



# McGill ASAP 2012: Achieving Strategic Academic Priorities

**Faculty Council  
Faculty of Science**

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**McGill**

# Overview

- I. McGill's "bookends": Mission and Aspirations
- II. current economic realities, special circumstances in Quebec
- III. addressing McGill's resource gap
- IV. determining the means to achieve strategic objectives: Strategic Reframing Initiative (SRI)
- V. McGill's strategic direction: ASAP 2012 (an iteration on "Strengths and Aspirations" white paper, 2006)
- VI. discussion and request for additional feedback

# I. McGill's "bookends": mission and aspirations

- **Mission:** the Mission of McGill University is the advancement of learning through teaching, scholarship and service to society by offering to outstanding undergraduate and graduate students the best education available, by carrying out scholarly activities judged to be excellent when measured by the highest standards, and by providing service to society in those ways for which we are well suited by virtue of our academic strengths.
- **Aspirations:** McGill will consistently rank among the top ten publically funded, research-intensive universities world-wide, and in selected areas, our performance will unambiguously will position the University among world leaders. We will achieve these goals aided by our plans and their implementation, measuring our progress and readjusting our roadmap against our successes, our areas of progress, and the challenges and opportunities we meet.

## II. Current economic realities

- **continuing economic uncertainty**
- current shortfall is significant; and it reflects:
  - 1) commitment to salary increases
  - 2) pension fund: structure and short-term liabilities
  - 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) further constraints in Quebec

# 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

### III. McGill's Resource gap

- resource gap between McGill and peers is **growing**
- to maintain our **comparative advantage**, we must:
  - **communicate the urgency of acting NOW!**
  - stretch current resources by **best practices** cost efficiency measures
  - **target academic areas** for (re-)investment
  - engage in **new ways of thinking**
  - **enhance quality** within constraints
  - strengthen **accountability and transparency**

# Multi-year budget overview

FY 2010 target budget deficit	(\$5Million)
FY 2010 actual budget deficit (pre-GAAP)	(\$7.9 Million)*
FY 2011 target budget deficit (11 months)	\$0 (break even)
FY2011 projected surplus	(\$5 Million)**
FY 2012 target budget deficit	(\$5-7 Million)
subsequent years (FY 2013 and beyond)	continued deficits for several years
FY 2015	return to break even/surplus

\*difference versus target primarily due to timing of benefits

\*\*to be confirmed in February 2011

## IV. Determining the means to achieve strategic objectives: Strategic Reframing Initiative (SRI)

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



# Relevance of the SRI for McGill (1 of 2)

- **Cost efficiencies**

- structure of costs in relation to objectives
- help to balance the budget (\$20M in cost savings)
- re-investment in “top” academic priorities

- **Philanthropy**

- new ideas, new sources, new approaches to revenue generation
- maintain philanthropic momentum beyond the Campaign McGill

# Relevance of the SRI for McGill (2 of 2)

- **Research and innovation**
  - basic and applied, large and small
  - grants and contracts, licenses and spin-off
  - “nimbleness” as key to success
  - readiness to exploit opportunities
- **Enrolment mix**
  - lower UG growth, better class-size distribution
  - higher graduate student growth
- **Performance enhancement**
  - unit level and for individuals
  - key performance indicators (KPIs)

# SRI questions: enrolment mix, research, philanthropy

- **Enrolment mix**
  - Does our enrolment mix optimally support of our mission?
- **Research and innovation**
  - How do we attract more research funding?
  - Where are our true strengths in leading on research quality, innovation, and dissemination of knowledge?
- **Philanthropy**
  - What must we do to build a sustainable fund-raising culture?

# SRI questions: cost efficiencies, performance enhancement

- **Cost efficiencies**

- How can we best leverage all sources of support for our academic mission?
- What must we do to achieve a sustainable balanced operating budget?

- **Performance enhancement**

- How can we best manage and measure performance throughout this complex organization?
- What needs to be done so that the institution AND individuals are aligned on goals and objectives?
- Are we sufficiently transparent and accountable to our community, governance bodies, and publics?

# V. McGill's strategic direction : ASAP 2012 (iteration of the 2006 white paper)

- **“Strengths and Aspirations” successes** include
  - substantial net increases in tenure track positions
  - research and academic renewal plans at the Faculty level
  - increased graduate student numbers and funding
  - integrated program in neurosciences, new programs and institutes, graduate student funding, etc.
- **ASAP 2012** will
  - identify challenges and measure progress more systematically
  - consolidate and expand the gains of the 2006 White Paper
  - focus on leveraging resources and making strategic choices
  - recognize and achieve transformative initiatives

# ASAP 2012

- ASAP 2012: Achieving Strategic Academic Priorities 2012-2016 will:
  - a) **co-ordinate with other plans**, including plans within Faculties
  - b) **integrate priorities within budget and compact processes**
  - c) **ensure** development of indicators to **measure progress** toward quantifiable objectives
  - d) **develop** mechanisms for **consultation and feedback**

# 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 **interdisciplinary initiatives** across departments, programs, and Faculties
- 5) 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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## **VI. Discussion and Feedback**

**Comments?**

**Suggestions?**

**Questions?**

**Concerns?**