McGILL UNIVERSITY **BOARD OF GOVERNORS**

Memorandum

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TO:	Board of Governors
FROM:	Marc Weinstein, Vice Principal (University Advancement)
SUBJECT:	2019 UA Annual Report
DATE:	February 13, 2020
DOCUMENT #:	GD19-41
ACTION REQUIRED:	☒ INFORMATION ☐ APPROVAL/DECISION

ISSUE & EXPECTED OUTCOME:	University Advancement will present an overview of philanthropic results and activities.
BACKGROUND & RATIONALE:	The presentation will provide an overview of key objectives and strategies for the Campaign for our Third Century. As background, two additional documents are provided: the *Made by McGill* Campaign Case for Support and the University Advancement Fiscal Year 2019 End Of Year Review.
ALIGNMENT WITH MISSION AND STRATEGIC PRIORITIES:	McGill's achievements and capacity to remain competitive across a full spectrum of scholarly activities are directly linked to the support it receives from philanthropic endeavours. The *Made by McGill* Campaign, aligned with the University's Bicentennial, provides a unique opportunity to galvanize global alumni and friends in support of its vision and priorities.
COMPLIANCE WITH UNIVERSITY POLICY:	Reports on philanthropy are routinely presented to the Board of Governors, its Committees and Senate. The Report has previously been presented to members of the Senior Administration (September 13, 2019), Senate (October 23, 2019), the Finance Committee (November 21, 2019) and the Investment Committee (December 10, 2019).
COMPLIANCE WITH LEGISLATION/ EXTERNAL REGULATIONS:	There are no legislative requirements related to the Report.
RISK FACTORS:	There are no known risks associated with this report.
SUSTAINABILITY CONSIDERATIONS	McGill's philanthropic efforts support the University's identified priorities, including research and teaching encompassing many dimensions of sustainability. Environmental Sustainability is one of the "Grand Challenges" identified as key pillars of the Campaign.
IMPACT OF DECISION AND NEXT STEPS:	N/A

MOTION OR RESOLUTION FOR APPROVAL:	N/A
APPENDICES:	Appendix A: Made by McGill: The Campaign for our Third Century Case for Support Appendix B: UA FY19 Financial Review

McGill

Made to make a difference. By pushing forward and by breaking through.

MADE

by McGill

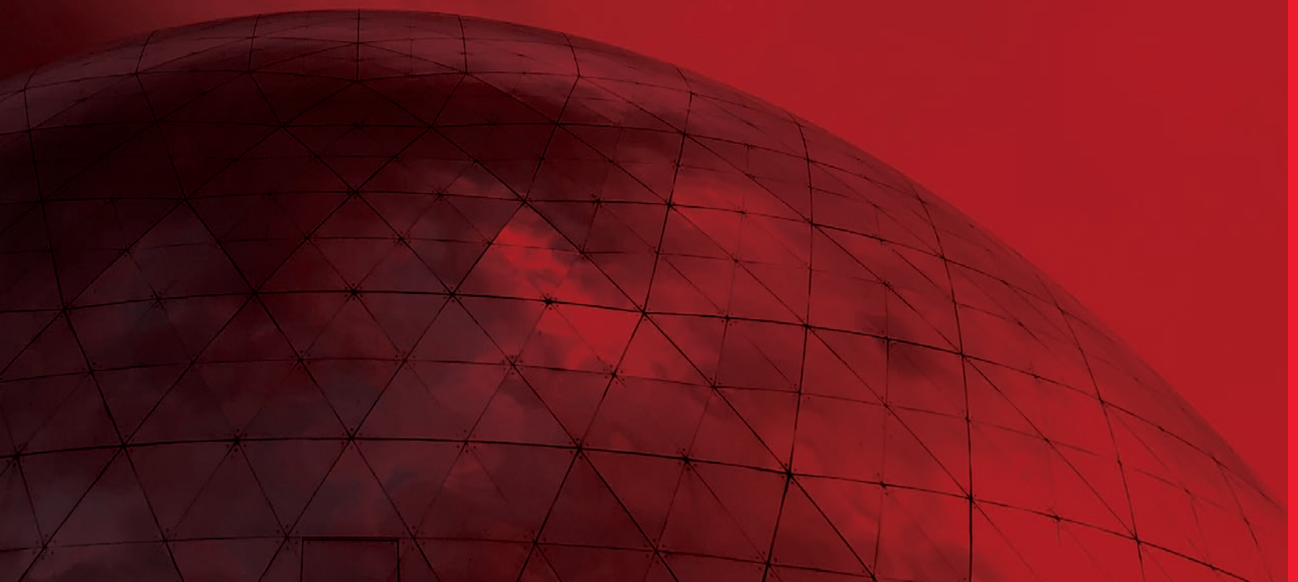
THE CAMPAIGN FOR OUR THIRD CENTURY

Ask any one of McGill's 275,000 alumni around the world, and you'll hear the same thing: **McGill helped make me who I am.**

What makes McGill special? Located in one of the world's great multicultural cities, with the most international student body in Canada, McGill has a welcoming, cosmopolitan spirit that prepares students for the world that awaits them.

The McGill spirit attracts brilliant students and faculty who share perspectives that stimulate creativity, expand horizons, and foster lasting life experiences.

Excellent but not elitist. Locally rooted but globally minded. Venerable but innovative. McGill is a place where anyone from nearly any background with the talent and drive to succeed can realize their dreams: from the courtroom to the concert stage, from a startup to an NGO, from the greenhouse to the gridiron, and anywhere in between.



As we celebrate nearly 200 years of contributions to research, discovery and learning, McGill seeks to raise $2 billion to support its bold ambitions.

On the cusp of McGill's third century, the planet faces social, economic, environmental and technological changes on a monumental scale.

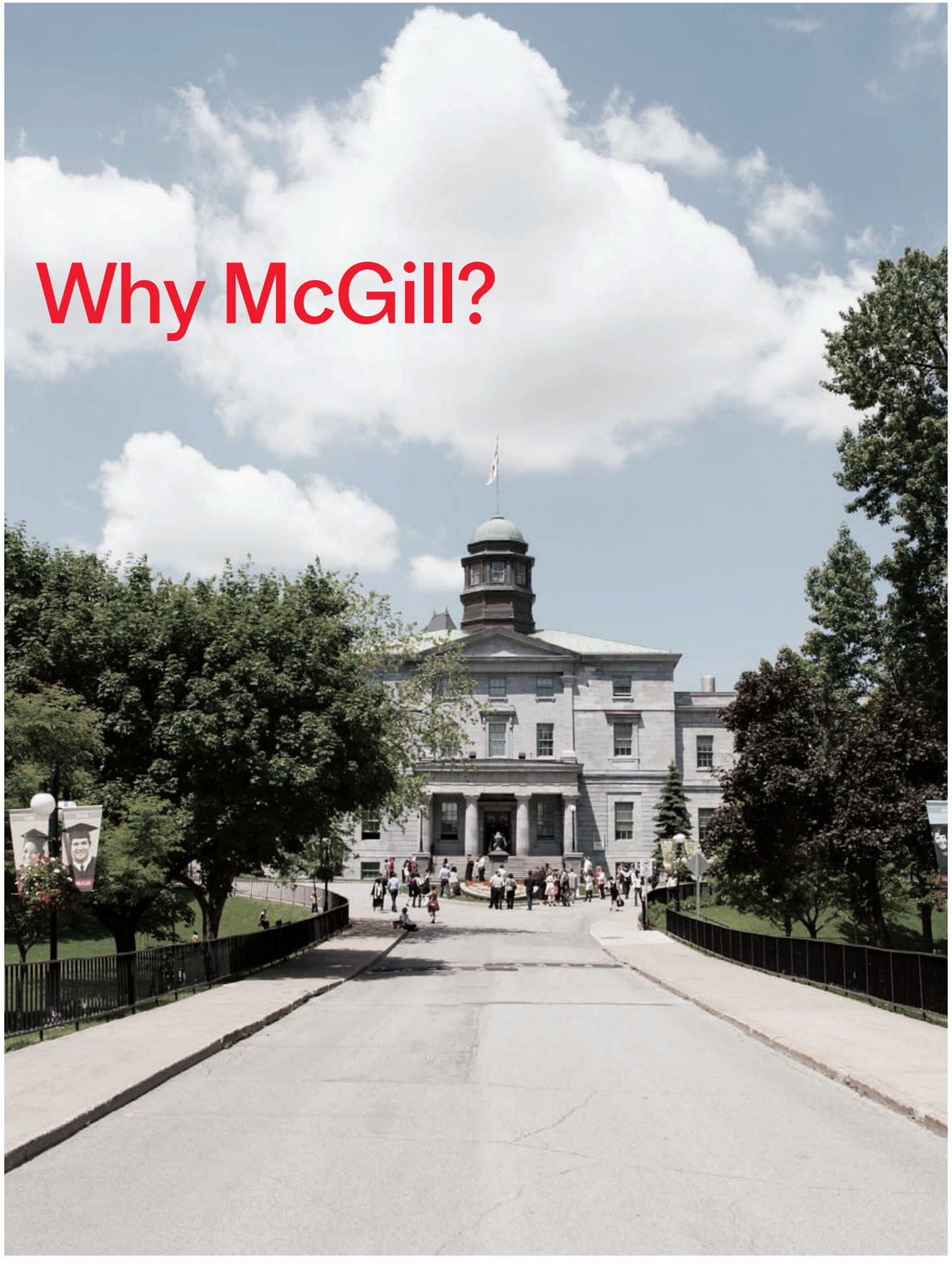
Rapid social and political transformations across the globe bring challenges that require the kind of creative thinking at which McGill minds excel.

These challenges will require leaders who are not just career-ready, but future-ready. Graduates equipped with the agility, training and experience to drive change and develop solutions when and where they are needed most.

This is the vision behind **Made by McGill: the Campaign for Our Third Century.**

To achieve this vision, we will mobilize our worldwide community of alumni, friends and supporters to help us realize our bold ambitions and transform McGill for the next 200 years. It will be a place where global problems are faced head on, global leaders take shape, and students from all backgrounds find success and opportunities to create a better, fairer and more prosperous world.

Why McGill?



A global approach

McGill brings Canada's defining values of openness and inclusiveness to the cosmopolitan context in which it thrives. We provide an environment where global citizenship is part of the experience of our students, faculty and campus community, creating an ideal training ground for jobs and lives that require an international perspective.

A unique local environment

McGill benefits from Montreal's exceptional urban milieu: a multilingual city where design, music, visual art and cultural expression of all kinds flourish. A city that is consistently ranked among the best for students in North America. Connected to this diverse local community, and with its eyes on the world, McGill is a place where pressing questions of science, art, culture, policy, health and justice are brought together in a distinctively Canadian crucible, forging solutions and possibilities.

A track record of ingenuity

Mention McGill in nearly any context, and we will be compared to institutions with significantly greater financial resources. It is a testament to McGill's ingenuity, creativity and can-do spirit that we are able draw the most from our strengths and compete with the finest universities across the globe, attracting students and researchers who could choose to study and work anywhere in the world.

A vision to unlock student potential

**McGill students are at the core of McGill's future.
They are the generational bridge carrying our aspirations forward.**

McGill's ambitions for its third century focus on new ways to cultivate idealistic and sharp young minds, equipped with the skills and experience to lead in the roles which our world demands: five, 10 or even 50 years from now.

Creating a training ground for future-ready students requires realizing Principal Suzanne Fortier's vision for a university that is open, connected and purposeful:

- **A university open to new ideas,** new ways of looking at the world and our cultural and human diversity
- **A university connected to its local and global community;** connected across disciplines, boundaries of geography and sectors
- **A university with a clear sense of purpose,** because what we do – learning and exploring new paths in knowledge – has never mattered more to our community and our world

To realize this vision, McGill will build upon its core strengths and also challenge our assumptions about how we teach, learn and drive discovery, and how we translate new knowledge into real solutions.

A Campaign for McGill's Third Century

Ensuring that McGill takes its place at the forefront of higher education will require an exceptional mobilization of resources, engaging the breadth of McGill's global community of leaders, alumni and supporters.

This is what the **Campaign for McGill's Third Century** is designed to accomplish.

It will help drive McGill's progress as an institution that attracts talent reflecting the full diversity of our world. One with the agility to capitalize on emerging opportunities and the collaborative ideas to find new solutions to global problems.

It will harness McGill's significant strengths and partnerships, and the talents of our people, to push boundaries even further in areas where we are already in the forefront.

It will help us offer our students a dynamic educational experience that combines academic rigour, cross-disciplinary creativity, and learning experiences beyond the classroom.

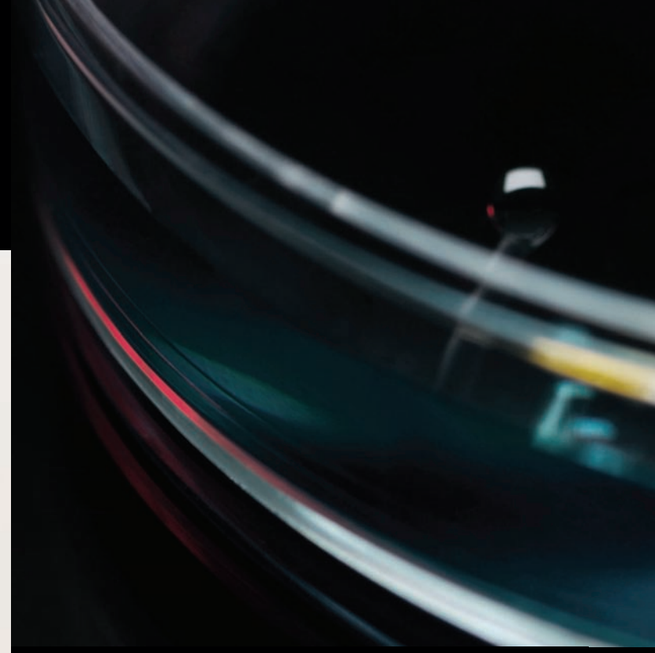
It will leverage McGill's investments and those of our philanthropic partners to fund ambitious and transformative ideas and programs.

It will serve as the focal point to rally McGill's international community in celebration of the institution's unlimited potential.

With philanthropic support to propel us forward, we will create:

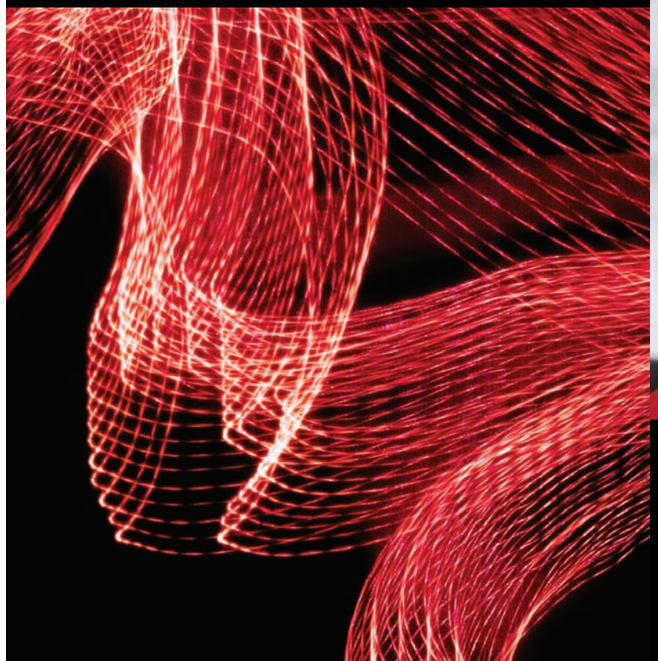
- **Opportunities that open doors**
- **Research that changes lives**
- **Innovation that drives progress**
- **Education that shapes future-ready students**

Opportunities that open doors.



Research that changes lives.

Innovation that drives progress.



Education that shapes future-ready students.

Opportunities that open doors

A McGill education is an extraordinary force for change. For students from all nations, cultures and backgrounds, it opens doors to futures not yet imagined.

Our goal is to ensure that no qualified student is denied a McGill education for economic reasons, while we expand the range of perspectives on our campuses and maximize opportunities for the exchange of ideas within a vibrant intellectual community.

Removing financial barriers for McGill students

Building upon the leadership and vision behind the McCall MacBain Scholarships, we will create new opportunities for talented students from all backgrounds to study at McGill without financial barriers, bringing an even richer range of minds to learn and discover together.

Enhancing graduate and postdoctoral fellowships

Attracting and supporting the finest young research minds through competitive funding for graduate and postdoctoral students.

Supporting Indigenous education and success

Building support mechanisms and programs aimed at expanding our Indigenous student population and professoriate, creating a welcoming campus environment that explores and celebrates Indigeneity, and forging mutually enriching collaborations with Indigenous communities.

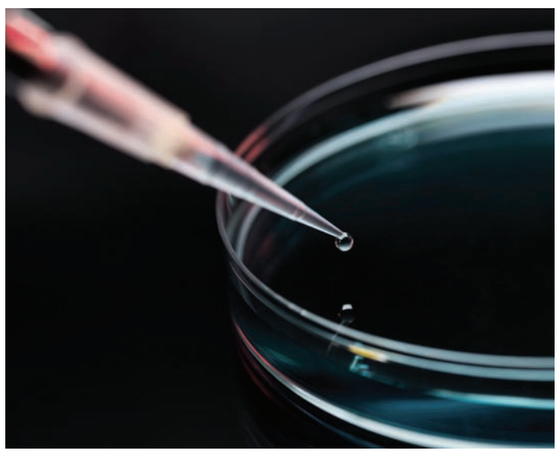
Research that changes lives

Every day, McGill researchers are pushing the boundaries of knowledge, exploring new pathways in fields ranging from human genetics to public policy and beyond.

McGill has developed outstanding, collaborative strength at the intersection of disciplines where solutions to global challenges will emerge.

Accelerating those solutions, and moving them swiftly from idea to practical impact, is where McGill will make some of its most significant contributions.

McGill has already generated momentum around two ambitious, multidisciplinary programs where collaboration and cross-sectoral investments are creating impact:



Revolutionizing neuroscience – transforming lives

For almost a century, McGill has been a global innovator in brain science, led by the internationally renowned Montreal Neurological Institute and Hospital (The Neuro). Now, building on that strength, McGill and The Neuro are leveraging a unique Open Science approach, working side by side with patients contributing to advancing scientific knowledge, to accelerate the discovery of new treatments and cures for neurological diseases and disorders. We are developing the tools and the infrastructure needed to support data and material sharing; amplifying the impact of our research by sharing it globally; and encouraging the scientific community to embrace this new way of doing research.

Environmental sustainability

McGill takes an interdisciplinary approach to developing environmental technologies, practices and policies that support long-term human and ecosystem health. This vision unites the natural sciences and engineering with arts and humanities, political science, economics and public policy, ensuring that all aspects of how we create a healthy and sustainable world are addressed.

Aligned with this ambitious vision is the opportunity to redevelop the former site of the Royal Victoria Hospital into a cutting-edge, interdisciplinary research and learning neighbourhood dedicated to Sustainability and Public Policy.

This unique international knowledge hub will embody McGill's third-century vision, while inspiring public and private partners to invest in and promote McGill-driven knowledge, raising the profile of Montreal and Quebec as global centres of purposeful inquiry and solutions.

Not only will the Campaign for Our Third Century garner further support for these important research priorities, it will also allow McGill to focus on additional areas of research where we are positioned to make a difference, such as:

Leading in AI and data science

Home to world-renowned computer scientists working at the forefront of artificial intelligence (AI) and machine learning, McGill is contributing to the core technologies used by Google, Facebook, IBM and countless industry leaders. At the same time, McGill is leveraging its wide-ranging strengths in law, the humanities and social sciences, public policy and management to help ensure these technologies serve individuals and societies well, while creating new data-driven applications from aviation, to health care, to city planning and transportation.

Our goal: to unite all of these strengths through a globally unique and interconnected network of centres, each dedicated to advancing AI, data science and their applications in a specific field. The result: a powerful engine to create technologies, policies and applications that improve lives, while mitigating the risks that threaten our privacy, safety and prosperity.

Infection and Immunity

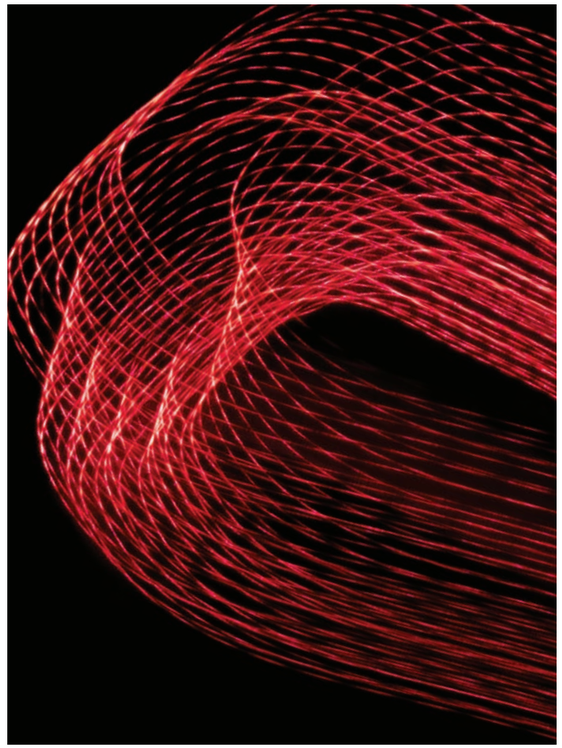
The **McGill Interdisciplinary Initiative in Infection and Immunity** (MI4) brings together over 250 specialists from medicine, science, engineering, social science and public policy to find new ways to fight deadly infections, and use our own immune systems as a powerful weapon against disease.

In addition to these impact-oriented "grand challenges", McGill researchers are undertaking cutting-edge research across disciplines, pushing intellectual boundaries and seeking answers to fundamental questions about our identities, our societies, and our place on the planet and in the universe. From the smallest molecule to the furthest galaxy, support for McGill research allows us to have a better understanding of our world and make it better, one challenge at a time.

In order to bring this transformative research to life, we aim to recruit and retain the finest research talent in the world. This will require us to support a strategically expanded professoriate across disciplines, including Chairs, visiting professorships and flexible appointments.

Innovation that drives progress

Innovating for the benefit of society is at the heart of our University. McGill is a powerful incubator of new discoveries, fueled by students and faculty with an unquenchable drive to improve the world around them by bringing their creative ideas from the classroom or the lab to the marketplace and the community.



Given the speed of innovation in our dawning age, we are preparing our students to operate at "future speed" by creating a vibrant innovation ecosystem on campus that leverages McGill's unique culture, strengths and global community.

We will do this by:

Supporting innovation across our faculties

- Support for seed funds, innovation training, and other programs aimed at creating a culture and practice of innovation across our faculties, including creating a nexus for technological innovation through Engine: the Faculty of Engineering's innovation and entrepreneurship hub
- Recruiting innovation professors of practice: real-world innovators who will be appointed to share knowledge, teach and serve as advisors and mentors

Creating a robust support system for student and faculty innovators

- Mentoring and support through a McGill innovation ecosystem that includes alumni and industry partners

Supporting early-stage innovation

- Targeted funding for innovative and promising ventures at an early stage, designed to close the gap between research, discovery and proof of concept, and prepare new products, services and ideas for the market

Education that shapes future-ready students

McGill's exceptionally international student body, our global alumni community, and our place in a multilingual city and a nation committed to diversity and openness are our most distinctive qualities and our greatest strengths.

Building connections to our communities – local and international – allows us to train students to thrive as creative and engaged citizens and leaders, while making a positive impact on the world around us.

We will do this by:

Ensuring that every McGill student has the chance to participate in a meaningful global or community experience

- Field study opportunities to put theory into practice
- Academic exchanges at partner universities around the world
- Internships at organizations that complement students' fields of study
- Research partnerships across faculties

Building experiential learning initiatives into the fabric of teaching and learning

- Community-based independent ventures
- Digitally enhanced pedagogy for broad-based learning
- Collaborative learning projects

Embracing innovation in teaching and learning

- Developing and implementing new technologies and models that extend our classrooms to the digital sphere
- Connecting our students to a network of Professors of Practice recruited from among successful entrepreneurs, enriching opportunities to learn from real-world innovators

Creating a greater range of inter-institutional research and learning collaborations

- Summer exchange programs with partner universities
- Professional Master's programs
- Joint research projects with peer universities
- Travel funds to facilitate these activities

Transforming McGill's Library to reflect the needs of today's students

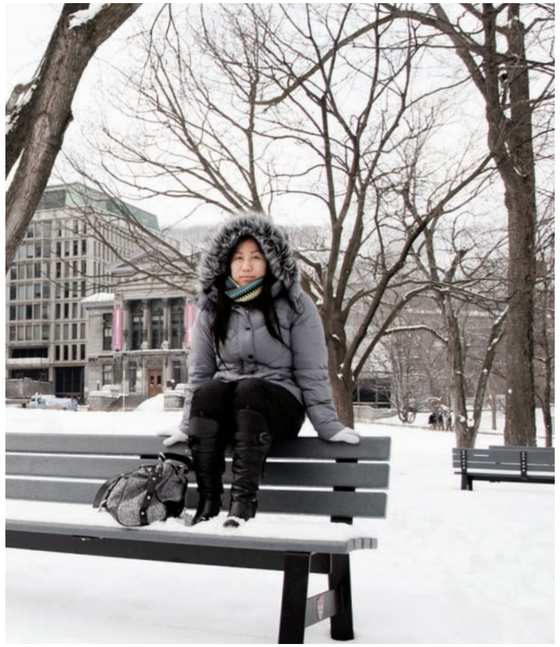
- Creating a modernized and expanded Library space in the heart of campus – a meeting place for the entire campus community, and a dynamic environment where physical and digital resources enrich learning and scholarship for generations to come

Enriching support programs for all students

- Enhanced student advising
- Expanded career services and mentoring
- Student health and wellness initiatives
- A special focus on under-served communities

Improving access to entrepreneurship training and experiences

- An enhanced and expanded **Dobson Centre for Entrepreneurship** at the Desautels Faculty of Management, offering startup competitions, accelerators, mentorship and other programs that help nurture commercial and social enterprises by students and faculty members from across McGill
- Expanded entrepreneurship curricula and training that is offered across faculties



Enhancing our athletics and recreation programs

- Enhanced world-class training and competition facilities
- Strengthened coaching support for varsity athletes
- Competitive funding opportunities for top student-athletes
- Creation of an innovative wellness program

Enhancing community partnerships

- Mutually-supportive research, teaching and participatory projects with arts organizations, non-profit organizations, institutions, governments and industry partners
- Academic and experiential programs in social innovation

Leading McGill's Third Century: Together

Over the last 200 years, McGill alumni have advanced global progress across nearly every field of endeavour. Their outstanding achievements provide the inspiration and impetus for our University as we establish its future as a place where the world looks for – and finds – answers to global problems.

A place where students can realize their most ambitious aspirations and dreams.

A place that is a model for how universities can evolve to meet the challenges of not only the present, or the imagined future, but the future that defies imagination.

Just as the achievements of our alumni have changed the world beyond our campuses, their generosity has ensured that the generations that followed could achieve even more.

McGill was built on the vision and contributions of our community. Year after year, decade after decade, philanthropy has provided the power that allows us to dream bigger, to reach higher, and to outperform even the most ambitious expectations.

With your support, McGill's third century will be filled with many more accomplishments, discoveries and excellence than our first two. It's an exciting journey. Join us.

A foundation for the future.
Made by McGill.

Made by McGill: THE CAMPAIGN FOR OUR THIRD CENTURY.

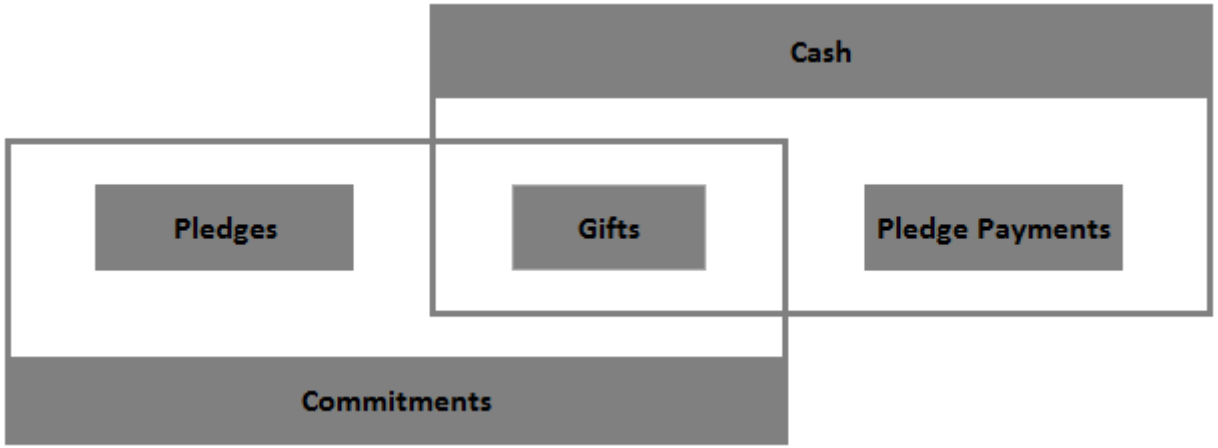
giving.mcgill.ca

University Advancement

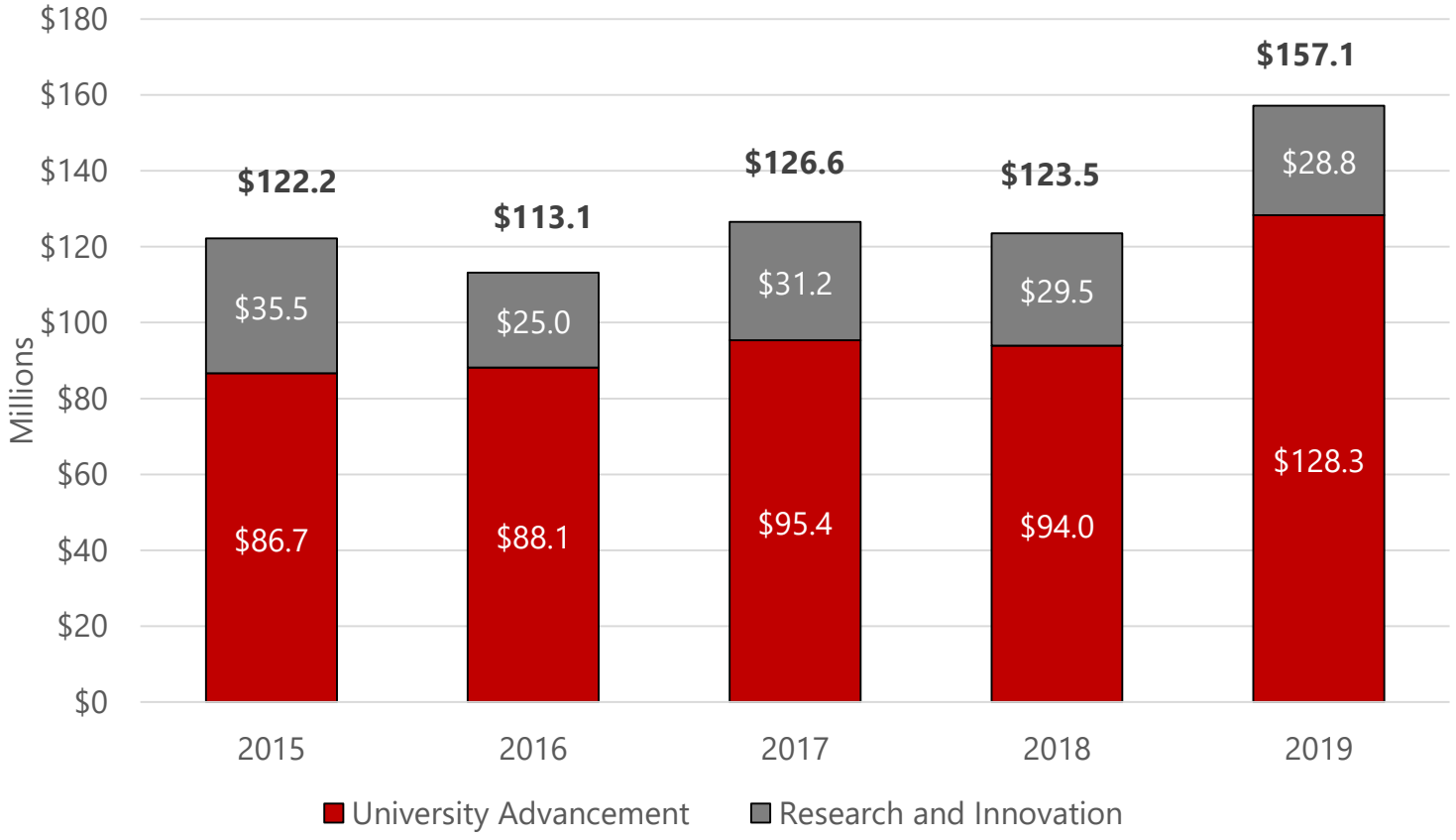
Fiscal Year 2019 End of Year Review

Terminology and Data Notes

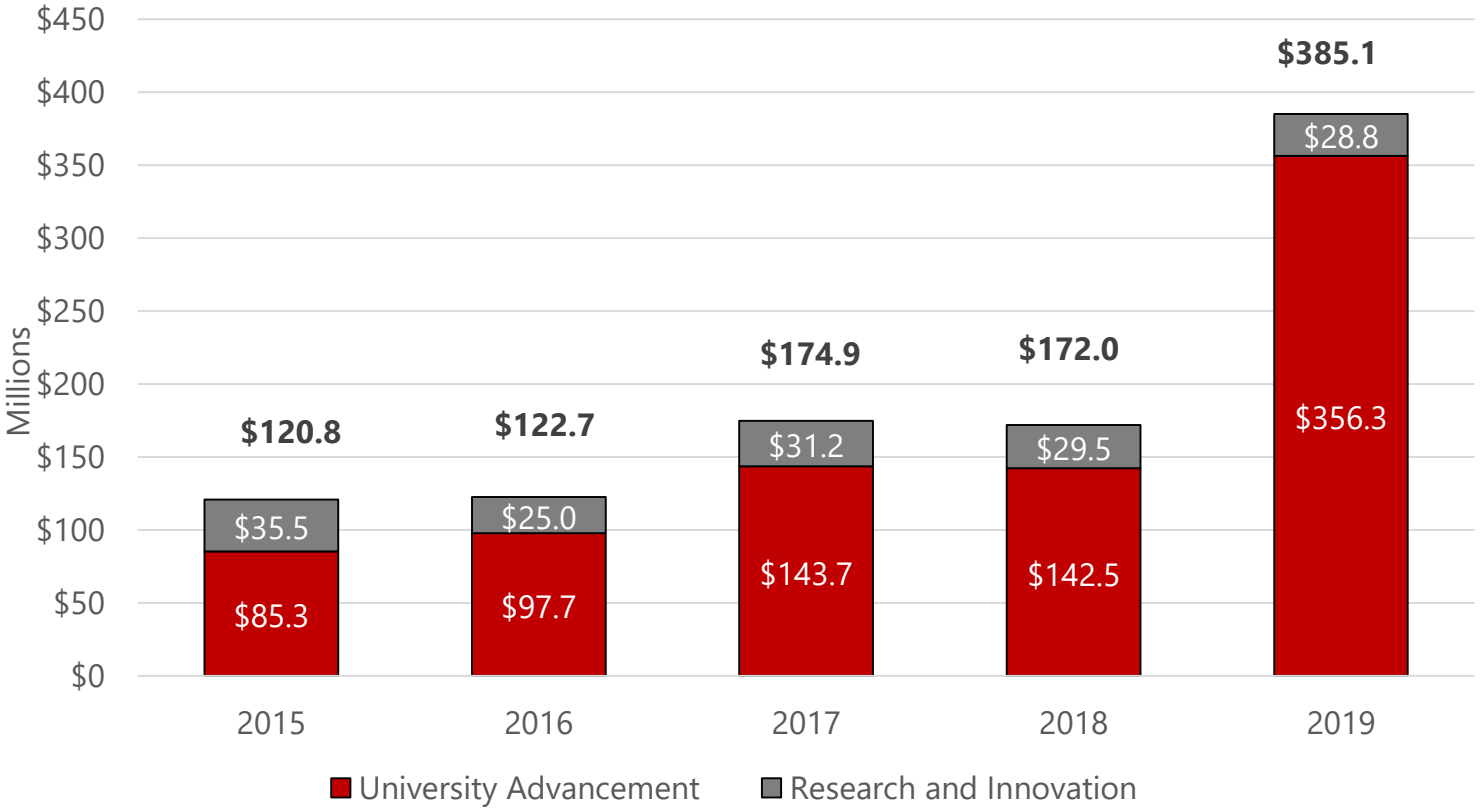
- All data presented in the report is as of the end of FY19
- All figures presented containing Campaign averages are UA performance totals, and do not include philanthropic research.
- Commitments (also referred to as *achievements*):
  - Includes all confirmed pledges and one-time gifts. Bequest intentions are included as achievements.
- Cash:
  - Includes one-time gifts and payments received on previously confirmed pledges. Realized bequests are counted towards cash totals.



UA Cash: 5-Year Results

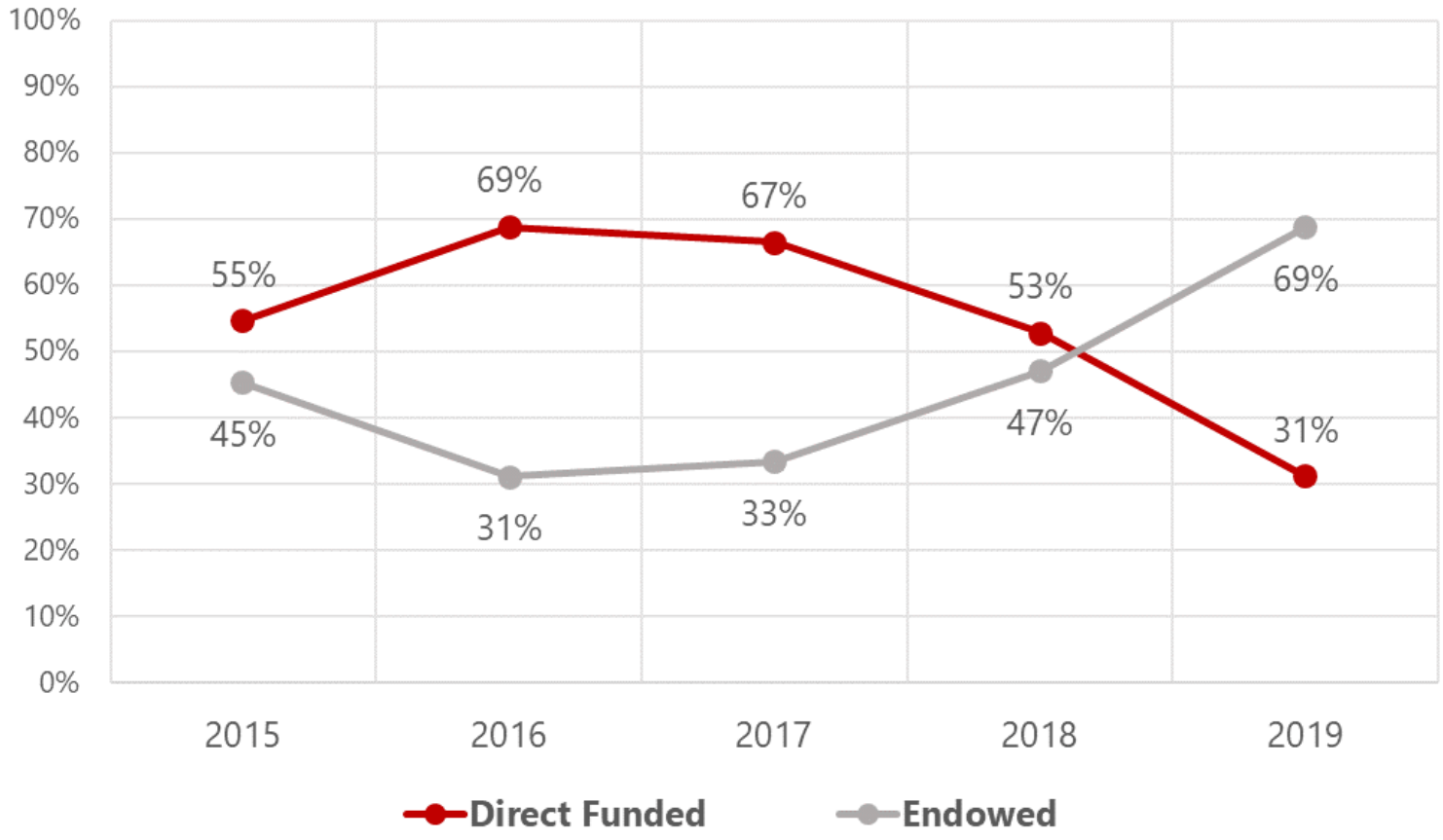


UA Achievements: 5-Year Results



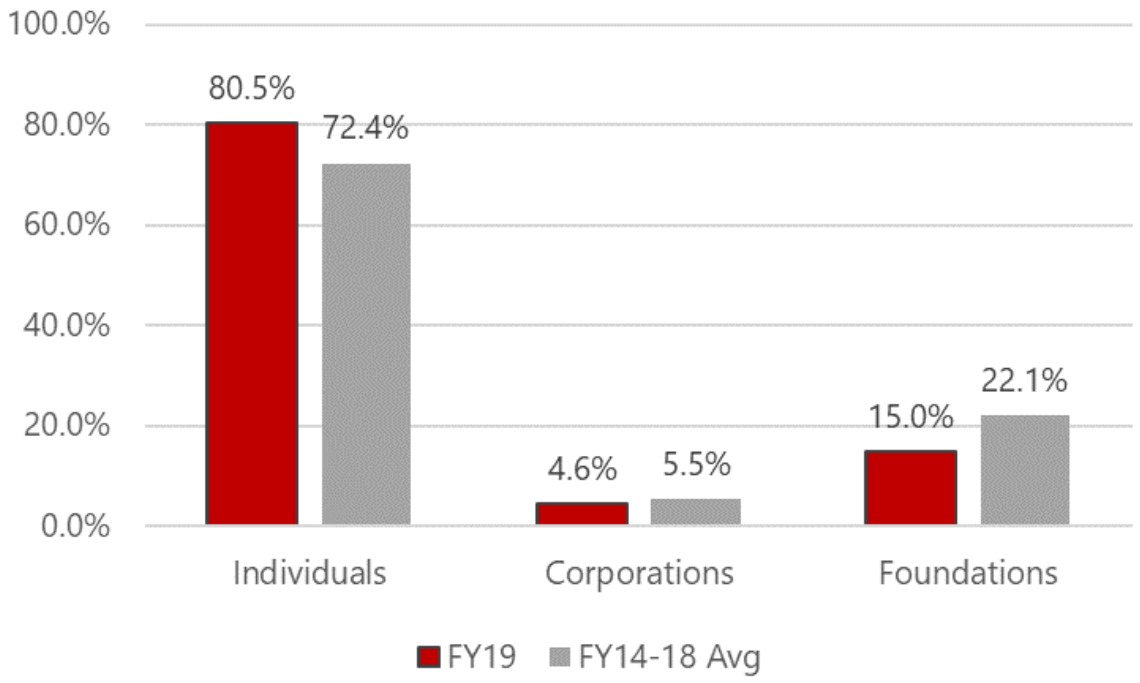
** Bequest intentions are included in the University Advancement total*

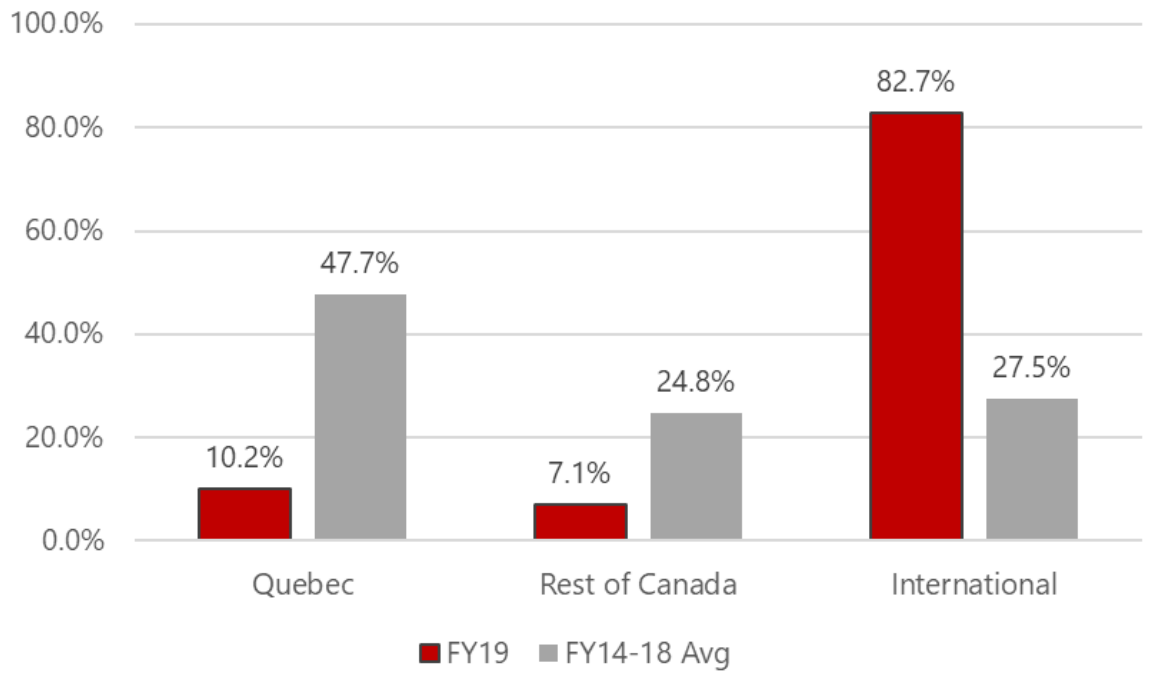
UA Achievements: Endowed vs. Direct



FY19 UA Achievements: by Source

Source	FY19 Amount (M)	FY19 Percentage	FY14-18 Average
Individuals	$286.7	80.5%	72.4%
Corporations	16.3	4.6%	5.5%
Foundations	53.3	15.0%	22.1%
Total	**$356.3**	**100.0%**	**100.0%**



FY19 UA Achievements by Individuals: Regional

Region	FY19 Amount (M)	FY19 Percentage	FY14-18 Average
Quebec	$29.1	10.2%	47.7%
Rest of Canada	20.5	7.1%	24.8%
International	237.1	82.7%	27.5%
Total	**$286.7**	**100.0%**	**100.0%**