Town Hall Meeting
March 17, 2015
Agenda

• VP-Dean David Eidelman – 5 min.
  – In memoriam

• Provost Anthony Masi – 45 min.
  – Budget update
  – Strategic plan

• VP-Dean David Eidelman – 15 min.
  – Faculty business

• Discussion – 20 min.
In Memoriam

Normand Joseph Belliveau, Dept. of Surgery
Luc Bilodeau, Dept. of Medicine
Frank Clarke Fraser, Dept. of Pediatrics
Robert Roy Forsey, Dept. of Medicine
Eva Lessard, School of Physical & Occupational Therapy
Allison David Macdonald, Dept. of Medicine
Lloyd Douglas Maclean, Dept. of Surgery
Kathleen Rowat, Ingram School of Nursing
Theodore Lionel Sourkes, Dept. of Psychiatry
Melvin Wise, Dept. of Pediatrics
Update on Budget and Strategic Planning

Faculty of Medicine – Town Hall

Prof. Anthony C. Masi, Provost

17 March 2015
Overview

• matters of interest or concern to those present
• Faculty of Medicine
• ASAP 2012: Update and progress report
• McGill budget context and looking ahead
• MILE: McGill Innovative Learning Environments
• discussion and feedback
General discussion

- issues of interest or concern: what’s top of mind for you?
- as broad or as narrow as you wish: from general principles to existing practices
- feel free to:
  - comment as well as question
  - propose as well as listen
  - push back when something is not working or does not sound right
  - constructive criticisms are also helpful
Faculty of Medicine: key achievements

- Rossy Cancer Network
- School of Communication Sciences & Disorders
  - move to new location; full accreditation of the professional grad prog.
- School of Physical and Occupational Therapy
  - significant growth in registrations in “Online Pain Certificate”
  - new global education initiatives
- Institute for Health and Social Policy
  - Graduate Award Program
  - Language and Health Program
  - associate members program creating networks with other faculty members
Faculty of Medicine: key achievements

- Department of Epidemiology & Biostatistics
  - graduate option in “Global Health”
  - McGill Summer Institute: “Infectious Diseases and Global Health”
- Department of Microbiology and Immunology
  - successful pilot of graduate tracking system
- Department of Family Medicine
  - significant growth of graduate program, # of residents, research funding, range of research programs, and international collaboration
- Department of Pharmacology & Therapeutics
  - surface plasmon resonance and green chemistry facilities in McIntyre Building
Faculty of Medicine: key achievements

• MNI
  – restructuring
  – North Wing project

• Department of Anatomy and Cell Biology
  – creation of “Division of Anatomical Sciences”

• Department of Ophthalmology
  – plans for “Centre universitaire de santé de l’œil de McGill” with support of government of Quebec and the MUHC

• Faculty of Medicine receives approximately $15M annually in donations, top at McGill
Faculty of Medicine:
challenges

- negotiations for a new tenure-track agreement with MUHC-RI
- School of Physical and Occupational Therapy
  - professional programs require high-quality stage placements
- Institute for Heath and Social Policy
  - withdrawal of private funding
- space
  - inadequate to meet the requirements for teaching and research
  - aging infrastructure
- relocation of MUHC and MUHC-RI to Glen Yards
  - growing pains in exciting new facilities
- implications of Bill 10 and Bill 20
McGill’s strategic priorities: unchanged and the main drivers of budget allocations

I. advancing McGill’s academic success, profile, and reputation for excellence, nationally and internationally

II. maintaining a student-centred focus that will enhance educational, research and extra-curricular life and learning for students at all levels

III. responsible management of resources for maximum support of educational programs, research activities, and community engagement
  - multi-year, multi-fund basis
  - diversifying and optimizing revenue sources
• academic strategic priorities, goals, themes, objectives are embedded in the budget planning process for Faculties

• Faculty-level “Agreements” guide resource allocation decisions.
  – new model a more comprehensive planning tool
  – FBM process will begin first or second week February

• performance indicators are being used to track progress against established targets

• priority initiatives have been solicited and being adjudicated
• How do we ensure that strategic priorities and objectives resonate in the planning process for administrative and support units?

• To what extent can, or should, Agreements for administrative units embed “service level agreements” in support of objectives?

• What are the appropriate performance indicators, benchmarks, and targets for support units?

• How do we ensure that priority projects and new initiatives for administrative units are properly adjudicated?
McGill budget context: FY2015

• planned deficit in Budget Book: $7M
• unanticipated mid-year reductions to government grant
  – September 2014: c.$15M
  – November 2014: c. $5M
  – mid-year spending restrictions to avoid significant year-end deficit.
    • “external” hiring freeze to 30 April 2015
    • limits on spending on equipment, furnishings, travel and hospitality
• measures taken in previous years have allowed us to shoulder this unexpected burden
• with careful management we will end FY2015 in a “relatively solid” position
FY2016 and beyond: preparing for more leaner years

- operating revenues in the coming years are now likely to be significantly less than projections contained in the BB for FY2015

**MESRS Unrestricted Operating Grant projections ($M)**

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Looking ahead for FY2016 – FY2019: Revenues

- Quebec “re-investment” for universities over 5 years:
  - $1.8B, McGill’s share estimated at 13.3% of envelope = $235M (unrestricted) over 5 years;
  - $24.6M in FY2015 = **DID NOT MATERIALIZE**
  - rather, **CUT = $20M (on top of previous $19M, and anticipated $6M)**

- 2% indexation of envelopes for FY2015
  - estimated $6.8M increment for McGill
  - may only be a “receivable”, and not cash in the door this fiscal year

- assuming 1.5% indexation beyond FY2015
  - continuation of envelope remains unknown making projections unreliable
  - estimated at $5M per year for McGill
Looking ahead for FY2016 – FY2019: Expenses

- salary policy catch-up, predominantly but not exclusively, academic
  - $287M over 5 years;
  - was $17.2M in FY2015
  - estimate for FY2016: approximately $20M

- provisions to address major lingering issues:
  - pension liability
  - pay equity
  - capital investments for information technology
  - deferred maintenance
  - new spaces (including RVH feasibility studies) over the next 5 years
Looking ahead for FY2016 – FY2019: Goals

- end annual operating deficits by FY2018 or FY2019
- breakeven must include pay down of some portion (close to one-fifth) of additional accumulated deficit
- roughly $5M - $6M per year through FY2019, in addition to DM set asides
- cuts from other areas will be needed to accomplish these objectives
- may be offset by revenue increases from alternative sources
Looking ahead to FY2016 (1 of 2)

• commitments to the McGill community:
  – respect salary policy commitments for FY2016 and FY2017
  – academic renewal to remain a top priority
  – continue to pursue its academic hiring plans, but slightly less aggressively
  – reductions in administrative and support salary mass to be achieved through attrition

• institutional commitments
  – deferred maintenance cannot be delayed
  – infrastructure needs renewal and must be addressed, even with a lean budget
• honouring our commitments will require particular prudence in other areas

• spending as we have, but with significant reductions in government support, would have produced a FY2016 deficit of around $30M (unacceptable to the Board and to the Ministry)

• budget working group has developed a workable plan to reduce spending across the university by between $15M and $16M

• permission from Finance and Executive Committees of the Board of Governors to propose FY2106 budget with a deficit of just under $14M
FY2016 and beyond: revenue growth and diversification

- on-going discussions to augment and/or diversify revenue beyond provincial government grant

- *How can we grow our existing sources of revenues?*
  - strategic enrolment targets
  - program shifts to change internal demography
  - expanded and more aggressive University Advancement program

- *What mechanisms are available to allow us to generate new revenue sources?*
  - professional masters’ programs
  - strategic (international) partnerships
  - Summer Studies Program to attract international and CEGEP students
  - one-time: sale of assets such as heritage mansions, other real estate, art pieces
McGill Innovative Learning Environments (MILE): transforming teaching and learning

1) Reimagining the Library
   - replace many physical volumes with digital resources
   - renovation of physical spaces

2) Teaching Innovations Complex (TIC)
   - hands-on laboratories, interdisciplinary focus

3) Infrastructure and information technology upgrades
   - access to state-of-the-art technology
   - classroom and laboratory redesign

4) Innovative partnerships
   - McGillX MOOCs within the edX Consortium and elsewhere
Principal’s priorities: an open, connected, and purposeful McGill

• three priorities centered on McGill’s academic mission:
  – student life and learning: a “McGill Commitment”
  – research: creativity and curiosity driving excellence
  – community engagement: becoming a valued collaborator by being more open and responsive

• two priorities that support the mission:
  – our work culture: fostering engagement by learning to be more agile, aspirational, and accountable
  – transformations: physical and virtual campus
(Some) Current Projects in the Office of the Provost (1 of 2)

• period of transition: Christopher Manfredi becomes Provost 1 July

• Trenholme Dean of Libraries has just been reappointed

• searches for new Deans:
  – Faculty of Agricultural and Environmental Sciences (AES)
  – Desautels Faculty of Management
  – Faculty of Science
  – Graduate and Postdoctoral Studies
  – Faculty of Arts (appointing an Interim, launching the Advisory, etc.)

• FBI/FBM
(Some) Current Projects of the Office of the Provost (2 of 2)

- copyright compliance
- edX consortium: high level policy and logistics, research data from MOOCs (and SPOCs)
- academic planning for the future of the RVH and the Neuro
- fundraising for priority initiatives
- composition of Senate/structure of Senate meeting committee
- updating McGill’s course evaluation policy
- U15 and AAU: data exchanges
Discussion and feedback:

Comments?
Suggestions?
Questions?
Other areas of concern?
Agenda

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  – In memoriam

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  – Budget update
  – Strategic plan

➢ VP-Dean Eidelman – 15 min.
  – Faculty business

• Discussion – 20 min.
Bill 10 - Health System Reform
(CIUSSS in McGill Network)
Mémoire à la Commission de la santé et des services sociaux

Dans le cadre des consultations particulières sur le projet de loi n° 20, Loi édictant la Loi favorisant l’accès aux services de médecine de famille et de médecine spécialisée et modifiant diverses dispositions législatives en matière de procréation assistée

« Le médecin-enseignant et chercheur : une mission cruciale à promouvoir »
Bill 20 – Six Key Principles

Principle 1
• Recognition of the crucial importance of formal, ongoing collaboration between the Ministère de la Santé et des Services sociaux, the Ministère de l’Enseignement supérieur, de la Recherche et de la Science and the faculties of medicine in the transformation of the network.

Principle 2
• Recognition of the status of the family physician teacher and the family physician researcher, and adaptation of clinical demands to academic requirements.

Principle 3
• Recognition of the status of the specialist physician teacher and specialist physician researcher, and adaptation of clinical demands to academic requirements.
Principle 4

• Recognition of a collective and interdisciplinary practice of family medicine in teaching environments

Principle 5

• Recognition that clinical settings, and particularly FMUs, have variable configurations and require resources that are adapted to the populations they serve and teaching needs

Principle 6

• Recognition that specific material conditions are essential to ensure accessibility and quality of teaching
Other Faculty News

• Faculty budget
• CaRMS, 1st round
• Accreditation – UGME
• Admissions Office
• Canada First Research Excellence Fund
MUHC-McGill Medical Symposium

HONOURING OUR GREATS
INSPIRING THE NEXT GENERATION

MCGILL UNIVERSITY
HEALTH CENTRE
MCGILL UNIVERSITY
HOMECOMING
MEDICAL SYMPOSIUM
MARCH 26-28 2015

MUHCLOVESMTL.CA/EVENTS
Discussion