partners, in the pursuit of excellence. While at first glance these three themes may seem unrelated, I believe they are strongly linked. Engagement with diversity in the context of academic excellence shapes our friendships, expands our choice of role models and facilitates more effective community partnerships at all levels. The inclusion of different backgrounds and traditions

within our McGill community is a hallmark of our institution, and doing so with a deeper commitment and stronger community partnerships will provide new insights and opportunities to address intractable social problems. In order to maintain our tradition of research, teaching and service excellence in the global knowledge society of the 21st century, we must tap a broader pool of qualified students, staff and partners, and support our people effectively in fully realizing their talents and ambitions. We have so much to be proud of, and we can do more to build on our advantages and live up to our highest aspirations and ideals.

This report on the 2008-09 year, therefore, will sketch out some of our plans as well as highlighting examples from the many accomplishments of the McGill community. In coming years, I hope McGill will be recognized as a university in which diversity, community engagement and the pursuit of excellence are intertwined, spurring us to serve more completely Quebec, Canada and the world. It is in this spirit of commitment and ambition that I submit this report to the community.

McGILL IN THE WORLD



The four corners of the globe, above: The Faculty of Arts Internship Awards are given to students pursuing internships in Canada and around the world.

Top right: Stuart B. Schwartz, winner of the inaugural Cundill International Prize in History, and Dean of Arts Christopher Manfredi.

Bottom right: Her Excellency Judith Mbula Bahemuka, Kenya's High Commissioner to Canada, speaking at the 2008 McGill Conference on Global Food Security.

McGill is Canada's most global university, with the highest percentage of international students and more than 200,000 alumni in 180 countries around the world. In today's interconnected world, perhaps McGill's greatest asset is our unique marriage of international character and strengths with our emphasis on the highest academic standards. Working from the heart of our mission, this allows us to engage international research networks and open up exciting new learning opportunities. McGill's international reach strongly benefits our home province, with our networks serving as an important bridge to bring the world to Quebec and Canada, and to bring Quebec and Canada to the world. Our global reputation for quality allows us to retain and recruit international experts and rising young stars who build local prosperity. And as an ambassador for Quebec and Canada in our interactions around the globe, we promote their strengths and assist both businesses and organizations to connect outward.

Over the last two years, McGill has reinvigorated its outreach efforts and its international connections through a series of strategic international visits. Following our earlier trips to the Middle East and several cities across Canada and the United States, a small group of the University's senior leaders travelled this year to Beijing, Shanghai, Hong Kong, Paris, London, San Francisco, Washington, Los Angeles and New

York. I had the opportunity to speak on topics ranging from leadership to international research partnerships with business and community groups on three continents, promoting the international profiles of our province and our country, as well as the outstanding achievements of McGill students and staff. Numerous research and educational partnerships have been launched or strengthened. Quebec and Canadian government officials in these cities, as well as the Centre Financier International de Montréal, have greatly assisted McGill in building these mutually beneficial relationships.

Through alumni and other events, we met with thousands of people. These visits were part of the "Making History" tour, an effort to intensify our connections with alumni, parents and student recruits, and to raise awareness for Campaign McGill. I was deeply moved by the engagement with McGill, our people and our mission that we experienced everywhere we went. One moment in particular stands out. Gang Ye, a 2003 Engineering graduate, was so eager to renew his ties to McGill that he travelled 10 hours by train to attend an event in Beijing on a Sunday afternoon, and then returned overnight to be at work the next morning. We also enjoyed wonderful conversations with the parents of students and prospective students. It is deeply humbling for me to realize that our university is seen not only as a local and national treasure, but as an institution for the world.

2008-09 Highlights: MCGILL IN THE WORLD

- In July 2009, McGill embarked on an important collaboration with another of the world's leading centres in neurosciences, the University of Oxford, to broaden understanding of the human brain. The new initiative will foster graduate student exchange, faculty cross-appointments and increased collaboration to accelerate research findings impacting medical conditions such as dementia and autism.
- In October 2008, McGill welcomed more than 200 governmental, industry and academic leaders to the 2008 Canada-California Strategic Innovation Partnership Summit to address global sustainability challenges, with a particular focus on sustainable biofuels, carbon capture and sequestration, green IT, infectious disease, next-generation digital media and cross-border intellectual property.
- The Qatar National Research Fund is sponsoring an international collaboration with McGill and Texas A&M University to find new techniques for rapid and specific gene detection, using nanotechnology, polymer science and transition metal chemistry.
- Researchers at the Rosalind and Morris Goodman Cancer Centre of McGill and the M.D. Moross Institute for Cancer Research of Israel's Weizmann Institute of Science

The Cundill International Prize in History at McGill

was established in April 2008 by McGill alumnus and renowned investment manager Peter Cundill. Stuart B. Schwartz was named the winner of the first Cundill International Prize in History at McGill for his book *All Can Be Saved: Religious Tolerance and Salvation in the Iberian Atlantic World*, published by Yale University Press. The largest non-fiction historical literature prize in the world, the Cundill Prize awards \$75,000 (U.S.) to an author who has published a book determined to have a profound literary, social and academic impact on its subject. Two \$10,000 (U.S.) "Recognition of Excellence" prizes are also awarded.



recently garnered funding for three new collaborative cancer research projects.

- In September 2008, more than 360 participants from 17 countries gathered at the first annual McGill Conference on Global Food Security, to develop concrete recommendations addressing the complex issues that underlie the global food crisis. The second conference will take place this October, and will examine solutions to the devastating effects of the worldwide economic downturn on food availability.
- In close collaboration with nine institutional partners in Israel, the Palestinian Authority and Jordan, the McGill Middle East Program promotes the rule of law, equity, peace and civil society in the region's disadvantaged communities. Each year, the MMEP's eight rights-based community practice centres support and empower more than 120,000 people living in some of the poorest neighbourhoods in the Middle East.
- Four strategic new student exchange agreements with high-profile universities in Asia and the Middle East have been signed, following McGill's 2008-09 international visits, and more discussions are underway.
- Grace Marquis, Canada Research Chair in Social and Environmental Aspects of Nutrition at McGill's School of Dietetics and Human Nutrition, and Anna Lartey, IDRC Research Chair in Nutrition for Health and Socio-economic Development in Sub-Saharan Africa at the University of Ghana, were awarded an International Research Chair to improve childhood nutrition and fight obesity in Ghana. The International Research Chairs Initiative is funded by Canada's International Development Research Centre and the Canada Research Chairs Program.



The High School Outreach Program—an innovative new initiative where student volunteers from McGill's Faculty of Law visit local high schools.



McGILL IN QUEBEC

McGill's location in multilingual, cosmopolitan Montreal and in historically and culturally rich Quebec has shaped our character as a university. About 55 per cent of our student body comes from Quebec, and we are committed to harnessing the full power of our people, expertise and global connections to benefit our home province.

Health care and research at McGill and its network of affiliated hospitals, including the McGill University Health Centre, the Jewish General Hospital, the Douglas Mental Health University Institute and St. Mary's Hospital Center, impact the lives of Quebecers in significant ways. Together, we co-ordinate specialty care, medical research and education for nearly 60 per cent of Quebec's land mass as part of the province's Réseau universitaire intégré de santé program. Over the last decade, McGill has attracted 630 MDs, nearly half from outside Quebec. However, in Quebec and, indeed, across the world, the numbers of primary health care professionals cannot keep pace with demand. Recognizing the urgent need to attract more medical students to primary care, the Faculty of Medicine has developed initiatives to promote family medicine. Since 2001, we have more than doubled the total number of family medicine residents in our program.

We are increasing the number of family physicians teaching in the first 18 months of medical school, and are doubling the number of residency spaces at McGill's Family Medicine Unit in Gatineau. We have opened new units in Val D'Or and Châteauguay, and have created a McGill Family Medicine Interest Group to advocate the merits of this discipline. The Jewish General Hospital has launched the Clinique Réseau Intégré Universitaire, a pilot project providing at-risk patients with seven-day access to an interdisciplinary team of health care professionals. The new Master of Science in Experimental Medicine (Family Medicine Option), the first of its kind in Canada, will train family physicians to undertake participatory, health services and outcomes research resulting in better care for patients. A Family Medicine Task Force, launched in fall 2008, is further enhancing the profile of this primary care specialty at McGill.

In Quebec's regions, McGill and affiliated hospitals are collaborating with sister universities and agencies to improve health care delivery. McGill appointed Dr. Gilles Brousseau, a respected leader in family medicine, as Assistant Dean to co-ordinate medical education at the Campus santé Outaouais, a partnership between McGill, the Agence de la santé et des services sociaux de l'Outaouais, the Université du Québec en

2008-09 Highlights: MCGILL IN QUEBEC

McGill faculty, students and staff are investing their time, talents and energy in environmental and economic initiatives, improving health and social services and developing programs to help disadvantaged individuals—forming partnerships with sister institutions and local companies in initiatives that are changing lives. Here are just a few examples:

- Quebec-based Bombardier Inc., Bell Helicopter Textron Canada and CAE Inc. have sponsored the J-Armand Bombardier Industrial Research Chair in Multidisciplinary Computational Fluid Dynamics, held by Engineering professor Wagdi G. Habashi. The Chair advances research in flow simulation dynamics that will increase aviation safety and reduce costs related to de-icing.
- Desautels MBA student and former Montreal Impact soccer player Gabriel Gervais is a spokesperson for the local Right to Play program, a joint project of UNICEF and the Impact. Gervais is also a spokesperson for Terre Sans Frontières, which encourages sustainable development in developing countries.
- McGill's Faculty of Education is collaborating with the Commission Scolaire de Montréal (Quebec's largest school board) to design concrete interventions to better meet the needs of Montreal students and stem Quebec's elevated high-school drop-out rates.
- Professor Alan K. Watson of the Faculty of Agricultural and Environmental Sciences collaborated with Montreal-based Saputo, Inc., Canada's largest dairy producer, to develop a natural fungicide based on cheese byproducts for the control of powdery mildew fungi. These fungi attack numerous plant species from trees to vegetables, and are a huge problem worldwide.
- Our Faculty of Law's acclaimed High School Outreach Program introduces students to the importance of law to their everyday lives, providing stimulating choices for their future career paths.
- Professor Masad Damha and his research group in the Department of Chemistry are working with Montreal biopharmaceutical company Topigen to perfect a technology to develop new drugs that turn off genes causing inflammation in the lungs of chronic obstructive pulmonary disease sufferers.
- As a result of work undertaken by McGill's Aboriginal Affairs Working Group, the University changed its admissions protocol for Aboriginal students to respect non-traditional learning paths, inviting them to submit additional materials to support their applications. Both the School of Social Work and the Faculty of Education offer dedicated support and programs for First Nation and Inuit students.
- The Urban Nature Information Service, a not-for-profit organization affiliated with McGill's Faculty of Agricultural and Environmental Sciences, provides answers to horticultural, wildlife and green-living inquiries from callers across the province.

Outaouais and the Centre de santé et de services sociaux de Gatineau, among several others. The Campus has launched new local educational programs, conducted in French, to maintain its record of at least 80 per cent of residents remaining in the region after completing their education. In collaboration with the Université du Québec en Outaouais and the Université du Québec en Abitibi-Témiscamingue, McGill's School of Nursing is using an innovative combination of video conferencing, Internet chat programs and local lectures by McGill faculty to deliver a Master's program for nurse-practitioners. The School of Physical and Occupational Therapy is partnering with the Université du Québec à Chicoutimi to find the resources needed to provide local training opportunities, to help meet the demand for physiotherapists in the area.

THE ANNUAL LORNE TROTTIER PUBLIC SCIENCE SYMPOSIUM

The Lorne Trottier Public Science Symposium Series was conceived and funded by distinguished McGill graduate, supporter and governor emeritus Lorne Trottier, co-founder of Matrox Electronic Systems Ltd. The series realizes his vision of "a public forum to inform, inspire debate and raise public awareness on contemporary issues confronting society." Since the inaugural symposium in 2006, there have been four events in the popular series, dealing with climate change and energy, the anthropic principle (which maintains that the universe is designed to support life as we know it), the origin of life and, most recently, the foundations of our moral instincts. Lorne Trottier's support for this public series complements generous donations to McGill in recent years for the Trottier Building, focused on information technology, and for two chairs and endowed fellowships in science and engineering.

RESEARCH AND INNOVATION

International research universities and their affiliated hospitals worldwide play a crucial role in advancing our 21st-century knowledge society. To ensure our research provides maximum benefits to society, McGill is reaching out to strengthen partnerships. This year, we opened a new dialogue with Quebec companies, aimed at eliminating barriers to fruitful collaboration while continuing to protect our academic freedom and institutional independence. Increased dialogue will allow industry leaders and our researchers to better recognize the roles appropriate to each, as well as promoting the value of graduate education and basic research in achieving innovation. Partnerships also can enhance students' practical learning via internships and career opportunities. As the scale of research projects becomes even larger, more interdis-

disciplinary and international, partnerships add a resource base of talent, infrastructure and investment to undertake research that no one organization can achieve alone. This year McGill colleagues achieved great breakthroughs and won an impressive slate of prizes and awards, as highlighted on the back cover of this report. Yet to continue to make such exceptional contributions, McGill researchers

require sustained, internationally competitive levels of funding. In this respect, our recent performance has been uneven, but we are making gains. Research funding at McGill and affiliated hospitals increased from \$375.75 million in 2006-07 to \$418.55 million in 2007-08, and McGill's increase in grants and contracts from the federal granting councils was three times higher than the average for our G13 peers for that year. And 2008-09 has seen many successes. For example:

- A generous donation from alumna Rosalind Goodman and her husband Morris, co-founder of Montreal-based Pharmascience Inc., bolstered the McGill Cancer Centre. The newly renamed Rosalind and Morris Goodman Cancer Centre in McGill's striking new Life Sciences Complex is bringing some of the world's key researchers from across disciplines under one roof, accelerating the translation of discoveries into treatments. The Morris and Rosalind Goodman Family Foundation's gift also supports a new chair in pulmonary cancer research and training for young researchers to develop tomorrow's cancer breakthroughs.
- Four McGill applications, in the areas of broadband computing, green chemistry, Alzheimer's disease and pain research, advanced to Phase 2 of the exciting new Canada Excellence Research Chairs program, a federal initiative designed to attract outstanding international scholars to Canadian universities.
- In June 2009, McGill projects led by professors Vincent Giguère, Paul Lasko, Chao-Jun (C.J.) Li, David Plant and David Y. Thomas were awarded \$65.3 million by the Canada Foundation for Innovation, the Government of Quebec and other provincial partners. With contributions from the private sector and McGill, the research projects total \$81.6 million.

Yet, we aim to do better. New directions in McGill's Office of Research and International Relations target strategically improved services to our faculty in order to maximize funding and awards for their critically important research and scholarship.

Claudio Calligaris



Owen Egan



At top: McGill's new Life Sciences Complex

Above: Rosalind and Morris Goodman's generous donation bolstered the Goodman Cancer Centre

2008-09 Highlights: RESEARCH AND SCHOLARSHIP



Professor Andrea Tone of the faculties of Arts and Medicine published *The Age of Anxiety*, the first comprehensive account of the rise of America's tranquilizer culture.

- Chemistry professor C.J. Li pioneered a cheaper and simpler way of synthesizing peptides, substances that are enormously important to biological research. Currently, peptides must be synthesized individually using expensive, high-tech equipment, but Li's discovery allows a single "skeleton" peptide to be easily modified into any other peptide with a simple reagent.
- Professor Hemant Paudel and his lab in the Bloomfield Centre for Research in Aging at the Jewish General Hospital's Lady Davis Institute discovered that the addition of a single phosphate to an amino acid in a key brain protein is a principal cause of Alzheimer's. Dr. Hyman Schipper and colleagues, also of the Lady Davis Institute, discovered a new biomarker that promises a simple blood test to diagnose Alzheimer's, as a replacement for a process that is currently expensive and labour-intensive.
- Engineering professor David Plant and his team from the Photonic Systems Group successfully developed high-bit-rate receivers integral to the fibre optic communication networks that will soon deliver enormous bandwidths to end-users in their homes, workplaces and hospitals.
- The International Expert Group on Biotechnology, Innovation and Intellectual Property, led by McGill Law professor Richard Gold, unveiled a report calling for a loosening of intellectual property controls in biotechnology, to boost the creation of new drugs and give badly needed access to treatment in developing countries.
- Researchers at McGill's Montreal Neurological Institute, McGill and the University of Cambridge showed that some patients with Parkinson's disease display an increase in addictive behaviours due to elevated dopamine levels arising from their treatment. The study, co-authored by MNI neurologist Dr. Alain Dagher, provides new insight into the neurological basis of addiction.
- Jaswinder Singh, a professor of Plant Sciences at Macdonald Campus, is lead author of a paper describing a breakthrough discovery on the heredity of epigenetic modifications. The findings will lead to higher-yield crops, more resistant to stress and disease.
- Professor Hans Larsson, of the Department of Biology and the Redpath Museum, is part of an international research team that discovered Aerosteon, an 85-million-year-old dinosaur that provides a key evolutionary link between dinosaurs and birds.
- Physics professor Guillaume Gervais and his research team discovered a quasi-three-dimensional electron crystal that could have exciting implications for the development of electronic devices in the future.
- Biology professor Richard Roy has been untangling the genetics of the "dauer" hibernation state in the *C. elegans* worm, which could help explain why dieting doesn't produce desired weight loss results.
- English professor Catherine Bradley and her team developed a free costume design tool that combines digital imagery with traditional artwork. The tool, which transforms a digital photograph of an actor into a line drawing, then creates a digitally painted costume illustration, has raised the bar in communicating costume renderings.
- Professor Petra Schweinhardt and colleagues in the faculties of Dentistry and Medicine demonstrated that novelty-seeking personality types have a stronger placebo response than people with reserved personalities. Learning more about the physiological effect of placebos should lead to their acceptance as a safe therapeutic tool.
- Desautels Faculty of Management professor Laurette Dubé led an international team that introduced a radically new model of how humans make decisions. The Brain-to-Society model links knowledge of brain function with choices that influence eating behavior. It will lead to more effective ways to help people resist impulsive, unhealthy decisions, thus helping curb growth in obesity rates.

Desautels Faculty of Management MBA students (L to R) Sandra Veledarm, Mohan Plakkot and Aditya Srivathsan.



Owen Egan

STUDENT LIFE AND LEARNING

McGill students are truly exceptional in their academic achievement, their commitment to community and their engagement with the world. They have the talent, energy and ideas to make leading contributions worldwide. We must draw on McGill's many assets to provide the very best environment for our students—their learning and their lives. Though there is more to do, during 2008-09 we implemented many improvements recommended by the Principal's Task Force on Student Life and Learning.

Great teaching inspires students to get hands-on, to ask their own questions and to solve problems by drawing on knowledge across disciplines. The Desautels Faculty of Management's innovative new MBA curriculum does just that,

benefiting from the generous support of renowned philanthropist and businessman Marcel Desautels. The first semester of the redesigned MBA curriculum centres on a management framework drawing on five integrated interdisciplinary themes and combines theory and real-world examples to prepare students to be future business leaders.

We are rapidly expanding our extensive portfolio of opportunities for student study abroad. These

are often life-changing experiences, providing skills, perspectives and friendship that span future careers. Annelise Miller, a third-year BA&Sc student, knows the value of McGill's international field studies. This past summer, she completed a research internship with the Inter-American Institute for Cooperation in Agriculture (IICA) in Bridgetown, Barbados, an organization that supports the development of sustainable agriculture, food security and rural prosperity in the Americas.

Input to the Principal's Task Force on Student Life and Learning revealed that our procedures have often been overly complicated and not as student-focused as they might have been. This past year saw substantial progress, and more is underway. Our new "Service Point" will amalgamate student services that have been offered in five different offices in four different buildings as part of a consolidated corridor of services along McTavish Street. Processes and job descriptions are being revamped to maximize our ability to serve students well. Websites are also being rebuilt to better focus on the most important student needs, complementing the physical reorganization of services for students. Generous gifts from the Meighen family and the J.W. McConnell Family Foundation are helping us improve academic advising and mentoring, so vitally important to students. In addition to efforts to increase the availability of student advisers and student mentors, a new advising website was launched this year, complete with a feature to promptly answer student questions. A skills enhancement program for advisers, faculty advising websites and a virtual resource centre are currently under development, to be launched in the upcoming academic year.

Percentage of fourth-year undergraduates who have collaborated with professors on a research project outside of course requirements:

- 21.3% McGill
- 17.6% Canadian G13 universities average (excluding McGill)
- 12.1% Quebec universities average (excluding McGill)

Source: National Survey of Student Engagement, 2008

2008-09 Highlights: IMPROVING SERVICE TO STUDENTS

- Nearly 200 front-line staff to date have participated in Service Excellence Workshops, designed to help them further develop the skills needed to provide first-class service to students and other clients.
- McGill has expanded its capacity in residences to accommodate 337 more students, part of our plan to ensure that all incoming students have the option of a space in residence.
- In direct response to student feedback, clinic hours for student health services have been increased, thus reducing wait times.
- More than 40 per cent of undergraduate science students who graduated in 2008-09 had taken at least one research course, with many more participating in other undergraduate research initiatives.



Artist renderings of the "Service Point," which will amalgamate many student services in one convenient location.

STUDENT ACCOMPLISHMENTS

- Vincent Larochelle (BSc'09 in Mathematics) and Stephen Aylward (BA'09 in Philosophy) are McGill's two newest recipients of the prestigious Rhodes Scholarships. They join 128 other Rhodes Scholars in McGill history, the largest number of Rhodes winners of any Canadian university.
- Students at McGill's School of Architecture garnered three of the top five awards for creating new home designs in an area of New Orleans devastated by Hurricane Katrina. The three winning McGill teams, consisting of students Justin Boulanger and Ann Rodgers, Jessica Dan and Hamza Alhbian, and David Dworkind and Andrew Hruby, were among participants from the top architecture schools in North America. Boulanger, Dan and Dworkind earned their BScArch this spring.
- The McGill Martlets took the Canadian Inter-university Sport (CIS) women's hockey championship for the second year in a row, only the second McGill team to win back-to-back titles.
- Steven Bielby, a 19-year-old Electrical and Computer Engineering freshman, won three individual gold medals at the CIS swim championships, all in Quebec university record time. Bielby's performance earned him All-Canadian and Rookie of the Year honours plus a berth on the national team participating at the 2009 Universiade Summer Games in Belgrade, Serbia.
- Marc-André Dorion was the 13th McGill student in 25 years to win the Guy Lafleur Trophy, recognizing the male Quebec university player who best combines hockey with academic success.
- Schulich School of Music violin students Carissa Klopoushak and Alexander Read (BMus'09) won the top two prizes in the Eckhardt-Gramatté National Music Competition in Brandon, Manitoba, in May. At the Shean Strings Competition in Edmonton less than two weeks later, four other Schulich violinists, Ewald Cheung, Alissa Cheung (BMus'09), Aaron Schwebel and Emily Westell swept the first four places.
- Two McGill undergraduates, Mae Jane Nam and Elizabeth Sully (BA'08), were among the winners in the 2008 Forces AVENIR competition. Law student Nam is a founding member of the Philippine Women's Centre of Quebec, an advocacy group that provides legal information. Sully has been involved with national and international organizations since adolescence and has a particular interest in HIV-AIDS.

GRADUATE STUDIES



L to R: Principal Heather Munroe-Blum, Les Vadasz, Judy Vadasz and Engineering Dean Christophe Pierre.

Owen Egan

Canada places second-last among 17 peer countries in the proportion of PhD graduates among 20- to 39-year-olds, according to the Conference Board of Canada. To build the knowledge and talent base our country needs, we must encourage great national and international talent to pursue graduate studies in Canada. The Government of Canada's new \$50,000 Vanier Canada Graduate Scholarships, attracting both Canadian and international students to pursue doctoral studies, are a welcome initiative.

McGill has the highest proportion of doctoral students of any Canadian university. We are committed to actively increasing our proportion of research graduate students, and to providing them with a high-quality graduate experience. Our Graduate and Postdoctoral Studies Office (GPSO) is reaching out to governments and organizations around the world to recruit outstanding candidates. In 2009, McGill signed an agreement with 13 members of Universitas 21, a prestigious group of research-intensive universities, to offer jointly awarded PhDs. The GPSO is also working with McGill departments to enhance recruitment efforts, through enrolment workshops and website support.

Funding is, of course, key. McGill has historically been unable to offer competitive financial support to prospective graduate students. And, while the quality of our professors has largely offset this handicap, we do not believe that graduate students should suffer financial hardship to study at McGill. Since 2007, we have achieved dramatic strides in reaching parity with our peer Canadian universities. In this effort, alumni and friends have lent exceptional support. Engineering alumnus Les Vadasz, BEng'61, DSc'07, a member of Intel's founding management team, and his wife, Judy, have pledged more than \$8 million to create 15 doctoral fellowships in the Faculty of Engineering. Dr. Vadasz gave this landmark gift as thanks to McGill and Canada for giving him the opportunity to receive an education after he emigrated from Hungary following its 1956 revolution.

In the coming year, McGill will offer workshops to provide faculty with the support needed to ensure the highest quality of graduate supervision. And we recognize that getting a Master's or PhD, while a huge accomplishment, is only the beginning of the journey. We have created the position of Graduate Education Officer and are enlarging our career counselling to support skill development for the full range of employment options in academia, government, industry and NGOs.

2008-09 Highlights: GRADUATE STUDENT ACCOMPLISHMENTS

The Integrated Program in Neurosciences

In 2008, McGill launched the Integrated Program in Neurosciences for undergraduate and graduate students, the largest program of its kind in Canada. The new program will promote interaction among students and professors in many different units, from music to medical imaging, boosting McGill's world-renowned cross-disciplinary strength in this field. The program advances one of McGill's eight priority interdisciplinary areas identified in the 2006 Strategic Academic Plan.

- A research team led by Jonathan O'Neil, a PhD candidate in the Department of Earth and Planetary Sciences, discovered the oldest rocks on Earth—4.28 billion years old—in northern Quebec. The finding, which will shed light on Earth's early history, was named one of *Québec Science* magazine's Top 10 Discoveries of 2008.
- Twelve doctoral students were awarded prestigious Vanier Canada Graduate Scholarships, worth \$50,000 a year for three years, in support of their world-class research. They are: Christopher Ames, Faculty of Arts; Dana Bailey, Faculty of Medicine; Lisa Buchy, Faculty of Medicine; Sylvanne Daniels, Faculty of Medicine; Glen Deleavey, Faculty of Science; Jennifer Gordon, Faculty of Science; Noor Johnson, Faculty of Arts; Serene Joseph, Faculty of Medicine; Thérèse Lennert, Faculty of Medicine; William Paul, Faculty of Science; Anna Polotskaia, Faculty of Education; and Anqi Xu, Faculty of Science. Their projects range from nanotechnology to neuroscience to the origins of human behaviour.
- Kathryn Chan and Jonas-Sébastien Beaudry, both recent Faculty of Law graduates, won two of 15 Trudeau Foundation Scholarships, among Canada's largest doctoral awards, with a value of \$60,000 a year for up to four years.
- Two doctoral students, Sean Clouston, Department of Sociology, and Jessica Toste, Department of Educational Psychology, received 2008 Fulbright Student Awards toward nine months of academic exchange in the U.S. The Fulbright program has long been regarded as the world's premier academic exchange, operating in more than 155 countries worldwide.
- Astrophysics PhD candidate Anne Archibald and her supervisor, Victoria Kaspi of the McGill Pulsar Group,

observed the transformation of an ordinary, slow-rotating pulsar into a superfast millisecond pulsar, marking the first time humans have actually observed, rather than simply theorized about, stellar recycling.

- Tamara Cohen, a recent Master's graduate in the School of Dietetics and Human Nutrition, Faculty of Agricultural and Environmental Sciences, is the 2009 recipient of the Population and Public Health Student Award. The award, sponsored by the Canadian Institutes of Health Research and given by the Canadian Public Health Association, recognizes excellence in the next generation of researchers, policy-makers and practitioners in the areas of population and public health.

Owen Egan



L to R: Jonathan O'Neil, Laila Chalati and Don Francis show off the world's oldest rocks.



SUSTAINABILITY

McGill was one of only 30 organizations chosen this year as Canada's Greenest Employers, earning recognition both for its many environmental initiatives and the speed at which it is greening campus culture. Thanks in large part to the leadership of our students, in February 2009 McGill opened an Office of Sustainability. With two full-time employees, the Office provides a locus for efforts to create a culture of sustainability across campus, and aims to be a catalyst for changing behaviour, inspiring McGill students, faculty and administrative staff to weave sustainable practices throughout their daily lives. The "greening" of McGill will happen as the result of each of us committing to changing the way we work, study, play and eat.

All repairs, renovations and new construction across our campuses are viewed as an opportunity to bloom green. For example, the badly needed reconstruction of the service tunnel linking the Ferrier and McConnell buildings required that the green space to the south of the James Administration Building be torn up—and gave us the chance to create another outdoor social hub, a beautiful new garden filled with trees

indigenous to Montreal. The garden, which opens this fall, will bring together some of McGill's sculptures. Dame Barbara Hepworth's 1963 bronze, "Square Forms and Circles," purchased for the *Montreal Star* collection by J. W. McConnell and subsequently donated to McGill, and Marcel Barbeau's "Fenêtres sur l'avenir," donated in 1992 by General Electric Canada, will be included.

In 2008, McGill adopted the Design and Planning Principles of its Master Plan to guide future development, recognizing our vital role as a steward of the largest green space on the Island of Montreal. The principles will ensure that decisions on campus renewal respect our core values of balancing the advancement of the University's mission with our responsibility to appropriately safeguard and enhance our environmental and physical heritage. McGill has just launched a pilot project to limit traffic on McTavish Street, with the goal of making it a pedestrian walkway. Our vision is to turn the entire lower downtown campus into a vehicle-free zone. We also have worked with the City of Montreal to create a bicycle pathway on University Street from Milton Avenue to de Maisonneuve Boulevard, increasing the safety of pedestrians on campus. In 2009-10, we will consult broadly with the McGill and Montreal communities on these and other initiatives contained in our five-year implementation plan for campus renewal.



Owen Egan



2008-09 Highlights: SUSTAINABILITY

- In 2009, the Building Owners and Managers Association (BOMA) awarded the Montreal General site of the McGill University Health Centre (MUHC) a Level 3 BOMA BEST certification, which recognizes exemplary environmental performance. The Montreal General is the first Canadian hospital to be so honoured.
- McGill's Food Services sources its food locally as much as possible, and offers fair-trade coffee, cage-free eggs and sustainable seafood. Used cooking oil is recycled and, in season, 90 per cent of produce used is locally grown.
- Sustainability is also on the agenda in Residences. An Environmental Residence Council has supported competitions between residence buildings for several years to see who can use the least amount of energy per capita. In addition, standard operations—from choice of light bulbs and showerheads to paperless procedures—and renovations—from demolition to construction—are planned with sustainability in mind.
- Over the last 10 years, McGill has invested more than \$18 million in energy-efficient infrastructure. The upgrade of heating and ventilation systems in the Otto Maass Chemistry Building, the University's most energy-intensive building, is expected to reduce energy consumption by up to 60 per cent.
- McGill's downtown campus has been presented with a Certificate of Excellence in geotourism. The campus was recognized by the Geotourism Council of Montreal and the National Geographic Society as a distinct location respecting the values of geotourism, defined as "tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage and the well-being of its residents."

H1N1 Flu

McGill is taking the possibility of widespread illness due to the H1N1 flu pandemic very seriously. A working group of managers and administrators has met through the summer to get contingency plans in place and develop policies and procedures that can help ensure the smooth functioning of the University in the event of significant absences from work or from classes. A considerable amount of information related to the flu and how it may affect McGill can be found at www.mcgill.ca/health. This website is updated frequently and other communication tools will be employed as well to keep the McGill community up to date as we head into the fall.



Macdonald Campus, Ste. Anne de Bellevue

EDUCATION, RESEARCH AND INNOVATION POLICY

Over the past decade, Canada has made substantial progress in developing a sound policy environment and renewed investment for higher education and research.

Universities have increased their focus on implementing strategic plans and promoting transparency and accountability, while federal and provincial governments are, more often than not, recognizing the vital importance of optimizing public policy and funding. However, Canada lost ground in the mid-nineties, and other jurisdictions around the world have been pouring resources into research, talent and education to compete in the fast-changing knowledge society. In the face of more steadfast investment in postsecondary education and research and scholarship elsewhere, Canada is falling behind.

McGill plays a key role in advancing the public policy agenda for education, research, scholarship and innovation, both through its own efforts and in collaboration with professional associations. I was recently reappointed President of the *Conférence des recteurs et des principaux des universités du Québec (CREPUQ)* for a third year, and I continue to serve as a member of the executive committees of the Association of American Universities and the Association of Universities and Colleges of Canada, and as a member of Canada's Science, Technology and Innovation Council (STIC). These organizations provide fora to discuss and advance pressing issues affecting higher education and research with government and other partners, and to support the development of new programs, funding priorities and policy.

This year, the main areas of policy focus for McGill have been infrastructure renewal, the advancement of a coherent national innovation strategy and the creation of an optimal configuration of postsecondary education and science policy in Quebec. McGill played a lead role, with other Canadian colleagues, in promoting a

program to address deferred maintenance for higher education institutions in the context of the federal government's economic stimulus package. For decades, little or no financial support was available to adequately maintain and upgrade buildings, leading to a huge backlog of necessary repairs (deferred maintenance) at universities across Canada. The Government of Canada announced an impressive additional \$2 billion in "stimulus funding" in its 2009 budget to upgrade facilities and infrastructure at universities and colleges, an investment to be matched by provinces and other partners. This year also saw the launch of two major new federal programs designed to attract and retain the best talent to Canada: the Vanier Canada Graduate Scholarships and the Canada Excellence Research Chairs.

Canada's lacklustre innovation performance and over-reliance on raw natural resources is a large concern for the future of our country. With Peter MacKinnon, President and Vice-Chancellor of the University of Saskatchewan, I co-chaired the STIC committee that authored *State of the Nation 2008: Canada's Science, Technology and Innovation System*. This report, released in May 2009, creates a unique baseline for understanding where Canada stands against peer nations and will enable a monitoring of progress over time on key performance indicators. My speech to business and societal leaders at the Canadian Club of Toronto in March 2009 analyzed Canada's subpar innovation performance, and advocated a new vision for our innovation system based on a stronger strategic partnership among governments, corporations and universities.

In Quebec, we continued to promote an ambitious and strategic provincial policy agenda for higher education and science. On the revenue side, the government deregulated tuition for international undergraduate students in six disciplines, four of which—science, engineering, management and law—we offer at McGill, allowing us over a multi-year timeline to charge



CANADA'S SCIENCE, TECHNOLOGY AND INNOVATION SYSTEM

The State of the Nation 2008 report creates a unique baseline for understanding where Canada stands compared to peer nations in terms of science, technology and innovation performance. Principal Heather Munroe-Blum and Peter MacKinnon, President and Vice-Chancellor of the University of Saskatchewan, co-chaired the Science, Technology and Innovation Council committee that authored the report.

tuition on a par with our peers. As our Board approved in 2003, for every net dollar of new tuition revenues realized at McGill, 30 cents will flow back into student support, to open up access for those with limited financial means. It remains my goal that all eligible students will be able to attend McGill, independent of means—and while we are making great progress toward this goal, we have not yet achieved it. Quebec universities urgently need a tuition base that allows us to compete on a level playing field with our peers elsewhere in Canada, and we will continue our advocacy in support of this goal.

We are continuing our efforts to help governments, business, universities and NGOs to partner more effectively and more quickly, for optimal

societal benefit. Only through a coherent national vision for education and innovation can Canada hope to overcome the challenge of our huge geography and relatively low population density in order to compete successfully on the world stage. We also require the right mix of competitive funding, for infrastructure, operating support, the full economic costs of research and investment in talent. The optimal mix is rapidly changing, as the international research and education environment evolves. Yes, governments at all levels play a role, but universities must also continually be proactive in seizing opportunities to build quality and support for our people and programs, and to set high standards of accountability and transparency as we do so.



GOVERNANCE

University governance, autonomy and accountability remain critical points of engagement for Canadian universities. Throughout its history, McGill has conducted many reforms of its structures to create a contemporary leadership model of governance for a research-intensive university. In 2003, drawing on new directions emerging in governance best practices, we reduced the size of the Board of Governors and the number of standing committees, as well as clarifying roles, responsibilities and competencies and delineating the mandates of governance versus administration. At the same time, we created a governor emeritus/emerita status and an advisory group of governors emeriti, with whom the senior administration, Board Chair and Chancellor meet twice annually. We have implemented new orientation programs to ensure our Board members are effectively prepared to carry out their responsibilities. In 2008-09, we began a review of governance practices in Senate, the body that oversees McGill's academic affairs, to modernize and add effectiveness to its committees. All of our efforts are guided with an eye to extensive communication and consultation within the McGill community and the ongoing assessment of best practices.

While the Government of Quebec is a strong partner to its universities in so many respects, this year did see the emergence of an area of disagreement. In June 2009, the Quebec government reintroduced a bill on university governance, apparently in reaction to cost overruns on real estate projects at the Université du Québec à

Montréal. The highly prescriptive bill, along with other new laws and regulations introduced over the past 18 months, limits the governance and administrative autonomy of universities. Canada's system of higher education is recognized internationally for its quality, and it is no coincidence that we also boast one of the most autonomous systems of higher education. As the Organisation for Economic Co-operation and Development states, "Instilling a culture of autonomy with concomitant responsibility for the consequences of their actions, rather than micromanagement, will foster better long-term results [in institutions of higher education]." New laws and more regulation will not prevent harm where this culture of accountability does not exist.

It is our view that legislation generally is not the most effective instrument for achieving transparency, accountability and effectiveness within universities. Countries that lead in best practices, such as the United Kingdom, Australia and Denmark, define broad principles for good governance in a non-binding protocol that may be modified by the university, as directions evolve, rather than in legislation. The particulars emerge in the context of an institution's individual history, culture and mission, through the university's own statutes and regulations, thus encouraging diversification in the higher education system. Indeed, a major strength of Quebec's university system has been its diversification. It is a network of institutions that fulfill a variety of societal needs: professional training, regional economic and societal development, international education, research and graduate education, and the promo-

tion of Quebec's strengths on the world stage. In Quebec, however, the proposed law does not just outline governance principles, but codifies in detail the size, gender and constituency composition, terms for reappointments, procedures for filling vacancies, and responsibilities of university boards and committees, including prescribing aspects of the role of the principal and board chair—in effect, competing with the very roles of governing bodies.

Increased regulation and bureaucracy do not equate with accountability, and can stand in the way of an institution's ability to fulfill its mission and to compete effectively in the national and international spheres. McGill and, indeed, all Quebec universities regularly provide the provincial government with detailed reports on finances, investment plans, salaries of senior management, as well as a range of indicators in relation to the academic mission, and this new bill adds more reporting. There is no governmental substitute for institutional good governance and effective management; McGill is committed to both of these.

Robert Rabinovitch, our Board Chair, others on the Board and the senior management team have been working diligently with me on this matter; and representatives of our student, faculty and administrative and support staff groups have made representations on McGill's behalf. We are advocating that the government use this opportunity to evaluate the mechanisms best proven to foster performance, and focus on the ends to be achieved via high-level policies and principles, clear indicators and reports to track outcomes.

McGill is committed to leading on accountability, as it has done with its governance reforms, to be transparent to all our publics, including the federal, provincial and municipal governments, our students, staff, alumni, parents and friends around the world, the populations of Quebec and Canada, and industry and community partners. I am deeply grateful to all members of McGill's Senate and its Board of Governors for their dedicated contributions to good governance at McGill and to their support for the best interests of our university and the publics it serves.

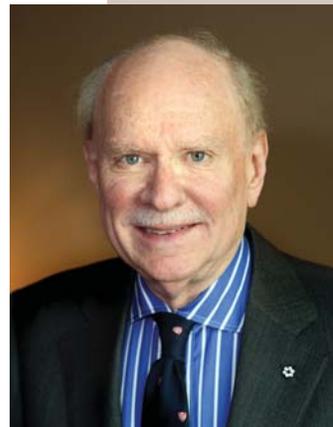
Richard W. Pound

Dedicated McGill alumnus and volunteer Richard W. Pound stepped down as Chancellor in June after having served two five-year terms and five previous years as Chair of the Board of Governors. Perhaps best known around the world as former vice-president of the International Olympic Committee (IOC) and former chairman of the World Anti-Doping Agency, Pound has made outstanding contributions to McGill and its progress as a top public university, serving as president of what is now the McGill Alumni Association, as chair of fundraising groups and as chair of the University's Athletics Board. He recently became only the second Canadian ever to be honoured with the Council for Advancement and Support of Education's (CASE) Ernest T. Steward Award for Alumni Volunteer Involvement, the highest honour CASE gives to a volunteer alumnus/alumna. In recognition of his remarkable contributions, Pound has been named Chancellor Emeritus and will be officially honoured at the fall Convocation ceremonies.



H. Arnold Steinberg

McGill alumnus and distinguished Montreal businessman H. Arnold Steinberg took up the mantle of Chancellor of McGill University on July 1, 2009. A superior volunteer of long standing, Steinberg served 10 years on McGill's Board of Governors and spent 19 years as Chairman of the Board of the McGill University-Montreal Children's Hospital Research Institute. His wife, Dr. Blema Steinberg, professor emerita, taught political science at McGill for four decades.



McGill is known throughout the world for its internationally distinguished character, its history and the quality of its people and programs. We are the only Canadian university and the only North American public university to rank in the top 25 universities worldwide in the Times Higher Education-QS World University rankings for five years running. McGill faculty and students again this year garnered a bumper crop of national and international prizes for their outstanding work, contributing to the worldwide reputation for quality that has enabled us to complete the lion's share of our ambitious program to recruit 1,000 professors in key strategic areas, attracting more than 900 professors since 2000.

Certainly we have much to be proud of, and I congratulate especially our chairs, directors and deans for the dedication and discipline that they

have exerted in bringing this exceptional quality of faculty renewal to McGill. I also wish to recognize the outstanding contributions of our faculty and administrative and support staff, both those who remain with us, and those who have taken, or have planned, their retirement from McGill over this period.

While we celebrate our achievements, we also strive to achieve more. In the coming years, and in keeping with an enhanced approach to measuring our performance and our contributions, we will focus on an appraisal of McGill's distinctive strengths and weaknesses, in key areas linked to our academic program priorities and reflecting our mission, benchmarking our performance against our Canadian and international peers as well as our own past achievements. The Principal's Task Force on Diversity, Excellence and Community Engagement will solicit input on how best to extend the quality and impact of our



academic and service programs. The ultimate goal is to carry out our mission of teaching, research and community service, to the maximum benefit of Quebec, Canada broadly, and the world.

Two new McGill awards were established in 2008-09. The McGill University Lifetime Achievement Award for Leadership in Learning will recognize sustained excellence in leadership and innovation, as well as the active integration of teaching and learning with inquiry, scholarship and research. The McGill University Medal for Exceptional Academic Achievement will acknowledge retired academic staff who have made exceptional contributions to their discipline, McGill and society at large. This year, a number of our academic programs underwent a full review by internal and external experts, and the results overall have been exceptionally positive. The challenge in the near future will be to build on the high quality and innovative features of these programs, managing the current economic circumstances to the best of our ability. Many administrative units, including Research and International Relations and a variety of services for students, are working to improve collaboration among units, realize operational efficiencies and, ultimately, improve service through the most effective alignment of resources.



Owen Egan

In 2008, five individuals were recognized for their exemplary service to McGill and the larger community with a Principal's Award for Administrative and Support Staff. The honorees were (L to R): Sharon Bezeau, Associate Director, Student Affairs Office, Faculty of Arts; Giovanna Marchione-LoCascio, Graduate Program Coordinator, Faculty of Science; Steven Blaise, Shipping and Receiving Clerk, McLennan Library; Mario Della Neve, Course Technician, Physics Department, Faculty of Science; and Enrico Recine, Porter, Building Services, Ferrier Building.

2008-09 Highlights: PERFORMANCE

- In 2008, McGill placed 20th in the world in the prestigious Times Higher Education-QS World University Rankings.
- McGill was named Canada's top medical-doctoral university in the 2008 *Maclean's* university rankings, placing Number One for the fourth year in a row.
- McGill, named one of Canada's Top 100 employers and Canada's Best Diversity Employers for 2009, was recognized for its strong support for diversity, active sustainability program, excellent pension benefits and park-like downtown campus, unusual for an urban campus.
- Human Resources has launched many new initiatives for support staff to increase job effectiveness and build new skills. HR's "competency framework" is clarifying roles and responsibilities, making it easier for staff to advance their career development.
- McGill communications and alumni relations staff took home an exceptional nine 2009 Prix d'Excellence medals of the Canadian Council for the Advancement of Education, the largest number of any Canadian university.
- McGill's library and campus technology services both scored an A in the *Globe and Mail's* 2009 Canadian University Report, based on student surveys. The McGill library collection now boasts seven million items, and its record of service has been applauded nationally.
- In 2008, McGill spent \$13.8M on professional development for staff, far exceeding the 1 per cent of salary mass required by the provincial government.
- McGill researchers achieved a 100 per cent success rate in the recent round of the Canadian Institutes of Health Research Proof of Principle grant competition, underscoring McGill's success in translating knowledge into real-world applications.

FUNDING

Across the world, universities are hurting from the economic downturn. At McGill, the disciplined work of our Board's Investment Committee, chaired by governor emeritus Ian Soutar, protected us from the more substantial losses experienced by many institutions, but the economy nonetheless affected our endowment, which declined from approximately \$910 million at the end of 2007 to \$740 million in late 2008, rebounding to \$794 million by July 2009. As a result of these losses, the University reduced its general endowment payout from 5 per cent to 4.25 per cent, aiming to preserve capital while protecting the long-term value of our donors' gifts. We are also respecting our commitments to our donors in relation to payout rates for gifts where these are indicated in the terms of the gift, as well as respecting the scale of support to endowed programs, by drawing the difference from the operating budget.

McGill is in the midst of a deficit-reduction strategy that will take our deficit from \$15 million in 2007-08 to zero in 2010-11. As a result of both the economy's impact on our resources and our commitment to a balanced budget, we have had to identify \$17 million (or 3 per cent) of additional reductions in our 2009-10 operating budget.

Our financial situation is serious. Tough times require a special focus on discipline, prudence and difficult choices, but we will not sacrifice our standards of excellence. We are continuing to move forward, and to use this opportunity to work smarter. We have in place a strategic framework to guide our choices: McGill's Strategic Academic Plan, led in development by Provost Anthony Masi and our deans in 2006; the recommendations from the Principal's Task Force on Student Life and Learning; our campuses' master plans; and Campaign McGill, all of which are aligned with our mission and framed in a multi-year budgeting process that gives units the incentives and relative predictability to build over the long term.

In the context of the economic downturn, Provost Masi and I consulted extensively with the University community this winter, through a series of town halls and the Provost's Administrative Task Force on Dealing with Economic Uncertainty. Drawing on many suggestions received, as well as a survey of practices at other institutions and our

own analysis, the senior administration recommended a package of new measures to balance our budget. These include new operational efficiencies, salary savings and streamlining the delivery of programs and services. For more information about McGill's approach to the economic situation, I invite you to read my economic updates, found at <http://www.mcgill.ca/principal/speeches/economic>. I wish to express my heartfelt thanks to all members of the McGill community for their efforts and contributions here, including their commitment to McGill as expressed via compensation containment. Many members of McGill's senior administration, including deans, have volunteered a 3 per cent pay cut effective in the winter of 2009. As well as cutting costs, McGill seeks to diversify its revenues, increase research revenues and work with government to recover the full economic costs of research and to further expand funding for the research councils, student aid and support to graduate students and post-doctoral fellows.

Campaign McGill continues its remarkable progress, thanks to the leadership of our senior volunteers and the Development and Alumni Relations team, led by Vice-Principal Marc Weinstein. The hard work of our deans and the loyalty of our alumni and friends—including more than 500 campaign volunteers—along with McGill's dedicated faculty, staff and students have been invaluable. To date, more than \$475 million has been raised against our \$750-million goal, with 40 per cent of campaign time remaining. Donations to the annual fund reached \$10 million in cash and pledges for the first year ever. The economic crisis has had some impact on the length of time donors take to complete their gift payments and on the number of major gifts. Considering the severity of the economic downturn, however, our progress this year is encouraging, and speaks volumes about our community's deep connection to McGill. On behalf of all at McGill, I appreciate the sacrifices many of you may have made to continue giving to McGill, and we are enormously grateful that so many of our alumni, friends and staff are standing by McGill in this difficult time, when we need you most.

McGill has lived with restricted resources and funding uncertainty for almost 200 years—and it may in part explain our deep commitment to



Owen Egan

success in achieving excellence. We take nothing for granted. Current challenges spur us to make sure the money we receive from all sources—taxpayers, alumni and donors, research agencies, businesses, foundations and NGOs—is spent strategically and efficiently, ensuring that the

teaching, research, scholarship and service we offer are of top quality. We are one of the world's great universities—and it is our commitment to remain so. In my installation speech in the spring of 2003, I said McGill “punches above its weight.” Do we ever!

Workers use “gommage,” an environmentally friendly cleaning technique, to remove more than a century of grime from the façade of the Strathcona Music Building.

CONCLUSION

Each morning in early July as I arrived at my office, I watched, with emotion, the beauty of McGill's iconic Arts Building and Dawson Hall emerge afresh as the surfaces were cleaned, fully revealing the façade as it was in the beginning. To me, this, and the similar transformation of the Strathcona Music Building on Sherbrooke Street, symbolize McGill's ability to renew and re-engage with our extraordinary history as, at the same time, we build our leadership strengths for the 21st century. As this report demonstrates, it has been an enormously productive year for McGill and, as a result, a very fulfilling one for me personally.

I thank you all in the McGill community—governors, senators, faculty, administrative and support staff, students, alumni, parents and friends—for the important and varied contributions you have each made in this past year to us and, through McGill, to the world. We face an exciting year ahead, and at a time when universities have never been more important to society than they are today, with your continued, dedicated support, McGill will continue to excel and, in so doing, contribute its very best to those we serve, at home and around the world.

– Heather Munroe-Blum
Principal and Vice-Chancellor
McGill University

2008-09 Highlights: FACULTY PRIZES AND AWARDS

- Professor emeritus Paul-André Crépeau of Law, Economics professor Jean-Marie Dufour and Biochemistry professor Philippe Gros were three of the 11 annual winners of the Prix du Québec, the provincial government's highest honour for remarkable careers devoted to the artistic, social or scientific advancement of Quebec.
- Physics professor Robert Brandenberger won a two-year, \$140,000 Killam Fellowship to continue his work on models of the very early universe.
- Professor Karim Nader, Willam Dawson Chair in the Department of Psychology, and professor Andrew P. Hendry in the Department of Biology and the Redpath Museum, were awarded prestigious E.R.W. Steacie Memorial Fellowships from the Natural Sciences and Engineering Research Council of Canada (NSERC).
- Pediatric oncologist Dr. Janusz Rak of the Research Institute of the Montreal Children's Hospital of the MUHC and his team garnered *Québec Science* magazine's "Discovery of the Year 2008" for their breakthrough identifying a fundamental mechanism

by which tumour cells spread. Of the magazine's top 10 discoveries, four were made by McGill researchers.

- The Association francophone pour le savoir (Acfas) recognized professor Robin Yates, of the departments of East Asian Studies and of History, for his exceptional contribution to humanities research, and Dr. Michael Kramer, of the departments of Pediatrics and of Epidemiology and Biostatistics and the Montreal Children's Hospital, for his outstanding work in the biological and health sciences.
- Professor emeritus Ronald Melzack, the McGill University psychologist who revolutionized the study and treatment of pain from the 1960s onward, became one of only 76 members of the Canadian Medical Hall of Fame.
- Six members of the McGill community were appointed in 2009 to the National Order of Quebec, the highest distinction awarded by the Government of Quebec: pioneering neuropsychologist Professor Brenda Milner (promoted to Grand Officer); Mostafa M. Elhilali, chair of the Department of Surgery and Surgeon-in-Chief at the McGill University Health Centre (Officer); Principal and Vice-Chancellor Heather Munroe-Blum (Officer); André Bourbeau, BCL'59 (Knight); Paul Desmarais Jr., BCom'77 (Officer); and Céline Galipeau, BA'80 (Officer).
- Peter G. Jaffe (BSc'70) and Jack Rabinovitch (BA'52, DLitt'05) were appointed Officers of the Order of Canada in 2009, while Human Genetics and Biochemistry professor Roderick R. McInnes, Jeanne M. Wolfe, a professor emerita in Urban Planning, and Donald A. Young (BScAgr'52) were honoured as Members of the Order.
- In August 2009, Nicholas Kasirer, James McGill Professor of Law and outgoing Dean of the Faculty of Law, was appointed to the Court of Appeal of Quebec, the province's highest court. He joins Justice Yves-Marie Morissette, another former McGill Law professor and dean, who has rendered decisions at the court since 2002.
- Professor of Law Roderick A. Macdonald will this fall become the 111th president of Canada's oldest and most prestigious scholarly society, the Royal Society of Canada (RSC). Graham Bell, James McGill Professor of Biology, was elected president of the Academy of Science, one of the RSC's three academies.
- Six McGill professors were elected RSC fellows: Pengfei Guan, Department of Mathematics and Statistics; Wagdi G. Habashi, Department of Mechanical Engineering; Nicholas Kasirer, Faculty of Law; Victoria Kaspi, Department of Physics; Alfonso Mucci, Department of Earth and Planetary Sciences; and Peter Sabor, Department of English.



Three of the five 2009 \$100,000 Killam Prizes, among Canada's most important awards for career contributions to research, went to McGill professors. (L to R with Principal Heather Munroe-Blum) François Ricard, James McGill Chair in Quebec Literature and Modern Fiction in the Department of French Language and Literature; Philippe Gros, James McGill Professor in Biochemistry in the Rosalind and Morris Goodman Cancer Centre; and Wagdi G. Habashi, professor of Mechanical Engineering, received the awards from the Canada Council for the Arts in May 2009.

Owen Egan