



Annual Joint Meeting
Board of Governors and Senate
NOTICE OF MEETING AND AGENDA

The annual joint meeting of the Board of Governors and Senate will be held on **Tuesday, November 4, 2014, from 4:00 p.m. – 7:00 p.m.** in the Ballroom of the Faculty Club, 3450 McTavish Street, Montreal.

Secretariat

QUESTIONS OR COMMENTS

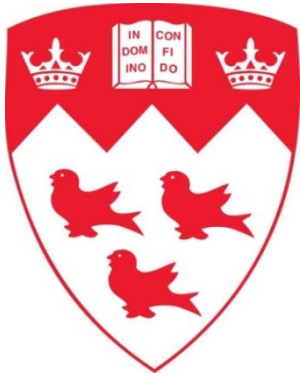
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Stephen Strople
Secretary-General

PROGRAM

- 4:00 p.m. – 4:10 p.m.** *Welcoming Remarks*
The Honourable Michael A. Meighen, Chancellor
Professor Suzanne Fortier, Principal and Vice-Chancellor
- 4:10 p.m. – 4:20 p.m.** *Overview of McGill's Innovation Activities as Drivers of Community Engagement*
Dr. Rose Goldstein, Vice-Principal (Research and International Relations)
- 4:20 p.m. – 4:55 p.m.** *Moderated Panel Discussion: Innovation Projects and Engagement*
Moderator: Professor Sarah Stroud, Associate Vice-Principal (Research and International Relations)
- 4:20 p.m. – 4:25 p.m.** *Introduction of Panel: Professors Mark P. Andrews, Steve Maguire, Mr. Gaétan Lantagne and Ms. Cécile Branco-Côté*
- 4:25 p.m. – 4:55 p.m.** *Panel Discussion & Questions from the Floor*
- 4:55 p.m. – 5:35 p.m.** *Roundtable Discussions on Innovation and Community Engagement (Breakout Sessions)*
Dr. Rose Goldstein, Vice-Principal (Research and International Relations)
- 5:35 p.m. – 6:05 p.m.** *Report on Roundtable Discussions*
Dr. Rose Goldstein, Vice-Principal (Research and International Relations)
- 6:05 p.m. – 6:15 p.m.** *Closing Summary and Remarks*
Dr. Rose Goldstein, Vice-Principal (Research and International Relations)
The Honourable Michael A. Meighen, Chancellor
- 6:15 p.m. – 7:00 p.m.** *Cocktail*



Strengthening McGill's Engagement With the External Community Through Research and Innovation

Joint Board-Senate Annual Meeting: Background Reading

4 November 2014

The annual joint meeting of the McGill University Board of Governors and Senate will be held on Tuesday, November 4, 2014, from 4:00 p.m. – 7:00 p.m. in the Ballroom of the Faculty Club, 3450 McTavish Street, Montreal.

Research and Innovation as Catalysts for Engagement with the External Community

University-based research and innovation yields benefits that reach far beyond the walls of the institution, deepening and strengthening ties with the external community. These ties, in turn, can be translated into exciting internship and career opportunities for university graduates, opportunities to transform novel ideas and new research findings into solutions for society, spinoff companies or social ventures that can grow and support regional economic development, new sponsored research opportunities with industry partners, and new avenues for inter-institutional or interdisciplinary scholarship.

McGill is presently engaged in a process of transformation to become a more open and active partner in the global innovation ecosystem. Our approach to innovation is to view it broadly, embracing scientific and technological solutions to market problems, as well as novel approaches to meeting societal needs, advancing the public good, and adding to our collective culture in meaningful and enduring ways.

We are focused on accelerating the translation of path-breaking research and novel ideas into solutions benefitting local, national, and global society.

- In our work to advance the innovation agenda at the University, we aim to:
 - Enhance both tangible and curricular support for entrepreneurship to enrich the student experience, providing access to specialized training programs and hands-on entrepreneurship opportunities, and attracting top-calibre students and faculty who view these as essential elements of a 21st century university education.
 - Mobilize knowledge and technology in order to make it available to the benefit of society.
 - Promote co-creation and open science with partners from industry, communities, and academia.
 - Foster a stronger culture of entrepreneurship and social innovation and increase the zone of interaction between our students, faculty, entrepreneurial alumni and the community, with opportunities for the latter two to contribute intellectually as well as philanthropically.

Overview of Current Initiatives

MUBEC (www.mcgill.ca/mubec)

- MUBEC provides a single point of entry for corporations to engage with our world-class research community, full range of educational services, research and philanthropic opportunities, as well as McGill students at all levels.
- Since its founding in 2012, MUBEC has:
 - Facilitated new research agreements between McGill researchers and L’Oreal, St. Hubert, TELUS, Vale, McCain, Biogen, and Agilent, among others;
 - Provided dozens of cross-campus referrals and career-service referrals;

- Organized scores of meetings between corporate partners and researchers.

Quartier de l'Innovation (<http://quartierinnovationmontreal.com>)

- The QI is an “innovation district” co-founded by McGill and L'École de technologie supérieure (ÉTS), located in southwest Montreal. In the QI, projects focus on generating knowledge, encouraging creativity, and creating wealth and employment in a unique urban environment. The district was officially launched in May 2013, it was incorporated into a non-profit organization in August 2013, and dozens of McGill students and professors are now contributing to this holistic and sustainable “living lab.”
- The QI facilitates access to incubators, fabrication laboratories, venture capitalists, angel investors, and others in the local entrepreneurial ecosystem, and provides resources and support for developing social, cultural, and technology-centric enterprises, with cooperation from well-aligned local, national and global partners, qualified mentors and friends of McGill.
- The QI is an emerging platform for partnering with social purpose organizations and large and small innovative enterprises.
- The QI is also a point of convergence for innovative and entrepreneurial activities across the McGill community with a pathway for expansion to the broader university network.
- Previous QI-led projects include:
 - “Impact Internships” in social innovation and urban planning;
 - McGill’s “Innovation Week”, which last year saw over 700 people participating in a wide range of programs, including the Montreal Summit on Innovation;
 - “Laboratory of Urban Culture,” a collaborative project with private partner [QuoVadis](#), housed in an historic, reclaimed church that will soon house a full range of research projects, exhibits, events, workshops, and community activities

New Approaches to Intellectual Property, Agreements and Contracts

- McGill is presently engaged in a process to revise and update our intellectual property policy, our copyright policy, and our operational guidelines for administering these policies.
- We are examining new and alternative approaches to IP management and open innovation, including the possibility of moving unused IP into the public domain, and working with external partners to monetize and mobilize McGill’s IP portfolio in the model of a patent trust.
- We are also implementing a streamlined and flexible approach to the development and negotiation of licensing agreements and sponsored research contracts.

McGill Dobson Cup

- The [McGill Dobson Cup](#) is McGill’s flagship start-up competition that enables budding entrepreneurs to compete for start-up capital for their enterprise, while receiving world-class mentoring and coaching.

- Since 2011, the McGill Dobson Cup has attracted over 450 innovators and helped create 28 start-ups (of which over 70% are still active) and approximately 70 jobs. The competition attracts entrepreneurs from all Faculties at McGill University.
- McGill has also expanded and integrated the Dobson Cup and other Desautels Faculty of Management programs with University-wide entrepreneurship activities, and we are planning to continue to support the development and expansion of these successful initiatives.

Future Directions

Teaching Key Skills for Innovation-driven Entrepreneurship in the Classroom and Beyond

- McGill is presently developing Minor in Entrepreneurship programs for students from any Faculty that opts to participate, as well as a suite of experiential learning opportunities focused on entrepreneurship and innovation, facilitated through the Quartier de l'Innovation.

McGill Innovation Funds

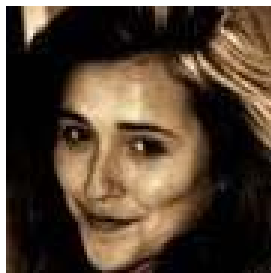
- Two funds, the Proof-of-Concept Fund and the Business Formation Fund, supported by alumni to transform innovative McGill breakthroughs into solutions benefitting the local, national, and global communities.
- These Funds will build on and complement the work of the [Dobson Centre for Entrepreneurship](#) and the Dobson Cup, and provide a broader platform for translating McGill research into spinoffs and social ventures which contribute to regional economic development and McGill's social mission.
- Funding will bridge the gap between early-stage research / business ideas emerging from our students and researchers, and traditional sources of early-stage financing, and help build a critical mass of entrepreneurial activity on campus.
- The Funds will provide a way for qualified alumni to invest their energy and financial resources in McGill, to provide specialized mentorship and guidance to researchers and students, and to see nascent inventions or ideas develop into technologies and companies that will benefit society.
- Rationale:
 - National governments are relying on Universities, more than ever, to be the engines for an innovation economy.
 - With relatively small Funds, we can have enormous impact, multiplying the number of successful spinoffs emerging from McGill and creating a platform for engagement with alumni as coaches and mentors who want to invest their time and resources back into McGill.
 - Success breeds success, and this activity attracts partners, venture capitalists, and others to establish a sustainable ecosystem of entrepreneurship and innovation.
- Fund objectives:
 - Create a cross-campus, cross-disciplinary platform to support entrepreneurship and provide the financial resources to enable ideas and innovations at the earliest stages to bridge the funding gap in order to establish proof-of-concept or develop a successful prototype;

- Provide a means for alumni or entrepreneurs to engage with students, researchers and alumni across McGill’s Faculties in the development of novel technologies, ideas or companies for the benefit of society;
- Provide a channel for McGill start-ups and project teams to access advice from experts, advisors and mentors about the establishment of key milestones, business planning, go-to-market strategies, etc.;
- Attract additional funding and resources from outside sources such as industry, foundations, alumni, and private individuals with ties to McGill;
- Allow donors/investors to participate/invest in successful new business ventures spun out from McGill;
- Top universities in Canada and the US have undertaken similar strategies to enhance entrepreneurial activity with small funds, combining them with a constellation of other supports to develop this critical mass ([e@UBC](#), [UTEST](#) at UofT, [Velocity](#) at Waterloo, MIT’s [Deshpande Ignition Fund](#), Brown’s [Venture Launch Fund](#), [UCLA’s Proof of Concept program](#), [UPenn’s EDSi seed fund](#), and many more).
- There are also examples of the “larger” fund model ([Tricolour Venture Fund](#) at Queens—students from the MBA program make fund management decisions, [Stanford StartX Fund](#), Cornell’s student-run [BR Ventures](#), Michigan’s Investment in New Technology Start-ups [MINTS Fund](#) and the [Wolverine Fund](#)).
- McGill is presently consulting internally and externally to arrive at an appropriate structure and operating model for these funds, and we are developing a fundraising strategy with the University Advancement team.

Key questions for roundtable discussions

- How does (and how could) university-based research and innovation foster deeper engagement with the broader community? How can students benefit from this engagement?
- What are the top three community engagement actions, related to research and innovation, that McGill stakeholders can take to significantly enhance the value of the University as a partner in the external community?
- What are the top three actions that Senators and Board members can take to enable this increased value and engagement?

Panelist Bios



Mlle Cécile Branco-Côté

Mlle Branco- Côté entered McGill in 2012 and with the intention to study international development with a minor in anthropology. In her first year, she was accepted as a junior fellow in the McGill chapter of Engineers without Borders. As a result, Mlle Branco- Côté spent four months in northern Ghana organizing a five-day conference for young leaders in social entrepreneurship. Her goal was to raise 10,000\$ to fund this event. When she returned to McGill, she opted to change her minor to Management,

because she felt she needed to gain professional skills - like accounting- to complement her major. That same year she was hired by the Institute for the Study of International Development as a research assistant to Professor of Practice Michael Brown, who is the UN senior mediator for natural resources world conflict. In parallel, Mlle Branco-Côté took Prof. Anita Nowak's class, Social Entrepreneurship and Social Innovation. In that class she and her team came up with the idea to build a business incubator in Lac Mégantic, Quebec, to help young, local entrepreneurs revitalize their town centre. This idea later won the McGill Dobson Cup award.



Prof. Steve Maguire

Dr. Maguire is Professor of Strategy and Organization in the Desautels Faculty of Management at McGill University where he also holds the Desautels Chair in Integrated Management. In 2011, Dr. Maguire was appointed as the inaugural Director of the Marcel Desautels Institute for Integrated Management which, in advancing an approach to management that appreciates the validity and innovative potential of different perspectives on value, has become a hub for transversal programming at McGill relating to sustainability, social innovation and entrepreneurship.

Dr. Maguire's research focuses on technological and institutional change driven by the emergence of new risks to human health and the environment. From 2007 to 2011, Dr. Maguire served on the Government of Canada Chemicals Management Plan "Challenge Advisory Panel", which advised Health Canada and Environment Canada on the application of the precautionary principle and weight of evidence in screening approximately 200 "high priority" chemicals for health and environmental risks. In 2000, Dr. Maguire was awarded a "Royal Bank Faculty Associate in Teaching Fellowship" to implement a unique Pedagogy Excellence Project; and in 2008, he was a finalist for the Principal's Prize for Excellence in Teaching. Dr. Maguire was awarded a 2012 Queen Elizabeth II Diamond Jubilee Medal for his dedication to his peers, his community, and to Canada.



Prof. Mark P. Andrews

Prof. Mark Andrews is an Associate Professor at McGill University, in the Department of Chemistry. Prof. Andrews received his B.Sc, M.Sc. and PhD from the University of Toronto. Prof. Andrews was Principal Investigator AT&T Bell Laboratories (1984-90). He is presently a member of McGill Institute for Advanced Materials (MIAM), an Associate Member of the Centre for Optics and Physics of Lasers (COPL, Laval University). His research focus unites several fields of chemistry under the rubric of Materials Chemistry. Materials chemistry is concerned with the ways in which matter can be designed to express a suite of functional properties like optical conductivity, magnetism, elasticity, piezoelectricity, etc. Prof. Andrews' research has led to the formation of spinoff companies. In addition to the research that is performed directly in his labs, he also works with researchers in the Photonics and Communications Industries, in Physics, Electrical and Chemical Engineering, and in Materials Science on collaborative projects.



Dr. Gaétan Lantagne

Gaétan Lantagne is currently the acting senior director of Hydro-Québec research institute (IREQ). As such, he ensures the relevance and rapid development of the scientific clusters of the research institute. Along with his management team, he is also responsible for the scientific and technical development of 500 persons.

He has cumulated 25 years of experience in energy related research. He has contributed significantly to the energy efficiency R&D programme of Hydro-Québec as well as its positioning in renewable energy research activities. He is currently chairing the Hydro-Québec steering committee on Wind Power. He also acts as Vice-president- board of directors and executive committee- of the center of excellence on commercialisation of research created by NSERC in energy efficiency and new energy technologies. Over the years, he was also appointed on the board of directors of two start-up companies and technology promoting organisms at the regional and provincial levels.

He has worked recently as a member of the focus group on energy, targeting areas and research topics for the Strategic Project Grants and Strategic Network Grants programs of Natural Sciences and Engineering Research Council (NSERC). He was also a member of the Synergy Awards (2011-2013) for Innovation and Innovation Challenge Awards Selection Committee (NSERC) as well as the Industry-College fund for innovation selection committee of the Canadian Foundation for innovation (CFI) (2012-2013).

Gaétan Lantagne holds a Ph.D in Chemical Engineering (1990) from the University of Sherbrooke in Canada. He is co-holder of the 2004 Fernand-Séguin prize for best paper (Réseau Environnement du Québec) and also the 2009 Jacques-Bazin prize for teaching excellence (Faculty of Engineering, University of Sherbrooke).