



Memorandum

Deputy Provost (Student Life and Learning)
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TO: Senate

FROM: Professor Ollivier Dyens, Deputy-Provost (Student Life and Learning)

SUBJECT: Annual Report on Student Life and Learning (SLL)

DATE: January 21, 2015

DOCUMENT #: D14-32

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: The 2013-2014 Annual Report on Student Life and Learning is presented to Senate for information.

BACKGROUND & RATIONALE: The Annual Report on Student Life and Learning is meant to provide Senate with an update on the activities of this important area of the University. The report focuses on a number of initiatives recently undertaken to improve services to students at McGill.

MOTION OR RESOLUTION FOR APPROVAL: N/A

PRIOR CONSULTATION: N/A

NEXT STEPS: The report will be delivered to the Board of Governors on February 2, 2015.

APPENDICES: Appendix A: 2013-2014 Annual Report on Student Life and Learning



2013-2014 Annual Report: Student Life and Learning

During the 2013-2014 academic year, Student Life and Learning strived to achieve its goal of developing a continuum from the classroom to the world. Every unit undertook a number of projects that helped to expand learning beyond the classroom, which, in turn, multiplied opportunities for student growth. These include an increase in the number of experiential learning and international exchange opportunities with faculties and the eventual development of an undergraduate skillset program. Furthermore, Student Life and Learning has been using technology to enhance its resources and services to students, faculty and staff.

The development of the McGill App has created new possibilities for interaction with students as we continue to facilitate their access to communicate with administration and professors. To name just a few functions, the App gives students the ability to access University services, their class and exam schedules, and help them find their way around campus. In the future, we will provide seamless and secure integration with student records and we will develop a cognitive performance dashboard that will give students insight into the effects of their sleep and study habits on course outcomes. Furthermore, we are exploring the use of personalized virtual assistants to help guide students and ultimately decrease wait times for student services while freeing up University resources to better target students in need.

Student Life and Learning seeks to build organizational agility in order to enhance and better adapt to students' ever-changing needs throughout the student life cycle. Innovation empowers staff to bring forward new and novel ideas to create a University that maintains its excellence while moving into an unknown future.

In the next few months, Student Life and Learning, in collaboration with the Deans, University Advancement, Communications and External Relations, the Office of the Provost and the Office of the Principal, will develop a strategic enrolment plan that will address the question of the McGill value proposition for the next 10-20 years.

Office of the Deputy-Provost (Student Life and Learning)

Achievements in International Education

- Pre-departure orientations continue to be well attended, with the 2013-2014 year seeing the most students (700) participating. A McGill Abroad App was developed to provide students the information they need for a successful study abroad experience.
- The Science Without Borders program continued, this year opening up to 4-year PhDs.
- New exchange partnerships were established, including: programs for Law and Management students at FGV in Brazil; our first foray into Portugal for BCom students at the Catolica Lisbon and in Taiwan at the National University of Taiwan; general agreements with prestigious institutions in China – Tsinghua University and Japan – University of Tokyo.
- The Deputy Provost (Student Life and Learning) has taken over as McGill’s Manager in U21.
- International Week included events in all Faculties and an International Lounge at the Service Point to provide students with information about studying abroad.
- The development of undergraduate research trainee partnerships with agreements in process with elite partners (EPFL, University of Edinburgh).

Enrolment Services

Gains in the past year (integration and technology projects; strategic initiatives; employee development):

- Registrar, Kathleen Massey won the *Association of Registrars of Universities and Colleges of Canada Outstanding Achievement Award*.
- Launched the Exchange and Study Away Course Equivalency online searchable database for students’ use: <https://nimbus.mcgill.ca/ceq-pub/search/searchEquivalency>
- Organized McGill Strategic Enrolment Management conference on academic advising (early alert and intervention).
- Further to the Service Point Health Check Plan to Address Challenges and Improve Services, completed the following improvements that improved services to students and removed bureaucratic barriers:
 - Outsourced third-party degree verifications to a service provider, improving service to alumni.
 - Launched online live web chat services for current and prospective students.
 - With the support of a student intern, developed the Service Point Ambassador Program. This group of student-led volunteers will be trained to help other students with first-level Service Point information and will have regular access to Service Point senior staff members to help students get answers to their questions.
 - Implemented Intelliresponse (AskMcGill <http://ask.mcgill.ca/>), a self-service online question and answer system (knowledge base) for students, prospective students, a partnership between SLL and the School of Continuing Studies.
- McGill App – As part of a collaborative team, implemented the mobile app “The McGill App” for students to help simplify the McGill student advising and support ecosystem.

- Planned and implemented specialized recruitment, admission and yield strategies to increase the number of international students in deregulated programs. This is an ongoing strategic, budget-related initiative.
- Implemented the University-wide Class Scheduling Guidelines to improve the use of space and to improve students' access to courses. Also, this resulted in a 50% decline in overtime for scheduling staff.
- Final examinations scheduled in both the Currie Gym and the Fieldhouse, vastly improving the experience for students and instructors, by ensuring consistent and good quality exam writing conditions. Also made exam invigilation more effective and less costly.

Office of the Dean of Students

Selected Achievements in Access to Education

- In 2013-2014, The MasterCard Foundation Scholars Program continued to grow in numbers and impact and the second cohort of students were matched with peer mentors and faculty mentors and participated in orientation and other events. Second-year Scholars participated in a structured career and internship program and are all on track to participate in their first internships in the summer of 2015.
- Outreach initiatives in Indigenous communities continued to expand in breadth and scope. In May 2014, a McGill contingent represented McGill at the World Indigenous Peoples Conference on Education (WIPCE). The group presented, *Collaboration is Key: Raising the Profile of Indigenous Affairs at a large university*. In collaboration with other University partners, two other presentations were delivered.
- Aboriginal Outreach Administrator, Kakwiranó:ron Cook, is part of a team who was awarded a Social Sciences and Humanities Research Council of Canada Partnership Development Grant. The team includes partners from across the country who will be working for the next three years on a project entitled, *Pathways to the Future: Understanding the Aspirations of First Nations Youth*.

Selected Achievements in Academic Advising and Mentoring

- The use of Ask an Advisor tool usage continues to grow, and a second Advising Consultant position was added in August 2014 to address this reality. To date, Ask an Advisor has responded to over 3800 inquiries from students in all faculties, with an overall increase of 43% in 2013-2014, as compared with 2012-2013.
- Effective in the Winter 2014 semester, Ask an Advisor expanded to include in-person drop-in hours at Service Point for students during the Add/Drop period.
- Two academic advising videos directed at incoming students were produced as part of the McGill 101 initiative developed by Campus Life and Engagement.
- An Advising Checklist was developed (in both English and French) to help guide new students through their first year at McGill. It includes reminders about registration, available student services and supports, and when to contact an advisor. This document will be updated and distributed annually.
- The second (and expanded) annual Outdoor Advising Day event was held in October 2014. This event brings advisors from the undergraduate faculties, as well representatives from Service Point, to a central and visible outdoor location on campus. The initiative allows

students to get to know the advisors and the advising resources available to them in a casual manner and increases the visibility of academic advising at the University.

- The Office continues to coordinate ongoing training and support initiatives for academic advisors and other frontline staff through events and workshops, in partnership with other units and groups. The summer of 2014 saw workshops hosted by CaPS (on career planning) and ISS (on CIC changes), that were geared directly to advisors and student support staff.
- A curriculum of workshops for Indigenous students on a variety of topics was developed and delivered.
- The Staff-Student Mentoring Program continued its expansion with the successful integration of a graduate student component, which now allows graduate students to mentor undergraduate student. In 2013-2014, there were 96 staff-student pairings and 31 graduate-undergraduate pairings. Most recently, the Staff-Student mentoring Program paired with the Faculty of Medicine's Widening Participation Committee (WPC), who works to increase access to education in the medical field to students from Indigenous and Black communities as well as rural and low-income backgrounds.

Selected Achievements in Student Well-Being

- At the start of the 2014-2015 academic year, a new Early Alert tool was integrated into myCourses, thereby allowing instructors to quickly and easily contact the Office of the Dean of Students when they have a concern about a student's academic performance, well-being, or behaviour. The goal is to intervene early and before a situation escalates in order to reduce the resources needed to deal with a situation, which in turn, reduces stress on the student, as well as the entire support system.
- Since the creation of the Liaison Officer (Harm Reduction) position in April 2014, McGill hosted its first #ConsentMcGill Campaign in October to raise awareness about consent and sexual assault in the McGill community through education and open dialogue. A *Consent and Sexual Assault: Raising Awareness* workshop is being delivered through SEDE's Safer Spaces Workshops. Work has begun on three key projects: the Bringing in the Bystander™ sexual violence prevention program, the development of a Sexual Assault Prevention and Awareness website, a Campus Climate Survey on Sexual Assault and continued work with Residences to integrate sexual assault awareness.
- Coordinated response and intervention for an increasing number of student crises, emergencies and mediation.

Selected Achievements in Communications

- A new regular feature entitled, *Dean's Corner*, is now part of the *What's New for Students* e-bulletin that is delivered to all McGill students. The *Dean's Corner* is a forum that allows the Dean of Students to communicate with students on a weekly basis on topics including safety, student well-being, student rights and responsibilities and events and information of concern to students.
- The student directory of resources on the main McGill Students website was updated and expanded. The format was also enhanced and the directory now lists resources and services available to students by intuitive titles rather than more traditional unit or institutional titles.
- In collaboration with academic advisors, Annual Advising Day brings academic advisors and other frontline staff together for professional and personal skills development and networking. The 2013 event focused on student development theory and student mental

health, while the 2014 event focused on self-care, compassion fatigue and leadership strategies for faculty and staff who work with students. Participant feedback is always appreciative and the theme for subsequent events will be based on this feedback.

Other Selected Achievements

- In January 2014, the Office of the Dean of Students and Student Services' Campus Life & Engagement launched a peer support program development project to create a comprehensive database of peer support programs and to develop training and capacity-building resources, in an effort to better serve the McGill student population. The project aims to provide resources for: students seeking peer support from other students, students in a peer support role, coordinators (staff or student) of peer support programs, students interested in a peer support role/seeking leadership opportunities.
- A study on McGill's student discipline process was created in an effort to better understand the outcomes and relevant variables in discipline to improve academic integrity and the well-being of the McGill community.
- A new policy to permit students with advanced standing to complete a four-year degree program was introduced. Students who have been granted advanced standing for the International Baccalaureate, Advanced Placement examinations, GCE A-Levels, French Baccalaureate, and other qualifications, but who wish to complete a four-year undergraduate program at McGill, will be permitted to do so, with the appropriate limitations on the repetition of courses for which they have received exemptions. This allows students with advanced standing to have the option of completing 120 McGill credits.

Student Services

Selected Achievements in Student Health and Mental Health

- The waiting times in our Counselling and Mental Health units are now less than two weeks due to appropriate outsourcing (when needed), some limitations (when appropriate) to session numbers, and other therapy modalities (such as "group") developed and implemented.
- A comprehensive Peer Review was completed in our Student Health unit and recommendations based on this review have recently begun.
- An ad hoc pan-University Mental Health Working Group (MHWG) was struck and met throughout 13-14 academic year. Their findings and recommendations were then published in summary form. Recommendations from said group are presently being prioritized and implemented.
- Key stakeholder in the joint Board-Senate meeting on Mental Health, which elicited recommendations in moving forward with increased support for student mental health support, including the MHWG (see previous).
- After three years of planning, contract development and staff training, Student Services implemented the first Electronic Medical Record (EMR) system in Student Health. It will be subsequently rolled out to other units commencing with Mental Health.
- Acquired \$500,000 from Bell to fund the development of an on-line self-assessment tool for students challenged with depressive symptoms & clinical depression.

- Developed the “Counsellor in Residence” program to better facilitate student access to therapists and mental health clinicians.
- Conducted a Call for Tender (CFT) for the renewal of the Health Insurance Plan for international students.

New and Enhanced Services and Resources for Students

- Initiated the Experiential Learning Network, pan-university, to facilitate and assist increased experiential learning opportunities for students.
- Hard launch of the co-curricular record; 14% of the student body had active accounts in myInvolvement by the end of April 2014.
- Interlinguistic pairing program pilot with Université de Montréal (23 students matched) to facilitate increased language acuity and inter-university relationships.
- SSAO phase one of front-line service improvements: complete staffing overhaul including pilot Line Manager position, extensive training and knowledge base content. Resulted in more timely government aid processing, reduced wait times for in-person service and release of government loans.
- Enhanced budget model for Entrance Bursary program to maintain yield despite tuition increases for international students.
- Initiated McGill 101 vignette series in CL&E to facilitate university on-boarding prior to arrival.
- Reviewed and revised curriculum for Orientation Leaders and Coordinators training; identified subject matter experts to deliver curriculum and key messages.
- Completed set of learning outcomes for leadership development programs for students.
- Developed, coordinated and delivered McGill Inter-cultural week.
- Offered new webinars on how to obtain/renew immigration documents for international students.
- Increased ISS presence at Service Point during Orientation.
- Developed new structure and continuation for Winter Coat program.
- Redesigned MORSL space to encourage student access.

Selected Achievements in Strategic Development, Assessment and Professional Development

- Finalized a renewal of the Student Services Strategic Plan – subsequently published on the Student Services’ website which subsequently prompted the development of individual Student Service units’ strategic plans.
- Developed unit level strategic plan templates.
- Facilitated the following assessment projects: Student Psychological Wellbeing at McGill University: A report of the findings from the Counselling and Mental Health Benchmark Study (October 2013); Academic Advising Survey to Students & Academic Advisor Survey (presented at the Enrolment and Student Affairs Advisory Committee (ESAAC), December 2013); OSD Student Satisfaction Survey 2013 (Winter 2014); Faculty of Law Student Wellbeing Survey results (February 2014); monitoring, learning and evaluation program for The MasterCard Foundation Scholars Program.
- A comprehensive two-day workshop on Mental Health First Aid was rolled out for University personnel.

- Established the monthly “Lunch & Learn” series for Student Service staff professional development.
- Held the inaugural Student Services’ All Staff half day retreat which was assessed as extremely successful & therefore will be repeated every spring with all staff participating. Main themes included information sharing, network development & fun.

Updates in Staffing and Organization Structure

- Reconfigured five units in Student Services geographically and two units organizationally to facilitate student need flow and trending priorities.
- Created and filled a shared position with ISS and Assessment units to support The MasterCard Foundation Scholars Program.
- New Mental Health Clinical Director appointed.
- Analyzed the sustainability of all positions in the Office of Students with Disabilities.
- Migrated MSPN (McGill Student Parent Network) from MORSL to PGSS.

Teaching and Learning Services (TLS)

- **Course Evaluations**
 - The default course evaluation period runs until two days after the end of the final examination period. Units may opt for a condensed evaluation period ending the day before the final examination period begins. For Fall 2014, 43 departments are new to extended dates; 27 are keeping extended dates; 2 have switched from extended to condensed dates; and 15 are keeping condensed dates.
 - Numerical course evaluation results will now be made available to students if instructors do not object to access and minimum response thresholds are met. Previously, instructors had to explicitly grant permission for course evaluation results to be disseminated.
- **Graduate Supervision:** TLS has appointed an Academic Lead to develop a suite of supervision workshops for both supervisors and supervisees to address conflicts arising from unclear communication, confusion and unrealistic expectations.
- **Professional Skills Development for Graduate Students:** This year, several outcomes were identified as contributing to the ongoing success of the program including expanded career offerings (e.g., Survival Skills for Scientists), external partnerships (INRS, UdeM Concordia), and the revised teaching conference (Learning to Teach).
- **Nexus between teaching and research:** Launched 5th Year of Inquiry Network (IN) with continued participation of approximately 20 members.
- **Sustainability Learning Communities (LCs)**
 - Applied successfully in a competitive process to attend 2014 Institute on Inquiry as a

Way of Learning in Colleges and Universities, Oxford College at Emory University, Oxford, GA.

- Began to draft project plan and conduct background research, January to April 2014.
- **The Teaching and Learning Spaces Working Group (TLSWG) and the University Teaching Labs Working Group (UTLWG)** In 2012-2013 the following improvements were made across campus:
 - TLSWG – seven major classrooms
 - AV and Computer Upgrades: Five rooms across campus received AV upgrades. Five rooms received new computers.
 - UTLWG – two Major teaching labs and five smaller teaching lab.
- **Making the Future**
 - Developed partnership with University of Calgary to offer CANS-300 Making the Future with instructor Ken Dryden.
 - Successfully conducted course by bridging two rooms together using videoconferencing and myCourses to enhance student engagement and interactivity across the campuses
- **MOOCs**
 - Four courses approved for development:
 - CHEM 181X – Food for Thought - 1st offering: Jan 2014
 - ATOC 185x/EPSC-185 – Natural Disasters
 - BODY 101X – The Body Matters
 - Social change for Social Impact
 - Innovative enhancements developed for edX platform to improve learning and engagement
 - Focus of courses on interaction and engagement – importance of interactive activities in addition to video content, focus on discussion.
 - External tools to enhance content added to Food for Thought.
 - Gamification added to Natural Disasters (external disasters game from UN integrated into course assignment).

Building research group to examine impact on student engagement.
Designing workflow to provide data for research to McGill community.

Student Housing and Hospitality Services (SHHS)

Selected Projects

- Created a new partnership between McGill's Farmer's Market (MFM) and SHHS
- Qualified for Fair Trade Campus designation.
- Introduced Food Trucks on Campus.
- Launch of Housing and Dining Service Centre at Service Point.
- Renovation of Douglas Hall.
- Completion of a Greenhouse Gas (GHG) Audit spearhead by students in ENVR 401.
- Hosted the finale of Open House for the McGill Official Hotels Program.
- Implemented a Campus Card project (Phase I).

Selected Achievements

- On August 27, 2013, we celebrated the fifth season of McGill Feeding McGill with a *Tomato Fiesta*. As part of Discover McGill's Engage McGill, we orchestrated a "five-course tomato-themed meal featuring tomatoes from our own Macdonald Farm.
- In July 2013, we were awarded the Gold Medal in Education and Outreach category of the NACUFS Sustainability Awards, which recognizes and honors member institutions that have demonstrated outstanding leadership in the promotion and implementation of environmental sustainability, specifically as it relates to campus dining operations. Our submission was on McGill Feeding McGill.
- Every year, the Canadian Cancer Society organizes the Gala des Grands Chefs, a fundraising event at the Marché Bonsecours featuring 5-6 Chefs of note. McGill's Executive Chef, Olivier De Volpi, participated in the November 2013 event along with 10 SHHS staff members who donated their time. The event raised \$240,000.00.
- We hosted the first-ever Inter-University Iron Chef competition with teams from UMASS, University of Toronto, University of Ottawa, and McGill who cooked their hearts out to impress celebrity judges Jonathan Garnier of La Guilde culinaire, Juliette Brun of Juliette & Chocolat, and Dr. Joe Schwartz of McGill.
- We proceeded with a living-staff reorganization. Starting in fall 2014, Hall Directors will become full-time Residence Life Managers living in residence and responsible for up to 700-800 students, 20 floor fellows and more than one residence hall. The goal is to increase the professionalization of the support we provide students living in residence.
- Creation of a new Living-Learning Community (LLC) in Quebec culture. The aim of the LLC is to identify students to engage and familiarize themselves with the many spheres of Quebec culture and society, and offer them opportunities to learn more about the province and its citizens, deepening their connection with Quebec while at McGill.
- Achieved a five-star hospitality rating in the category of Educational Institutions for La Citadelle.

Athletics and Recreation

- Moved to a Paperless Intramural program. With the launch of GOLnetwork in the fall of 2013, team rosters, league schedules and on-site game sheets are administered through desktop and tablets at every venue.
- Re-named all the "Men's" leagues in the intramural program to "Open" so that all genders would be comfortable participating without the constraints of being labelled.
- Started relationship with Kinesiology/Physical Education to initiate a practicum for students to take place in the fitness centre / varsity weight room.
- Through spring / summer 2014 – reviewed and re-wrote Varsity Sport Guiding Principles and Policies defining The Varsity Student-Athlete Context.
- Made scheduling adjustments through opening the pool more during the day in order to cater to different student association activities by primarily using down time at the pool and in some cases splitting the pool between established activities and these students.
- The Molson Stadium turf replacement and drainage project was completed.

- The hockey Martlets, who posted a 34-10-0 record overall and captured their fourth CIS national championship in seven years, received the Martlet Foundation Trophy as the varsity team of the year in a CIS-sanctioned sport.
- The rugby Redmen, who registered a 9-1-0 overall record and captured RSEQ conference championship, took home the Harry Griffiths Trophy, awarded to the top team in a non-CIS sport.
- Nine CIS all-Canadians and eight conference championships won during the 2013-14 intercollegiate season.
- McGill athletes have done an excellent job representing our university, winning conference championships in the following 7 sports:
 - Martlet Basketball – RSEQ
 - Redmen Basketball - RSEQ
 - Martlet Cross-country - RSEQ
 - Redmen hockey - OUA
 - Martlet rugby - RSEQ
 - Redmen rugby – RSEQ
 - Redmen Lacrosse - CUFLA
- McGill had five coaches received the Coach of the Year honours, they are:
 - David DeAveiro, Redmen Basketball – RSEQ
 - Ryan Thorne, Martlet Basketball - RSEQ
 - Dennis Barrett, Martlet Cross-Country - RSEQ
 - Peter Smith, Martlet Hockey – RSEQ
 - Andrea Wilson and Gabriel Veilleux, Novice Redmen Rowing – OUA