



Strategic academic directions: Updating “Strengths and Aspirations” for 2012-2106

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“Strengths and Aspirations” (2006): background, process, and overview

- development of the “white paper” started in 2004-2005 with the objective of linking strategic academic planning to a new multi-year budgeting framework, and to measure progress against objectives and in comparison to peers
- bottom-up and top-down exercises were collated:
 - Deans brought forward Faculty-based plans based on existing strengths and proposals future directions
 - Offices of the Principal and the Provost created lists of areas of academic excellence and possible expansion based on McGill’s “comparative advantage”
- simultaneously, budget and resource allocation models were designed as multi-year exercises and co-ordinated via “compacts” (or agreements) formally signed between the Provost and each Dean
 - agreement was reached with the Board and MELS to allow for annual deficits of \$20M, \$15M, \$10M, \$5M, arriving at \$0 or balanced budget for FY2011 , based on achieving specific objectives
- “Strengths and Aspirations” was presented to Senate in 2006

Overarching goals

- McGill will consistently rank among the top ten publicly-funded, research-intensive universities worldwide, and in selected areas our performance will unambiguously position the University among world leaders.
- We will achieve this aided by our plans and implementation of them, measuring our progress and readjusting our roadmap against our successes, our areas of progress, and the challenges and opportunities we meet.

Achieving McGill's goals by means of 7 objectives

- I. Aggressive academic renewal
- II. Quality undergraduate students, programs and services
- III. Quality graduate students, programs and services
- IV. Disciplinary and interdisciplinary priorities
- V. Highest quality support services
- VI. Quality work environment
- VII. Measurement and accountability

Summary of proposed next steps as presented to Senate 24 March 2010

- Spring-Summer 2010: develop draft strategic plan with Deans and Faculties for McGill's next 5 years
 - build on current strengths and achievements
 - identify services/processes improvements, set goals, targets, and timeframe
- ensure coordination with other plans, both central and with Faculties:
 - Student Life and Learning
 - Master Plan
 - Diversity, Excellence and Community Engagement
 - Dealing with Economic Uncertainty
 - Research
 - Fund-raising (Campaign McGill and beyond)
- integrate priorities within budget and compact processes
 - ensure indicators are developed to measure progress towards quantifiable objectives
- develop mechanisms for Senate and Board consultations and contributions
 - involvement, feedback, and iteration

Vision for the future – 1

1. Overall improvements in quality, excellence, reputation, and performance.
2. Formalisation of “10 top Ten” research initiatives and outputs with appropriate support structures and tighter integration with the hospital research institutes.
3. Revitalisation of curricula in all Faculties.
4. Pedagogically innovative delivery.
5. Lower student-faculty ratios AND smaller average class sizes.
6. More diversity among students, staff, faculty.

Vision for the future – 2

7. “Targeted recruitment” of energetic new faculty at all levels.
8. Reinforcement of interdisciplinary teaching and research via a “cluster-hires” model across Faculties to avoid silos and balkanisation.
9. Implementation of the principles of the Master Plan for the physical development of the campuses and the addition of significant new or newly renovated spaces.
10. Growth in science, engineering, and technology WITHOUT ignoring or damaging the humanities and social sciences.

Vision for the future – 3

11. Ensure fair, equitable, and satisfactory working conditions and development opportunities for all members of the University community.
12. Gain acknowledgement of McGill's deep roots in and contributions to Montreal and Quebec society and economy by means of local initiatives and world-wide recognition.
13. Advancing the work on the Strategic Reframing Initiative (SRI).
14. Achieve all of the above with a sustainable, responsible financial plan and budget.

Questions for Senate:

Overall Objectives

1. *Can we assume that the two over-arching objectives remain the same?*
 - McGill will consistently rank among the top ten publicly-funded, research-intensive universities worldwide, and in selected areas our performance will unambiguously position the University among world leaders.
 - We will achieve this aided by our plans and implementation of them, measuring our progress and readjusting our roadmap against our successes, our areas of progress, and the challenges and opportunities we meet.

Questions for Senate:

Specific Objectives

2. *Do the seven original objectives of the “Strengths and Aspirations” white paper of 2006 still reflect the appropriate goals for McGill in the period 2012-2016?*
 - I. Aggressive academic renewal
 - II. Quality undergraduate students, programs and services
 - III. Quality graduate students, programs and services
 - IV. Disciplinary and interdisciplinary priorities
 - V. Highest quality support services
 - VI. Quality work environment
 - VII. Measurement and accountability

Questions for Senate:

Expressions – if so

3. Do all 14 areas for proposed action appropriately express McGill's goals?

- a) Quality, excellence, reputation, and performance.
- b) “10 top Ten” research initiatives.
- c) Revitalisation of curricula.
- d) Pedagogically innovative delivery.
- e) Lower student-faculty ratios AND smaller average class sizes.
- f) Diversity among students, staff, faculty.
- g) “Targeted recruitment”.
- h) “Cluster-hires” model.
- i) Implementation of the principles of the Master Plan for the physical development of the campuses
- j) growth in science, engineering, and technology WITHOUT damaging the humanities and social sciences.
- k) Fair, equitable, and satisfactory working conditions and career development opportunities
- l) Acknowledgement of McGill's deep roots in and contributions to Montreal and Quebec society and economy .
- m) Advancing the work on the “Case for Change”.
- n) Sustainable, responsible financial plan and budget.

Questions for Senate:

Expressions – if not

4. *What areas should be included in a revision of the white paper?*

5. *What areas that are presented here should be excluded?*

- a) Quality, excellence, reputation, and performance.
- b) “10 top Ten” research initiatives.
- c) Revitalisation of curricula.
- d) Pedagogically innovative delivery.
- e) Lower student-faculty ratios AND smaller average class sizes.
- f) Diversity among students, staff, faculty.
- g) “Targeted recruitment”.
- h) “Cluster-hires” model.
- i) Implementation of the principles of the Master Plan for the physical development of the campuses
- j) growth in science, engineering, and technology WITHOUT damaging the humanities and social sciences.
- k) Fair, equitable, and satisfactory working conditions and career development opportunities
- l) Acknowledgement of McGill’s deep roots in and contributions to Montreal and Quebec society and economy .
- m) Advancing the work on the “Case for Change”.
- n) Sustainable, responsible financial plan and budget.

Questions for Senate: *Input and iterations*

- 6. In addition to proposed consultations at the Faculty level, presentations to Senate, and acceptance of written input from the community, what other mechanisms should be incorporated into the process as we move forward?*