



re PORT_

MCGILL UNIVERSITY'S ANNUAL REPORT

2012 > 13



McGill



This report collects some of the big stories from the past year. To read about many more of the McGill community's achievements, please visit our online supplement at www.mcgill.ca/annual-report-13

Photos of McGill students by **Claudio Calligaris**.

The McGill students on page 37 are (left to right):

Per Kraut (U3, Environment), Samantha Hale (U3, Canadian Studies), Amy Kim (U3, Industrial Relations), Sean Reginio (U3, Economics), Fathima Mullick (U3, Finance) and Curtis Lai (U0, Arts).

Design by **Jean-Bernard Ng Man Sun, McGill Graphic Design**

Published by the **Office of Communications and External Relations**

re PORT_

McGILL UNIVERSITY'S ANNUAL REPORT

2012 > 13

- 03 reconnecting with McGill
- 05 rebuilding after a winter flood
- 07 reinforcing student support through philanthropy
- 09 refining how we work during times of change
- 11 reshaping the next generation of scholars
- 13 remarkable athletes
- 15 recalibrating graduate student supervision
- 17 renewing global partnerships
- 19 research and innovation
- 21 refreshing our undergraduate medical curriculum
- 23 reimagining the neighbourhood of the future
- 25 rethinking how we eat
- 27 rewarding community outreach
- 29 review: fact book & leadership 2012 > 13



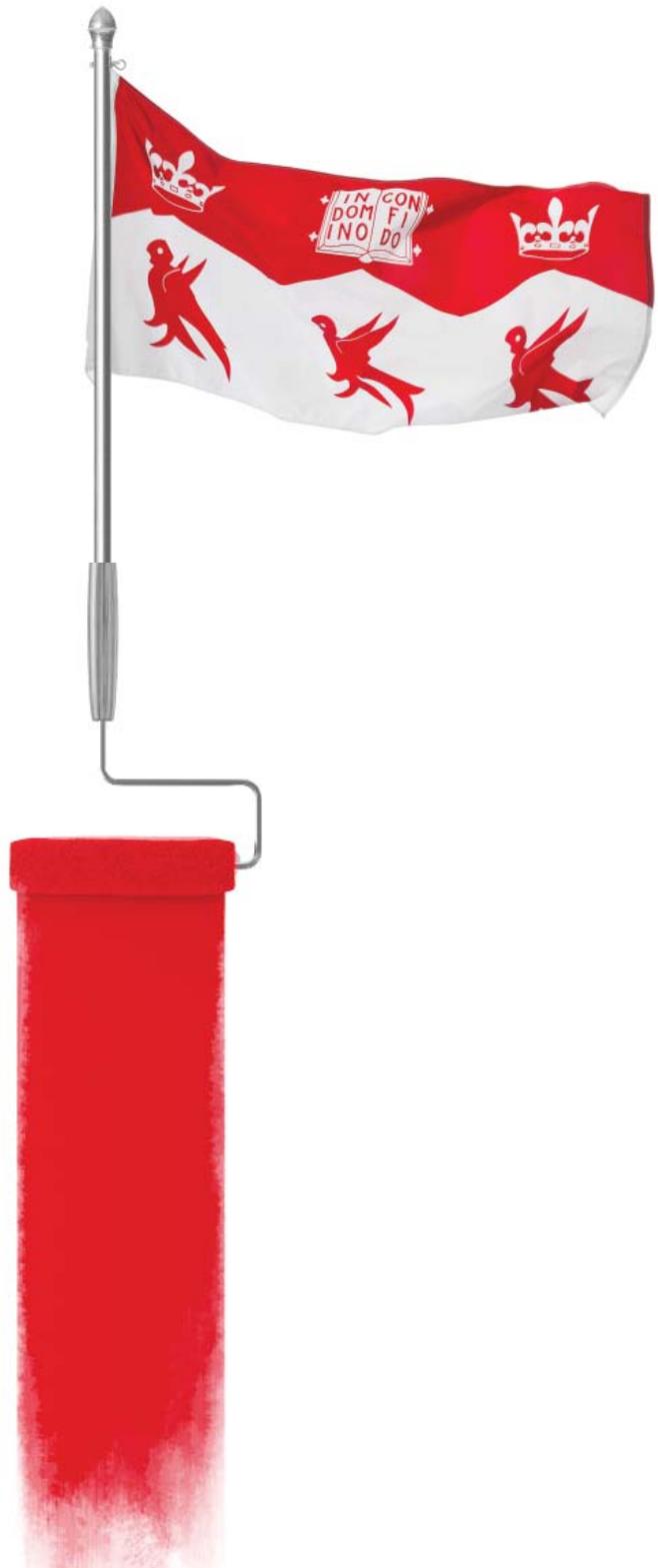
re CONNECT



It is exciting to be rediscovering a university that opened my life to possibilities that I could not have imagined growing up in a small Quebec village. Since becoming Principal in September 2013, I have seen that the qualities I loved about McGill as a student are still strong: the dedication to creating a rich learning environment, the commitment to excellence, the outstanding contributions to the advancement of knowledge, and the pride of being part of the McGill community. I am also getting to know a University that has a clear sense of identity, purpose and direction. McGill's 2012-2013 Annual Report will help you know that University too. In these pages, and in the online supplement at www.mcgill.ca/annual-report-13, you can

learn about some of the ways that the McGill community continues to add to a strong foundation built over time by hundreds of thousands of people. This report shows how McGill is responding to the changing needs of its students and faculty, of Quebec and of the world. It reflects the achievements and challenges of a community that is embracing the values of inclusion and respect for cultural and individual diversity, and shows a community that is moving forward with vision, determination and purpose.

Suzanne Fortier, BSc'72, PhD'76
Principal and Vice-Chancellor, McGill University



re BUILD_



There's no better bonding experience than facing 40,000 cubic metres of rushing water. McGill showed its collective mettle in January 2013, when a city water main broke uphill from the downtown campus. The flood caused several million dollars in damage to many buildings, spurring a massive clean-up effort that lasted well into the spring. Labs, offices and teaching spaces were rebuilt, the Big Hanna composter was recalibrated, Campus Crops vegetable gardens were replanted, and those fortunate enough to stay dry opened their doors for hundreds of displaced colleagues. The flood proved a showcase for McGill fortitude. Ingenuity, too: During the crucial early minutes, quick-thinking faculty, staff and students saved the McConnell Engineering Building from serious damage by improvising a levee using snow, garbage bags, lunchboxes and whatever was handy.



re INFORCE

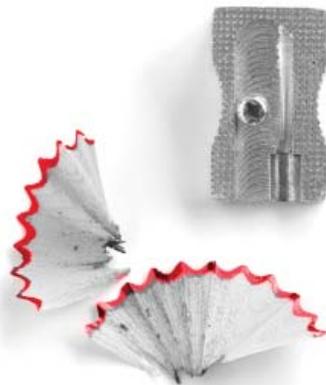
When “Campaign McGill: History in the Making” closed in June 2013, it raised more than \$1 billion—with more than 60 per cent of the donations earmarked for student support, including new programs and learning spaces, and 600-plus new bursaries, scholarships, fellowships

and awards. Some gifts were very large but more than 83 per cent were under \$1,000. It all adds up: All told, 95,619 donors from 115 countries contributed \$1.03 billion, with the majority of gifts coming from McGill alumni, and Quebecers giving nearly half of the total that was raised from individuals. Nearly all of the money is separate from the University’s operating budget. In addition to the more than \$600 million dedicated to student support, more than \$350 million will support cutting-edge research and the recruitment and retention of world-class faculty members, including the creation of 46 new faculty chairs.



CAMPAIGN
McGill

HISTORY IN
THE MAKING



re FINE



The thoughtful exchanges between students, university administrators and the Quebec government at the February 2013 Summit on Higher Education brought to light wide-ranging, often divergent, opinions. The discussions focused on quality and governance, research and collaboration, accessibility and, crucially, the government's recent cuts to university operating budgets. Due to the uncertain timing of future public reinvestment, and the risk of substantially increasing the University's projected \$274 million FY2012 accumulated deficit, McGill decided to take immediate action rather than spread out those cuts over several years. After careful analyses by the Office of Provost Anthony C. Masi (pictured left), Human Resources and Financial Services, and following wide-ranging cost-reduction measures—including salary freezes to most employee groups, a salary reduction for senior administrators and the voluntary retirement of more than 250 employees—the University announced in July that it would achieve approximately \$43 million in recurring operating expense reductions by the end of the 2014 fiscal year. This goal would come without resorting to large-scale staff dismissals, while ensuring the protection of critical services and our core mission.



re SHAPE

In September 2013, McGill welcomed its first group of MasterCard Foundation Scholars. The MasterCard Foundation Scholars Program provides students from the African Francophonie and other Sub-Saharan countries with the education and skills they need to lead change on their dynamic continent. As one of three Canadian universities—and the only one in Quebec—to partner with the MasterCard Foundation, McGill will admit 91 academically talented young Africans over the next decade; these students will receive full financial, social and academic support to pursue degree programs. By providing \$27 million in scholarships to students from economically disadvantaged backgrounds, and by emphasizing the important concept of “go back and give back,” the MasterCard Foundation and McGill will help the Scholars make long-lasting contributions to their home communities.





re MARKABLE



For individuals and teams alike, the year saw McGill student athletes bring home some serious hardware. The varsity program was done proud by the men's lacrosse team (winners of the Canadian University Field Lacrosse Association Championship), the co-ed tennis team (first-time Tennis Canada National Collegiate champs) and Canadian University Rowing women's gold medalists Kalyna Franko and Luce Bourbeau. At the conference level, McGill garnered seven league championships: men's and women's basketball, women's cross-country running and track and field, men's rugby, lacrosse and baseball. The CIS named Melodie Daoust its hockey player of the year and Shaquille Johnson its football rookie of the year—on top of 10 McGill student athletes being named

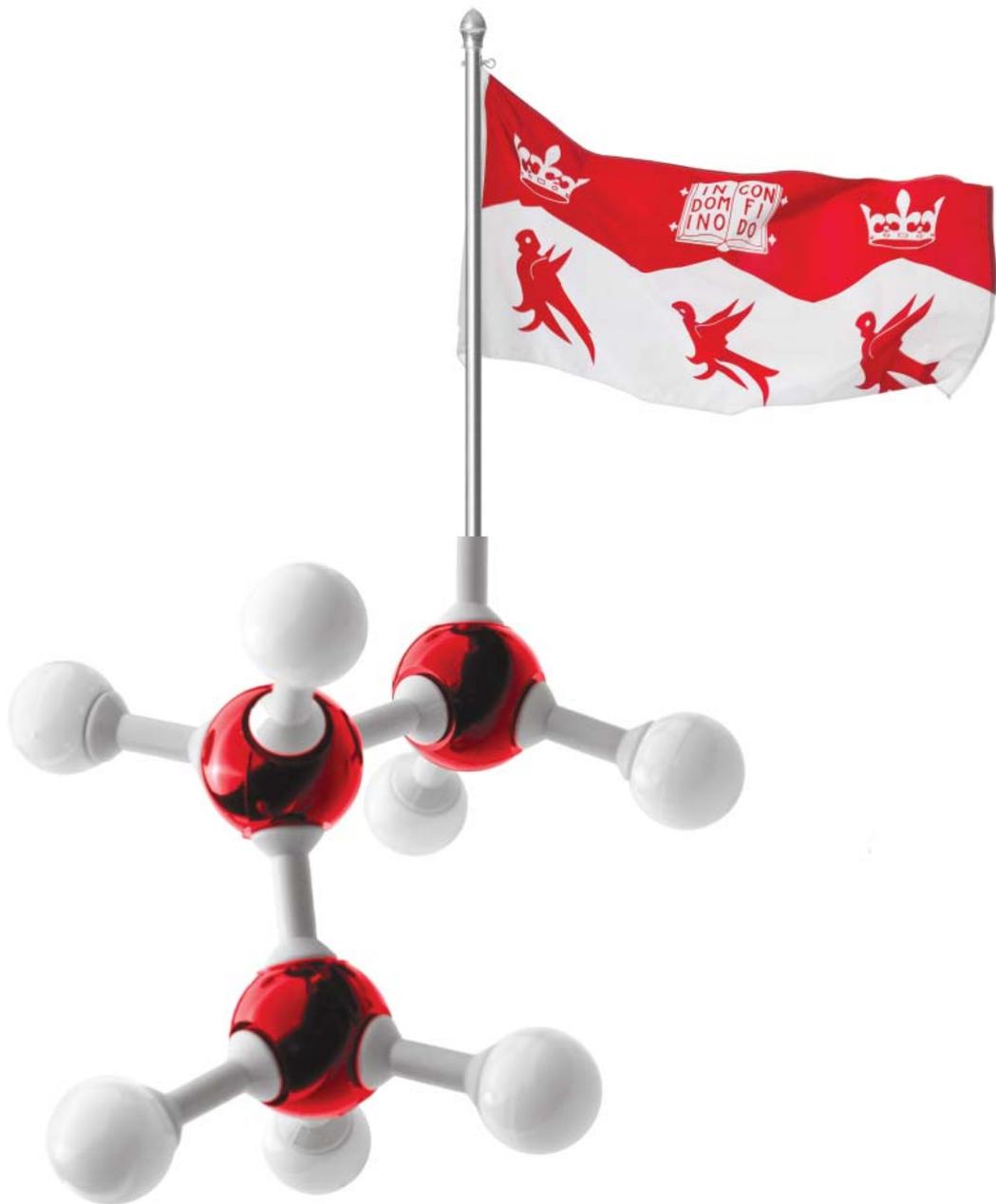
CIS All-Canadians, 72 being crowned Conference All-stars and 15 winning Quebec Foundation Scholarship Awards. All that brawn was matched by brainpower, too: Track and field athlete Sarah McCuaig (pictured left) received a Rhodes Scholarship, hockey player Marc-André Dorion earned a spot on the CIS Top 8 Academic All-Canadians, 69 athletes made the CIS Academic All-Canadian list, 162 Redmen and Martlets earned a spot on the Principal's Student-athlete Honour Roll and medical student Laurent Duvernay-Tardif made history in a big way, becoming only the second Quebec university football player ever to capture two major conference awards in the same season, as well as receiving one of eight inaugural Governor General's Academic All-Canadian Commendations.



re CALIBRATE

Working on a thesis or dissertation can be a major turning point, transforming students into scholars in their own right. At the same time, a professor's role as a graduate supervisor is distinct from classroom teaching. In recognition of the special demands that advanced studies put on students and professors alike, Graduate and Postdoctoral Studies launched the *Supervision* micro-site. *Supervision* collects more than 40 pages of research and evidence-based guidance for supervisors and supervisees. The focus is on practical advice, with the site compiling timelines, Q&As and the scholarship of teaching and learning that relates to supervision. For students, this can mean tips on negotiating expectations, finding work-life balance and avoiding delays in order to graduate on schedule. For supervisors, there's advice on how to clarify what their expectations are of students' work, ways to build strong student-supervisor relationships and problem-solving strategies.





re NEW _

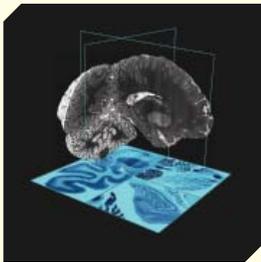


Global partnerships bring fresh perspectives and help export homegrown knowledge. In June 2013, McGill signed a tripartite agreement with the University of Oxford and the Neuroscience Center Zurich, with which we have individually partnered since 2009 and 2010, respectively. The new three-pronged partnership is designed to enhance interdisciplinary collaborations in neuroscience investigations of neurodegenerative and psychiatric diseases, multiple sclerosis, cognition disorders and pain. This past year also saw the University broaden its green chemistry and nanotechnology partnership with RIKEN, one of Japan's largest research organizations, to include research in the life sciences. Rose Goldstein, Vice-Principal (Research and International Relations) (pictured far left) also renewed McGill's research partnership with Israel's Weizmann Institute of Science in cancer research, and signed new agreements with Tel-Aviv and Bar-Ilan universities. During the Quebec Premier's economic and trade mission to Mexico, McGill signed a letter of intent to encourage student and researcher exchange with the Universidad Nacional Autónoma de México. A new India Studies Chair, a joint creation of McGill and the Indian Council for Cultural Relations, builds on longstanding research collaborations between McGill and partners in India on issues relating to arts and humanities, climate change and sustainable development, food and water security, nanotechnology, aerospace and others.



re SEARCH

Researchers at McGill pursued a host of big questions in 2012-13. Their wide-ranging research led to new understandings of diverse subjects, including the functioning of the human brain, political processes and factors affecting human health. A selection of highlights:



- > **ALAN EVANS** (The Neuro) co-created BigBrain, a 3D brain atlas of unprecedented cellular resolution.
- > **PHILIP OXHORN** (Political Science) found that post-conflict states that take a flexible approach to peace are more likely to achieve it over the long term.
- > **NATHALIE TUFENKJI** (Chemical Engineering) discovered that cranberries not only inhibit bacterial movement in urinary tract infections, but also reduce the production of infectious enzymes.
- > **JOSEPH MALLOCH** and **IAN HATTWICK**, PhD students in the Input Devices and Music Interaction Lab (IDMIL) at the Schulich School of Music, created dozens of 3D-printed digital musical instruments.
- > **JAKE BARRALET** (Dentistry and Medicine) discovered a new process for creating strong, stable nanocomposites.
- > **LUCY GILBERT** (Obstetrics, Gynecology and Oncology) found that the deadliest type of ovarian cancer often starts in the Fallopian tubes, not the ovaries.



re FRESH



After five years of consultation and planning, the Faculty of Medicine launched its new undergraduate medical program (MDCM) curriculum in fall 2013, marking an important redesign milestone in the long history of Canada's first medical school. Named "Patient at Heart and Science in Hand," the new curriculum reaffirms the faculty's commitment to the health needs of Quebec

society and beyond by emphasizing both the hard knowledge and soft skills that make an excellent doctor. Our populations are aging, technology has transformed our ways and tools, we are increasingly global and genomics is opening up pathways never before thought possible. To remain a step ahead, the new curriculum features core components that include primary care, evidence-based medicine, life-long learning and inter-professionalism. Recognizing the vital role of family physicians in health care today, students starting out will now spend time in a doctor's office every month throughout their first year of studies.



re IMAGINE.

The neighbourhoods of southwest Montreal are artistically rich, historically significant, and a stone's throw from the business and education hubs of the city's downtown. The Quartier de l'innovation (QI), a joint partnership between McGill and École de technologie supérieure (ÉTS), aims to transform the area into a living laboratory, where organizations, researchers, citizens, companies and students will work together to enhance Montreal's potential for creativity and innovation. At the QI's formal launch, held in the Darling Foundry in May, the partner institutions outlined their plan to distinguish QI from other urban scientific parks by integrating the four pillars that are essential to a creative society: industrial, education and research, urban, and social and cultural. The cross-pollination will create a world-class innovation ecosystem supported by McGill's strong international leadership in basic research, and ÉTS's successful track record in applied research and industry collaborations.

**QUARTIER
DE L'INNOVATION**





re THINK_



Three years ago, people at Macdonald campus started wondering if there were even more ways to use their horticultural research station. The Macdonald farm now supplies McGill's Student Housing and Hospitality Services with 40,000 kilograms of locally grown, sustainable produce—food that then makes its way onto plates (and into stomachs) in the University's residences and dining halls. The "McGill Feeding McGill" project also gives students hands-on experience in commercial-scale agricultural production, as well as in sales and marketing. This project receives support from McGill's Sustainability Projects Fund, an innovative seed funding mechanism that has generated more than 100 new projects including rain water collection experiments and a large-scale leaf-composting program. In February 2013, a suite of projects aimed at increasing the environmental, social and economic sustainability of the campus food system—including "McGill Feeding McGill"—received the silver medal for leadership in education at the IPAC Deloitte Public Sector Leadership Awards, a program recognizing organizations taking bold steps to improve Canada through advancements in public policy and management.



re WARD_

For its 2013 edition, Community Engagement Day (CED) brought out more than 600 people from the McGill community, more than double the number of people who participated in last year's inaugural event. The day—actually held over four days during early October—is a collaboration between a host of partners that include the Social Equity and Diversity Education Office (SEDE), the Students' Society of McGill University, the Sustainability Projects Fund, the Quartier de l'innovation, and Student Housing and Hospitality Services. Students, staff, faculty and alumni volunteer their time with one of 44 pre-existing initiatives that connect the University with Montreal community organizations. The hope is that CED participation will act as a catalyst for further engagement. The 2013 activities ranged from performing theatre using only American Sign Language, to playing sitting volleyball, to very hands-on participation in the preservation of the historic Griffintown Horse Palace, the city's oldest stable.





re VIEW _

FACT BOOK + LEADERSHIP
2012 > 13

FACULTY + RESEARCH

outstanding faculty

1,674 Tenured and tenure-stream faculty

163 Endowed teaching and research chairs

157 Canada Research Chairs allotted to McGill

152 Active members of the Royal Society of Canada

outstanding research

76 government- and industry-sponsored **research contracts**

valued at **over \$6.28 million** in 2012-13 (excluding affiliated hospitals)

63 licenses and options to license granted to the private sector from 2010-13,
for a cumulative total of **165 active licenses**

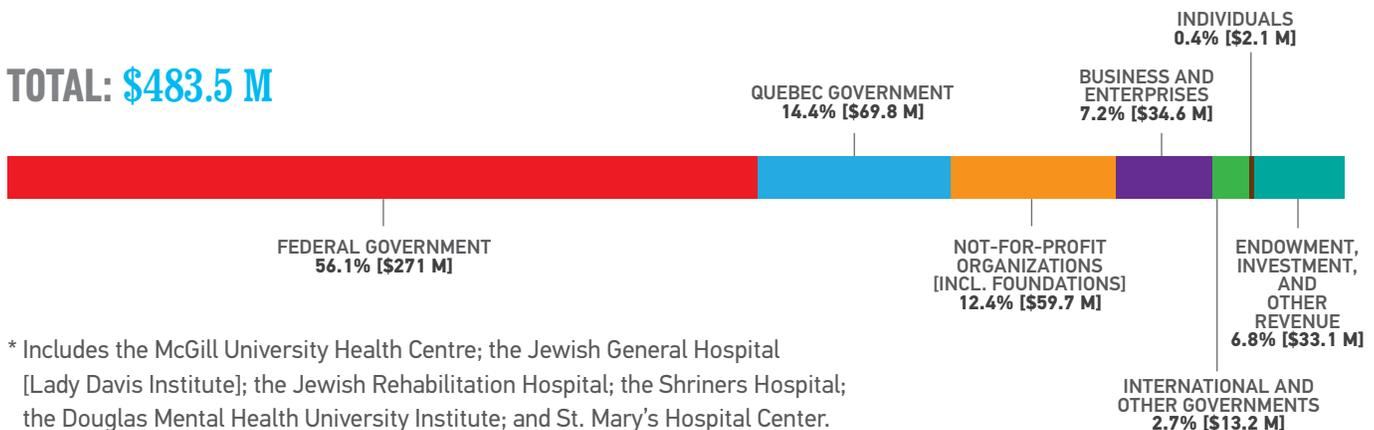
One of the largest patent portfolios among Canadian universities

22 national and international **patents** granted to McGill from 2012-13

research funding 2011-12 [including affiliated hospitals*]

SOURCE: CAUBO

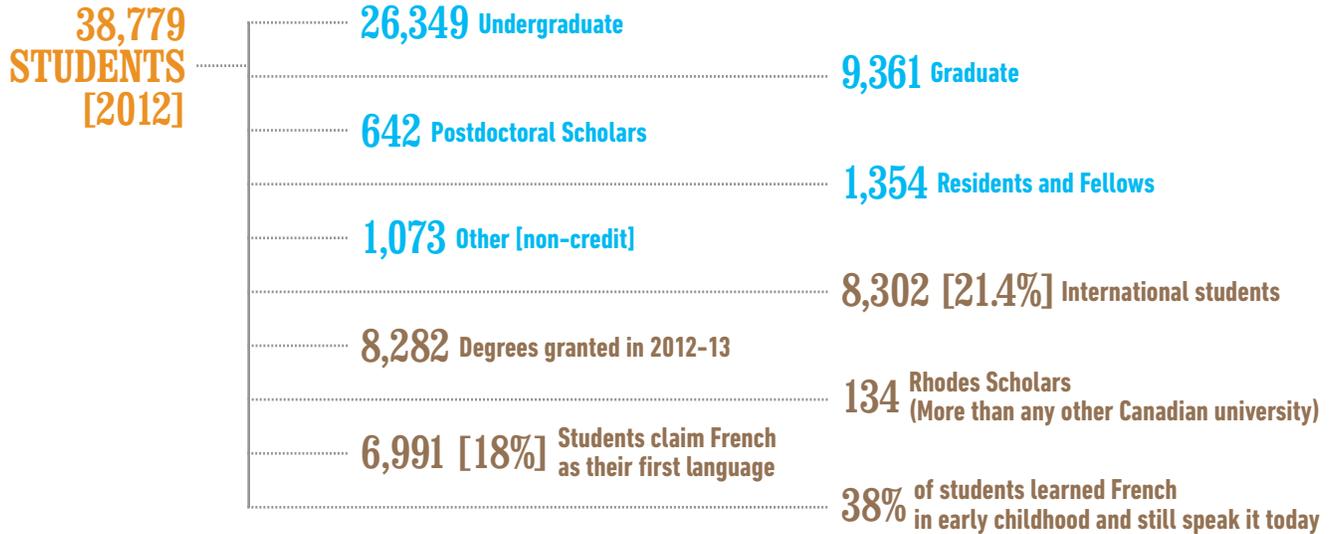
TOTAL: \$483.5 M



* Includes the McGill University Health Centre; the Jewish General Hospital [Lady Davis Institute]; the Jewish Rehabilitation Hospital; the Shriners Hospital; the Douglas Mental Health University Institute; and St. Mary's Hospital Center.

STUDENTS

outstanding students

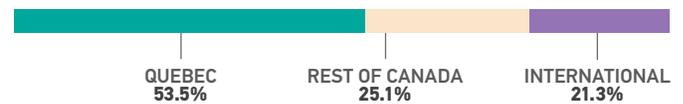


enrolment

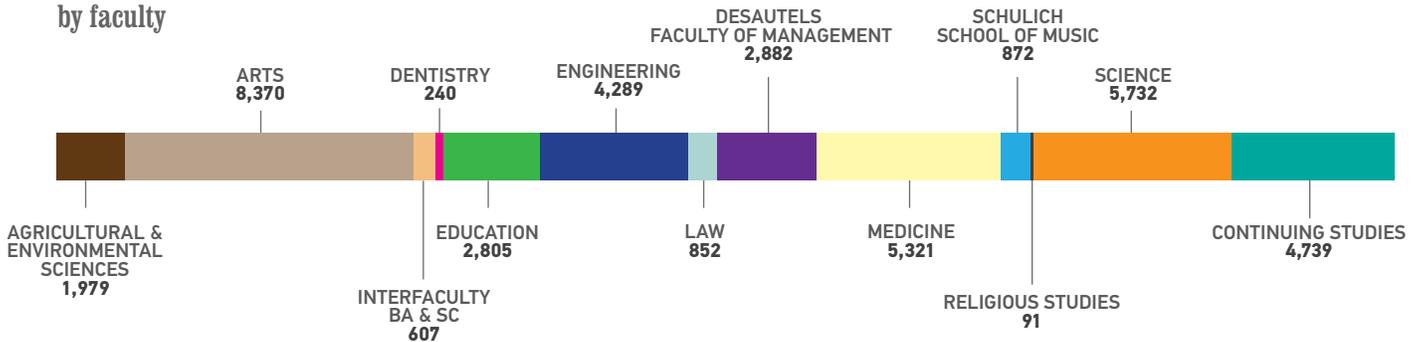
by mother tongue



by place of origin



by faculty



STUDENTS

average entering R score* of undergraduates – 2012

SOURCE: CRÉPUQ

30.3

MCGILL

27

QUEBEC AVERAGE
EXCLUDING MCGILL

* The R score (cote de rendement au collégial or cote R in French) is a statistical method which classifies college students' academic performance in Quebec.

proportion of international students [as a % of degree-seeking students]

SOURCE: U15 DATA EXCHANGE

21.4%

MCGILL

11%

CANADIAN
RESEARCH UNIVERSITIES
AVERAGE EXCLUDING MCGILL

proportion of PhD students [as a % of degree-seeking students]

SOURCE: U15 DATA EXCHANGE

10.9%

MCGILL

6.6%

CANADIAN
RESEARCH UNIVERSITIES
AVERAGE EXCLUDING MCGILL

undergraduate tuition fees 2012-13

QUEBEC STUDENTS **\$2,168**

REST OF CANADA **\$5,858**

INTERNATIONAL STUDENTS **\$14,561–37,938***

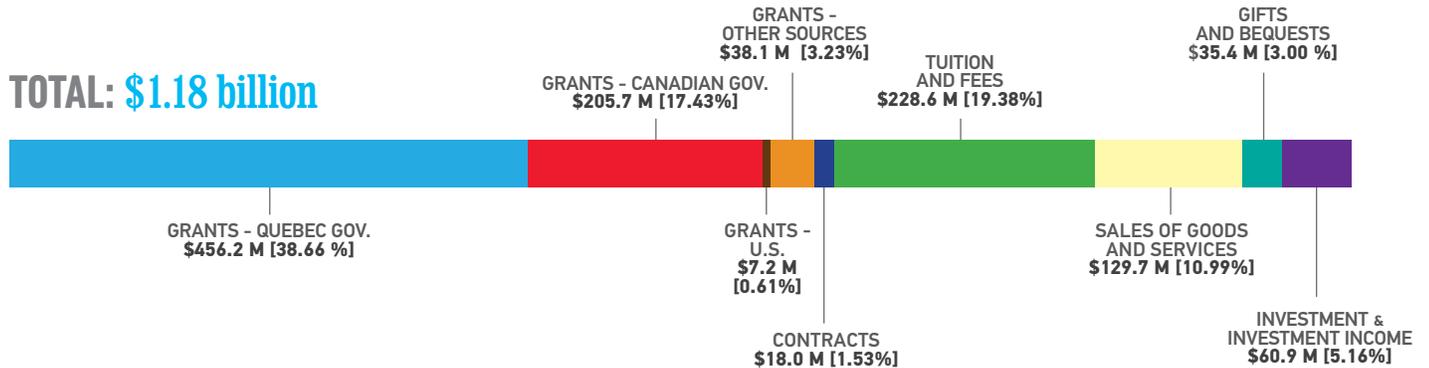
* Depending on program

FINANCE + ADMINISTRATION

financial highlights 2013

TOTAL COMBINED SOURCES OF REVENUE

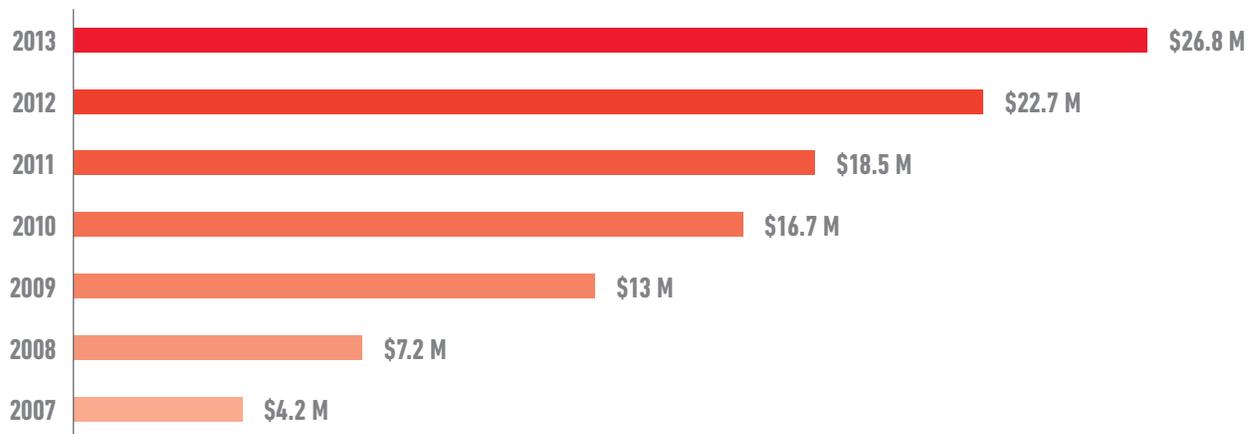
TOTAL: \$1.18 billion



student financial support

Student aid from McGill's operating budget has increased **more than 400%** over the past **5 years**, thanks to the University's policy of putting **30%** of net new tuition increases toward such support.

total student assistance from operating fund [by fiscal year]



RANKINGS

Nº 1

in Canada among
medical-doctoral universities
for eight consecutive years

[MACLEAN'S UNIVERSITY RANKINGS 2012]

in
national student awards
for the 13th year in a row

[MACLEAN'S UNIVERSITY RANKINGS 2012]

in
Social Sciences and Humanities
grants per faculty

[MACLEAN'S UNIVERSITY RANKINGS 2012]

in
reputational survey

[MACLEAN'S UNIVERSITY RANKINGS 2012]

No. 1 or No. 2 for
“Research University of the Year”
for the past 10 years among
Canada's Top 50 research universities

[RESEARCH INFOSOURCE]

top universities 2012 QS World University Rankings

- 01 Massachusetts Institute of Technology
- 02 University of Cambridge
- 03 Harvard University
- 04 University College London
- 05 University of Oxford
- 06 Imperial College London
- 07 Yale University
- 08 University of Chicago
- 09 Princeton University
- 10 California Institute of Technology
- 11 Columbia University
- 12 University of Pennsylvania
- 13 ETH Zurich
- 14 Cornell University
- 15 Stanford University
- 16 Johns Hopkins University
- 17 University of Michigan
- 18 McGill University**
- 19 University of Toronto
- 20 Duke University

Nº 34

in the world

[TIMES HIGHER EDUCATION WORLD RANKINGS 2012]

Nº 58

in the world

[SHANGHAI ACADEMIC RANKING OF WORLD UNIVERSITIES 2013]

LEADERSHIP 2012 > 13

senior administration

Principal and Vice-Chancellor

Heather Munroe-Blum (to June 30, 2013)
Anthony C. Masi (acting Principal
July 1, 2013 to Sept 4, 2013)
Suzanne Fortier (as of Sept 5, 2013)

Provost

Anthony C. Masi

Secretary-General

Stephen Strophe

Vice-Principal

(Administration and Finance)

Michael Di Grappa

Vice-Principal

(Research and International Relations)

Rose Goldstein

Vice-Principal

(Health Affairs)

David H. Eidelman

Vice-Principal

(External Relations)

Olivier Marcil

Vice-Principal

(Development and Alumni Relations)

Marc L. Weinstein

Deputy Provost,

Student Life and Learning

Morton J. Mendelson (to Aug 2013)
Olivier Dyens (as of Sept 2013)

General Counsel and

Director of Legal Services

Line Thibault

Executive Director, Planning

and Institutional Analysis and

Senior Advisor (Policy Development)

Pierre Moreau

Chief of Staff,

Office of the Principal and Vice-Chancellor

Susan Aberman

deans

Agricultural & Environmental Sciences:

Chandra Madramootoo

Arts: Christopher Manfredi

Continuing Studies: Judith Potter

Dentistry: Paul Allison

Education: Hélène Perrault (to Aug 2013)

Dilson Rassier (interim) (as of Sept 2013)

Engineering:

Andrew Kirk (interim) (to June 2013)

Jim Nicell (as of July 2013)

Graduate and Postdoctoral Studies:

Martin Kreiswirth

Law: Daniel Jutras

Libraries: Colleen Cook

Desautels Faculty of Management:

Peter Todd

Medicine: David H. Eidelman

Schulich School of Music:

Sean A. Ferguson

Religious Studies: Ellen B. Aitken

Science: Martin Grant

Students: Jane Everett (to Oct 2012)

André Costopoulos (as of Nov 2012)

board of governors

Chair of the Board

Stuart H. (Kip) Cobbett

Chancellor

H. Arnold Steinberg

Principal and Vice-Chancellor

Heather Munroe-Blum (to June 30, 2013)

Anthony C. Masi (acting Principal July 1, 2013
to Sept 4, 2013)

Suzanne Fortier (as of Sept 5, 2013)

Members-at-Large

Michael Boychuk

Gerald Butts

Peter Coughlin

Lili de Grandpré, Vice-Chair

Kathy Fazel

Daniel Gagnier

Claude Généreux

Stephen Halperin

Samuel Minzberg

Martine Turcotte

Thierry Vandal

Alumni Association Representatives

Morna Flood Consedine (to Dec 2012)

Bryan Haynes (as of Jan 2013)

Cynthia Price

Ann Vroom

Academic Staff Representatives

Amir Raz (to Dec 2012)

Juliet Johnson (as of Jan 2013)

Kenneth Hastings

Administrative and Support Staff

Representatives

Ron Critchley

David Kalant

Senate Representatives

Gary Pekeles (to Dec 2012)

Edith Zorychta (as of Jan 2013)

David Harpp

Student Representatives

To May 31, 2013

Josh Redel (Students' Society of McGill University)

Jonathan Mooney (Post-Graduate Students' Society)

As of June 1, 2013

Katie Larson (Students' Society of McGill University)

Jonathan Mooney (Post-Graduate Students' Society)

Student Observers

To May 31, 2013

Eric Brulé-Champagne (Macdonald Campus
Students' Society)

Nadia Hourri (McGill Association of Continuing
Education Students)

As of June 1, 2013

Mario Roy (Macdonald Campus Students' Society)

Amine Arezki (McGill Association of Continuing
Education Students)

elected academic members

Faculty of Agricultural and Environmental Sciences

Ashraf Ismail
Martina Stromvik
Michael Ngadi
Mark Lefsrud

Faculty of Arts

Brian Cowan
Wilbur Jonsson
Allan Hepburn
Gillian Lane-Mercier
Catherine Lu
Derek Nystrom
Lydia White
John Galaty
Brendan Gillon

Faculty of Dentistry

Ji Zhang

Faculty of Education

Jamshid Beheshti
Nancy Heath
Caroline Riches
Ada Sinacore

Faculty of Engineering

David Covo
Frank Ferrie
David Lowther
Arun Misra

Faculty of Law

Helge Dedek
David Lametti

Desautels Faculty of Management

Leslie Breitner
Morty Yalovsky

Faculty of Medicine

Daniel Bernard
Serge Carrier
Renzo Cecere
Claudio Cuello
Elaine Doucette
Kalle Gehring
Terry Hébert
Gary Pekeles
Melvin Schloss
Laurie Snider
Elin Thordardottir
Christina Wolfson
Edith Zorychta

Schulich School of Music

Stefano Algieri
Christopher Harman

Faculty of Religious Studies

Torrance Kirby

Faculty of Science

Graham Bell
Gregory Dudek
Peter Grütter
David Harpp
Jacques Hurtubise
Bruce Lennox
Charles Gale
Andrew Hynes
Nigel Roulet

University Libraries

Daniel Boyer
A. Maya Kucij
Marc Richard

elected administrative and support staff

Antonia Di Paola
Ruth Kuzaitis
Kathryn Peterson
Mary Jo McCullough
Mark Michaud
Honora Shaughnessy

elected student members

Students' Society of McGill University

George Azmy
Stephanie Bachelet
Laurence Belanger
Andrew Boudreau
Haley Dinell
Rodrigo Espinosa
Jimmy Gutman
Shannon Herrick
Moe Nasr
Josh Redel
Avi Rush
Nikhil Srinidhi
Max Zidel

McGill Association of Continuing Education Students

Isabel Vivas
Eric Laverdiere

Macdonald College Students' Association

Evan Henry

Post-Graduate Students' Society

Adam Bouchard
Jonathan Mooney
Boran Xu

Medical Resident Group or Postdoctoral Scholar

Che O'May

ex officio

The Chancellor
The Chair and three members of the Board of Governors
The Principal and Vice-Chancellor
The Secretary-General
The Vice-Principals
The Provost
The Deputy Provost
The Deans



“

This report
reflects
the achievements and challenges
of a community
that is embracing the values
of inclusion and respect
for cultural and individual diversity,
and shows a community
that is moving forward
with vision, determination
and purpose.”

Principal Suzanne Fortier



McGill