

# Memorandum

Deputy Provost (Student Life and Learning)  
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**TO:** Board of Governors  
**FROM:** Professor Ollivier Dyens, Deputy-Provost (Student Life and Learning)  
**SUBJECT:** Annual Report on Student Life and Learning  
**DATE:** April 27, 2017  
**DOCUMENT #:** GD16-50  
**ACTION REQUIRED:**  INFORMATION  APPROVAL/DECISION

**ISSUE & EXPECTED OUTCOME** The 2015-2016 Annual Report on Student Life and Learning is presented to the Board of Governors for information.

**BACKGROUND & RATIONALE** The Annual Report on Student Life and Learning provides the Board of Governors with an update on the activities of this important area of the University. The report focuses on a number of initiatives recently undertaken to improve services to students at McGill.

For an interactive preview of the Report, please visit:  
<http://mcgillsllreport.ca/>

**ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES** Student Life and Learning initiatives aim to provide students with a stimulating, innovative, and inquiry-based educational experiences.

**COMPLIANCE WITH UNIVERSITY POLICY** The Report is presented annually to the Board of Governors and to Senate.

**COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS** There are no legislative requirements associated with the Report.

**RISK FACTORS** There are no risk factors associated with the Report.

**SUSTAINABILITY CONSIDERATIONS** Sustainability factors inform the planning and implementation of initiatives in support student life and learning.

**IMPACT OF DECISION AND NEXT STEPS** The Report was presented to Senate on April 20, 2017. The 2016-2017 Report will be presented in the Spring of 2018.

**MOTION OR  
RESOLUTION  
FOR APPROVAL**

The Report is presented for information.

**APPENDICES**

Appendix A: 2015-2016 Annual Report on Student Life and Learning.

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Student Life and Learning  
Report to the Board of  
Governors  
April 2017

## **OVERVIEW OF STUDENT LIFE AND LEARNING**

McGill's Student Life and Learning initiatives are key at a student-centred University where students are active participants in their learning and development and are offered every opportunity to think critically. With students' concerns and interests as their driving force, programs under the Student Life and Learning umbrella encourage a strong sense of community and play a central role in promoting diversity in all aspects of the student experience

### **McGILL'S SLL IS:**

1. The Office of the Student Life and Learning (Olivier Dyens).
2. Enrolment Services and the Registrar (Kathleen Massey);
3. Student Services (Martine Gauthier);
4. Student Housing and Hospitality Services (Marisa Albanese);
5. Teaching and Learning Services (Laura Winer);
6. Office of the Dean of Students (Christopher Buddle);
7. Athletics and Recreation (Marc Gelin).

### **SLL HAS TWO TYPES OF UNITS:**

- ◆ Self-Funded (1Bs):
  - Student Services; Athletics and Recreation; Student Housing and Hospitality Services.
- ◆ University-Funded (1As)
  - Enrolment Services and the Registrar; Student Services; Dean of Students; Teaching and Learning Services; The Office of Student Life and Learning.

## **OVERVIEW OF STUDENT LIFE AND LEARNING (SLL) AND UNIT ACTIVITIES**

### **The Office of Student Life and Learning (OSLL)**

The Deputy Provost (Student Life and Learning) leads McGill's Student Life and Learning team who together support students inside and outside the classroom by offering essential services, programs that encourage intellectual, social, cultural, and physical development and opportunities to explore local, national, and international interests that complement the academic curriculum.

Reporting to the Provost, the Deputy Provost (Student Life & Learning) is responsible for:

- Advocating for students rights and responsibilities.
- Ensuring the integration of McGill's values, standards, and goals with respect to student life and learning into University policies, operations and procedures.
- Providing the administrative, and strategic guidance, support, encouragement and

- oversight to SLL units and to student groups.
- Overseeing International Education including Exchanges and Study Abroad.
- Managing, supporting and enhancing The McGill Commitment.

The Office of Student Life and Learning (OSLL) provides administrative assistance, and strategic thinking to the units in support of the mission of SLL. The OSLL ensures the financial and administrative fitness of SLL.

Under the guidance of the Deputy Provost (Student Life & Learning), SLL has articulated its vision, mission and values during the 2015-2016 year. Arrived at through extensive consultation, these will be the three pillars on which SLL will guide its unit programs and services in order to create a unique experience that will set students up for future success.

The vision, mission and values are as follows:

### **Vision**

Unifying life and learning to nurture, inspire and guide our community throughout the 21st century journey.

### **Mission**

McGill's Student Life and Learning is student-centered, cultivating engaging, inclusive and diverse communities that facilitate and support intellectual, professional, and personal growth.

We strive for innovative ways to ensure the best, most rewarding, and healthiest McGill experience. We create an environment where students can explore their world, discover their purpose and reach their goals.

### **Values**

- **Honest** - We are authentic, open and respectful, and inspire trust amongst students, faculty and staff.
- **Compassionate** - We are genuinely concerned about our students and staff and are committed to supporting their intellectual, physical, and emotional wellbeing.
- **Creative** - We encourage inventiveness and imagination. We are open to new ideas and ways of doing things.
- **Bold** - We do not shy away from questioning our most basic and long held assumptions.
- **Diverse** - We strongly believe that differences amongst people, ideas, and cultures enrich the student experience. We are committed to providing programs and services, which are inclusive and reflective of McGill's diverse community.
- **Responsive** - We anticipate the needs of students, staff and faculty. We are committed to respond in a timely manner, while taking the necessary time to offer a thorough, positive response.

## **Enrolment Services (ES)**

ES serves prospective students, alumni, the general public, current students, post docs, research trainees, and many academic and administrative units each year. Annually, over one hundred thousand people are served at Service Point, fifty thousand applications for admission are handled by the Admissions team, over twenty thousand students are admitted, hundreds of recruitment events and visits are conducted, and over fifteen thousand prospective students and their families visit campus and take a tour. In addition, many academic colleagues and units receive ongoing services from ES, including class and exam scheduling, room booking, academic record-keeping, convocation ceremonies and diploma production, responsiveness to very sensitive and complex student cases, support developing and implementing new academic programs, registering students, editing and publishing the eCalendar, managing secure access to many systems, government enrolment reporting, and providing ad hoc reports of data to many people across the University.

## **Student Services (S2)**

Student Services promote and support student success and well-being. Student Services is comprised of the following departments:

- Campus Life and Engagement
- Career Planning Services'
- First Peoples' House
- Office for Students with Disabilities
- Counselling and Mental Health Services
- International Student Services
- Student Health Services
- Office of Religious and Spiritual Life
- Scholarships and Student Aid
- Tutorial Service

## **Student Housing and Hospitality Services (SHHS)**

Student Housing and Hospitality Services (SHHS) is a self-financing, mixed business model, comprised of self-operated locations and services managed by third parties. SHHS is responsible for all aspects of student housing and dining services, in both, the downtown and Macdonald campus of the university.

SHHS has a workforce of approximately 225 full-time employees, 200 subcontracted employees and 75 Floor Fellows. It also manages 38 buildings. Student Housing and Hospitality Services provides four main services for the McGill University community: Student Housing; OneCard; Dining Services; Housing and Conferences. To achieve this, they are supported by other sub-units within SHHS: Marketing and Communication; Finance; Nutrition; and Facilities.

SHHS continues to create environments and dining experiences for students that support their learning goals. During the 2015-16 year, SHHS became a member of the newly created Golden Square Mile Association, demonstrating its commitment to involving the University, and its students, in the surrounding community. In addition, the department has revamped or provided new cafeterias for McGill students on downtown campus namely; Paramount, Med Café, and Première Moisson on du Parc.

## **Teaching and Learning Services (TLS)**

TLS strives to make McGill a community of people who love to teach are excited to learn. In collaboration with students, faculty and staff, TLS creates engaging environments and provides leadership and support for meaningful educational experiences for all. TLS is also responsible for the development of MOOCs, online education and the creation of Active Learning Classrooms.

During the 2015-16 year, TLS began work on its Undergraduate Skills development Program, which aims to support the goals of the McGill Commitment by guiding and supporting McGill undergraduate students to become contributing global citizens in the 21st century. In addition, the department developed the Program Design Strategies to Promote a Healthy Learning Environment. The strategies were identified as High Impact Practices by NSSE and the AACU, and were adapted to more closely match the McGill context. The intent is to guide curriculum and program committees to increase the possibility that students of all backgrounds will have positive, strong, learning outcomes.

## **The Office of the Dean of Students (ODoS)**

ODoS has three main areas of responsibility that cover student rights and responsibilities, response to student crisis, and academic advising. In addition, the ODoS manages specific areas of harm reduction, including consent education and sexual assault awareness and prevention. The ODoS oversees and administers a number of programs, including the Early Alert System; central academic advising initiatives including Ask an Advisor; support for Indigenous students; and the Mentoring Across McGill Program. Furthermore, ODoS coordinates a number of external awards and recognition for students, including Forces AVENIR and Rhodes.

In the previous year, ODoS has implemented a number of innovative projects designed to support students in and outside of the classroom. These changes include modifications to the Student Assessment Policy and modifications to the deferred Final Exam Process in the Faculties of Arts, Science, Engineering, Management, Law, Education, Agricultural and Environmental Sciences. These Faculties along with Service Point/Enrolment Services have agreed to a one year opt-in pilot to grant a student's first time deferred final exam request without supporting documentation. In conjunction with the approval of the McGill Policy Against Sexual Violence, ODoS has set up the Office of Sexual Violence Response, Support & Education, and hired a Sexual Violence Response Advisor. The office provides confidential, non-judgmental and non-directional support and education to students, faculty and staff of all genders who have been impacted by sexual violence.

## **Athletics and Recreation (A&R)**

Offering a spectrum of programs and services designed to meet the needs of the McGill University community, the Campus Recreation area provides competitive sport opportunities for more than 875 intramural teams and promotes a calendar of some 100 non-credit instructional and fitness related courses. A&R also manages and supports varsity teams (29), coaches and support staff to ensure that student-athletes strive for and realize excellence in the classroom and on the field of play.

Wellness, an important element of the University mission, is supported through the Sports Complex facilities, giving all students a non-academic outlet to improve their health. In addition, Athletics and Recreation provides important work opportunities and practicum experiences for McGill students and graduates. Furthermore, the unit's Sport Medicine Clinic provides training opportunities to young doctors and therapists in the McGill system. Sports Camps and Fitness Centre programs also serve as an learning environment for undergraduate and graduate students from several disciplines.

The previous year has seen the hiring of a new Executive Director of Athletics and Recreation, Marc Gelin. Under his new mandate the department has endeavoured to reach out to the campus community through the campus recreation program, while maintaining an elite varsity sports program. Of note, over 8000 people participated on



over 65 teams in the popular intramural program and over 2600 students and community members registered in the fitness and recreation courses. In addition, the varsity sports program continued to demonstrate McGill's spirit of excellence through the representation of ten varsity teams at the CIS national championships. Importantly, students were able to balance the demands of participating in the varsity program with academic priorities, since 101 student athletes earned CIS Academic All-Canadian honours<sup>1</sup>.

## **SLL AND THE COMMITMENT**

Each unit of Student Life and Learning is committed to serving student needs and supporting the Principal's Priorities, expressed in the McGill Commitment especially those articulated in the Fostering Self Development pillar . The McGill Commitment is a priority area focused on providing all students with a stimulating, innovative, inquiry-based and enriched educational experience. For undergraduate students, the McGill Commitment will ensure meaningful exposure to research, whether in the laboratory or in the field, and provide experiential and scholarly learning opportunities that extend beyond the classroom and the gates of the University. For graduate students, the McGill Commitment will ensure excellence in supervision, and provide opportunities for developing career-enhancing professional skills.

The McGill Commitment has funded the following activities and initiatives:

- SIMVO (Student led initiative)
- App for tracking studying (Student led initiative)
- Expo-Science
- Student Research Symposium
- Grace Hopper Initiative
- Big data conference
- One World Summit conference
- Women in House
- Slush Pitching Competition
- International Symposium on Academic Makerspaces
- Sponsored 5 McGill teams for the IBM Watson X prize
- Hult Prize
- Faculty of Science's Labs without Frontiers
- GPS' Individual Development Plan
- Undergraduate Skills Development Program

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<sup>1</sup> Academic All-Canadian athletes must achieve an 80% average while participating in varsity sports.

ANNEX  
COMPREHENSIVE LIST OF UNIT ACTIVITIES

**EXAMPLES OF COLLABORATION AMONG SLL UNITS AND WITH OTHER UNIVERSITY'S DEPARTMENTS**

- Parents Tent and Homecoming week-end
- Open House
- Campus Connect (yield events)
- Share responsibility for new student social media
- Undergraduate skills program
- International Exchange
- AskMcGill
- Athletes' admissions
- Orientation
- Helping students in crisis or difficulty
- Training coaches about the policy against sexual violence & responding to disclosure
- Academic Integrity & Academic Integrity Day
- Health and Wellness outreach activities on campus
- Healthy McGill
- McGill Cup
- Different pregame meal options for student-athletes
- Centraide
- McGill's Innovation Week
- McGill Commitment

**TEACHING AND LEARNING SERVICES**

- Teaching What's Important: Educating students for today and tomorrow - December 2015. The Symposium provided professors with an opportunity to focus on translating aspirations for student learning into pedagogical strategies.
- MOOCs: Reofferings of CHEM, Natural Disasters and BODY MOOCs as well as beginning development of Population Dynamics.
- GradLife McGill showcases student experiences through their voices, photos and videos via various social media platforms. Posts portray graduate students' personal reflections, aspirations, triumphs, and challenges through their graduate journey.
- Leadership Project was funded through the « Entente Canada-Québec relative à l'enseignement dans la langue de la minorité et à l'enseignement des langues

secondes » engages in research on current practice at other institutions, provides professional development workshops to graduate students in leadership and communication, and develops new resources.

## **STUDENT SERVICES**

### **Assessment:**

- Launched the curriculums pilot with myInvolvement. In addition to supporting Student Services co-curricular certificates, this software will serve as the infrastructure for the UG Skills Program and Individual Development Plan initiative out of Graduate and Postdoctoral Studies Office.
- Establishing the Joint-University Project on measurement and evaluation best practices network on student mental health with Queen's University and the University of Toronto.
- Co-author of the health and wellness pan-university strategy.

### **Campus Life & Engagement (CL&E):**

- New programming and resources for off-campus/commuter students. Outreach to Faculties by delivering Faculty specific leadership training and education sessions.
- New professional development opportunities and resources for coordinators and student leaders of peer support programs.

**Career Planning Service (CaPS):**

- Created ExL (Experiential Learning) workshop/workbook – a toolkit for reflection pre-during-post activity, and piloted its delivery with several units (CL&E, SEDE, etc.).
- Participated in national career wellness campaign – “it all adds up” - to reassure students that all their extra-curricular activities / work /academics will support their career development.
- Implemented Interviewstream – online practice interview platform – students can practice interview anytime/anywhere.

**Counselling Services:**

- Launching of Counselling’s PRIDE team – The PRIDE team has helped to create a supportive environment and quality care for individuals with marginalized identities.
- Expansion of the training program to include students from McGill’s Clinical Psychology program. This has allowed to foster partnerships with other Faculty programs, and expand the role of the sub unit in supporting the development of McGill students.

**Counselling and Mental Health Services (CaMH):**

- Counselling and Mental Health Services (CaMH) have harmonized their service delivery by: offering the same hours, have common intake procedures, shared methods for scheduling appointments, common emergency, and referral protocols. This was done in response to feedback from students, staff, and the Mental Health Work group to help ensure that McGill students have an easier system to navigate.
- Implementation of the Clinical Care Coordinator role – when students reach out for psychological support they’ll have a professional assigned to them who will help coordinate their care throughout their studies at McGill. This reduces the amount of “starting over” that students and clinicians needed to undergo in the old system, thus improving the quality and consistency in care. Furthermore, this allows professionals to provide better documentation for their students because they will have a more representative overview of their academic career.
- Implemented a Stepped Care Model of service delivery – the sub unit now provides services using a stepped care model of service delivery, a form of service provision endorsed by the Canadian Psychological Association, American Psychiatric Association, and the National Institute for Health and Care Excellence.

**First Peoples' House (FPH):**

- First time the FPH residence is fully occupied by all Indigenous students. Largely due to collaboration with SHHS, rent reduction and enhanced communications/recruitment.
- FPH supported the launch of the first annual Indigenous student led conference on Resurgence, Reconciliation and Revitalization. (2<sup>nd</sup> annual to be held on March 18 – Power of Indigenous Arts).

**Health Services:**

- Increased the numbers of physicians which has doubled the capacity to see students.

**International Student Services (ISS):**

- In March 2016, ISS launched a new platform to administer the International Buddy Program, enabling it to increase from 1000 to 1700 the number of new International Students matched with a peer mentor this year.
- ISS started offering webinars to McGill staff on immigration regulations and intercultural communications.

**Macdonald Campus:**

- Increased wellness & prevention programming available (numerous wellbeing related events), and has a more active planning role in Mac campus programming (including orientation, freshmen seminars, in-class events).
- Increased service provision through stronger collaboration of member units (e.g. staggering of nursing and counselling schedules in the Fall to meet student needs).

**Mental Health Services:**

- Implementation of an equitable hiring strategy for the Mental Health Service in partnership with SEDE
- Collaboration with the Department of Anatomy and Cell Biology to facilitate the creation of a mental health support program for their students

**McGill Office of Religious and Spiritual Life (MORSL):**

- MORSL implemented its first-ever mandatory half-day training for all of its student casual staff (about 25 Work Study students) so they now receive (in addition to the trainings for their specific jobs) a collective, value-added training.
- MORSL registered "My Neighbour's Faith" (monthly field trips to sacred sites) with MyInvolvement so that students who attend a certain number of the visits per year will receive a "Religious Literacy" badge on their co-curricular record.

**Office for Students with Disabilities (OSD)**

- Successful completion of the 3-year collaborative Chantier 3 grant-funded project to create an online, user-friendly ULD toolkit for faculty. Official launch to be in the late spring.

- Reorganization and revamping of OSD physical space to incorporate mindfulness and relaxation zones within the environment, which has been very highly received by students.
- Physical relocation of the exam testing space within OSD to increase capacity, and provide a better testing space for students, including natural light, plants, and increased ergonomic comfort.
- Administration of a record number of Fall final exams (~3500 exam)

### **Scholarships and Student Aid Office (SSAO)**

- In April 2016, launched a phone system to improve queue experience, also providing metrics to help us provide the appropriate mix of phone, email and counter support for the most timely possible service.
- In recognition of tuition cost differences, introduced dual Entrance Bursary offers for international students admitted to multiple programs. An overall increase of 10% in 2016 Entrance Bursary offers resulted in improved yields, ensuring geographic and socio-economic diversity in the entering class.

### **OFFICE OF THE DEAN OF STUDENTS**

- Pilot project with the Code of Conduct & Carnival – Developed an MOU such that conduct during Winter 2017 Carnival events are defined as a McGill context and therefore students in attendance are covered under McGill Code of Student Conduct and Disciplinary Procedures.
- Revised “Helping Students in Difficulty” folder – a document targeted to the McGill community for what to do and who to contact in emergencies, crises and worrisome or difficult situations.
- Reaching our Fall 2018 goal actually in Fall 2016 of attaining 100 incoming Indigenous student registrations
- Facilitating the 10<sup>th</sup> anniversary of the Eagle Spirit High Performance Camp initiative for Indigenous youth 13-17 years of age, May 19-23, 2016
- Coordinating with STEM McGill students a successful regional conference on campus for the Region 6 members of the American Indian Science and Engineering Society (AISES), Feb 19-21, 2016.

### **Indigenous Outreach Administrator**

- Establishing a Canada-version of the American Indian Science Engineering Society.
- Establishing an Indigenous Professional Focus Group between post-secondary Indigenous student services members in the Canadian Association of College and University Student Services (CACUSS) and the Australian New Zealand Student Services Association (ANZSSA) networks.

- Facilitator of ‘Academic Vision Board’ workshop at Fall Indigenous Student Retreat at Gault nature reserve.
- Partnered with Faculty of Education in planning, promotion and co-facilitation of winter workshop with focus on conflict resolution, group dynamics, and interpersonal skills in the classroom.

#### Harm Reduction Officer

- **How to Respond to Disclosures** and **For Survivors** posters - Two sets of posters were developed to inform the larger McGill community on how to effectively respond to disclosures of sexual violence and to provide information to people affected by sexual violence including: medical, emotional and reporting support information and resources.
- Launch of the Sexual Assault Awareness and Prevention Website, where relevant information concerning sexual violence and resources can be found.
- Frosh 2016 Consent Ed Video - Developed by Consent McGill and Faculty Froshes to promote a more inclusive and safer Frosh experience for all. The video reviews safer partying, consent education, and how to become an active bystander to reduce potentially harmful situations, with a specific focus on sexual violence prevention.

**Creation of the Dean of Students Award for Excellence in Undergraduate Academic Advising** – Developed in collaboration with the ESAAC’s Subcommittee on Undergraduate Student Advising, this annual award was established to recognize the important work that is done by academic advisors across the University.

**Ask an Advisor** –In 2015, over 3000 students used the program by email, in chat sessions and during in-person drop-in hours to get help navigating the advising system at McGill, to receive quick answers to their advising questions and to be referred to the resources and support services that they needed.

**Establishment of the Advising Support Fund** – The Advising Support Fund was established to help realize new advising initiatives from across the University that can improve advising resources, support advisors in their work and increase outreach to students. During the first year, funding was disbursed to six projects, for initiatives ranging from the “De-stress during Exams” event for students hosted by the Faculty of Law Student Affairs Office to the Spring Mixer for the Academic Advisers Network to a bookmark for new students in the Freshman Program of the Faculty of Agricultural and Environmental Sciences.

## ENROLMENT SERVICES

### Recruitment, admissions diversity and access:

- Working in collaboration with the Dean of Students Office, ES funded an additional Indigenous student recruiter to support increasing community outreach and Indigenous applications to McGill (aligned with Provost's Task Force on Indigenous Education and Indigenous Studies).
- Project Rousseau – McGill is the only Canadian university involved – Enrolment Services hosted two visits of student groups to McGill to encourage their interest in university studies. Two Project Rousseau students are currently enrolled at McGill.
- Admitted Indigenous students through the new Journey/Parcours McGill access initiative.
- With the Associate Dean of Arts, developing the new Achievement McGill access initiative for top athletes
- Voici une Journée à McGill: from 15 participants in the first year to close to 150 in year 3 (2016) – for Francophone Quebec students, introducing them to a McGill experience facilitated by Francophone Quebec students currently attending McGill.
- Open House: Rallied the McGill community to run Open House despite a last minute 1-day strike.
- Yield campaign: The Maral@McGill Facebook campaign with 2016-17 entering class was a huge success. Over 5000 registered and stayed engaged with our McGill contributors (Recruiters like Maral and student ambassadors who were helpful with real life answers). By far our most successful social media activity.
- Raise.me – McGill has created a program of micro-scholarships that students earn toward their future university studies while engaging in a variety of activities from grades 9-12 called Raise.me.

### New responsibilities:

- Spring Convocation – Enrolment Services assumed responsibility for all convocation ceremonies in 2016. Several improvements were made, beginning with the convocation program, which now features alumni, their accomplishments and their advice to new grads.

### Improved services and the student experience

#### Exams:

- Posting the Exam schedule a week earlier – better for students and instructors to plan workload and travel
- Revamping the Exams website to make it clearer:  
<http://www.mcgill.ca/students/exams/>
- Extended the final exam period: Successfully proposed to Senate the lengthening of the exam period to alleviate student stress and reduce conflicts.
- Conducted the first annual diversity census by surveying the incoming undergraduate class of fall 2016.



#### Deferred exams:

- Following the pilot that ES conducted, the majority of undergraduate faculties relaxed requirements for the first exam deferral requests from students.

#### Course withdrawals:

- The deadline for late course withdrawals was extended to later in the fall, alleviating decision-making pressure on students during stressful times, seek out resources where required and to pursue academic success.

#### Exchange and study away:

- Applications for the exchange program continued to grow at an increase (approximately 17% increase from 14-15 year) and more students participated in the international exchange program.

#### **Improved service to University departments**

- eCalendar: Improved content syndication tool for departments to use content from eCalendar on their websites, reducing their workload by removing the need to maintain content in multiple locations; branding of eCalendar with new logo.
- Superior responsiveness by resolving urgent timetabling and room-booking issues due to major construction around campus and by the City of Montreal.
- ES is a key participant on the Graduate Milestones project team working on the implementation of Degree Works degree audit tracking software for students and academic departments.
- Online Methods of Evaluation for instructors – easier for instructors to submit their final exam details (replaced email and paper submissions).

#### **Enrolment**

- Achieved enrolment objectives, including admission and enrolment targets.
- Substantially increased the number of early offers of admission to the undergraduate applicant pool and made those offers starting in November, earlier than ever before.

#### **Enrolment funding (government reporting)**

- Successful launch of the newly-built GDEU enrolment reporting system. Reporting this accurately with a robust system is one of the keys to the University's financial sustainability.
- Completed a major project to leverage the eCalendar to reorganise and streamline the academic program information for GDEU submission.
- Successfully submit several GDEU reports following the implementation of the new system.

### **Capacity-building initiatives**

- Staff succession and cross-training
  - Job shadowing, cross-training, on-boarding and training of new employees; replacement of outgoing employees.
  - Job exchange with the University of Toronto (admissions and front line services) as part of an AAU Registrars' pilot project led by McGill and U of Toronto.
  - SLL leadership training; Leadership Development Program participation.
  - Conferences, webinars, presentations and other enrichment opportunities.
  - Short-term special projects (e.g. Degree works implementation and GDEU).

### **Accountability**

- Successfully passed the annual GDEU government student records audit.
- Received a strong rating on the ES Internal Audit.
- Successfully completed the Cyclical Unit Review.

## **ATHLETICS AND RECREATION**

### **Facilities**

- The Forbes Field resurfacing project was completed, along with extensive landscaping of the areas adjacent the field and the refinishing of the tennis courts.
- The facilities served host to the Nation Wide Science Fair, the RSEQ Final Four Basketball Championships and the RSEQ Track and Field Championships.
- A C02 water treatment system was installed in the pool mechanical room, eliminating the need to use acid for PH control.
- Much work was completed on the development of the Macdonald Campus Paddle Board and Pop-up Boat House Project.
- A new student lounge and study area was developed in the Tomlinson Hall mezzanine area.

### **Varsity Sports**

- Redmen Baseball won their third consecutive Canadian Collegiate Baseball Association championship.
- Synchronized Swimming won their national championship.
- 226 student-athletes earned Principal's Student Athlete honours.
- 101 student-athletes earned CIS Academic All-Canadian honours.
- Melodie Daoust represented the RSEQ at the prestigious BLG awards.
- Francois Jarry was selected as a Governor General CIS Top 8 Academic All-Canadian.
- 6 league championships were won, along with 4 conference coach of the year awards.
- 10 varsity teams represented McGill at CIS national championships.

- Coach Ryan Thorne of Martlet Basketball earned CIS coach of the year honours.

### **Human Resources**

- In conjunction with the Office of the Deputy Provost, the unit's HR advisor began work on an onboarding program which will serve the needs of all Student Life and Learning units.