



# McGill

## Principal's Priorities: Framework & Action Plan



# PRINCIPAL'S PRIORITIES- 2009 – 2012 Planning Framework

Articulating Our Highest  
Priorities

Implementing Plans &  
Actions

Ensuring Accountability

<i>Priority One - Advancing academic and research excellence and profile</i>	<i>Actions</i>	<i>Early Markers of Success (2009)</i>	<i>Longer-Term Goals (2012)</i>
Building on our unique strengths, achieve excellence by international standards in our core academic mission of teaching, research and service	<ul style="list-style-type: none"><li>■ Finalize terms of reference, consultation and membership for Principal's Task Force on Diversity, Excellence and Community Engagement</li><li>■ Undertake focused recruitment of top faculty in priority areas; develop programs to support and retain outstanding faculty</li><li>■ Increase both absolute and comparative research performance and intensity</li><li>■ Advance and implement the McGill Academic Health Network</li><li>■ Nominate professors and programs to recognize excellence and achievement</li><li>■ Advance the implementation of core recommendations of the White Paper</li></ul>	<ul style="list-style-type: none"><li>■ Launch of the Principal's Task Force on Diversity, Excellence and Community Engagement (May 2009)</li><li>■ Improved retention rates for recently hired faculty</li><li>■ Improved research success in Quebec funding competitions and increased share of Tri-Council funding and other national competitions</li><li>■ Signing of new affiliation agreements with MUHC , including clinical services and research coordination (Dec. 2009)</li><li>■ Increase in number of distinguished awards and prizes at national/international level</li><li>■ Advancement in interdisciplinary areas of priority of the White Paper. Achievement of key objectives. (Dec 2009)</li></ul>	<ul style="list-style-type: none"><li>■ Full implementation of Principal's Task Force recommendations</li><li>■ Leader in research intensity across Canada (ie research dollars per faculty member)</li><li>■ Coordination and unification of research, clinical service, and education across the McGill Academic Health Network</li><li>■ Top standing within Canada in the garnering of prestigious prizes and awards (including Killams, Steacies, RSC fellowships, etc.)</li><li>■ International leadership in each of the areas of interdisciplinary research designated as priorities</li></ul>



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*Priority Two - Achieving a  
sustained focus on Student  
Life and Learning*

*Actions*

*Early Markers of Success  
(2009)*

*Longer-Term Goals (2012)*

Enhance the experience of  
McGill students and the  
“student-centredness” of  
McGill, by implementing  
the recommendations of  
the Principal’s Task Force  
on Student Life and  
Learning

- Improve the student learning experience :
  - ♦ deliver Strategic Enrolment Management Plan, aligning enrolment with faculty priorities
  - ♦ enhance advising
  - ♦ support opportunities for international education
- Enhance services to students:
  - integrate student services, enhance programs for residence life and expand residence capacity
  - ♦ implement user-friendly and effective approaches to communications with students

- Strategic Enrolment Management Plan (Dec. 2009)
- Draft Strategic Plan for Residences and Student Housing (Dec. 2009)
- Strategic Plan for Student Services (Dec. 2009)
- Consultation on development of Strategic Plan for Food Services and Hospitality (Dec. 2009)
- Opening of Integrated services area and Welcome Centre (McTavish Student Corridor) winter 2010
- Ongoing staff development programs in areas of service excellence and advising
- Broader opportunities for study abroad (undergrads and grad students)
- Enhanced communications and on-line services for students (Dec. 2009)

- Implementation of recommendations of key planning initiatives:
  - Strategic Enrolment Plan
  - Strategic Plan for Student Services
  - Strategic Plan for Residences
  - Strategic Plan for Food Services
- Robust communication and information systems for students (web-based)
- Diverse portfolio of international study abroad opportunities for students



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<i>Priority Three - Raising further McGill's external visibility, success and reputation</i>	<i>Actions</i>	<i>Early Markers of Success (2009)</i>	<i>Longer-Term Goals (2012)</i>
Extend McGill's reach and reputation by reaching out to significant partners and stakeholders, in Quebec, in Canada and around the world	<ul style="list-style-type: none"><li>■ Develop and implement an industrial and foundation strategy, tied to an international strategic framework</li><li>■ Strengthen McGill's partnerships with targeted public and private sector stakeholders</li><li>■ Pro-actively lead, at all levels, on key public policy initiatives in support of research and post-secondary education</li><li>■ Develop and implement a marketing strategy to enhance student recruitment, focused on key markets in Canada and abroad</li><li>■ Increase engagement with alumni</li></ul>	<ul style="list-style-type: none"><li>■ Establishment of transformative partnerships, including 2 major foundations (one international)</li><li>■ Innovation Summit – 2010</li><li>■ Establishment and launch of new framework for industry collaboration</li><li>■ Greater profile of McGill's public policy goals, with people of influence engaging in our cause</li><li>■ Creation of Third Party Advocacy Group for McGill</li><li>■ Overall effectiveness of the marketing program in achieving our targets (using pre-determined measures)</li><li>■ Successful achievement of campaign and student recruitment targets (higher yields) related to alumni engagement</li></ul>	<ul style="list-style-type: none"><li>■ Broad and measurable impact (i.e. research dollars, funded new opportunities for faculty) of key partnerships with external stakeholders</li><li>■ Measurable progress on core policy goals, including tuition re-regulation and indirect costs</li><li>■ Achievement of marketing objectives related to recruitment of greater numbers of international students</li><li>■ Greater participation of alumni in all targeted areas (volunteerism, attendance at events, donations)</li></ul>



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## *Priority Four - Diversifying and optimizing resources*

### *Actions*

### *Early Markers of Success (2009)*

### *Longer-Term Goals (2012)*

Diversify and optimize revenues by identifying and pursuing opportunities with the greatest potential for growth, consistent with the University's mission

- Achieve transformative growth in tuition by:
  - Optimizing tuition revenues resulting from liberalisation of international fees, with increased student support
  - Establishing, where possible, tuition levels competitive with other universities across Canada
  - Intensifying advocacy towards tuition goals
- Ensure the successful execution of Campaign McGill, including growth in endowment giving
- Expand research funding and indirect cost funding
- Develop and realize alternative revenues
- Launch the Provost's Task Force

- Re-invigoration of relationships with Quebec government officials to advance policy goals
- Meeting or surpassing targets established for Campaign McGill (\$500m by Dec. 2009)
- Targeting >50% of donations for endowment (Dec. 09)
- Higher levels of research funding and a greater share of funding nationally
- Presentation of plan to diversify revenues (June 09)
- Clear and substantive set of recommendations from Provost Task Force

- More diversified portfolio of revenues, including growth in share of tuition and research funding
- Achievement of key policy goals with Quebec, including re-regulation of tuition and enhanced support for deferred maintenance
- Sustained federal support at a level of XX percent for indirect costs of research
- Successful completion of McGill campaign (\$750 million)
- Long-term growth of McGill endowment



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<i>Priority Five- Managing our organizational assets for maximum impact</i>	<i>Actions</i>	<i>Early Markers of Success (2009)</i>	<i>Longer-Term Goals (2012)</i>
<i>Strategically managing and leveraging our assets (people, financial, physical, and technology) to achieve maximum impact in support of our academic priorities</i>	<ul style="list-style-type: none"><li>■ Continue to renew the McGill organization with a strong service excellence focus</li><li>■ Manage financial resources prudently, including controlling costs wherever possible</li><li>■ Ensure that the physical development of the campuses supports the learning and research environment, and our overall goals</li><li>■ Leverage technology to support our academic priorities and a robust and effective administrative environment</li><li>■ Strengthen planning and analytical capability to support administrative processes and management decision-making (including budget)</li><li>■ On-going support for non-academic staff, including professional and career</li></ul>	<ul style="list-style-type: none"><li>■ Advancement of a service excellence focus in academic and administrative units across campus</li><li>■ Achievement of deficit reduction targets</li><li>■ Development of Faculty and Research Master Plans that articulate space and resource priorities (Fall 2009)</li><li>■ Implementation of the enterprise data warehouse, with business tools to support decision-making (Dec. 2009)</li><li>■ Recruitment of leadership for a planning office, aligning planning functions with budget (Feb. 2009)</li><li>■ Broad array of professional and career development programs for non-academic staff. Ongoing communication/ consultation on matters impacting working lives</li></ul>	<ul style="list-style-type: none"><li>■ An organization with a a reputation for service excellence to all of its stakeholders</li><li>■ Stable and sustainable funding of the organization and elimination of deficit</li><li>■ Consistent performance as one on Canada's top employers</li><li>■ Campus development that supports academic and research priorities, as well as goals of sustainability and accessibility</li><li>■ Technology that supports decision-making and communication throughout the organization</li><li>■ Positive and productive relationships with employee groups, and high measures of satisfaction</li></ul>



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<i>Priority Six- Demonstrating effective governance and broad accountability to our stakeholders</i>	<i>Actions</i>	<i>Early Markers of Success (2009)</i>	<i>Longer-Term Goals (2012)</i>
<i>Ensuring strong and responsible governance, and as a public institution, accountability to the governments which support us, to our Board of Governors and Senate, and more broadly to the communities we serve</i>	<ul style="list-style-type: none"><li>■ Continue to reform governance structures , to achieve transparency in decision-making, effective oversight, and full engagement of members</li><li>■ Demonstrate our commitment as a socially conscious university, creating value and opportunity for our local community and within Quebec</li><li>■ Implement a range of performance indicators and peer institution benchmarking to track our progress in achieving goals</li><li>■ Restructure Planning Office, under new leadership, to broaden its mission and achieve better integration with the senior team</li></ul>	<ul style="list-style-type: none"><li>■ Completion of Senate Committee reform (2009) and implementation of a framework for all aspects of governance (Dec. 2009)</li><li>■ University Secretariat with a strong focus on accountability to governance bodies and service excellence to our community (ongoing)</li><li>■ Annual report on performance (Dec. 2009)</li><li>■ Budget planning process that is consultative, rigorous, and focused (FY 09)</li><li>■ Effective communications and consultation with key stakeholder groups (govt, alumni, McGill community, etc.)</li></ul>	<ul style="list-style-type: none"><li>■ Governance structures, processes and accountability systems that are models within the Canadian university community</li><li>■ Secretariat that is recognized for its stewardship of governance and senior support to the university's leadership.</li><li>■ Leadership in management planning with well-established and integrated planning and reporting cycles in all areas of our business</li><li>■ Ongoing communication with stakeholders on progress and priorities (i.e. Principal's Report)</li></ul>