Appointment of Principal and Vice-Chancellor
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Welcome to McGill

Message from the Chair of the Advisory Committee

As Chair of the Advisory Committee for the Selection of the Principal and Vice-Chancellor, and a proud McGill alumna myself, it gives me great pleasure to invite you to apply for the position of Principal and Vice-Chancellor of McGill University.

McGill is a vibrant and dynamic community with a shared passion for, and commitment, to higher education and academic excellence. The University has achieved much over its two centuries, thanks to the collective vision, wisdom, and support of our community. Generations of students, academics, and staff members have realized their dreams and aspirations at McGill. Our alumni form a global network of trailblazers in the arts, sciences, business, and public service. Together, through their energy, creativity, and dedication, the McGill community has built the University’s reputation as a place where the world seeks answers to complex problems.

Having just celebrated its 200th anniversary, McGill is embarking on its third century. We are responding to the opportunities and challenges of the 21st century, striving to be a force for change and progress, and are committed to continuing to earn our place as one of the great universities of the world. McGill is poised to embrace the change that is necessary to contribute its full share to the emerging post-pandemic world.

We are looking for a leader who will build upon McGill’s traditions of excellence to shape its future and help us define and realize the vision for this next chapter of McGill’s history.

On behalf of the Advisory Committee, I thank you sincerely for your interest in the role of Principal and Vice-Chancellor, and for considering joining, in this capacity, our dynamic community.

Maryse Bertrand
Chair, Advisory Committee for the Selection of the Principal and Vice-Chancellor
Chair, Board of Governors of McGill University (as of July 1, 2022)
McGill University is located on Indigenous territory home to the Haudenosaunee and Anishinaabeg nations. We honour and respectfully recognize the Kanien’kehà:ka as the traditional stewards of the lands and waters on which people of the world now gather. We acknowledge with gratitude the diverse Indigenous peoples whose presence in this territory is past, present, and future.

Founded in Montreal, Quebec, in 1821, McGill University is a public, world-renowned institution of higher learning with research activities spanning three campuses, 11 faculties, 13 professional schools, 300 programs of study and over 39,000 students, including more than 10,400 graduate students. McGill University is Canada’s top ranked medical doctoral university, and it is consistently ranked as one of the top universities, both nationally and internationally. McGill’s health network comprises several teaching hospitals, including the McGill University Health Centre, which is one of the largest and most modern health-care networks in North America.

McGill counts over 1800 tenure track, full-time faculty and attracts students from over 150 countries around the world, its 12,000 international students making up 30% of the student body. It holds an impressive record of 147 McGill Rhodes Scholars, and 184 prestigious Canada Research Chairs awards, established by the Canadian Government to attract talent and achieve research excellence. For more information about McGill, please visit: www.mcgill.ca/about/quickfacts.

Mission, Principles, Motto
The mission of McGill University is the advancement of learning and the creation and dissemination of knowledge, by offering the best possible education, by carrying out research and scholarly activities judged to be excellent by the highest international standards, and by providing service to society.

Principles
In fulfilling its mission, McGill University embraces the principles of academic freedom, integrity, responsibility, equity, and inclusiveness.

Downtown Montreal Campus
McGill’s downtown campus has evolved to occupy a unique location between downtown Montreal and Mount Royal Park, and it bridges the edge between these urban and natural landscapes. This history also makes the downtown campus one of the single largest collections of heritage buildings outside Old Montreal and Quebec City.

Macdonald Campus
In contrast to the urban setting of the downtown campus, the Macdonald Campus is the proud setting of McGill’s Faculty of Agricultural and Environmental Sciences, which offers unique multidisciplinary programs at the forefront of sustainable agriculture, applied bioscience, food, nutritional and environmental sciences. The beautifully landscaped campus, with its wide-open green spaces and captivating shorelines is also home to the Macdonald Campus Farm, the Morgan Arboretum, the Paddle Mac, and the Horticultural Research Centre, featuring the Mac Market.

Campus Outaouais
Students interested in a career in medicine at McGill can choose to study at one of the two McGill Faculty of Medicine and Health Sciences’ campuses – Montreal or Gatineau. Both campuses offer the range of McGill’s rigorous medical education and training programs: the one-year medicine preparatory program for CEGEP graduates, the four-year undergraduate MDCM program, and residency training. Campus Outaouais offers residency training in Family Medicine and rotations in other specialties. The language of education at the Montreal Campus is English, and at Campus Outaouais, it is French.
Montreal (known as Tiohtià:ke in Kanien’kehà) is one of the world’s most lively and multilingual cities, and the largest French-speaking metropolis outside of Paris.

Surrounded by the St. Lawrence River, it is one of Canada’s most cosmopolitan municipalities and an economic engine that hosts close to 400 head offices and several industrial clusters. Montreal has the second-largest economy among Canadian cities and is a critically important centre for culture and entertainment, commerce, finance, industry, technology, and world affairs. Home to four major universities, the city welcomes, each year, some 185,000 students – including 25,000 international students from 150 countries.

Montreal’s urban culture is truly exceptional. The city is home to many cultural festivals, including: the Montreal International Jazz Festival, which holds the 2004 Guinness World Record as the world’s largest festival and, every summer, welcomes over 2 million visitors; and the Cinémания Francophone Film Festival, which screens the best of francophone cinema with English subtitles. Monocle magazine refers to Montreal as “Canada’s Cultural Capital”.

Budget/Financial Strength

The annual **Budget Book** is one of McGill University’s key planning documents. Through the budget, the University ensures support of its strategic initiatives. The budget supports transparency, accountability, and communication with members of the University community. It is built with the primary objective of allocating financial resources in such a manner as to advance the mission of McGill University, and thus enables the implementation of the University’s strategic plans and initiatives. The University’s annual operating budget **exceeds $1 billion**.

Strategic Plans & Initiatives

McGill has developed a comprehensive planning document to guide the evolution the University’s downtown and Macdonald campuses.

**McGill’s Master Real Estate Plan**

McGill’s physical Master Plan is a living document that articulates a vision for increasing the quality of teaching, learning, research and student life—all while adhering to principles of sustainable growth, sound financial management, and responsible stewardship of heritage buildings. Current initiatives under the Plan include the ambitious **New Vic Project** and the **Fiat Lux Project**.

The University has laid out a number of institutional priorities and commitments in order to advance its mission and priorities. These initiatives aim to achieve meaningful changes that will further McGill’s position as a leader among universities, notably with respect to sustainability, which is embedded in all of its activities. The key plans, strategies and initiatives are listed below.

- McGill University Strategic Academic Plan
- McGill University Strategic Research Plan
- McGill University Climate and Sustainability Strategy
- McGill University Strategic Equity, Diversity and Inclusion Plan
- Indigenous Initiatives and Action Items
- Action Plan to Address Anti-Black Racism
- International Engagement Strategy
- Endowment Performance
- IT Strategic Plan
- My Healthy Workplace Initiative
Governance

The University’s governance bodies include the Board of Governors and the Senate, which provide strategic guidance and oversight, ensuring accountability through a system of formal decision-making and reporting.

Under the terms of the University’s Royal Charter, the Board of Governors is the University’s highest governing body, with general jurisdiction and final authority over the conduct of the affairs of the University. The Board’s mandate is focused on ensuring the sound governance and trusteeship of the University’s assets, including its financial, property and human resources assets.

The McGill University Senate is a governing body tasked with general control and supervision over the academic matters of the University. Faculties and Schools play a critical role in proposing, implementing and offering the University’s academic programs.

Senior Administration

Led by the Principal and Vice-Chancellor, McGill’s senior administrative officers help to define and implement McGill’s priorities and objectives.

Members of the Principal’s Senior Administrative team include:

- Provost and Vice-Principal (Academic)
- Deputy Provost (Student Life and Learning)
- Vice-Principal (Administration and Finance)
- Vice-Principal (University Advancement)
- Vice-Principal (Communications & External Relations)
- Vice-Principal (Health Affairs) and Dean of Medicine and Health Sciences
- Vice-Principal (Research and Innovation)
- Secretary-General
- General Counsel and Director of Legal Services
- Chief of Staff, Office of the Principal and Vice-Chancellor
Principal and Vice-Chancellor

Position Description and Selection Criteria

Reporting to the Chair of the Board of Governors, the Principal and Vice-Chancellor (Principal) will have a unique opportunity to lead McGill into its third century and to further increase its impact in Québec, across Canada, and around the world. The next Principal will lead and inspire the McGill community to build on its many strengths in order to remain a 21-century global university of choice for students, faculty and staff. The appointment is for a five-year term, renewable.

Institutional Priorities Deriving from Consultations with the McGill Community

The Advisory Committee held broad consultations with the McGill community on the opportunities and challenges facing McGill in the next five to ten years, and on the required and desirable qualities of candidates for the role of Principal. Based on the consultation sessions, the Committee noted the following key themes and priorities:

1. Maintaining and deepening the University’s capacity for creating and disseminating knowledge, advancing research and scholarship, and enhancing its ability to remain among the great universities in the world. To that end, McGill must continue to build on its strengths in scholarship and lead a sustained campus-wide effort to develop an overarching vision to strengthen interdisciplinary research. McGill has made great strides in taking interdisciplinary and transdisciplinary approaches to addressing the world’s most pressing societal issues – and must pursue further opportunities in these spaces.

2. Championing, in equal measure to research, the quality of the student experience, both inside and outside the teaching environment. Increased attention and effort are needed to promote student engagement and support student wellness, all while pursuing innovation and excellence in pedagogy and curriculum, especially in a post-pandemic world. In this context, a continued focus on promoting collaboration, trust and respect with and among the student community will be key.

3. McGill has been successful in developing partnerships with top-flight institutions locally, nationally and internationally. The Principal must advocate and help build creative and collaborative partnerships, in order to further grow McGill’s impact and service to society on a global scale.

4. Increasing and diversifying the sources of funding for the University, both operating and capital must be a priority, especially as McGill continues to lead transformative, capital projects, such as the New Vic Project and the Fiat Lux Project, whose success depends on sound risk management and change management leadership. The Principal’s leadership and personal involvement in government and external relations efforts will be required to realize these key University goals and priorities.

5. McGill must continue to focus on attracting and retaining diverse and outstanding cohorts of faculty, staff and students. This will require careful thought as the University operates in a climate of intense global competition for top faculty and student talent and geopolitical tensions.

6. Ensuring that McGill is a place where members of the community find that their participation and engagement is meaningful and rewarding, where the collegial governance model – with its emphasis on participation, transparency, accountability and respect – flourishes.

7. Developing new modes of work and strengthening an ethos of staff development and collaboration in order to build a culture of McGill as a learning organization, able to maintain its position as an employer of choice in a highly competitive, post-pandemic world.

8. Continuing to enhance and advocate for the University’s role and place in the province of Québec, Canada and globally. Uniquely situated as an English-speaking university in a multicultural, French-speaking province, McGill needs to leverage its many strengths to sustain healthy relationships with the provincial government, Québec universities, and other provincial partners.
Key Roles & Responsibilities

The roles and responsibilities outlined below provide an overview of the key functions of the Principal in leading McGill’s operations and priorities. They also aim to address the opportunities and challenges that emerged through the consultation feedback indicated above.

Vision and Strategy

/ Work in collaboration with the McGill community to develop and deliver a 21st century vision that elevates McGill’s prominence and capacity as a leader in higher education, at the local, national, and global levels.

Leadership and Management

/ Prudently steer the operational and financial management of the University in a period of intense infrastructure development, in order to ensure that financial, physical and human resources are managed carefully and effectively.

/ Oversee, from initiation to completion, the management of complex, multi-year capital projects and institutional plans, and effectively steer the change that they create so as to ensure sound University operations.

Governance

/ Articulate and support the value of shared collegial and participatory decision-making at all levels of the University as a means of strengthening trust, respect and accountability across the institution;

/ Uphold and defend the principles of academic freedom, collegiality, academic rigour and transparency.

Research and Innovation

/ Develop an over-arching vision for research that connects across disciplines and sectors in order to increase innovation and partnerships and reduce administrative barriers to interdisciplinary and transdisciplinary teaching and research;

/ Drive innovation in the development of academic programming and modes of delivery and champion the student experience so as to develop future-ready and global-minded students, who are able to contribute to the economic, social, and cultural richness of Québec, Canada, and the world.

Inclusive Working and Learning Culture

/ Bolster the recruitment of outstanding and diverse students, staff and faculty and create an inclusive university environment that supports their life-long development and flourishing.

Equity, Diversity, and Inclusion

/ Champion the principles of equity, diversity, and inclusivity (EDI) and weave these commitments through all University activities and operations;

/ Advance strategic priorities related to EDI and anti-racism transversally across all sectors of the institution

Reconciliation and Indigenization

/ Steward McGill’s initiatives supporting truth and reconciliation efforts with Indigenous communities;

/ Support engagement and collaboration with Indigenous students, faculty and staff at McGill and with Indigenous communities to identify and advance initiatives and plans that will further embed Indigeneity in the life and activities of the University.

External Engagement and Advancement

/ Act as the primary advocate and ambassador for McGill to generate and sustain effective relationships with various partners and stakeholders of the broader community;

/ Collaboratively and strategically drive the University’s advancement initiatives, to ensure diversified income streams able to ensure McGill’s long-term sustainability.

Selection Criteria

The following priority selection criteria were identified by the Advisory Committee as key qualities, characteristics, skills and experiences in an ideal candidate. The Advisory Committee recognizes that no single candidate for the position is likely to meet all the following criteria in equal measure; nevertheless, the following are seen to be highly desirable.

Experience in Strategic Leadership and Governance

/ The ability to develop and articulate a compelling institutional vision, and to inspire the community in its pursuit;

/ A track-record of strong planning and leadership abilities in directing, from inception to implementation, complex institutional change, while having due regard to risk considerations and their impact on strategic goals and priorities.

/ The ability to identify trends, anticipate developments and then to marry vision with strategy to ensure that McGill remains ahead of the curve, and enhances its reputation as one of the world’s finest universities;

/ A collaborative, consultative and transparent style of leadership that fosters collegiality within the academy and broader community;

/ The courage, judgement and wisdom to make difficult decisions in a transparent manner when they have to be made;

/ Experience working effectively with university governing bodies and an excellent understanding of organizational and administrative structures.

Research and Innovation

/ A thorough grasp of research opportunities and challenges in Canada and globally, including knowledge of funding sources, industry, and community partnership opportunities;

/ Appreciation of the wide range of research approaches across all academic disciplines at McGill and a demonstrated capacity to build and implement a unifying vision that advances interdisciplinary research;

/ Clear understanding of the evolving challenges and innovation opportunities facing the Canadian and global post-secondary education sectors and the ability to navigate these and position McGill to make a positive impact.

Administration, Finance and Management

/ Demonstrated experience in budgetary and financial literacy and management, as well as the ability to ensure the financial sustainability of a large and complex organization with diversified income streams;

/ Established experience in managing risk, competing priorities and balancing operational needs with strategic investment and renewal priorities;

/ Strong administrative record, with an ability to find creative and innovative solutions to problems;

/ Team building experience with a demonstrated ability to identify, recruit, manage, and nurture excellent and diverse academic and administrative talent.

Equity, Diversity, and Inclusion (EDI)

/ Understanding of and commitment to the principles of equity, diversity and inclusion (EDI) and experience building inclusive communities of diverse faculty, students and staff in which people feel welcomed, respected, valued, and supported. Candidates should demonstrate a track record of success in moving forward these principles in meaningful ways.
Reconciliation and Indigenization
/ Demonstrated commitment to, and experience in, Indigenization, and/or reconciliation, and of engagement with Indigenous peoples and communities.

External Engagement and Advancement
/ Excellent communication and public speaking skills across multiple platforms and varied audiences;
/ Demonstrated success in building strong relationships with various levels of governments, industry, other educational institutions and community associations and groups;
/ A track record of active engagement and partnership with advancement professionals along with the passion, commitment, skills and strategic wherewithal necessary to engage effectively in all areas of institutional advancement.

Academic Credibility
/ A terminal degree, combined with an internationally recognized track record of research, scholarship, or creative work.
/ Eligibility for an appointment at the rank of Full Professor at McGill;

Language and Culture
/ Fully bilingual in English and French, and ideally also with experience in, or a substantive knowledge of, the unique French speaking and multicultural context of Québec.

Values and Personal Qualities
/ A natural personal style that is engaging, balances firmness and fairness in problem resolution, and demonstrates an active interest in the lives of students, faculty and staff as individuals in the McGill community;
/ Unassailable integrity and character and a reputation for openness, collegiality and transparency;
/ A humble and humane style of leadership that puts institutional needs above one’s own, demonstrative of a commitment to institutional service;
/ A willingness to take calculated risk, to eliminate barriers to effective change, with a commitment to ensuring agility, efficiency, and creativity across all University functions.
How to Apply

McGill is partnering with the executive search firm Perrett Laver on this search. Applications should consist of a full CV detailing academic and professional qualifications and relevant achievements. It should be accompanied by a cover letter describing how candidates meet the selection criteria, why the appointment is of interest, and what they believe they can bring to the role. Further information, including details of how to apply, can be downloaded at perrettlaver.com/candidates, quoting reference 5809.

Commitment to Equity and Diversity

McGill University is committed to equity and diversity within its community and values academic rigour and excellence. We welcome and encourage applications from racialized persons/visible minorities, women, Indigenous persons, persons with disabilities, ethnic minorities, and persons of minority sexual orientations and gender identities, as well as from all qualified candidates with the skills and knowledge to engage productively with diverse communities.

McGill further recognizes and fairly considers the impact of leaves (e.g., family care or health-related) that may contribute to career interruptions or slowdowns. Candidates are encouraged to signal any leave that affected productivity, or that may have had an effect on their career path.
Information about the Advisory Committee

The Advisory Committee has a mandate to identify and consider qualified individuals for the position of Principal and Vice-Chancellor, and to nominate top candidates for the role to the Board of Governors, which is ultimately responsible for approving the appointment.

The composition of the Advisory Committee is based on the requirements of the Statutes of McGill University, which provide for a 14-person committee including:

// Chair of the Advisory Committee, appointed by the Board
Ms. Maryse Bertrand

// Chancellor
Mr. John McCall MacBain

// Members appointed by the Board of Governors
Ms. Samira Sakhia
Mr. Pierre Matuszewski

// Members elected by Senate
Professor Anja Geitmann
Professor Janine Mauzeroll

// Members appointed by the McGill Alumni Association
Ms. Inez Jalalpurwala
Mr. Thomas Assimes

// Members appointed by the Council of the McGill Association of University Teachers (MAUT)
Professor Richard Gold
Professor Terry Hébert

// Members elected by the Administrative and Support Staff
Ms. Anne-Marie Huynh
Mr. Tynan Jarrett

// Members appointed by the Student Associations
Ms. Kristi Kouchakji, PGSS
T.B.D., SSMU

// Secretary to the Committee
Ms. Edyta Rogowska,
Secretary-General

// Search Consultants
Dr. Gordon Lobay
Mr. Erik Jackson
We are looking for a leader who will build upon McGill’s traditions of excellence to shape its future and help us define and realize the vision for the next chapter of McGill’s history.