



# Memorandum

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**TO:** Senate

**FROM:** Dr. Rose Goldstein, Vice-Principal (Research and International Relations)

**SUBJECT:** Update on Strategic Research Plan

**DATE:** December 7, 2011

**DOCUMENT #:** D11-29

**ACTION REQUIRED:**  INFORMATION     APPROVAL/DECISION

**ISSUE:** Consultations are underway to refresh McGill’s Strategic Research Plan (SRP). The Vice-Principal (Research and International Relations) will provide an update on the consultations and will provide the provisional priority research areas for discussion.

**BACKGROUND & RATIONALE:** As noted at the September Senate meeting, the overall goal of the SRP is to increase and enhance McGill’s transformative research initiatives and to support the excellent research talent at the University in service to the various sectors of society.

Due to the importance of this initiative, and in order to properly develop the plan in support of achieving its goals, the Office of the Vice-President (Research and International Relations) led by Dr. Rose Goldstein, has held consultations regarding the SRP with McGill stakeholders, as well as external partners from government, industry and academia. This presentation provides an update on the consultations.

**MOTION OR RESOLUTION FOR APPROVAL:** N/A

**PRIOR CONSULTATION:** Principal, Provost, Vice-Principals and Deans  
 Research Advisory Council  
 Strategic Research Plan Advisory Committee  
 External Advisory Committee  
 Student participants at Student Consultation Fair (Oct. 2011)  
 Research administrators reporting to the VPRIR  
 Select faculty members

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**NEXT STEPS:** Consultations will continue through winter 2012. Senate will be updated on SRP progress and will be approached for consultation on the SRP document. It is anticipated that the SRP document will be finalized in winter/spring 2012 for immediate implementation.

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**APPENDICES:** Appendix A: McGill University's Strategic Research Plan (SRP) Update on Consultation Activities

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## McGill University's Strategic Research Plan (SRP) Update on Consultation Activities

### Leadership Consultation

- Senior executive, in particular the Provost, Deputy Provost (Student Life and Learning), Associate Provost (Graduate Education) have met with VP(RIR), received updates in group meetings, participated in Open Forums and Faculty Council Meetings.
- Research Advisory Council, which consists of associate deans research, representatives from hospital research institutes, student and post-doctoral fellow representatives have receive monthly progress updates and have provided feedback and have responded to questionnaires for example on faculty-based priority research areas and on interdisciplinarity.
- V-P(RIR) Leadership team has received weekly updates on progress of the consultation.
- Deans have been invited to all Open Forums, are hosting Faculty Council Meetings, and have been consulted at Deans Working Lunch.
- Departmental chairs are all invited to attend all Open Forums and Faculty Council Meetings. The V-P(RIR) will seek time on the agenda at *Faculty Matters* (recently renamed *Academic Leadership Forum*), the regular meeting of all departmental chairs. We will also facilitate deans to call a special meeting of their departmental chairs to discuss, with an RIR staff member present to capture feedback.

### SRP Advisory Committee

SRP Advisory Committee has met twice (October 4<sup>th</sup> and October 31<sup>st</sup>) and will meet at least monthly until the SRP is finalized.

## **Members**

Dr. Rose Goldstein, Vice-Principal (Research and International Relations), Chair  
Prof. Jan Jorgensen, Associate Provost (Faculty Affairs and Resource Allocation)  
Prof. Martin Kreiswirth, Associate Provost (Graduate Education) and Dean of Graduate and Postdoctoral Studies  
Prof. Roger Azevedo, Department of Educational and Counselling Psychology, Faculty of Education  
Dr. Lesley Fellows, Department of Neurology and Neurosurgery, Faculty of Medicine  
Dr. Philippe Gros, Department of Biochemistry, Faculty of Medicine  
Prof. Bruce Lennox, Department of Chemistry, Faculty of Science  
Prof. Jacob Levy, Department of Political Science, Faculty of Arts  
Prof. Steve Maguire, Department of Strategy and Organization, Desautels Faculty of Management  
Prof. David Plant, Department of Electrical and Computer Engineering, Faculty of Engineering  
Prof. Vijaya Raghavan, Department of Bioresource Engineering, Faculty of Agricultural and Environmental Sciences  
Prof. Jonathan Wild, Department of Music Research, Schulich School of Music  
Ms. Lily Han, Post Graduate Student Society Vice-President (University and Academic Affairs)  
Dr. Lucie Low, Postdoctoral Fellow, Alan Edwards Centre for Research on Pain  
Mr. Max Luke, Students' Society of McGill University Science Senator  
Mr. Alyssa MacLeod, Macdonald Campus Graduate Student Society President

## **Open Forums**

Four Open Forums have been delivered in collaboration with the Provost's consultation on the academic plan ASAP 2012, including a presentation that was made to the Management Forum in November 2011. We estimate that approximately 260 members of the McGill community have participated in these consultative events. The Provost presented on his own to the Faculty of Agricultural and Environmental Sciences in October 2011, and VP Goldstein will visit the Macdonald Campus in January 2012.

Audiences:

- Researchers
- Undergraduate and graduate students and postdoctoral fellows
- Research staff and other university administrators

## **Student Consultation**

V-P(RIR) participated in the first Student Consultation Fair in October 2011 organized by the Office of the Deputy Provost (Student Life and Learning). At this forum she shared information about the strategic research plan and asked students how to improve research experience at the undergraduate and graduate levels.

VP Goldstein is also scheduled to present engage in dialogue on the SRP at PGSS and SSMU student council sessions in January 2012.

## **Focus Groups / Individuals**

V-P(RIR) has convened small focus groups and will approach high-profile researchers who have had success obtaining funding, especially multidisciplinary/multi-institutional grants, creating international or business partnerships, and/or leading thriving research centres.

### Audiences:

- Approximately 50 senior researchers were initially approached to participate. The VP has met with 18 faculty in small group meetings. In response to feedback, VP Goldstein is convening additional sessions to meet with researchers and will meet specifically with both newer and established leaders.

### Timeline:

- Sessions have occurred in October and November 2011.
- Additional sessions will be organized in December and in early 2012.

## **External Advisory Committee**

This group met for the first time in October 2011 and provided strategic guidance for the document. The group has agreed to meet in a special session in January 2011 to provide feedback on the strategic priorities of the document and research areas.

## **Online Consultation**

A website has been generated off of the V-P(RIR) home page, which details the purpose of the SRP, the consultation mechanisms, lists up-coming community events related to the SRP, provides presentation slides for previous events and includes a feedback form for questions and comments. So far we have received 26 responses through the feedback form, and VP Goldstein has received others through her personal email accounts. More complete drafts will be available online for general review and comments in winter 2011-12.

### Audiences:

- McGill community, alumni, general public

### Timeline:

- The website was established in September 2011 and is being continually updated. Feedback received from the website is shared with the V-P(RIR) and the SRP Advisory Committee on a regular basis.

**Satisfaction Survey** – In order to evaluate our consultation and communications strategy and methods, we will seek to gain a sense of how our processes were received by the McGill community.

Audiences:

- All participants in the process

Timeline:

- Winter 2012 – Brief input on the process will be sought either as part of online surveys, or as a separate survey at the conclusion of the entire SRP process to gauge the reception of the SRP in general.

### **Communication modes employed in support of consultation**

- Online updates via OV-P(RIR) section of McGill website, explaining the process, objectives, timeline and ways to participate.
- Dissemination of information through departmental and faculty sites as needed.
- Inclusion in McGill “What’s New” email newsletter
- Consultation-specific emails to all staff and/or students (AllNotes)
- Article(s) in *Reporter* newspaper and website
- Posters on campus
- Shared SRP updates online to ensure the McGill community is kept up to date
- Direct communication between OV-P(RIR) and internal and external committees
- Regular business communication from between deans, ADRs, faculty, chairs, staff, etc.

### **Timeline for creation of the final draft**

We will identify research priorities for ASAP 2012 in **fall/winter 2011**, with the research portion to be drafted in early **winter 2011**.

The SRP document will be circulated for revisions and fine-tuning to the SRP Advisory Committee and senior administration (P7, deans and ADRs, as well as other academic and research planning advisers) in **winter 2011-12**.

The goal is to have the Strategic Research Plan and ASAP 2012 ready for approval in **winter 2011-12**, and presentation to the principal, P7, Senate, and the Board of Governors.

Institutional implementation of the SRP and the broad communication of its objectives will commence in **spring 2012**.