



McGill ASAP 2012: Achieving Strategic Academic Priorities

Faculty Council, Faculty
of Medicine

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McGill

Overview

ASAP 2012: Achieving Strategic Academic Priorities

- McGill's context
- Current economic realities, special circumstances in Quebec
- Multi-year budget overview
- Addressing McGill's resource gap
- Strategic Reframing Initiative (SRI)
- ASAP 2012
 - purpose, principles, objectives, progress, starting points
- Discussion and request for your feedback

McGill's context

2011 is McGill's 190th anniversary year

- progress since 2006 white paper
 - successful academic renewal
 - improved information technology
 - increased graduate student numbers and funding
 - advances in student life and learning
- cost of progress
 - challenging financial situation
 - need for revenue generation, cost efficiencies, new ways of doing business

Current economic realities

- McGill is facing a time of difficult and continuing economic uncertainty
- Projected shortfall for FY2012 is significant and it reflects:
 1. salary adjustments
 2. additional contributions required for the pension fund
 3. reduced payout from our endowment funds
 4. financial demands of accumulated deferred maintenance
 5. projected increases in interest rates
 6. set asides for applications to major research competitions
 7. special constraints for Quebec universities

Special circumstances for Quebec universities

- new accounting rules (GAAP) and a new fiscal year end
- indirect costs of research increasingly assumed by university operating budgets
- average tuition in Canada is \$5,500 while average tuition allowed by MELS is \$2,068
- Quebec Bill 100 requiring public organizations to reduce spending

Multi-year budget overview

FY 2010 target budget deficit	(\$5Million)
FY 2010 actual budget deficit (pre-GAAP)	(\$7.4 Million)*
FY 2011 target budget deficit (11 months)	\$0 (break even)
FY2011 projected surplus	\$5 Million**
FY2012 budget deficit w/o relief actions	(\$19 Million)
FY 2012 target budget deficit	(\$6 Million)
Subsequent years (FY 2013 and beyond)	continued deficits for several years
FY 2016	return to break-even/surplus to pay off accumulated deficits

*difference versus target primarily due to timing of benefits

**to be confirmed in March 2011

Addressing McGill's Resource Gap

- **growing resource gap** between McGill and peers
- to maintain our strength, we must:
 - stretch our current resources to identify **new areas of growth and savings**
 - identify and engage in **new ways of thinking**
 - enhance **quality within constraints**
 - emphasize **local accountability**

Strategic Reframing Initiative (SRI)

- Cost efficiencies
- Enrolment mix
- Philanthropy
- Research and innovation
- Performance enhancement

ASAP 2012, KPIs and SRI

- ASAP 2012 will engage in consultation to identify strategic academic priorities derived from past experiences and develop roadmap
- KPIs will institute benchmarks toward analytics
- SRI will deliver recommendations about the ways and means through which we advance

ASAP 2012: Purpose

Purpose

- acknowledge and build on strengths and achievements of 2006 white paper
- incorporate SRI recommendations
- outline strategy for sustaining and furthering McGill's academic leadership
- establish roadmap for the next 5 years

ASAP 2012: Guiding Principles

Guiding Principles

- consultation and incorporation of feedback
- coordination with other University plans
- unbiased analysis and measurement of progress using SRI findings and other analytics
- sustainable financial plan and multi-year budget process
- recognition of contradictions and tradeoffs

ASAP 2012: objectives, progress, starting points

White paper 2006 objectives

Progress to date

ASAP 2012 Starting Points

1. Academic renewal plan	→	Targets being achieved ·Quality hires	→	New directions in Faculty hiring
2. UG composition & experience	→	Program reviews completed SLL implementation and report card Progress on research for Ugs	→	Innovative delivery of educational programs; cyclical unit review process
3. Graduate Studies environment	→	Doctoral enrolments increased Funding levels more competitive	→	Ensure quality and competitiveness of graduate studies
4. Disciplines & inter-disciplinarity initiatives	→	Neurosciences, IPLAI, green chemistry, genomics	→	Increase transformative interdisciplinary research and teaching initiatives
5. Quality support services	→	Improvements in student services	→	Implement other best practices
6. Professional development, productivity & satisfaction	→	Top 100 Employers	→	Enhance career development opportunities
7. Performance enhancement & indicators	→	KPIs launched	→	Initiate program of analytics

ASAP 2012: Progress to date

- substantial net increases in **tenure track positions**
- **research and academic plans** at the Faculty level
- increased **doctoral enrollments and funding**
- new **interdisciplinary** programs (neurosciences, IPLAI, green chemistry, nanotechnology)
- improved **student services**
- close **integration of multiyear plans** and goals to budgeting and resource allocations

ASAP 2012: Starting points

- 1) identify and implement **innovative educational programs and pedagogical delivery**
- 2) within limits of budget, **promote growth** in science, engineering & technology, **enhance support** for arts, humanities, and social sciences
- 3) ensure **competitiveness of graduate studies**
- 4) identify and develop other **interdisciplinary initiatives** across departments, programs, and Faculties
- 5) implement best practices in the provision of **quality support services**
- 6) further **career development opportunities**
- 7) institute a process of performance enhancement using **KPIs and analytics**



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Strategic Academic Priorities**

**Discussion and request for
your feedback**

Comments?

Suggestions?

Questions?

Concerns?