

IES Final Report to SPF

What we did vs. what we said we'd do:

The table below includes the deliverables and objectives from the work plan included in our application, along with brief descriptions of how our project achieved these:

Deliverable	Objective(s)	What actually happened
Exploration of different models for leadership (e.g. Advisory committee) of this project and selection of model (i.e., what is the future role of the Project Team members? Do others need to be involved? If so, who else should be included?)	Determine who will be involved in guiding this project, in what capacity, and in what format/ contexts. Establish a sense of shared purpose.	We formed a Steering Group including faculty, staff, and student representatives, which was co-chaired by a student and a McGill staff member. Established Terms of Reference for the Steering Group.
Map of key units & initiatives on campus that already address opportunities that reflect the project goals, along with a plan for how to work together across existing boundaries.	Explore existing initiatives on campus that align with our goals and determine how to connect and collaborate with those involved in these initiatives.	We created a document entitled "Potential McGill Stakeholders" (continually updated on the project's DropBox folder) listing students, faculty, research centres and institutes, and administrative units engaged in the types of research and learning being promoted by this project. We recognize that our list is not exhaustive, as we continue to discover people and initiatives at McGill that relate to this work. Our recommendations for how best to work together are described in the project's final report (see below).
Identify funding sources internal and external to McGill to support implementation of recommendations emerging from project. Prepare and submit applications.	Ensure that recommendations for implementation are supported by sustainable funding.	The project's report recommendations are designed to take McGill's current financial situation into account. While best practices demonstrate the value of centrally-funded positions for the long-term sustainability of these types of initiatives, we recognize that this is not a likely option for McGill in the short-term. Therefore, our short-term recommendations do not require an additional financial investment; rather they leverage existing resources across the member units of our Steering Group. The report also recommends the creation of centrally-funded positions (potentially cross-appointments) when this is fiscally possible for the university.
Coordination of	Enhance collaboration	Our consultation process is described in our final

meetings and other forms of communication among a broad range of campus and community stakeholders.	among stakeholders. Gather diverse perspectives on appropriate models for coordination. Build a network / community of practice.	report. In brief, we consulted with approximately 50 stakeholders including faculty, staff, students, and community partners. Many of these stakeholders have expressed interest in joining the Steering Group, forming a network, or becoming involved in other ways. Again, the report provides greater detail as to how these connections will be advanced.
Review of knowledge mobilization models at McGill and elsewhere.	Ensure that models for knowledge mobilization inform the overall review of best practices.	This was included in our review of best practices (again, described in the project report).
Identifying best practices and recommendations for an appropriate model for McGill, including resourcing requirements.	Provide McGill's Senior Administration and other stakeholders with a comprehensive report outlining implementation options. Ensure that this report is based on the perspectives of diverse stakeholders on- and off-campus, best practices at other leading universities, and an assessment of viability.	Our consultant and intern conducted a comprehensive review of best practices across Canadian and American universities. These, along with recommendations for implementation options, are described in the project report and its appendices. Our consultant will be producing two versions of the report. One will be a shorter version for presentation to senior administration. A second, more detailed version will provide recommendations to guide the ongoing work of the Steering Group. The Steering Group will time the presentation of the report to senior administration according to the transition processes of the new Principal and Deputy Provost, and will work in partnership with key faculty members who are planning to approach senior administration about similar issues and opportunities.

Budget breakdown

Description of Expenditure	Amount
Project Manager's time = 35 hours per week at \$34.00 per hour Jan. 2 - April 19, 28 hours per week April 22 - May 16, plus 10.5 hours May 23 -24	\$21,318
Consultancy fees (as per contract with SPF)	\$10,000
Wages for intern: \$1,500 at \$18 per hour	\$1,500
Translation services for consultation materials sent to francophone community partners	\$316.18 (or as per invoice submitted to SPF)
Total	\$33,134.18

Lessons Learned

Our learnings, gathered from both consultation with stakeholders and the best practices review, are outlined in the project report. In brief, we learned that there is great enthusiasm for this project and its recommendations across sectors at McGill and in the broader community. There is also limited capacity to engage. Simply put, people want to connect and share resources, but they need means of doing so that “meets them where they’re at” (i.e., in physical or virtual spaces that are readily accessible), and/or that address their needs in a clear and compelling way. In designing these means, it will be important for the Steering Group to continue to connect with the diverse range of stakeholders who have an interest in this project.