



Memorandum

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TO: Senate

FROM: Prof. Anthony C. Masi, Provost

SUBJECT: ASAP 2012 Progress Report

DATE: 16 May 2012

DOCUMENT #: D11-63

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: *ASAP 2012: Achieving Strategic Academic Priorities* is McGill University's next strategic academic plan.

BACKGROUND & RATIONALE: Designed to sustain and advance McGill's mission, *ASAP 2012: Achieving Strategic Academic Priorities* celebrates prior achievements, identifies continuing and new challenges, and offers a framework to accelerate positive change where needed. *ASAP 2012* builds on progress initiated by the following:

- *Strengths and Aspirations* (2006)
- Principal's Task Force on Student Life and Learning
- Principal's Task Force on Diversity, Excellence, and Community Engagement
- Strategic Research Plan
- Campaign McGill
- University Master Plan and other University plans,

as well as submissions from faculties and academic and administrative units. It provides a roadmap for both responding to current circumstances and anticipating future needs.

Since the last presentation to Senate in September, we have engaged in a year-long process of consultation with the McGill community. Activities have included outreach to faculty, students, and staff through open forums, discussions, and on-line consultation. Many presentations were offered in collaboration with Vice-Principal (Research and International Relations) Rose Goldstein to give the community a chance to respond to both *ASAP 2012* and the Strategic Research Plan. Six Work Groups, comprised of faculty, staff and students from almost every academic and administrative unit, were convened in the following areas:

- Academic Renewal, Hiring, Retention, & Leadership Development
- Best Practices in Academic Endeavors
- Career Development for Administrative and Support Staff across the University
- Service to Quebec and Canada
- Service to the Global Community
- 21st Century Education for the Profession

This presentation to Senate reports on the year-long consultation process and outlines broad goals, cross-cutting themes, and major strategic objectives. It also provides a timeline for going forward.

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| MOTION OR RESOLUTION FOR APPROVAL: | N/A |
| PRIOR CONSULTATION: | <p>Updates to Senate on 20 October 2010; 17 November 2010; 16 February 2011; 18 May 2011; and 22 September 2011.</p> <p>Presentations delivered and feedback received from: Open Forums, Faculty and Library Councils, Student Councils, Management Forums, meetings of academic chairs and directors, and on-line consultation.</p> <p>Work Groups provided further engagement with the McGill community.</p> |
| NEXT STEPS: | <p>Submissions and feedback from academic and administrative units, and recommendations from ASAP 2012 Work Groups will be incorporated.</p> <p>The ASAP 2012 draft document will be finalized over the summer and will be brought back to Senate in the fall.</p> |
| APPENDICES: | PowerPoint presentation (not included) to be delivered at Senate |



ASAP 2012 Progress Report

Presentation to Senate

**Prof. Anthony C. Masi, Provost
16 May 2012**



McGill

Overview

- Background
 - McGill's Mission and Aspirations
 - McGill in Context
- ASAP 2012 Purpose and Guiding Principles
- ASAP 2012 Progress Update
 - Year of Consultation and Feedback
 - Lessons Learned
- ASAP 2012 by the Numbers
- Timeline

McGill's Mission

- research-intensive
- student-centred university
- commitment to excellence
- judged against the highest international standards
- enduring sense of public purpose

McGill's Aspirations

- “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.”

Strengths and Aspirations (2006)

McGill in Context

- changes since 2006:
 - economic (downturn in financial markets), social (education at the public research university: right or privilege), political (the Occupy movement and Quebec student protests over tuition)
 - globalization of higher education and academic mobility
 - impact of advances in information technology
- ASAP 2012 planning process
 - collaboration, connectivity, engagement
 - address challenges and expand opportunities

ASAP 2012 Purpose

- **strategic academic plan** that extends progress of *Strengths and Aspirations* (2006) and addresses gaps
- **framework** for responding to current circumstances, challenges, and future opportunities
- establishes a **roadmap** for the next five years

ASAP 2012 Guiding Principles

- ensure broad consultation and incorporate feedback
- integrate academic priorities within multi-year budget processes
- coordinate with recommendations from other planning exercises
- emphasize transparency and accountability
- position McGill to thrive in balance with changing environment

2011-2012

A Year of Consultation: Senate

- outlined connection to 2006 white paper and considered way forward
- provided statement of purpose and guiding principles
- reviewed and confirmed major strategic objectives
- explained proposed Work Groups
- distributed Executive Summary
- provided website form and email for feedback

2011-2012

A Year of Consultation: Other Groups

- Open forums
- Faculty and Library Councils
- Chairs and Directors meetings
- Student Associations and Faculty-based student councils
- Employee forums
- Interest groups and other stakeholders in the McGill community
- On-line consultation and submissions

2011-2012

A Year of Consultation: Work Groups

- **“Academic renewal, hiring, retention, and leadership development”**
- **“Best practices in supporting McGill’s academic mission”**
- **“Career development for administrative and support staff across the University”**
- **“Service to Quebec and Canada**
- **“Service to Global Community”**
- **“21st century education for the professions”**

ASAP 2012 Consultation: Lessons Learned (1)

- incredible strengths in human resources
 - superlative faculty, exemplary students, talented administrative and support staff
- truly national and international university, but locally embedded
- Vast array of accomplishments and contributions are not well communicated or widely known

ASAP 2012 Consultation: Lessons Learned (2)

- interest in opportunities for collaboration in interdisciplinary approaches
 - research, teaching and learning, community engagement
- technological advances
 - transforming research, teaching and learning, and engagement with public communities beyond the campuses
- strongly felt need that McGill must respond to the many changes since 2006

ASAP 2012 by the numbers

- 5 Broad Goals
- 3 Cross-cutting Themes
- 10 Major Strategic Objectives

ASAP 2012 by the Numbers: 5 broad goals

1. enhance world leadership in research, scholarship and creative activity
2. revitalize educational programs to enrich the undergraduate and graduate student experience
3. reinvigorate connections across Faculties, schools, departments, institutes, and centres
4. extend community engagement in our areas of strength
5. refresh organizational structures and renew facilities and infrastructure to advance McGill's academic mission

ASAP 2012 by the Numbers: 3 Cross-Cutting Themes

1. Internationalization

- Character, collaboration through research, teaching and service, student opportunities

2. Sustainability

- Culture, Forms, Connections

3. Innovation

- Process, product, catalyst; 4-pronged approach: pedagogy, technology, information, facilities, outreach

ASAP 2012 by the Numbers: 10 Major Strategic Objectives (1 of 2)

1. *Academic renewal plan* → **Achieve new directions in Faculty hiring, development, and retention**
2. *UG composition and experience* → **Emphasize innovative delivery of educational programs and appropriate levels of student aid**
3. *Improved Grad Studies experience* → **Ensure innovation in graduate studies based on research strengths and competitive funding**
4. *Disciplines and inter-disciplinarity* → **Develop and implement transformative research initiatives based on competitive advantage**
5. *Quality support services* → **Develop a culture of “best practices” in academic endeavours**

ASAP 2012 by the Numbers:

10 Major Strategic Objectives (2 of 2)

6. *Professional development, productivity and satisfaction* → Enhance career development opportunities for administrative and support staff
7. *Performance management indicators* → Implement academic analytics, processes, tools, and feedback loops
8. Provide service to Quebec, Canada and the global community by means of activities and international collaborations with measurable impact
9. Encourage diversity in origin and ideas among students, faculty, and staff
10. Attain pre-eminence in education for the professions

Strategic Research Plan

- Tentative title
 - understanding and improving the human condition in a globalized world
- Guiding Values of SRP (DRAFT)
 - justice, equality and diversity
 - innovation and partnership
 - sustainability
 - interdisciplinary collaboration
 - return to society

Priority Research Areas (DRAFT)

- expression, identity, and humanity
- social transformation and public policy
- convergence: life sciences, physical sciences and engineering
- health research: basic sciences and improved delivery systems
- the human brain and nervous system
- the digital age: redefining the limits of technology and its applications
- harnessing the power of the Earth, space and the universe

Source: VPRIR

ASAP 2012 Update: Measures of Success

- set **academic strategies** for the next **five years**
- serve as the **driver** for the University's **sustainable multi-year financial plan** and budget allocations
- be **endorsed** and embraced by **McGill community**
- provide a **roadmap that advances and sustains McGill's leadership** among the world's great universities

ASAP 2012: Timeline for remainder of 2012

- 16 May progress report to Senate
- 31 May submissions from academic and administrative units; recommendations from work groups
- 30 June submissions incorporated into draft ASAP 2012; other review
- 15 July ASAP 2012 Draft Circulated
- 15 August Feedback received by this date
- 1 Sept ASAP 2012 completed
- 20 Sept formal presentation to Senate
- Sept formal presentation to Board of Governors

Continue the Conversation

ASAP 2012: Achieving Strategic Academic Priorities

www.mcgill.ca/provost/asap2012

whitepaper@mcgill.ca

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Strategic Research Plan (SRP)

www.mcgill.ca/research/strategic-research-plan

srp@mcgill.ca



ASAP 2012 Progress Report

**Discussion and
feedback:**

Comments?

Suggestions?

Questions?