



McGill

OPEN, CONNECTED, PURPOSEFUL

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Summary of address to the
McGill University community

McGILL'S STRENGTHS

- Worldwide educational leader, a place of choice in a spectacular location.
- Shared love of challenge, commitment to academic excellence.
- Best students, top faculty and dedicated staff:
 - Diverse, international student body and faculty.
- Impressive research output and dynamic educational environment.
- Engaged alumni attesting to the value of a McGill degree.

BUILDING ON A SOLID BASE OF PLANNING

- Achieving Strategic Academic Priorities (2012)
- Strategic Research Plan (2012)
- Recommendations and administrative responses to the task force on diversity, excellence and community engagement (2011, 2012)
- Sustainability policy (2010)

KEY QUESTIONS FOR OUR FUTURE

External context: change and competition:

- The university's central role in the global knowledge society.
- Collaborative, multi-disciplinary, international research.
- Educational technologies and methods of delivery.
- High mobility and competition for talent.

Q. How does McGill evolve while preserving its core identity?

Q. What projects should we undertake to give concrete expression to our strategic plans?

PROPOSED VISION AND PRIORITIES

VISION: create a more open, connected and purposeful McGill.

Five priorities on which to focus.

Three priorities centered on McGill's academic mission:

- 1. Student life and learning**
- 2. Research**
- 3. Community engagement**

The other two priorities relating to supporting the mission:

- 4. Our work culture**
- 5. Transforming our physical and virtual campus**

1. STUDENT LIFE AND LEARNING

VISION: create a truly unique, McGill-specific expression of our mission, principles, and core values.

- Extend McGill's reputation for innovative teaching and research excellence.
- Combine *life* and *learning* into a distinctive, pioneering and enriching higher education experience, known as the McGill Commitment.
- Integrate technology and pedagogy and apply to respond to a rapidly shifting university landscape.

1. STUDENT LIFE AND LEARNING

Actions over the next two years:

- Increase experiential learning for *every* undergraduate student, be it internships, co-op placements, international exchange or research opportunities.
- Help graduate students and post-doctoral fellows fulfill their career ambitions by offering management and teaching certificates.
- Increase the number of active learning classrooms.
- Offer a comprehensive suite of advising, mentoring and support services for all levels of students.
- Establish exact quantitative targets for curricular and co-curricular development.

2. RESEARCH

VISION: foster an environment that stimulates and supports transformative research and creative scholarship.

- Position McGill researchers and teams at the forefront of new knowledge.
- Increase McGill leadership in research and innovation.
- Ensure timely, efficient and effective support for McGill researchers.

2. RESEARCH

Actions over the next two years:

- Develop a McGill Seed Fund that supports early-stage, curiosity-driven research and scholarship to foster innovation and risk-taking.
- Provide “proximity support” to researchers, on-site in their faculties, to make grant and contract administration easier and more effective.
- Support McGill researchers so that they can assume leadership of major collaborative research projects, both at home and internationally.

3. COMMUNITY ENGAGEMENT

VISION: establish McGill as a leading, responsive collaborator, through:

- Creating a greater sense of openness and engagement by bringing McGill into our communities, and our communities into McGill.
- Highlighting our creativity and innovation to stand out in a changing landscape.
- Ensuring that a relationship with McGill has mutual benefits and added value for both partners.
- Engaging multiple partners and touch points across University portfolios to achieve our goals.

3. COMMUNITY ENGAGEMENT

Actions over the next two years:

- Work with alumni to broaden off-campus learning opportunities, and to developing career networks for recent graduates.
- Create an Innovation Fund, and provide entrepreneurship training, to translate all types of innovation—social, cultural, scientific, technical and medical—into community benefit.
- Help partners navigate the complex environment of McGill.
- Increase McGill's visibility as a welcoming place that is open to working with external partners on a local, national and global level.

4. OUR WORK CULTURE

VISION: empower staff to use their expertise to make McGill a more agile and effective learning organization, which values service excellence and training and development.

- Change our culture to a “learning organization.”
- Simplify and streamline structures, operations and practices.
- Apply best practices and technology solutions to improve operations.

4. OUR WORK CULTURE

Actions over the next two years:

- Look to the unit performing the work to lead the process of change within their area.
- Begin AAA initiative with the Principal's office and other central administrative units and expand to rest of the University.
- Build capacity within units to effect change.
- Support staff in developing and implementing processes that increase agility and efficiency.
- Develop long-term talent management plan for administrative staff matched to university needs and priorities.

5. TRANSFORMING OUR CAMPUS

VISION: a transformed environment that supports research, teaching and learning to create a state-of-the-art, healthy learning and working space.

- Provide high-tech teaching facilities and informal student learning areas.
- Serve as an institutional model for sustainability and accessibility in higher education.
- Improve the campus landscape to provide a safe and welcoming intellectual environment for students, staff, faculty and researchers.
- Build upon the strengths of the campus's heritage footprint.
- Identify opportunities for expansion.

5. TRANSFORMING OUR CAMPUS

Actions over the next two years:

- Formulate a campus space plan for the next 10-15 years to address the most critical space needs, including renovation, acquisition and disposal of certain properties.
- Continue greening of campus including new student social spaces, east-west pedestrian corridors, and the continued transformation of McTavish Street into an urban promenade and student services hub.
- Carry out major upgrades to classrooms and teaching labs.
- Develop vision for Royal Victoria Hospital (RVH) site.

5. TRANSFORMING OUR CAMPUS: *THE RVH*

- Address our current space deficiency of 65,000 square metres.
- Consult closely with government and other partners about the possibility of acquiring the RVH site.
- Develop a *carrefour*, a meeting place that connects Quebec and the world.
- Preserve heritage buildings.
- Expand green space and create a public gateway to Mount Royal.

RVH VISION



DMA architectes | REDÉVELOPPEMENT HÔPITAL ROYAL VICTORIA
UNIVERSITÉ MCGILL

Vue de la perspective au haut de la rue University
Vue 5 - Perspective du nouvel accès vers la Montagne

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LOOKING FORWARD

- Mobilize efforts and priorities to achieve a more open, connected and purposeful community.
- Complete consultations with the broader McGill community by end of April 2014.
- Develop a plan of action, including concrete next steps and timeframe for reporting back.