



Memorandum

Deputy Provost (Student Life and Learning)
James Administration Building, Room 621
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TO: Senate

FROM: Professor Ollivier Dyens, Deputy-Provost (Student Life and Learning)

SUBJECT: Annual Report on Student Life and Learning (2016-17)

DATE: February 21, 2018

DOCUMENT #: D17-49

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE	The 2016-2017 Annual Report on Student Life and Learning is presented to Senate for information.
BACKGROUND & RATIONALE	The Annual Report on Student Life and Learning provides Senate with an update on the activities of this important area of the University. The report focuses on a number of initiatives recently undertaken to improve services to students at McGill.
PRIOR CONSULTATION	None.
SUSTAINABILITY CONSIDERATIONS	Sustainability factors inform the planning and implementation of initiatives in support of student life and learning.
IMPACT OF DECISION AND NEXT STEPS	The Report will be presented to the Executive Committee of the Board of Governors on March 29, 2018.
MOTION OR RESOLUTION FOR APPROVAL	This item is presented for information.
APPENDICES	Appendix A: Student Life and Learning Report to Senate



Student Life and Learning Report to Senate February 2018

McGILL'S SLL IS:

1. The Office of the Student Life and Learning (Ollivier Dyens);
2. Enrolment Services and the Registrar (Anna Walsh/Jocelyne Younan);
3. Student Services (Martine Gauthier);
4. Student Housing and Hospitality Services (Marisa Albanese);
5. Teaching and Learning Services (Laura Winer);
6. Office of the Dean of Students (Christopher Buddle);
7. Athletics and Recreation (Marc Gelinias).

SLL HAS TWO TYPES OF UNITS:

- ◆ Self-Funded (1Bs):
 - Student Services; Athletics and Recreation; Student Housing and Hospitality Services.
- ◆ University-Funded (1As)
 - Enrolment Services and the Registrar; Student Services; Dean of Students; Teaching and Learning Services; The Office of Student Life and Learning.

Under the guidance of the Deputy Provost (Student Life & Learning), SLL has articulated its vision, mission and values during the 2015-2016 year. Arrived at through extensive consultation, these are the three pillars on which SLL guides its unit programs and services in order to create a unique experience that will set students up for future success.

Vision

Unifying life and learning to nurture, inspire and guide our community throughout the 21st century journey.

Mission

McGill's Student Life and Learning is student-centered, cultivating engaging, inclusive and diverse communities that facilitate and support intellectual, professional, and personal growth.

We strive for innovative ways to ensure the best, most rewarding, and healthiest McGill experience. We create an environment where students can explore their world, discover their purpose and reach their goals.

Values

- **Honest** - We are authentic, open and respectful, and inspire trust amongst students, faculty and staff.
- **Compassionate** - We are genuinely concerned about our students and staff and are committed to supporting their intellectual, physical, and emotional wellbeing.
- **Creative** - We encourage inventiveness and imagination. We are open to new ideas and ways of doing things.
- **Bold** - We do not shy away from questioning our most basic and long held assumptions.

- **Diverse** - We strongly believe that differences amongst people, ideas, and cultures enrich the student experience. We are committed to providing programs and services, which are inclusive and reflective of McGill's diverse community.
- **Responsive** - We anticipate the needs of students, staff and faculty. We are committed to respond in a timely manner, while taking the necessary time to offer a thorough, positive response.

OVERVIEW OF STUDENT LIFE AND LEARNING (SLL) AND UNIT ACTIVITIES

1-The Office of Student Life and Learning (OSLL)

The Deputy Provost (Student Life and Learning) leads McGill's Student Life and Learning team who together support students inside and outside the classroom by offering essential services, programs that encourage intellectual, social, cultural, and physical development and opportunities to explore local, national, and international interests that complement the academic curriculum.

Reporting to the Provost, the Deputy Provost (Student Life & Learning) is responsible for:

- Advocating for student's rights and responsibilities.
- Ensuring the integration of McGill's values, standards, and goals with respect to student life and learning into University policies, operations and procedures.
- Providing the administrative, and strategic guidance, support, encouragement and oversight to SLL units and to student groups.
- Overseeing International Education including Exchanges and Study Abroad.
- Managing, supporting and enhancing The McGill Commitment.

The Office of Student Life and Learning (OSLL) provides administrative assistance, and strategic thinking to the units in support of the mission of SLL. The OSLL ensures the financial and administrative fitness of SLL.

2-Enrolment Services (ES)

ES serves prospective students, alumni, the general public, current students, post docs, research trainees, and many academic and administrative units each year. Annually, over one hundred thousand people are served at Service Point, fifty thousand applications for admission are handled by the Admissions team, over twenty thousand students are admitted, hundreds of recruitment events and visits are conducted, and over fifteen thousand prospective students and their families visit campus and take a tour. In addition, many academic colleagues and units receive ongoing services from ES, including class and exam scheduling, room booking, academic record-keeping, convocation ceremonies and

diploma production, responsiveness to very sensitive and complex student cases, support developing and implementing new academic programs, registering students, editing and publishing the eCalendar, managing secure access to many systems, government enrolment reporting, and providing ad hoc reports of data to many people across the University.

3-Student Services (S2)

Student Services promote and support student success and well-being. Student Services is comprised of the following departments:

- Campus Life and Engagement
- Career Planning Services'
- First Peoples' House
- Office for Students with Disabilities
- Counselling and Mental Health Services
- International Student Services
- Student Health Services
- Office of Religious and Spiritual Life
- Scholarships and Student Aid
- Tutorial Service

4-Student Housing and Hospitality Services (SHHS)

Student Housing and Hospitality Services (SHHS) is a self-financing, mixed business model, comprised of self-operated locations and services managed by third parties. SHHS is responsible for all aspects of student housing and dining services, in both, the downtown and Macdonald campus of the university.

SHHS has a workforce of approximately 225 full-time employees, 200 subcontracted employees and 75 Floor Fellows. It also manages 38 buildings. Student Housing and Hospitality Services provides four main services for the McGill University community: Student Housing; OneCard; Dining Services; Housing and Conferences. To achieve this, they are supported by other sub-units within SHHS: Marketing and Communication; Finance; Nutrition; and Facilities.

5-Teaching and Learning Services (TLS)

TLS strives to make McGill a community of people who love to teach are excited to learn. In collaboration with students, faculty and staff, TLS creates engaging environments and provides leadership and support for meaningful educational experiences for all. TLS is also

responsible for the development of MOOCs, online education and the creation of Active Learning Classrooms.

6-The Office of the Dean of Students (ODoS)

ODoS has three main areas of responsibility that cover student rights and responsibilities, response to student crisis, and academic advising. In addition, the ODoS manages specific areas of harm reduction, including consent education and sexual assault awareness and prevention. The ODoS oversees and administers a number of programs, including the Early Alert System; support for Indigenous students; and the Mentoring Across McGill Program. Furthermore, ODoS coordinates a number of external awards and recognition for students, including Forces AVENIR and Rhodes.

7-Athletics and Recreation (A&R)

Offering a spectrum of programs and services designed to meet the needs of the McGill University community, the Campus Recreation area provides competitive sport opportunities for more than 875 intramural teams and promotes a calendar of some 100 non-credit instructional and fitness related courses. A&R also manages and supports varsity teams (29), coaches and support staff to ensure that student-athletes strive for and realize excellence in the classroom and on the field of play.

SLL AND THE COMMITMENT

Each unit of Student Life and Learning is committed to serving student needs and supporting the Principal's Priorities, expressed in the McGill Commitment especially those articulated in the Fostering Self Development pillar. The McGill Commitment is a priority area focused on providing all students with a stimulating, innovative, inquiry-based and enriched educational experience. For undergraduate students, the McGill Commitment ensures meaningful exposure to research, whether in the laboratory or in the field, and provide experiential and scholarly learning opportunities that extend beyond the classroom and the gates of the University. For graduate students, the McGill Commitment provide experiential opportunities, and opportunities for developing career-enhancing professional skills.

The McGill Commitment has funded the following activities and initiatives:

- \$1.2M for graduate students' mobility
- \$1.8M in financial aid for students to take part in Enriched Educational Opportunities (EEOs)

- \$1.5M so Faculties can create more EEOs
- \$1.5M to GPS to create PhD Internships
- \$400K for McGill Work Experience program
- S!MVO (Student led initiative)
- App for tracking studying (Student led initiative)
- Expo-Science
- Student Research Symposium
- Grace Hopper Initiative
- Big data conference
- One World Summit conference
- Women in House
- Slush Pitching Competition
- International Symposium on Academic Makerspaces
- Sponsored 5 McGill teams for the IBM Watson X prize
- Hult Prize
- Faculty of Science's Labs without Frontiers
- GPS' Individual Development Plan
- Undergraduate Skills Development Program

COMPREHENSIVE LIST OF UNIT ACTIVITIES

EXAMPLES OF COLLABORATION AMONG SLL UNITS AND WITH OTHER UNIVERSITY DEPARTMENTS

- Parents Tent and Homecoming week-end
- Open House
- Campus Connect (yield events)
- Share responsibility for new student social media
- Undergraduate skills program
- International Exchange
- AskMcGill
- Athletes' admissions
- Orientation
- Helping students in crisis or difficulty
- Training coaches about the policy against sexual violence & responding to disclosure
- Academic Integrity & Academic Integrity Day
- Health and Wellness outreach activities on campus
- Healthy McGill
- McGill Cup
- Different pregame meal options for student-athletes
- Centraide
- McGill's Innovation Week
- McGill Commitment

Achievements:

1-Enrolment Services

Recruitment, Admissions, Diversity, and Access

- **McGill Summer Academy** launched: 100 students participated in this new recruitment activity targeting Grade 10-11 high school students; 2-week program with a mix of academics, life as a McGill students on campus and in Montreal.
- **Open House 2017**: Some impressive numbers, over 6000 visitors, 900 staff and student volunteers; spread out over 30 buildings and residences.
- **Indigenous Recruitment** as recommended by the Provost's Task Force on Indigenous Studies and Indigenous Education: Two Indigenous Community Outreach specialists are now integrated within the ES Recruitment team. This Fall, they focused on APSIP fairs, conferences and developing relationships with High School counselors and students. They are also working on facilitating the recruitment of indigenous students with projects such as expanding the college transfer credits for Ontario institutions.
- **Explore McGill**, year 2: Local High School students spend a day on campus, participating in workshops like Brain Reach and conducting experiments in the Chemistry labs. In 2017: 522 students; 15 High Schools, 8 French schools including Rigaud, Deux-Montagnes, Ste-Agathe, and Drummondville
- **Achievement McGill**: The formalization of workflow of achievement McGill, the admission access initiative for top athletes, in collaboration with Athletics and the Faculty of Arts.
- Continuation of the **Journey/Parcours McGill** access initiative for Indigenous, including degree students in Listiguj and on-campus, in support of Provost's Task Force.
- Incorporation into admission processes: new McGill programs (e.g. bioengineering), recent changes to SAT test, and the new CASPer health science test.
- Improved the uApply admissions application to improve the performance of the query tool within the application for Faculty and Staff.

Enrolment Management

- Completion of the Human Capital Research Corporation (HCRC) Tuition Pricing Analysis to provide practical information and strategic guidance in order to optimize undergraduate tuition in a deregulated market environment and to compare McGill's market position against the preponderance of its U.S. competition and similarly positioned colleges and universities.
- Surpassed enrolment target objectives by achieving the 3-year target within one year.

Service Point

- Launch of Service Point online myAppointment booking tool – August 23rd, 2017.
- Launch of Minerva online Opus Card ordering system (reduced fare on public transit)– August 1st, 2017.
- Launch of Service Point Tier1 Call Centre pilot project, the goal is to have faster call-response time, and shorter queues with work study students and casuals acting as first responders. Go-live slated for January, 2018 (1month pilot in Fall 2017).
- “Call-back” option is an additional new feature, where callers are presented with the option of requesting a “call-back” when an agent is free. Implemented Fall 2017.
- Mobile App enhancement include security notification to all students and staff, ability for students to book library rooms through the app and myCourses integration.

Student Records and Exams

- Launch of **McGill's eTranscript** – Dec 7th, 2017: McGill students and alumni or former students who were registered or graduated from McGill as of 1972 or later can request eTranscripts in PDF format to send to educational institutions, employers, funding agencies, immigration authorities, or any third party. The electronic transcript is transmitted within the hour to the requested destination.
- Changing the Deferred and Supplemental exam period to a 3-day non-consecutive period - Our Exam team managed 2000 exams in this period, which is 700 more exams than the previous Deferred and Supplemental exam period.
- Streamlined processes within the exam office to allow certain departments to be part of a pilot project to send exams securely and electronically. This will then be expanded slowly to include more departments.

Student Experience

- The eCalendar has been branded so that students can easily navigate through the eCalendar and recognize that they are accessing the authoritative source of program information and university regulations and resources.
- Project implementation of a new web-based tool, sponsored by Graduate and Post-Doctoral Studies, allows thesis and non-thesis graduate students and their supervisors to track the completion of milestones for their degrees as students can audit their own records. myProgress is being piloted in the Faculty of Agricultural and Environmental Sciences, but will soon be available to grad students across all faculties.

Class Scheduling

- Conducted a Class schedule Review project to review Class schedule guidelines and processes in order to streamline the class scheduling process to enable creation of the optimal final schedule for students, professors, Units, and Faculties.

- Exceptionally handled a multitude of room changes to courses and events due to significant construction projects throughout the entire year.

Enrolment Funding

- GDEU project in Business Intelligence (BI) – 50% of the university operating budget comes from GDEU, the use of the new BI platform helps to maximize our returns because it more efficiently allows for the management and reporting of GDEU.
- Successfully passed the annual GDEU government student records audit.

2-Student Services

- Developed the **McGill University Health and Wellness Strategy**.
- Launched the **Best Practices Network in Canadian Higher Education** with the University of Toronto and Queen's University (funded by the Rossy Family Foundation).
- Released the **Student Mental Health at McGill report** providing a comprehensive overview of the key issues.
- **Co-chaired the program development for Skills21**. Implemented the Paths module for myInvolvement to track Skills21 program and eventually the Individual Development Plan (for graduate students).
- Developed new framework for skills development for graduate students in collaboration with GPS.
- Implemented a **job shadowing pilot**.
- **Participated in the Task Force for on Indigenous Studies and Education** and contributed to the Final Report on the Task Force on Indigenous Studies and Education (June, 2017).
- Completed of the **Stepped Care model** implementation and reorganization of the Counseling and Psychiatric Services.
- Secured new, robust, matching platform to manage the International Student Services peer-mentor program (Buddy); increased participation by 50% and monitoring student engagement and program milestones (Spring-Summer 2016).
- Incorporated Management of Mastercard Foundation Scholars program in International Student Services (Spring 2017).
- **Secured a proximal and accessible rental location for OSD expansion for the Learning Assessment, Accommodation Advising and Administration of OSD** and the re-development of the McTavish location to serve as an exam and flexible use center.
- Enhanced yields of culturally diverse exceptional undergraduate scholars who pay the international fee rate in deregulated programs. For the 2016/17 entrance cycle, we increased the yields from 15% to 26% for INTL, and from 8% to 17% for U.S. students. These outcomes resulted in an approved increase to the Top-Up envelope to be able to further focus on Bachelor of Commerce entrance scholars in

the 2017/18 cycle (with noticeable yield increases from 13% to 31% in just one year).

- **Completed a successful first year of the Café Collab Project**, producing numerous opportunities to improve how Student Services can support the following under-represented identities: Transgendered students, Indigenous and other racialized students, student caregivers, first generation and those from foster care.
- Launched new system **Enrolment Verification Application (EVA)** in July 2017 after one year of development. This will greatly improve the speed by which Quebec students are confirmed for payment release by Quebec's Loan & Bursary Program (AFE). Project approved and funding by IT for implementation from April 2016-July 2017 and was endorsed by Internal Audit as a critical end-of-life system. It manages \$40 million of loans and grants for nearly 5,000 needy McGill Quebec students.

3-Student Housing and Hospitality Services (SHHS)

- Finalization of the **Floor Fellow Collective Agreement**.
- **Completed security audits** of Upper Residence, Royal Victoria College and New Residence Hall.
- **Reorganization of the Residence Life** team after the departure of a key senior leader.
- Promoted transparency and information sharing within SHHS to increase collaboration and shared learning, foster creativity and encourage candid conversations within the team. This has led to an increase in staff morale and productivity. Staff attendance at the most recent all-employee meeting reached 77%.
- Re-directed the Food and Dining team's efforts to look beyond the first-year dining experience and expand mandate to improve food offerings to upper year students and staff. This resulted in the launch of a new grab and go concept in March 2017, the development of new dining concepts at our Carrefour Sherbrooke and McConnell dining hall to meet student needs, the development of a new vision for all retail locations on camp.
- **McGill was awarded the 2016 Fair Trade Campus of the Year Award**.
- **SHHS waste educators won a Catalyst Award** for our work with recycling and composting in the dining halls.
- Launch of the **first Starbucks location** at McGill situated in Carrefour Sherbrooke dining hall.
- Launch of **McGill's Roddick Roast coffee** blend in August 2016.
- In the fall of 2016, McGill's dining program **earned two-star SPE certification** in its RVC and NRH dining halls. SPE Certified is a unique certification, which recognizes a foodservice establishment's commitment to nutrition, sustainability and most importantly, its customers' well-being.

- Completed implementation of the Kronos Time Management System.
- Creation of the **first SHHS bursary for students in financial need.**
- Revamped the SHHS website, specifically the prospective student section to increase visibility and marketing exposure to parents / students alike.
- Increased marketing efforts/communications aims at upper year students to increase retention of residence students for a second year.
- Completed **the renovation of floors 7 to 10 in New Residence Hall.**
- **Organized several major conferences**, including the Canada Wide Science Fair and the World Social Forum with over 3000 attendees in 50 classrooms.
- Drafted new cancellation and withdrawal policies to target the housing vacancy gap.

4-Teaching and Learning Services (TLS)

Strategic faculty hiring, development and retention

- **Skills Development Portfolio:** In FY17 we successfully filled the Skills Development Officer and the Administrative Coordinator FTEs positions needed to support the development of the SKILLS21 portfolio.
- Two project Administrators: (one FTE and one 0.6 FTE) were also hired to implement the Entente Canada-Québec pour *Le Projet de formation en leadership et en communications*.
- **Academic Associate dedicated for Engineering.**

Hiring Students for TLS Support

- TLS continues to rely on student support to fulfill its mandate, for teaching and program development, learning environments, and student skills development, including both SKILLS21 and SKILLSETS activities.
- We also hire students for specific projects (such as the Faculty of Law Teaching Network, the Assessment and Feedback Working Group).

Innovative delivery of educational programs

Teaching and Learning Environments – Physical

- Funding and design of the largest ALC yet to be built at McGill, Arts 145/150, which will hold 88 students in the Arts building. This is the first ALC in the “core” of campus and can serve as a model for innovation of physical spaces for the university.

Learning Environments – Digital

- MOOCs and Online Course Development
 - **Reoffered CHEM181X - Food for Thought** (September 2016) and BODY101x – The Body Matters (March 2017) as MOOCs.
 - **Began work on designing McGill’s 5th (and possibly last) MOOC** – Population Dynamics with Prof Anthony Masi.
 - **On-campus Food for Thought** (conversion of CHEM181X into campus online course) had a record number of students registered: ~1500 students in Winter 2017.
 - Gathering of needs related to better supporting McGill courses that wish to add online components.
- Learning Technologies
 - **Implemented Turning Point** as web-based student response system for McGill.
 - **Upgraded myCourses** to new Daylight interface.
 - Expanded new tools as part of educational technology ecosystem (Crowdmark, Peerceptiv, Zoom).
 - Explored better process for integrating pedagogy and technology with peer assessment group (using Peerceptiv and other tools to support pedagogical needs).

Enhancing Teaching at the Faculty/Department level

- **Helped develop the Assessment Principles (McGill University Assessment Policy ESAAC subcommittee)**

Enhancing Teaching and Learning in Engineering (eLate)

- Bring together different units to propose the successful application for the AAU STEM mini-grant; (\$10K U.S./year for 2 years). McGill was one of only 12 successful awards.

Course Evaluations

- Interviewed 12 instructors, Chairs, and Directors about their perspectives on student feedback from course evaluations.
- Teaching and Learning Services and the Joint Board-Senate Committee on Equity developed and implemented a protocol for addressing comments in Mercury end-of-course evaluations that are determined to be hateful or discriminatory on the basis of attributes such as gender, sexual or gender identity, race, ethnicity, religion, or disability.

Grow undergraduate and graduate Education through innovation

- **Graduate Education Initiatives – SKILLSETS**
Along with coordinating the delivery of over 200 workshops from partner units, TLS was the lead on the 9 flagship SKILLSETS offerings delivered to over 2,000 attendees.
- **Leadership and Communications Project**
A major achievement is the receipt of over \$100,000 in funding which led to development and delivery of the Leadership Training Program (<https://www.mcgill.ca/skillsets/leadership-project>) and delivery of the seven-part Leadership Workshop Series in collaboration with Concordia University and The University of British Columbia (UBC). Nearly 200 undergraduate and graduate students took part and benefitted from new programming and resources.
- **Undergraduate Skills Program – SKILLS21**
Launched SKILLS21, a comprehensive skills training program for undergraduate students. Our main achievement has been the collaborative development of the portfolio with over 50 University partners.

My workplace

Undertook a series of measures to “enhance continuous learning and change, to inspire and encourage new ways of doing things, and to empower administrative staff to use their knowledge and expertise to make McGill a more agile and effective organization”:

- Conducting the Coaching Ourselves group discussions allows for Unit staff members to exchange on carefully selected topics that are of importance to the majority of staff.
- Supporting staff development and training.
- Enhancing compliance with University policies and procedures by restructuring TLS financial duties, providing clear guidelines about hiring processes and supporting staff in introducing process changes.
- Promoting a supportive and healthy environment through a series of events and mechanisms such as: flex hours, the work-from-home policy, potlucks, birthday celebrations, in-house yoga classes, and many more.

5-The Office of the Dean of Students (ODoS)

- **Oversaw the establishment of McGill’s Office of Sexual Violence Response, Support & Education (O-SVRSE).** This included onboarding one employee (the Sexual Violence Response Advisor), and setting up the physical office (at 550

Sherbrooke). This allowed for case management for survivors of sexual violence for the entire McGill community, and there has been ongoing programming and workshops related to education and outreach.

- **Memorandum of Understandings with student societies:** beginning with the Management Undergraduate Society (and their Winter 2017 Carnival event), the office facilitated collaborative agreements with student societies to ensure the Code of Student Conduct applied to their formally planned events, occurring on or off-campus. This agreement was a strong collaboration in which all parties worked to ensure student safety and wellbeing was a priority. A similar agreement was done with all of the 2017 Frosh activities that were formally planned by student societies. By all accounts, we had the safest Frosh in recent times, and no formal incidents were reported through the Code of Conduct. This helped immensely, also, with our community relations with Milton-Parc.
- **Student Affairs Case Management:** the office hired a case manager to help with intake of complex student cases, and for better management of these cases, including follow-up. This has increased the efficiency and productivity of ODoS, and in addition to better management of student cases, it allows the Dean and Associate Dean to spend more time on strategic initiatives. This has also increased our depth as we now have two administrative coordinators and a Case Manager.
- Office move to 2100 Brown Building.
- **Led the revision of the Charter of Students' Rights.** This was a significant undertaking as this is an important, foundational document. The Charter was scheduled to come to Senate for approval in October, 2017.

6-Athletics and Recreation

- **Oversaw the completion of renovations and the opening of Forbes Field and adjacent tennis courts.**
- **Collaborated with the City of Montreal on the construction of the new Field (Rutherford Park, managed by the City).** A&R and the University have made a substantial financial contribution to the project, in return gaining access to the field as per a predetermined schedule, for the benefit of students and McGill's Varsity sports.
- **Through 2016-17, 811 intramural teams registered for play, representing 10,107 roster participants.**
- **Through 2016-17, the Active Living Program registered 6082 course participants, 1662 of whom were enrolled in the Staff Fitness component of the program.**
- **A&R was pleased to salute 104 student-athletes who were recognized as USPORTS Academic All-Canadians (sessional 3.7 GPA).**

- **A&R was pleased to salute 212 student-athletes who were recognized on the Principal's Student-Athlete's Academic Honor Roll (cumulative GPA 3.5).**
- **The Martlet Basketball Team was crowned 2016-17 USPORTS National Champions;** this represented the first Women's basketball National Championship won by a Quebec-based University.
- **Varsity sports saw four teams crowned RSEQ league champions and three Level 2 teams recognized as league-national champions.**
- McGill University, in particular SLL and the A&R unit, managed a hazing incident dating back to 2015. While this incident was very unfortunate and required a highly significant amount of resources to manage the dossier, it has also been an extraordinary impetus in bringing about significant change. McGill has acted proactively and diligently, and we have adopted and implemented a very innovative hazing prevention approach based on an impactful educational strategy.