McGill

Memorandum

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TO:	Senate
FROM:	Anthony C. Masi, Provost
SUBJECT:	Outline of progress on McGill University's "2006 White Paper" and considerations for the way forward
DATE:	20 October 2010
DOCUMENT #:	D10-09
ACTION REQUIRED:	☒ INFORMATION ☐ APPROVAL/DECISION

ISSUE:	Presentation on the progress of McGill University's "2006 White Paper" and considerations for the future.
BACKGROUND & RATIONALE:	Senate discussions on the White Paper should result in successive transformations as we shape and fine-tune the goals, objectives and actions outlined therein. These discussions will substantially shape the content of the 2012 White Paper, and thus the future direction of McGill University. The 2012 White Paper will build on the successes achieved through the implementation of the goals and actions outlined in the first edition. Based on previous progress, the 2012 White Paper will establish a roadmap for McGill for the next five years, and will outline McGill's strategy for academic leadership over that period.
MOTION OR RESOLUTION FOR APPROVAL:	N/A
PRIOR CONSULTATION:	Reviewed in an earlier form by Senate on March 24, 2010.
NEXT STEPS:	N/A
APPENDICES:	Appendix A: Outline of progress on McGill University's "2006 White Paper" and considerations for the way forward

APPENDIX A

Outline of progress on McGill University's "2006 White Paper "and considerations for the way forward

Prof. Anthony C. Masi
Provost
Presentation to Senate
20 October 2010

Part 1: An assessment framework for "Strengths and Aspirations"

A. Background, process, and overview

The 2006 White Paper was drafted in recognition of the need to provide a "strategic academic focus" to the research and teaching mission of McGill University and to measure progress against objectives and in comparison to peers.

Development began in 2004-2005 with an agreement to link strategic planning to a new multi-year budgeting framework.

- Deans brought forward Faculty plans based on existing strengths and proposed future directions.
- Offices of the Principal and the Provost created lists of areas of academic excellence and possible expansion based on McGill's "comparative advantages".
- Budget and resource allocation models were designed as multi-year exercises and co-ordinated via "compacts" formally signed between the Provost and each Dean.
- An agreement was reached with the Board of Governors 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.

B. McGill University overarching goals

1. McGill will consistently rank among the top ten publicly-funded, research-intensive, and student-centred universities worldwide, and in selected areas our performance will unambiguously position the University among world leaders.

2. McGill will achieve these goals guided by our plans and their implementation, measuring our progress and readjusting our roadmap against our successes, our progress, and the challenges and opportunities we encounter.

C. The 2006 White Paper—Successes upon which to build

	Objective	Successes	Moving Forward
Objective I	McGill will pursue an aggressive academic renewal plan.	• Substantial net increases in tenure-track positions across the University • Faculties submitted Strategic Research Plans and Academic Renewal Plans aligned with "Compacts" .	➢ Validate the academic renewal and strategic research plans ➢ Develop a "cluster-hire" model for implementation
Objective II	McGill University will continue to be the Canadian university with the highest proportion of	• Program reviews • Revamped Teaching and Learning Services (TLS) • Principal's Task Force on	➢ Ensure that our strategic enrolment plan and related

		Student Life and Learning	actions continue
	undergraduate students from across Canada and around the world, by offering an enriched student life experience in terms of both program offerings and services to students.	• Student advising • Student funding • Residences • International experiences • Integrated services project • Web site development	to support and improve upon already realised gains
Objective III	McGill will substantially improve all aspects of the graduate studies environment.	• Increased graduate student numbers and funding • MIDAs program • GERI program • Supervision workshop series • Graduate student orientations • "Skill-sets" series • Graduate programs capacity indicators (GPCI) • Graduate student space • process review • "Milestones" project • Recruitment initiatives	➢ Continue with efforts to increase graduate student numbers and proportions ➢ Develop budget mechanisms to enhance funding for graduate education, especially in research programs
Objective IV	McGill will re-enforce its foundational disciplines in Faculties and across them in order to ensure that they can contribute significantly to inter-disciplinary developments.	• Research centre funding • Academic staff recruitment • Space planning • Teaching program development: undergraduate and graduate • Inter-university partnerships	➢ Reaffirm university-wide research priorities and their expression at the level of academic units
Objective V	McGill will support its academic priorities by ensuring the highest quality service from all support areas.	• Libraries: collections, renovations, regulations, professional hiring • Information systems and technology • Service excellence project • Space planning	➢ Develop the strategic plan for Libraries ➢ Assess state of systems architecture, ERP, and learning management system
Objective VI	McGill will offer opportunities for professional development and growth and create a work environment conducive to enhanced productivity and improved job satisfaction for all personnel--administrative, secretarial, technical, and clerical.	• Human Resources shared services and outreach • Knowledge base implementations • Training opportunities • Safety • Professional development	➢ Engage in active performance assessment and management ➢ Ensure optimal utilisation of training and development allocations
Objective VII	McGill will develop internal performance indicators and measure progress externally against selected peer	• key performance indicators (KPIs) • surveys of students, faculty, and staff • enterprise data warehouse and business intelligence (EDW-BI)	➢ Initiate regular unit reviews ➢ Develop KPIs for accountability and for management of resources

		institutions and programs and national and international ranking exercises with the aim of always advancing in the top tier of such exercises.	• data exchanges (G13, AAU, CUDC)	

Part 2: Reflections on McGill's way forward—a "first pass" at core themes and driving questions that will shape the McGill University 2012 White Paper

The 2012 White Paper will build on the successes achieved through the implementation of the goals and actions outlined in the first edition and highlighted briefly above. Based on previous progress, the 2012 White Paper will establish a roadmap for McGill for the next five years, and will outline McGill's strategy for academic leadership over that period. In essence, the White Paper should be considered as a mechanism by which we can identify strategic goals and articulate appropriate actions. We should use the 2012 White Paper as a catalyst to accelerate the rate of positive transformation at the University.

The following table outlines possible core themes and potential driving questions that may be used to frame the McGill University 2012 White Paper.

	Theme	Driving question	Key considerations

1	**Quality, excellence, reputation and performance at McGill**	**How do we achieve improvements in quality, excellence, reputation, and performance?**	• Current resources are not sufficient to allow McGill to achieve this objective outright, so difficult choices must be made.
			
			  o Must assess "inherent trade-offs" and be explicit about our direction on each one.
			  o Need to sustain and improve on the unique dimensions that characterise the success of McGill.
			  o Align KPIs with this objective.

2	**Strategic research initiatives**	**What are our "10 top Ten" research initiatives and outputs? Are the following still high priority research areas?**
		
		1. Neuroscience
		2. Public policy
		3. Languages, literatures, and cultures
		4. Integrated systems biology and genomics
		5. Environment
		6. Nanotechnology and nano-science
		7. High performance computing, computational modelling, and statistical inference
			• Need appropriate support structures and tighter integration and coordination across Faculties and with the hospital research institutes.
			
			• Re-assess areas identified in the 2006 white paper and the current strategic research plan with the Tri-Council and CFI.
			
			  o consultation based on first round submissions of deans regarding strategic research plans and current hiring goals.
			  o identify and evaluate new research areas capable of being in the "10 top Ten".

3	Revitalization of curricula	How can we design the curricula in all Faculties to reflect the most appropriate model for McGill in the 21st Century?	• Develop an integrated assessment of strengths, weaknesses, opportunities, and threats.
			
			   o Implement formal, cyclical unit reviews that link the programs to the professors who teach them.
			   o Establish a relevant dashboard of performance indicators.

4	Innovation in the delivery of learning	How can we maintain pedagogically innovative delivery of learning?	• Strengthen the assessment and intervention capacity of McGill's Teaching and Learning Services. • Incentivise deans to work with their Faculties to create new approaches. • Keep abreast of the latest trends and experiments at peer institutions.
5	Enhancing academic relationships between students and teachers	Is there value in establishing lower student-faculty ratios and smaller average class sizes?	• Perfect the "value proposition" for undergraduate education at McGill. • Assess policies and practices in each Faculty and Department regarding the assignment of undergraduate teaching loads to professors.
6	Enhancing Diversity	How do we establish greater diversity among students, staff, and faculty?	• Develop an administrative response to and an implementation plan for the recommendations emanating from the Principal's Task Force on Diversity, Excellence, and Community Engagement
7	Recruitment	Can we establish a model of "targeted recruitment" for energetic new faculty at all levels?	• Ensure that the recruitment plans at the Faculty level express the objectives of the University's plan. • Incorporate appropriate incentive mechanisms, including consequential actions.
8	Interdisciplinary teaching and research	How can we reinforce interdisciplinary teaching and research, and are "cluster hires" the appropriate mechanism?	• Ensure that the assessment of curricula and innovative pedagogies are sensitive to the blurring boundaries of current research into "big questions".
9	McGill's physical infrastructure	How can we ensure that McGill's strategic and growth	• Give careful attention to current space utilisation and growth

		goals are met with the implementation of the Master Plan for the physical development of the campuses?	trajectories for units and areas of research and teaching. • Adhere to the principles for space and physical development.
10	Growth	How do we achieve growth in science, engineering, and technology without ignoring or damaging the humanities and social sciences?	• Ensure that the STEM areas curricula developments have space for humanities and social sciences. • Ensure that humanities and social sciences work with STEM areas to overcome the barriers of the "two cultures".
11	Working conditions	What actions must be taken to ensure fair, equitable, and satisfactory working conditions and development opportunities for all members of the University community?	• Work with HR on staff development initiatives and practices. • New roles and responsibilities for Associate Provosts: Policies, Procedures, and Equity, Academic Staff, Faculty Affairs and Resource Allocations. • Ensure co-ordination with Deputy Provost (Student Life and Learning) on all relevant matters that cross faculty/student lines, especially equity, diversity, and community engagement.
12	Public image	How can McGill gain acknowledgement for its deep roots in and contributions to Montreal and Quebec society and economy?	• Utilise existing database to generate appropriate narratives and illustrative cases.
13	New Strategic Imperative and the case for change	How should the development and implementation of the 2012 White Paper align with the Principal's New Strategic Imperative (NSI) and the case for change in the way the University operates?	• The New Strategic Imperative is a transformative project with the goal of maintaining and growing McGill's capacity to achieve our academic mission • Working groups ○ Transformative Research and Innovation ○ Enrolment Mix Adjustment ○ Cost Efficiencies ○ Philanthropy ○ Performance Management ○ Stakeholder Relations
14	Aligned budget and financial plan	How do we achieve the objectives to be outlined in the 2012 White Paper with a	• Stick to basics, ask the hard questions, be willing to take the difficult decisions, keep it straightforward, transparent,

		sustainable, responsible financial plan and budget?	accountable, and responsible.

Part 3: Proposed guiding principles for the development of the 2012 White Paper

- The White Paper should be developed with an unbiased analysis of each goal, objective, strategy, and action.

- Incompatibilities, contradictions, trade-offs and other difficulties should be recognized explicitly, and addressed.

- Work on the 2012 White Paper should be done in close collaboration with the Deans, Faculties and Offices, Senate and other governing bodies, as well as the Associate and Deputy Provost.

- The 2012 White Paper should represent a continuation of the 2006 White Paper that proposes to build on strengths and previous achievements to shape the strategic direction of academic life at McGill University over the coming 5 years.

- The development and implementation of the 2012 White Paper should be implemented with a maximum of transparency and accountability.

- The 2012 White Paper should be developed while ensuring coordination with other plans, both central and with Faculties:

  - Student Life and Learning
  - McGill University Master Plan for physical infrastructure
  - Diversity, Excellence and Community Engagement
  - Dealing with Economic Uncertainty
  - Research
  - Fund-raising (Campaign McGill and beyond)

- Communications regarding the development and implementation of the 2012 White Paper should be frequent, clear and should solicit feedback, discourse, contributions, and consultation from as broad a group as possible.

- Senate discussions on the White Paper should result in successive transformations as we shape and fine-tune the goals, objectives and actions outlined therein. These discussions will substantially shape the content of the White Paper, and thus the future direction of McGill University.

Part 4: Next Steps

1. Establish a timeline and strategy for the development of the 2012 White Paper revision.

2. Engage with Senate and the Board of Governors to elicit contributions, feedback and involvement in the strategic planning process.

3. Engage in broad consultation to identify services/processes improvements, set goals, targets, and timeframes for realization.

4. Integrate priorities within budget and compact processes.

5. Ensure indicators are developed to measure progress towards quantifiable objectives.

6. Establish an alignment with the New Strategic Imperative and the case for change.