

# Memorandum

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**TO:** Board of Governors

**FROM:** Professor Suzanne Fortier, Principal and Vice Chancellor

**SUBJECT:** **Progress Report -Principal's Vision and Priorities**

**DATE:** October 8 2015

**DOCUMENT #:** GD15-05

**ACTION REQUIRED:**  INFORMATION  APPROVAL/DECISION

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**ISSUE & EXPECTED OUTCOME:** Providing the Board of Governors with a progress report on the Principal's priorities that were originally presented to the members in April 2014.

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**BACKGROUND & RATIONALE:** After consultation with the McGill community in FY 2013-2014, the Principal developed her vision supported by five priorities for her first term in the position,

The Principal's priorities reflect the community's aspirations:

Three priorities centered on McGill's academic mission:

- ***Student life and learning:*** the "McGill commitment"
- ***Research:*** creativity and curiosity driving excellence
- ***Community engagement:*** becoming a valued collaborator by being more open and responsive

Four priorities that support the mission:

- ***My Workplace*** fostering engagement by learning to be more agile, aspirational, and accountable
- ***Transforming our physical and virtual campus***
- ***Demonstrating good governance and sound management***
- ***Participating in the development of public policies and in outside boards/councils***

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**ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES:** The Principal's priorities were developed with a view to support the University's mission in teaching, research and service to the community.

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**COMPLIANCE WITH UNIVERSITY POLICY:** The Principal's mandate included the development of priorities for her first term.

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**COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS:** There is no legislative requirement associated with this item.

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**RISK FACTORS:** N/A

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**IMPACT OF DECISION AND NEXT STEPS:** Continuing to progress implementation

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**MOTION OR RESOLUTION FOR APPROVAL:** N/A

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**APPENDICES:** Appendix A: Presentation

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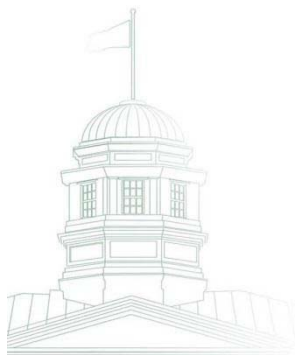
McGill

**OPEN,  
CONNECTED,  
PURPOSEFUL**



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# Progress Report Priorities and Goals 2015-2016

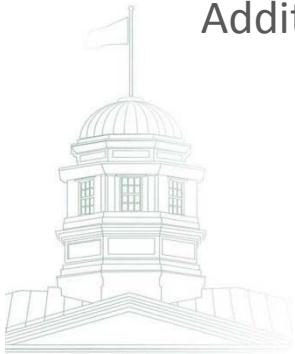


Principal Suzanne Fortier  
October 8, 2015

# Priorities and Goals

- The McGill Commitment
- Unleashing McGill's Full Research Potential
- Community Engagement
- My Workplace
- Transforming Our Campus
- Demonstrating Good Governance and Sound Management
- Participating in the Development of Public Policies and in Outside Boards/Councils

The following presentation offers examples of actions completed and ones to be taken. Additional information is available at <http://www.mcgill.ca/principal/five-priorities>



# Student Life and Learning

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**The “McGill commitment”:** focusing on providing all students with a stimulating, innovative, and inquiry-based educational experience.



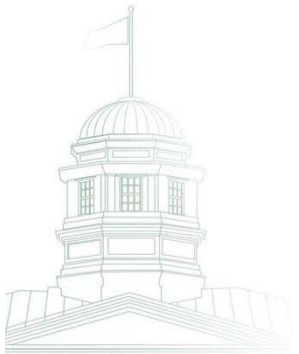
# The McGill Commitment

## Actions completed over the last year:

- Identified and increase experiential learning through internships, co-op placements, international exchange or research opportunities
- Developed a web site to promote opportunities available in each Faculty  
<http://www.mcgill.ca/commitment>

## Actions planned during the next year:

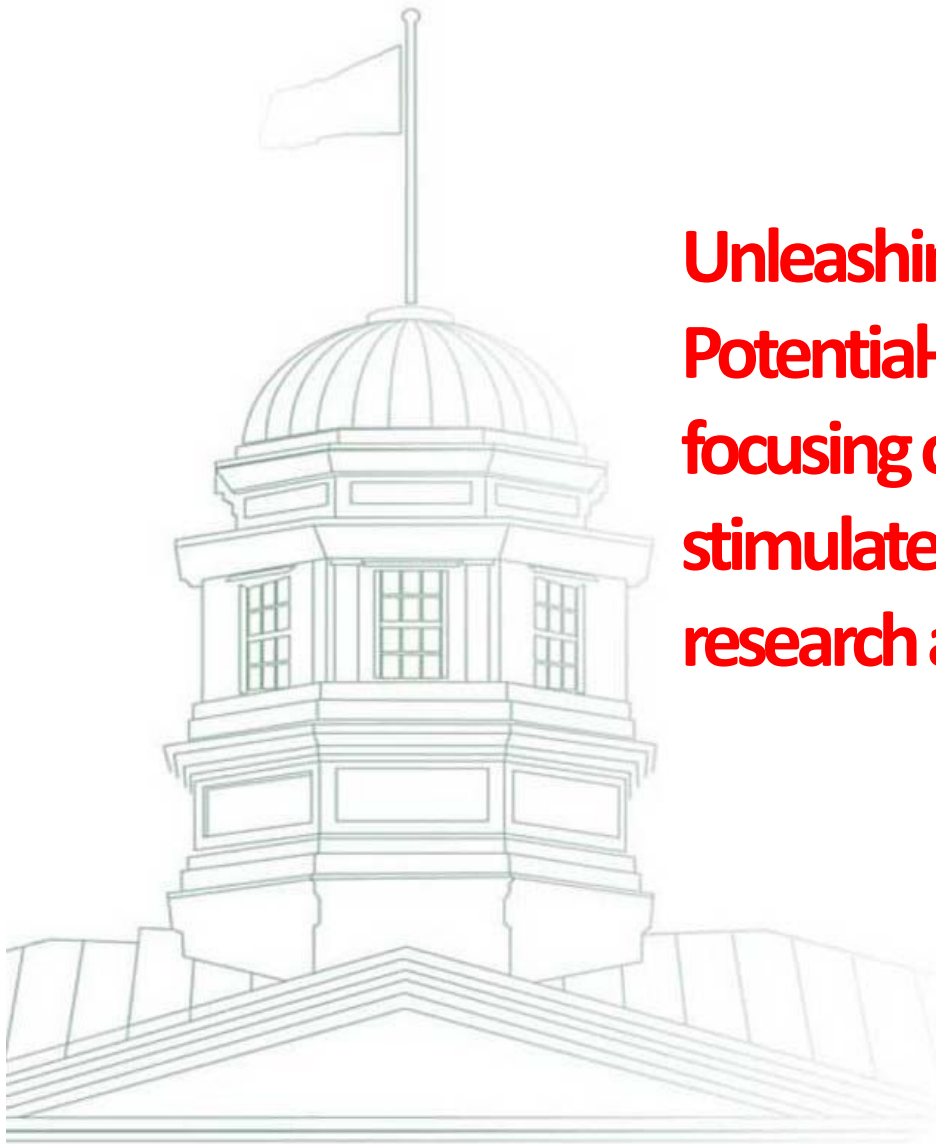
- Further develop the Fall 2016 offering
- Establish benchmarks and quantitative targets for curricular and co-curricular development
- Launch a bilingual website in time for 2016 recruiting season



# Research

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**Unleashing McGill's Full Research Potential— Curiosity and Creativity: focusing on fostering an environment that stimulates and supports transformative research and creative scholarship .**





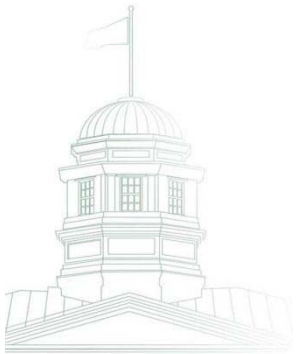
# Unleashing McGill's Full Research Potential

## Actions completed over the last year:

- Provided “proximity support” to researchers in their faculties
- Developed criteria for a revised research seed funding program
- Inaugurated the Institut Nordique du Québec, in partnership with Université Laval and INRS

## Actions planned during the next year:

- Finalize design of and launch internal McGill Seed Funding Program 2.0
- Launch the Office of Innovation and Partnerships as a single, one-stop shop for innovation and partnership services
- Continue to increase “proximity support” by moving research administration closer to where research is conducted



# Community Engagement

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**Enhancing Community Partnerships:  
focusing on establishing McGill as a valued  
and responsive partner for members of our  
community.**



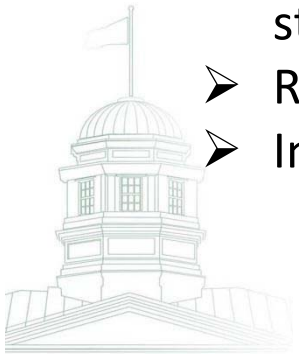
# Community Engagement

## Actions completed over the last year:

- Maintained McGill's presence and active role in the Montreal community
- Public launch of McGill's first crowdfunding website
- Engaged alumni to broaden off-campus learning opportunities and career networks for recent graduates
- Increased French language social media presence and launched *McGill dans la Ville* e-newsletter

## Actions planned during the next year:

- Launch a Web portal "Vivre McGill en français"
- Create new opportunities for alumni, current students, and prospective students to interact and engage with one another
- Roll-out engagement plans with signature events in key geographic areas
- Increase visibility of the high school science awards program



# Community Engagement

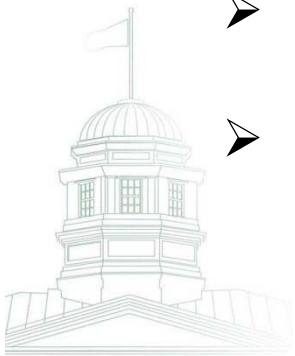
## Nurturing innovation and partnerships

### Actions completed over the last year:

- Expanded experiential entrepreneurship learning opportunities at the Quartier de l'Innovation and elsewhere
- Strengthened industrial collaborations through partnership with the Centre d'entreprises et d'innovation de Montréal
- Completed a plan for matching students, researchers and faculty with mentors

### Actions planned during the next year:

- Explore models for entrepreneurship training at the graduate and postdoctoral levels
- Establish the position of Assistant Vice-Principal, Innovation and Partnerships to create a stronger focus on engagement activities
- Complete the development of tools to support entrepreneurship/innovation mentorship



# My Workplace

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**My Workplace: focusing on empowering staff to use their expertise to make McGill a more agile and effective learning organization.**



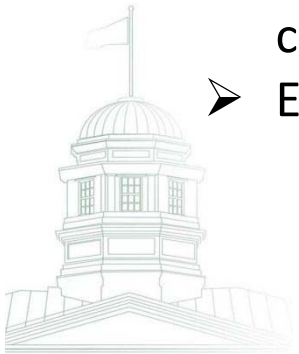
# Our Work Culture

## Actions completed over the last year:

- Reviewed administrative processes in targeted units resulting in the identification of specific projects to improve efficiency
- Developed action plans to move these projects forward
- Conducted a Learning Organization survey followed up with a series of discussions based on key survey themes

## Actions planned during the year:

- Identify new opportunities for unit engagement and review of administrative processes
- Conduct a progress review to identify further avenues for value creation
- Establish performance measure to track progress



# Transforming our Campus

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**Transforming Our Campus: focusing on providing McGill with the physical resources necessary for fulfilling its mission and maintaining its stature as one of the world's leading teaching and research universities**



# Transforming Our Campus

## Actions completed over the last year:

- Created a Campus Master Plan Committee to address priority space needs for the next 10-15 years
- Finalized government agreement to embark on RVH feasibility study
- Developed priority list for upgrading classrooms and teaching labs

## Actions planned during the year :

- Launch RVH Feasibility Study
- Deliver overall Institution space priorities
- Deliver Campus Landscape Master Plan and McTavish Street “Promenade Urbaine” plan







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## Demonstrating Good Governance and Sound Management



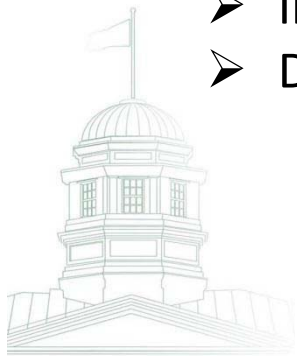
# Demonstrating Good Governance and Sound Management

## Actions completed over the last year:

- Developed special measures to face required budget cuts
- Maintained a commitment to the implementation of the academic strategic plan
- Revised mission statement and principles, approved by Senate and Board
- Appointed five new members to the senior administration

## Actions planned during the year:

- Continue our increased focus on the student experience
- Continue to examining avenues for revenue growth
- Integrate Budget and Planning and Institutional Analysis function
- Develop McGill's International Strategy





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## Participating in the Development of Public Policies and in Outside Boards/Councils



# Participating in the Development of Public Policies and in Outside Boards/Councils

## Actions completed over the last year:

- Developed a set of principles and parameters for a new approach to university financing in Quebec
- Participated on boards/committees:
  - ❖ Universities Canada Digital Infrastructure working group
  - ❖ U15 Private sector engagement working group
  - ❖ Conference Board of Canada
  - ❖ Les Investissements d'avenir (IDEX)

## Actions planned during the year

- Continue to advocate for increasing the flexibility and simplicity of the government funding formula
- Participate on boards/committees:
  - ❖ McGill University Health Center
  - ❖ The Science, Technology and Innovation Council (STIC)
  - ❖ Business Higher Education Roundtable

