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# Memorandum

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**TO:** Senate

**FROM:** Professor Heather Munroe-Blum, Principal and Vice-Chancellor

**SUBJECT:** Strategic Reframing Initiative (SRI) Update

**DATE:** March 9, 2011

**DOCUMENT #:** D10-51

**ACTION REQUIRED:**  INFORMATION     APPROVAL/DECISION

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**ISSUE:** Update to Senate on the Strategic Reframing Initiative (SRI)

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**BACKGROUND & RATIONALE:** Last fall, Principal Heather Munroe-Blum launched the Strategic Reframing Initiative, or SRI, to help McGill find more resources in support of its strategic goals, and its position as one of the world's best universities. The SRI will transform the way we work, creating more resources for the university and making more efficient use of existing ones. The end goal is to raise McGill's performance as a leading international university, so that we can continue to excel in carrying out our mission of teaching, research and community service.

The SRI aims to accelerate progress in two general areas:

- Closing the funding gap between McGill and peer universities.
- Boosting levels of quality, performance and overall efficiency in operations.

Through the SRI, the university is looking closely and thoroughly at how we work – and how we can work better – in five key areas that are vital to McGill's long-term success. These are:

- **Cost Efficiencies:** The "Cost" team has been challenged to look for efficiencies in McGill's operations and to find ways to either save costs or generate new revenues.
  - **Enrolment Mix:** The EM team is developing a tool kit for deans and other academic administrators to help with enrolment decisions. A strong enrolment planning
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framework (for undergraduates, professional graduates and research graduate students) will mean better support for students at all levels – from funding to learning facilities to graduate supervision.

- Performance Enhancement: PEG (Performance Enhancement Group) has been looking at the overall budgeting process with the goal of building in stronger incentive programs for Faculties and Units.
- Philanthropy: The Philanthropy team has been charged with finding ways to ensure sustainable and successful fundraising, through and *beyond* Campaign McGill.
- Transformative Research and Innovation: The TRI team’s goal is to recapture McGill’s research leadership in Canada and to boost our impact internationally.

Working groups for each of the five areas mentioned above have recently completed their fact-finding and have made preliminary recommendations to the SRI Steering Committee.

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**MOTION OR  
RESOLUTION  
FOR APPROVAL:**

N/A

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**PRIOR  
CONSULTATION:**

Extensive consultation with all members of the Senior Administration Team in addition to 70 people from sectors of the University who are members of the working groups.

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**NEXT STEPS:**

The Steering Committee has recommended some projects to McGill’s senior executive for review and approval. Project implementation is expected to start in early May.

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**APPENDICES:**

N/A

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