

McGill University
Strengths and Aspirations
Progress Report on the white paper call to action regarding McGill University's future

Format of Review

| | |
|--|--|
| Relevant Background Information | |
| | |
| Actions completed | |
| | |
| Ongoing | |
| | |
| Follow-up Actions | |
| | |
| Outstanding | |
| | |

Review of Goals, Objective, Strategies and Actions

1 Overarching Goal, 7 objectives, 19 strategies, 40 actions:

Overarching goals: McGill will consistently rank among the top ten publicly-funded, research-intensive universities worldwide and in selected areas our performance will unambiguously position the University among world leaders. We will achieve this aided by our plans and implementation of them, measuring our progress and readjusting our roadmap against our successes, our areas of progress, and the challenges and opportunities we meet.

Objective I: McGill will pursue an aggressive **academic renewal plan.**

Objective II: McGill University will continue to be the Canadian university with the highest proportion of **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.**

Objective III: McGill will substantially improve all aspects of the **graduate studies environment.**

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.**

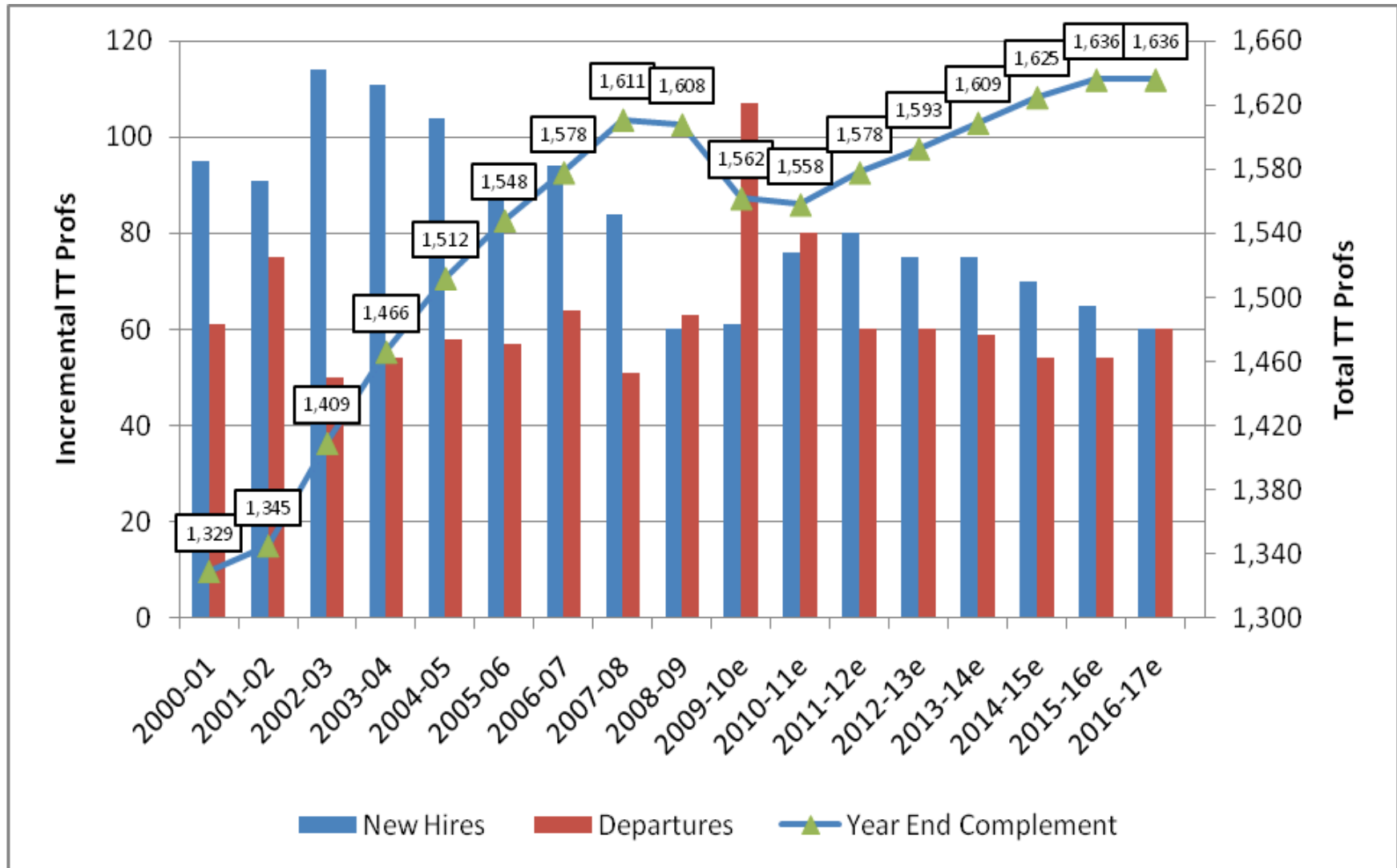
Objective V: McGill will support its academic priorities by ensuring the highest quality service from all **support areas.**

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.**

Objective VII: McGill will develop **internal performance indicators and measure progress externally against selected peer institutions and programs and national and international ranking exercises with the aim of always advancing in the top tier of such exercises.**

Objective I: Academic renewal

Academic Renewal Plan 2000-2001 to 2016-2017



| | |
|--------------------------|--|
| Actions completed | |
| - | Over the past 5 years, hired nearly 400 tenure track staff for nearly \$35M in salaries |
| - | Over past 5 years, nearly xx tenure track staff left for a salary saving of about \$xx M |
| Ongoing | |
| - | On track towards a medium term tenure track complement of 1636 tenure track staff. |
| - | Evolution towards the target has slowed down in 2009-2010 and 2010-2011 in order to fund the retirement settlement plan for academics. |
| Follow-up Actions | |
| - | Over the next 5 years, over 350 tenure track staff will be hired. |
| Outstanding | |
| - | Ensure the funding mechanisms are in place to sustain the renewal plan |

CRCs

| Relevant Background Information | |
|--|---|
| - | Since 2005, 79 CRC hires in 45CRC discipline areas. Highest concentrations in: - Central Nervous System: 9 - Biomedical Engineering: 3 - Evolution & Ecology: 4 - Cardiology: 3 - Mechanical Engineering: 4 - Genetics: 3 - Metabolism & Nutrition: 3 |
| - | 4 of the latest 79 CRC appointments were internal appointments based on equity concerns |
| Actions completed | |
| - | All available CRC positions filled or being recruited |
| - | All CRCs, by definition, respected the University's research priorities |
| Ongoing | |
| - | Ensuring that we have a pipeline of candidates for CRCs, both external and external |
| Follow-up Actions | |
| Provost | Devise plan for expiring Tier 2 chairs |
| - | Financial constraints may lead to more internal appointments in the future |
| Outstanding | |
| VP(RIR) | Ensure that McGill's share of CRCs increases according to its strategic research plan |

McGill-Dawson program

| Actions completed | |
|--------------------------|---|
| - | McGill / Dawson program follows the evolution of CRC chair numbers – except the former gives much more weight to senior awards. |
| - | \$4 million in operating funds are used to support this program |
| - | Analysis demonstrates that McGill / Dawson chair holders are among the most productive researchers at the University |
| Ongoing | |
| - | Reassessment of the of the division between stipends and research grant components |
| Follow-up Actions | |
| Provost | Devise plan for renewal |
| Outstanding | |
| Provost | Mechanism to handle expiring Dawson Fellowships and renewal of McGill Chairs |

Endowed named chairs

| | |
|--------------------------|--|
| Actions completed | |
| - | 10 endowed chairs created since 2006 |
| Ongoing | |
| - | Require better tracking of filled and unfilled chairs |
| - | Disciplinary areas of endowed chairs need to meld the interests of the donor with the priorities of the university |
| Medicine | Work with hospital foundations to prioritise the creation named professorships in the research institutes |
| Follow-up Actions | |
| - | Confirm with Deans the priority areas and funding sources |
| Outstanding | |
| - | Fewer chairs have been endowed in the past 5 years than had originally been anticipated. - need to develop a strong message and plan to support academic renewal - consider developing a financing model for varying levels of gifts |

Recruitment and Retention

McGill G10 Salary Comparison

| Rank | Year | McGill Mean Salary | G10 Mean Salary | G10 Top 3 Mean Salary |
|-----------------------|-------------------|---------------------------|------------------------|------------------------------|
| Full Prof | 2005/06 | \$123,290 | \$123,065 | \$136,124 |
| | 2006/07 | \$128,386 | \$128,263 | \$142,269 |
| | 2007/08 | \$134,786 | \$134,627 | \$147,197 |
| | % increase | 9.32% | 9.40% | 8.13% |
| Associate Prof | 2005/06 | \$97,356 | \$99,536 | \$107,408 |
| | 2006/07 | \$101,731 | \$103,852 | \$110,737 |
| | 2007/08 | \$105,346 | \$107,961 | \$116,236 |
| | % increase | 8.21% | 8.46% | 8.22% |
| Assistant Prof | 2005/06 | \$78,335 | \$82,542 | \$90,310 |
| | 2006/07 | \$81,432 | \$86,368 | \$93,610 |
| | 2007/08 | \$84,808 | \$89,051 | \$97,138 |
| | % increase | 8.26% | 7.89% | 7.56% |

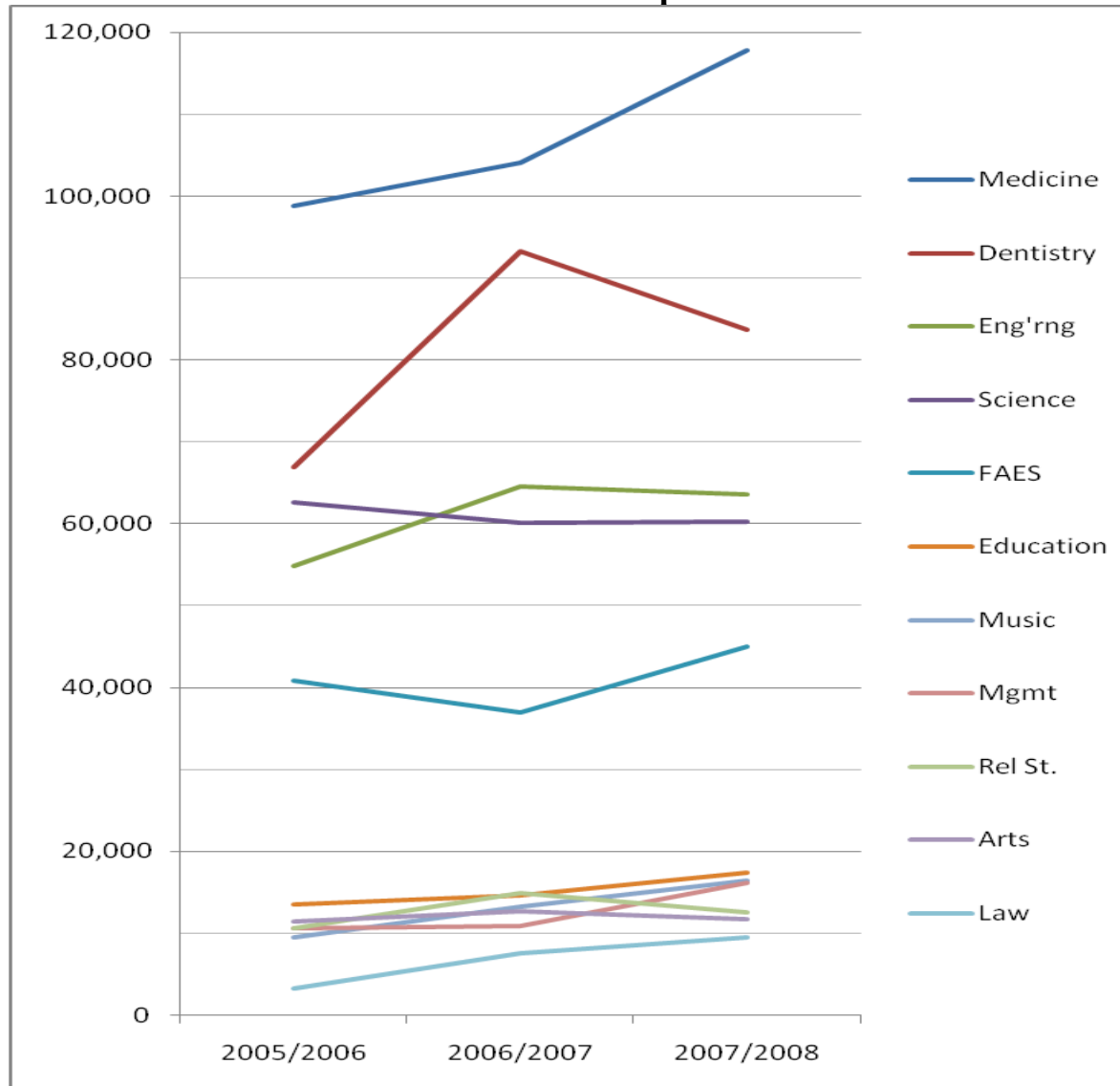
| Relevant Background Information | |
|--|--|
| - | Mean salary increases at McGill have kept up with the G10 salary increases. |
| - | Efforts to close the gap are mitigated by evolution of university revenues |
| - | Over the past 4 salary polices, over 2/3 of the salary policy amounts for tenure track staff have been linked to merit. |
| Actions completed | |
| - | Relevant information now shared among the G13 |
| - | Multiyear salary agreements reached for academic staff |
| Ongoing | |
| - | Academic Anomaly and retention program allow the University to address the most pressing needs. |
| Follow-up Actions | |
| Provost | If the target complement of tenure track staff is to be maintained, increases in revenue stream beyond cost of living indexation needs to be achieved. |
| HR | Standard of living comparisons need to be brought into the equation. |
| TLS | Survey / Analysis of role of teaching in Faculty / Department -level distribution of merit |
| - | Although attrition doesn't seem to be a problem, more in depth academic staff retention analysis would be useful |
| Outstanding | |
| Provost | Attraction and Retention discourse needs to be developed beyond salaries |
| HR | Comparing benefits packages is a challenge and can only be done on a qualitative basis at this point. |

Transition of new faculty and their families into the McGill environment

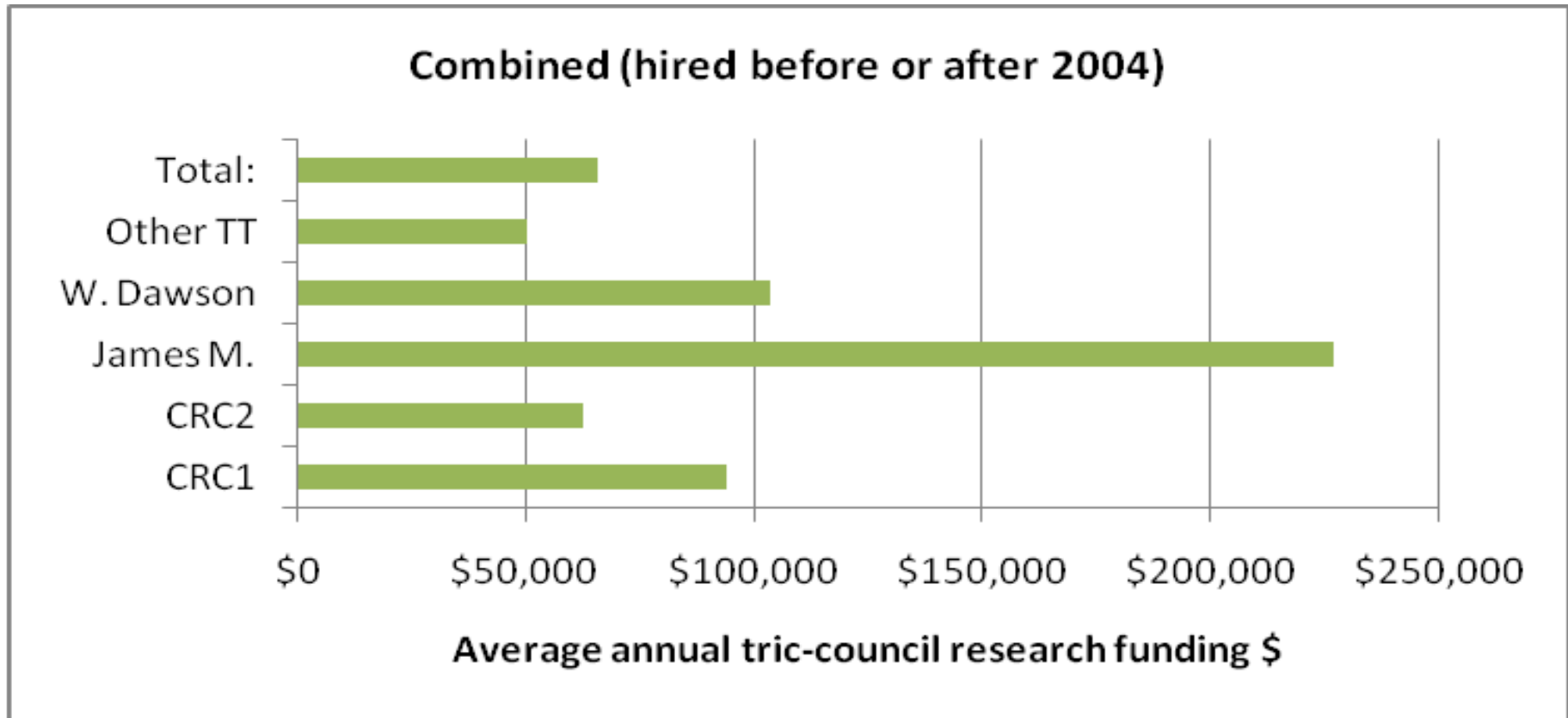
| | |
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| Actions completed | |
| - | Hired an Advisor, Faculty relocation in 2007 |
| - | Spent \$3.5 M on relocation and immigration expenses over the past 4 years |
| - | Revamped the orientation sessions for new academic staff |
| Ongoing | |
| - | Continue to pay particular attention to spousal hires |
| - | Increased number of departments getting involved with mentorship and more is being done. |
| Follow-up Actions | |
| - | Improved website related to relocation information |
| - | Standardise mentorship implementation among Faculties and departments |
| APO / TLS | Proper survey and follow-up of mentorship related actions to be done. |
| Provost | Undertake faculty satisfaction surveys (AAUDE) in Spring 2010 |
| Outstanding | |
| - | Consolidate and streamline recruitment-job integration initiatives |
| - | Assessment of whether various activities implemented locally satisfy the objective. |

Helping new faculty members develop full and productive research careers

Federal Research Grant Amounts per Tenure Track Staff



Research performance indicators by award category



| Actions completed | |
|--------------------------|--|
| - | Compact allocations contributing to: recruitment costs, operating start-ups, capital start-ups, laptops: \$3M-\$5M per year |
| - | CFI LOF program allocation to help with start-up research equipment and space (\$33M in past 5 years) |
| - | Central coverage of relocation and immigration costs reported under Strategy I.3 |
| - | Significant library investments in terms of collections and services over past 5 years. |
| - | Significant IT investments in terms of providing: ubiquitous wireless coverage, research servers, increased storage solutions, more software |
| - | Signification space investments: Research lab renovations and new spaces |
| - | Support for researchers applying for infrastructure programs (OSR – Office of Sponsored Research) |
| Ongoing | |
| - | Integration of new hires within research centre infrastructures (taking into account evolving research model: nearly 60 centrally funded centres / regroupement in 2009) |
| - | Major KIP (Knowledge Infrastructure Program) projects for Engineering, Science and Medicine |
| - | Reorganization of VP(RIR) to better take into account needs of researchers (Office of Sponsored Research) |
| Follow-up Actions | |
| VP(RIR) | Identify with Deans and tenure track staff the University's research expectations |
| - | Have ability to report on all research \$ and not only tri-council |
| AVP(US) | Develop a model for funding research space needs in the context of MELS devolvment |
| Outstanding | |
| VP(RIR) | Redesign of research services and Special Funds accounting (explore best practices) |
| - | Address issues related to the delay experienced in getting space ready in time for arrival of newly hired academics. |
| - | Introduce flexibility in capital start-up allocations to include major equipment purchases |
| - | Better coordination with hospital plans and information |

Helping new faculty members develop full and productive teaching careers

| Actions completed | |
|--|--|
| <ul style="list-style-type: none"> - - - - | <p>Teaching and Learning Services (TLS) provided with the resources and mandate;</p> <p>TLS and Deputy Provost supporting (Re)Design initiatives</p> <ul style="list-style-type: none"> Clicker technology Increasing the nexus between teaching and research Active learning classrooms <p>Improve Library services</p> <ul style="list-style-type: none"> Professor orientations Better access to course materials <p>Improved classrooms</p> |
| Ongoing | |
| <ul style="list-style-type: none"> - | Teaching Lab renovations |
| Follow-up Actions | |
| <p>TLS</p> <ul style="list-style-type: none"> - - | <p>Engaging support units in developing a comprehensive teaching support system for faculty</p> <p>Faculty by Faculty assessment of teaching loads</p> <ul style="list-style-type: none"> - Develop a way to record information consistently across units - Include TA information and evaluations <p>Increasing teaching support for pre-tenure faculty members</p> |
| Outstanding | |
| | |

Supporting professors as they prepare for tenure

Tenure Statistics

| Cohort | # of Asst Prof hires | Promoted | % promoted | Avg time to Promotion | Still Asst Prof |
|-----------|----------------------|----------|------------|-----------------------|-----------------|
| 2000/2001 | 72 | 56 | 77.8% | 5.2 | 1 |
| 2001/2002 | 62 | 50 | 80.6% | 5.4 | 2 |
| 2002/2003 | 79 | 66 | 83.5% | 5.5 | 3 |
| 2003/2004 | 91 | 50 | 54.9% | 5.2 | 10 |
| 2004/2005 | 72 | 18 | 25.0% | 3.7 | 43 |

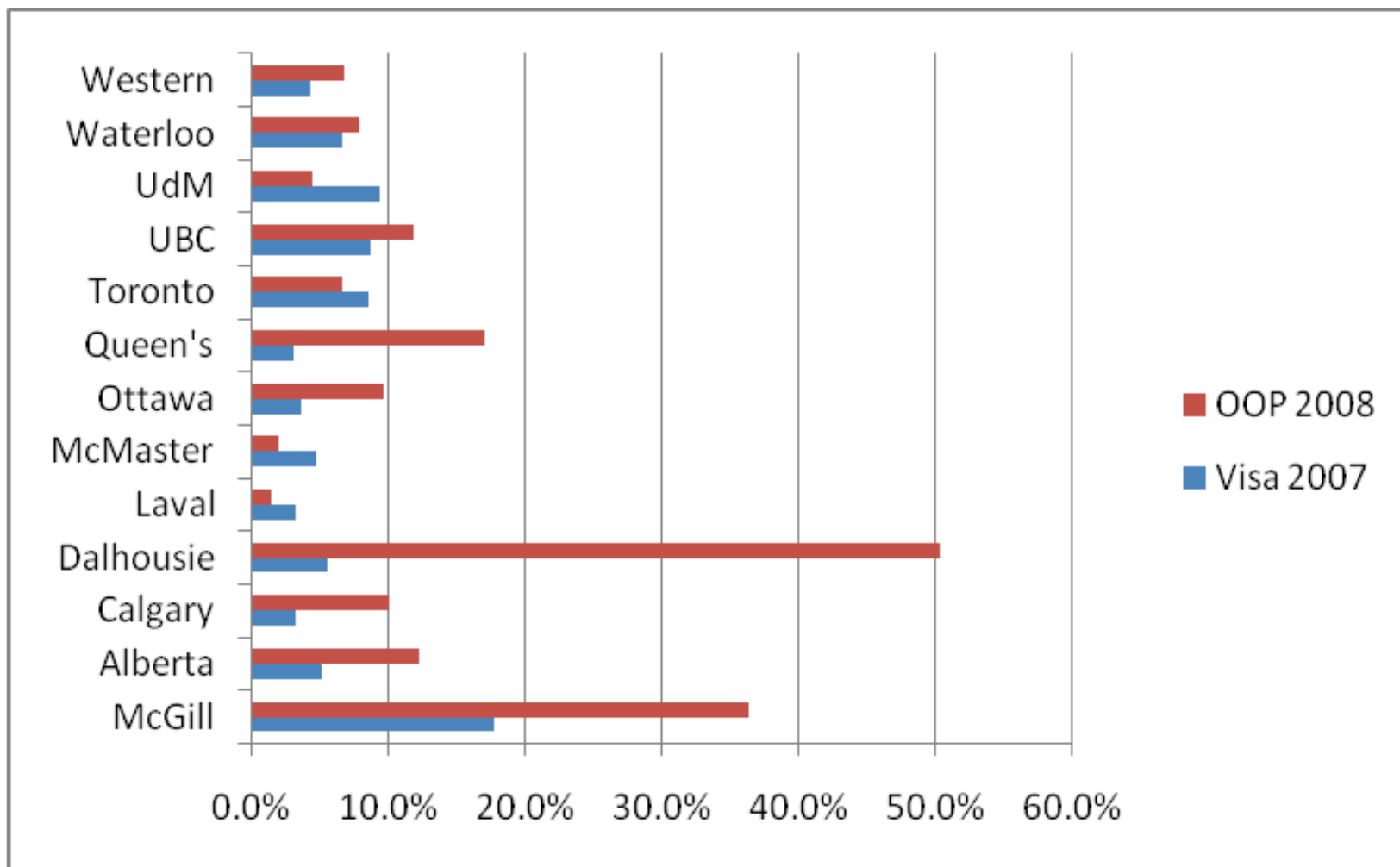
| Actions completed | |
|--------------------------|--|
| TLS Provost - | Resource provided and mandate defined Customized tenure mid-point feedback Possibility of non-standard renewals |
| Ongoing | |
| - | Plans to include tenure presentation during new faculty orientation |
| Follow-up Actions | |
| Provost | Assessment of tenure regulations in particular in relation to the new tenure clock |
| Outstanding | |
| Provost - - | Review possibility of instituting a post-tenure review Study of reasons for departures Ensuring consistency between offer letter messaging, promotion and merit criteria |

Developing and implementing appropriate policies for non-tenure track academic staff

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| Relevant Background Information | |
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| Actions completed | |
| - | Faculty Lecturer category in Principal's Prize for Excellence in Teaching |
| - | Eligibility of all academic staff to receive the McGill University Lifetime Achievement Award for Leadership in Learning |
| Ongoing | |
| - | Integrating Faculty of Medicine's feedback in the non-tenure track academic task force report submitted to Senate in May 2008 |
| Follow-up Actions | |
| Provost | Implementation of NTT task force report (Spring 2010) |
| Outstanding | |
| - | Assess appropriateness of maintaining identical salary policy across all academic categories |

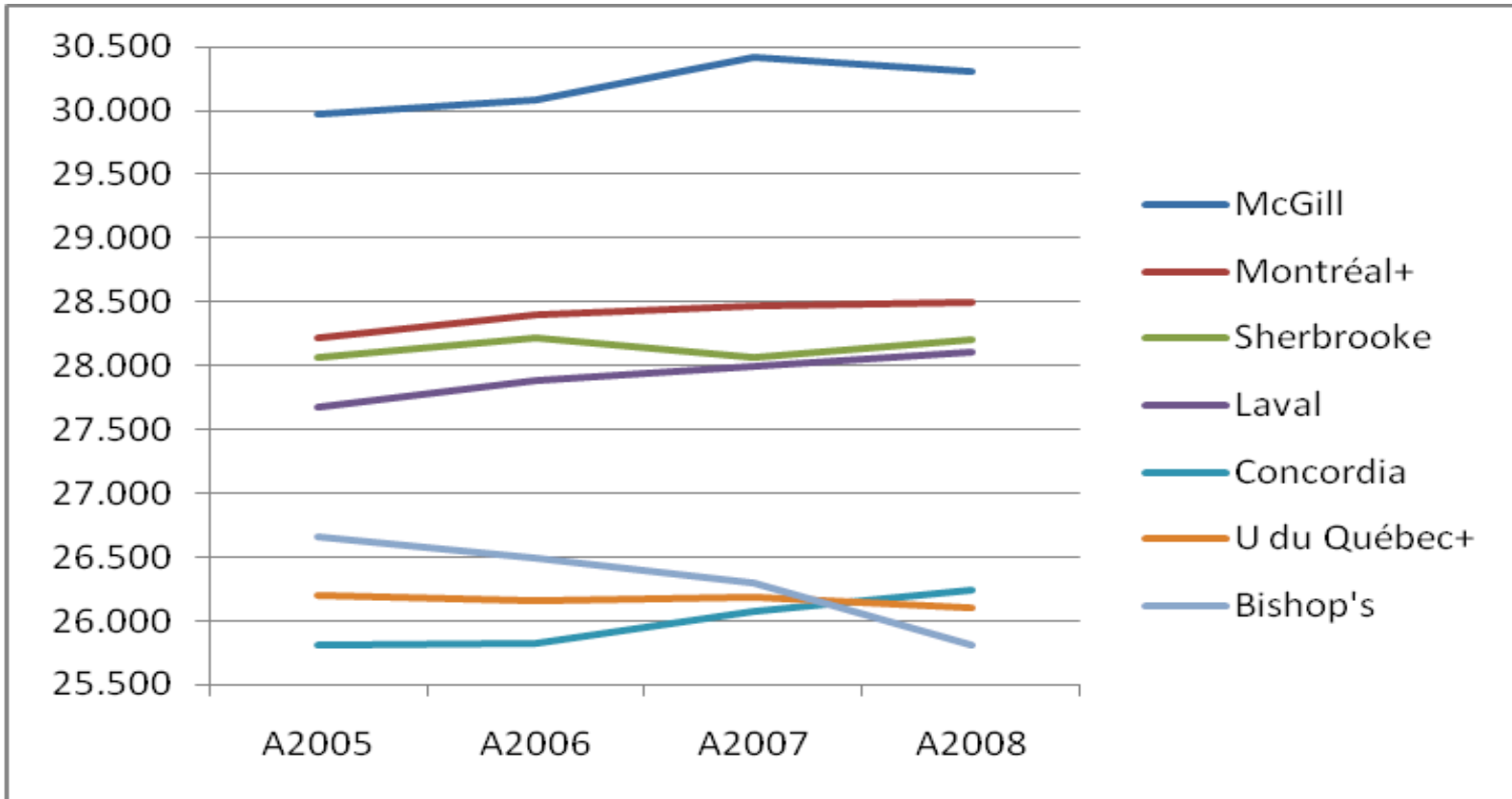
Objective II: Highest proportion of undergraduate students from across Canada and around the world, and offering an enriched student life experience.

% Undergrad Visa Students and % 1st Year Out-of-Province (OOP) Students

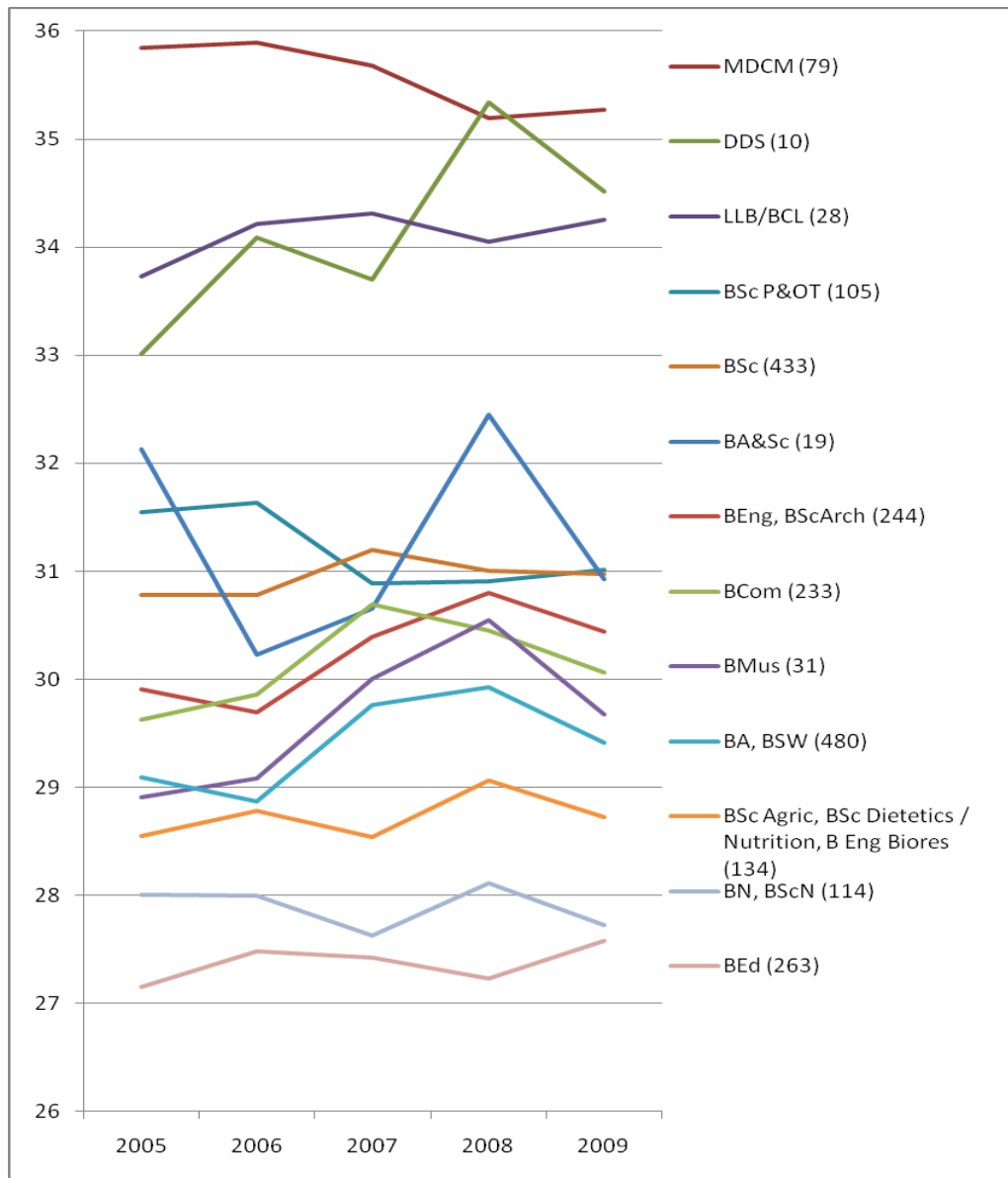


Maintaining the quality of the undergraduate student population

Cote-R-Cumulatif by Admissions Year



Median CRC-Scores of Entering Cegep Students (admission count in brackets)



| Relevant Background Information | |
|--|--|
| - | Cumulative tuition and fee increases per student ranged between 20% and 25% over the past 5 years, depending on student origin |
| - | Increases in enrolment total tuition revenue at McGill increased by nearly 30% over the past 5 years. |
| - | Over the past 4 years McGill has nearly doubled its contribution to student assistance, from \$16.7M to \$30.4M |
| - | In the same period of time government contributions to student assistance have increased by only 6% from \$51M to \$54M |
| - | Entering averages of undergraduate students continue to be the best country-wide. |
| Actions completed | |
| - | Mechanisms in place to allocate funding to Faculties for increases in enrolments through the compacts |
| - | Tuition increases are framed within the context of simultaneous increases in student aid (30% of net new tuition revenues goes to student aid) |
| Ongoing | |
| - | Approximately one quarter of admitted students are from other Canadian provinces and another quarter are international |
| - | Improvements to recruitment intelligence and activities being undertaken |
| - | 7% increase in undergraduate enrolment over the past 5 years with quite different fluctuations on a program basis. |
| Follow-up Actions | |
| DP(SLL) | Strategic enrolment plan and related strategies to guide future evolution |
| Outstanding | |
| - | Reconcile quality and diversity objectives (Principal's Task Force on Diversity, Excellence and Community Engagement) |
| - | Determine the optimal distribution between needs-based versus merit scholarships |
| - | Review of budget model to ensure appropriate incentives |

Enriching the academic experience of its undergraduates by enhancing its academic programs

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| Actions completed | |
| <ul style="list-style-type: none"> - - - - | <ul style="list-style-type: none"> Adoption of clicker technology Web improvements MyCourses (see Action V.2.1.4) Nexus project: linking teaching to research Program reviews |
| Ongoing | |
| <ul style="list-style-type: none"> - - - | <ul style="list-style-type: none"> Student feedback on their satisfaction with quality of instruction and services has improved constantly over past 5 years Teaching and Learning Spaces working group related improvements (see Strategy III.1) APC assessing the program reviews and suggesting follow-ups to Deans |
| Follow-up Actions | |
| <ul style="list-style-type: none"> - - <p>Provost</p> | <ul style="list-style-type: none"> Faculties to undertake cyclical reviews of all academic units More in depth analysis of NSSE results <p>Within Quebec, membership to CREPUQ's accreditation committees has been fixed over many years: need to assess McGill's proportional share and role</p> |
| Outstanding | |
| <p>PIA</p> <p>Provost</p> <p>DP(SLL)</p> | <p>KPI-assessment-based improvements</p> <p>To address the relationship between universities, accrediting agencies and professional orders at VRAA.</p> <p>In future, emphasis should include student retention and graduation rates as well</p> |

International initiatives:

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|--------------------------|--|
| Actions completed | |
| - | Webpage upgrade: www.mcgill.ca/students/international |
| - | Field studies developed for Panama, Africa, and Barbados |
| - | Created graduate student categories (i.e. postgraduate research trainee) to identify and provide better support for students from other universities training at McGill for short periods of time. |
| Ongoing | |
| - | Assessment of existing exchange agreements and signing of new agreements – more agreements are being signed but a relatively constant number of students are choosing to go on exchange |
| - | Summer study away programs following the “Florence” model being developed |
| - | Internship agreements being increased with the help of the Arts Internship Office leadership |
| Follow-up Actions | |
| - | Develop mechanisms for increasing incoming and outgoing exchange students |
| - | Take into account Bologna Process |
| Outstanding | |
| DP(SLL) | Need to adopt a proactive strategy to identify and target certain regions for growth: certain Faculties (e.g. Mgmt) have done this on their own. |

Enriching the undergraduate academic experience of its undergraduates by enhancing its services

Advising:

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| Relevant Background Information | |
| - | According to HR statistics, the number of academic advisors has increased by nearly 20% in the past 5 years |
| - | Compact allocations of over \$700 K over two years have supported this increase |
| Actions completed | |
| - | Created Subcommittee on Undergraduate Academic Advising |
| Ongoing | |
| - | In Winter 2010 semester, trainers appointed by various faculties will partner with HR experts to deliver soft skills development |
| - | Consolidation of services in one stop centre in Library on McTavish street (May 2010) |
| Follow-up Actions | |
| HR | Human Resources Staff Development representatives are moving forward with possible training modules for professional advisors. |
| - | A pilot project “Ask an Advisor” was launched on the advising website for May and June 2009. Tabulation of inquiries will provide feedback for advising website improvements. |
| DP(SLL) | New website: www.mcgill.ca/advising |
| Outstanding | |
| | |

Implementing Student Life and Learning Recommendations:

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|--------------------------|--|
| Actions completed | |
| - | Application of Service Excellence Program (see section VI.1.1) to student life and learning |
| - | Library improvements: Expanded course reserves Information skills programs |
| Ongoing | |
| - | The <i>Report Card</i> (http://www.mcgill.ca/studentlife/) outlines specific initiatives, the units responsible, a proposed time line and the actions taken thus far |
| - | Integrated Services project Bring together 6 different student service counters at the McTavish street-level entrance of the McLennan Library Building |
| - | E-calendar |
| - | Coordinated Class scheduling project : By spreading the courses more evenly across time periods, the University has reduced scheduling conflicts |
| Follow-up Actions | |
| - | Determine whether Service Excellence Program is having an impact on the front lines |
| Outstanding | |
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Learning Management System:

| Relevant Background Information | |
|--|---|
| - | According to the <i>ECAR Students and IT in Higher Education 2009 Survey</i> First-year students reported higher satisfaction levels with the learning management system than at our peer institutions (70% McGill; 60% other participating 4-year institutions). |
| Actions completed | |
| - | Implemented <i>myCourses</i> in 2006: used in 1,500 courses per term used by 88% of students has 6 million page views a day during peak periods links to online library material contained in course reading lists |
| Ongoing | |
| CIO | Maintain and improve satisfaction with the learning management software to be managed by Content and Collaboration Solutions. |
| Follow-up Actions | |
| - | To determine next version / product (WebCT phased out by 2013) |
| Outstanding | |
| | |

Course evaluation System

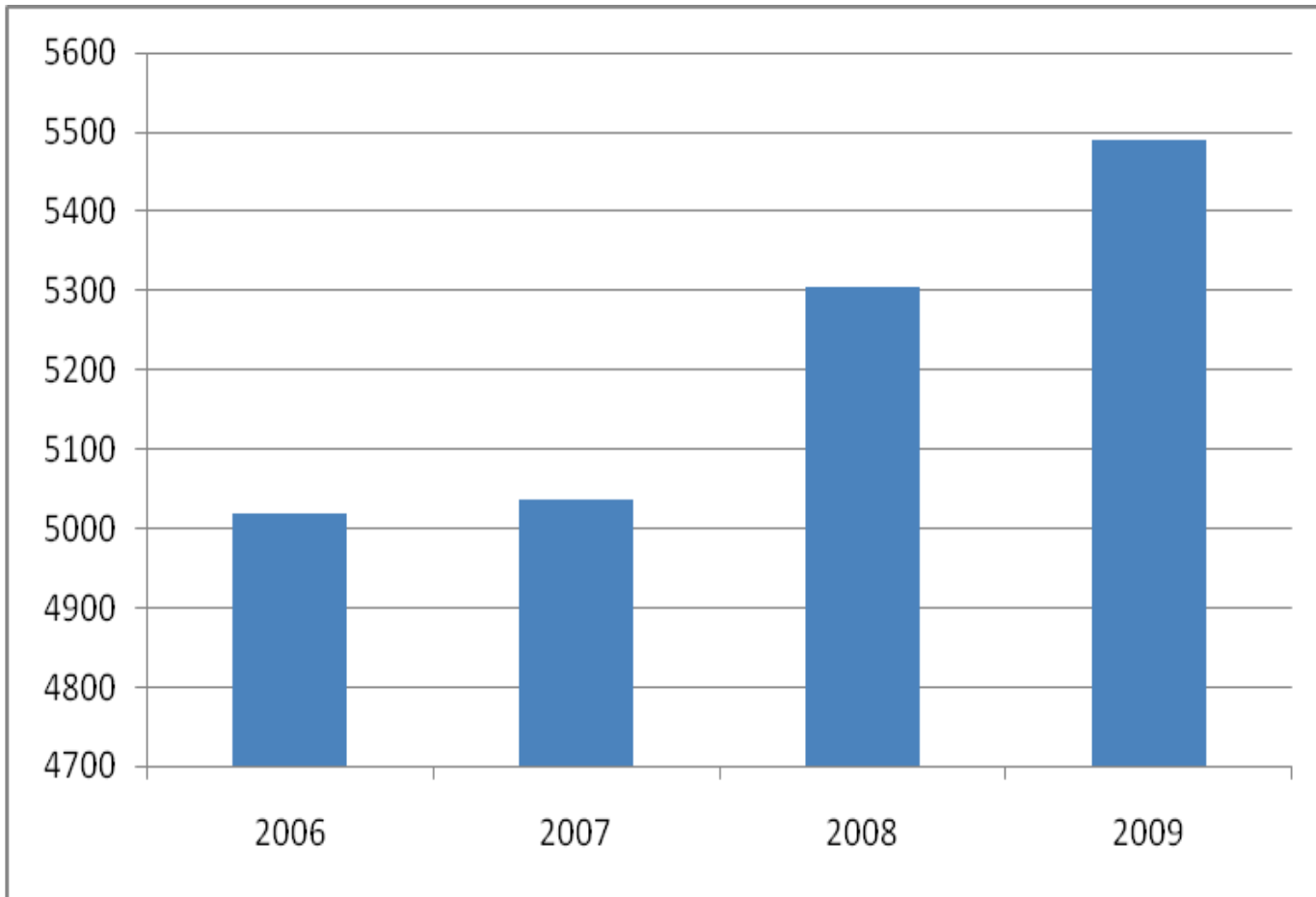
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| Relevant Background Information | |
| - | |
| Actions completed | |
| - | <p>Online course evaluation system, <i>Mercury</i>:</p> <ul style="list-style-type: none"> - provides students with an easy-to-use interface for submitting course evaluations. - Students are able to view and search evaluation results that are posted and disseminated with the instructor's permission. - all 80 academic units use the new four core questions and respect the 25 question limit - The Course Evaluation Advisory Group (CEAG) was formed in 2009 to assist TLS by reviewing information, advising on communications approaches and materials as well as the Policy review, and making recommendations for any proposed changes. |
| Ongoing | |
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| Follow-up Actions | |
| TLS | <p>Increase student participation (currently at 40-45%)</p> <p>Explore alternate schedules for student submission</p> <p>Work directly with student associations</p> |
| - | Increase the number of instructors giving permission to disseminate results |
| - | Support academic unit heads in the interpretation of results. |
| Outstanding | |
| | |

Residences:

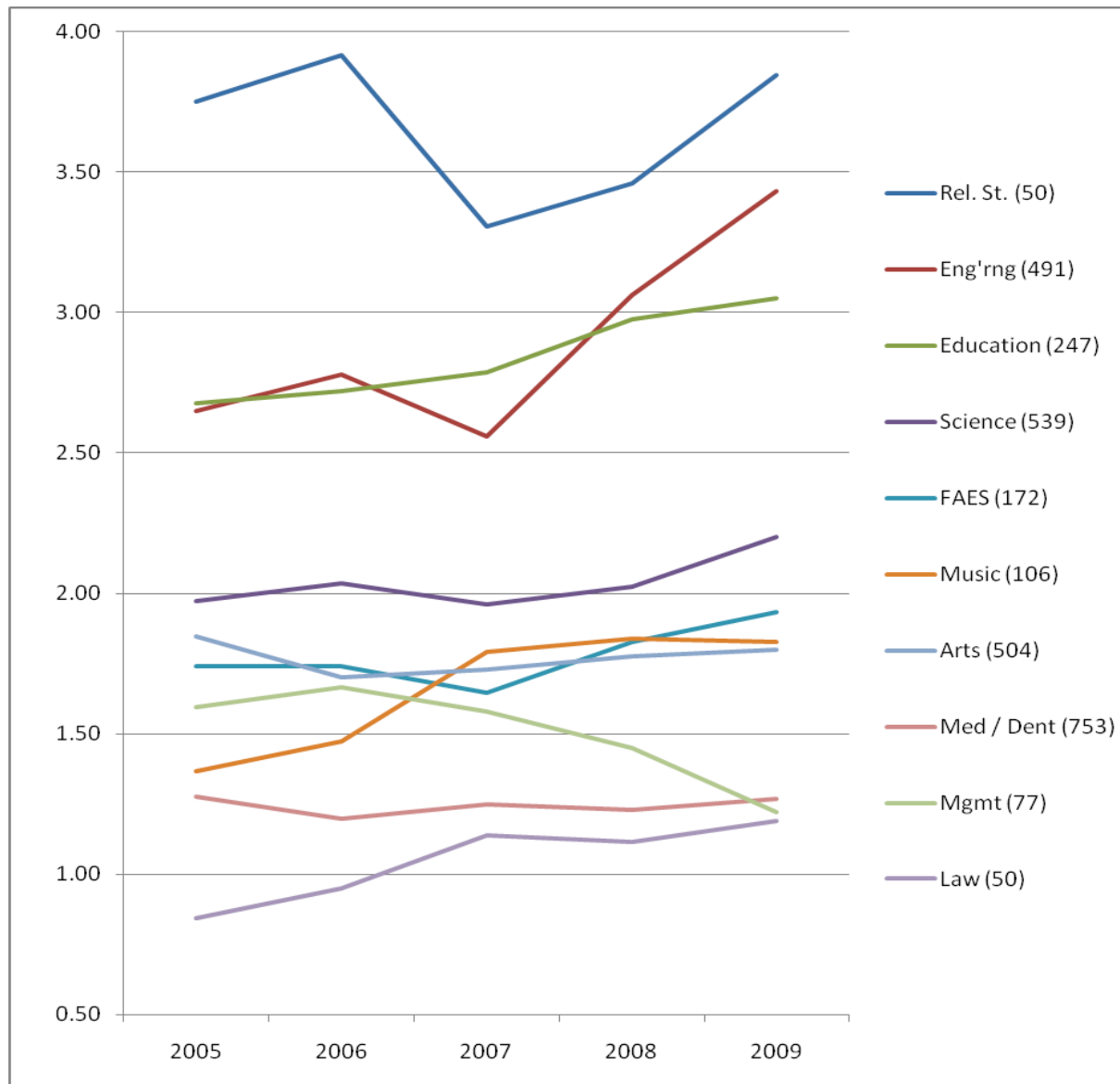
| Actions completed | |
|--------------------------|---|
| - | Purchase of New Residence Hall (Fall 2004) – increase in spaces from 1860 to 2600 |
| - | 40 spaces in University Hall (formerly Diocesan College) – Fall 2008 |
| - | 360 spaces in Carrefour Sherbrooke – Fall 2009 |
| - | Significant renovations to existing spaces |
| - | High-speed Wireless and wired system access in all residences |
| Ongoing | |
| VP(FAF) | Explore other potential residential properties including the RVH |
| Follow-up Actions | |
| - | Intend to double the annual funding slated to renovations and maintenance funding (from \$2-\$2.5 M to \$5-6M) within the next 10 years |
| Outstanding | |
| - | Increased spaces for graduate students |
| - | Initiate living-learning communities |

Objective III: Improving all aspects of the graduate studies environment.

Research Graduate Students (Master's and PhD) Enrolment Increases



PhD Student / Staff Ratios by Faculty (#'s represent PhD count)



| | |
|--------------------------|---|
| Actions completed | |
| - | Supervision workshop series |
| - | New graduate student orientation |
| - | Skillsets: professional development workshops for graduate students |
| - | E-thesis |
| Ongoing | |
| - | Improved web services and information for prospective students, currently registered students and Faculties |
| - | Improved provision of technology transfer and intellectual property services |
| Follow-up Actions | |
| - | GPS Office reorganization |
| Outstanding | |
| | |

Increasing the number of graduate students who are admitted to research programs:

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|--|---|
| Relevant Background Information | |
| - | Nearly 10% increase in number of research graduate students over past 3 years |
| - | Percent of total research graduate students who are at the PhD level went up from 52% to 55% in 3 years |
| - | Narrowed funding gap between McGill and G13 average by nearly 50% in past 3 years |
| Actions completed | |
| - | Implemented Graduate Program Capacity Indicators (GPCIs) |
| - | MIDAs and GERI programs: \$6.5M |
| - | Several Faculty level initiatives (e.g. Engineering) |
| Ongoing | |
| | |
| Follow-up Actions | |
| - | New recruitment initiatives Involving faculty Website More frequent interaction with Faculties Increased open house involvement Customized graduate campus tours Improved communications and training materials |
| - | Graduate outcome tracking |
| - | Capacity assessment |
| Outstanding | |
| | |

Completion rates and time-to-completion for post-graduate degree programs:

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|--------------------------|---|
| Actions completed | |
| - | Admissions standards have been put in place to ensure that qualified candidates are considered for fast-track promotions to PhD, or direct entry admission to the PhD |
| - | Departments have been made aware of the processes and standards and are encouraged to recommend qualified candidates |
| Ongoing | |
| GPS | Planning is underway to improve the fast-track transfer process |
| Follow-up Actions | |
| - | Faculty by Faculty assessment |
| Outstanding | |
| GPS | Milestones – progress tracking |

Graduate Student Space:

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|--------------------------|--|
| Actions completed | |
| - | Graduate study spaces upgraded or implemented in most branch libraries |
| Ongoing | |
| - | Objective incorporated in Physical Master Plan |
| Follow-up Actions | |
| - | FAMIS system tracking of quantity and quality of graduate student spaces |
| Outstanding | |
| - | Potential conversion of classrooms into graduate student space based on coordinated scheduling results |

Objective IV: Inter-disciplinary developments

| Actions completed | |
|--------------------------|---|
| Libraries: | Introduced subject guides on a variety of topics, including many inter-disciplinary areas, to help researchers connect with the best resources. |
| - - - | One centralized journal purchasing All library computers configured with common software. Upgrade of Walter Hitschfeld Geographic Information Centre with e-classroom, refurbished spaces, additional computers, and geospatial software |
| GPS | Working on establishing mechanisms to ensure supervisory support and reporting whereby academic staff are linked to graduate interdisciplinary programs |
| - - | In 2009, McGill faculty received 3 of the 20 inaugural CREATE (Collaborative Research and Training Experience) awards from NSERC (total value: almost \$5 million). Only 2 other institutions received 3 awards: UofT and UBC McGill was also the recipient of \$14 million of CIHR training grants in 2009. McGill received 16% of the total \$88.7 M envelope available. |
| Ongoing | |
| - Medicine | Strategy incorporated in Physical Master Plan Currently conducting a Strategic Planning Exercise in which research priorities for the Faculty, hospitals and interdisciplinary will be identified |
| Follow-up Actions | |
| - | Use the updated strategic planning exercise in Medicine to reaffirm university-wide research priorities |
| Outstanding | |
| | |

Cognitive, biological and behavioural neurosciences / Pain / Alzheimer's Disease

| Actions completed | |
|--------------------------|---|
| Neurosciences | <p>Integrated Neuroscience Graduate Program</p> <ul style="list-style-type: none"> - currently enrolls 269 students from 13 different departments across campus - increased admissions Fall 2009 by 68 students - over 500 attendees at a related conference held in Fall 2009 - increased number of academic staff acquiring supervisory privileges in program |
| - | Established an interdisciplinary program in Behavioral Neuroscience with CIHR support |
| - | B.Sc. in Neuroscience (Major), approved by MELS on 4th August 2008; |
| - | New website created including a research rotation application utility |
| Pain | The Alan Edwards Centre for Research on Pain (AECRP) was created in 2007 |
| - | Founded a <i>Preceptorship Program</i> in 2006 to train industry employees who wish to learn more about pain |
| - | A <i>Summer School</i> is held by the CIHR Strategic Training Program in Pain: Molecules to Community (PainM2C), which supports trainees of the RQRD and Ontario |
| - | Tenure track staff involved in pain research have increased from 35 to 41 since 2004 which include 3 Tier 1 CRCs, 5 McGill Chairs, 2 Dawson scholars and 3 endowed chairs |
| - | Approximately 110 Masters and PhD students in this area |
| - | Capital investments: <ul style="list-style-type: none"> - Montreal Consortium for Brain Imaging Research (MCBIR) (\$35M) (CFI) - International Laboratory for Brain, Music, and Sound (BRAMS) \$35M (\$15M to McGill) (CFI) |
| - | <ul style="list-style-type: none"> - Montreal Network for the Study of Language, Mind and Brain (\$1.7M) (CFI) - 12,200 sq ft of new space allocated for an AECRP core facility and for academic hires - \$9.4 million invested in the Brain Imaging Centre of the Montreal Neurological Institute (MNI) - Research platforms built for rodent behavioural and sensory testing, human sensory testing, biochemistry, tissue preparation |
| - | MNI recently awarded a federal grant of \$15 M to form a Center of Excellence for Commercialization and Research. |

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| Rsrch Centres | McGill Pain Research Centre (funded) |
| - | CRLMB – Centre for Research on Language, Mind and Brain (funded) |
| - | Brain Tumor Research Centre |
| - | Centre for Cognitive Neuroscience |
| - | Centre de Recherche en développement humain (CRDH) (funded) |
| - | Centre for Research in Neuroscience |
| - | McConnell Brain Imaging Centre |
| - | Neurophenotyping Centre |
| Network | Quebec Pain Research Network |
| Rsrch Unit | Neuroinflammation |
| | Brain Imaging Group |
| | Program in Neuroengineering |
| | Program in Neuromuscular Research |
| Ongoing | |
| - | Related CERC proposal for Pain retained for 2 nd round |
| - | Related CERC proposal for Alzheimer's disease retained for 2 nd round |
| Follow-up Actions | |
| | |
| Outstanding | |
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Public and social policy / Health and Society

| Actions completed | |
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| Public and Social Policy | <p>Programs and units approved since June 2006</p> <p>McGill Institute for Gender, Sexuality, and Feminist Studies</p> <p>Institute for the Study of International Development (ISID)</p> <p>Centre for International Peace and Security Studies (CIPSS) - inter-university research grouping with UdeM (Replaces the "Research Group in International Security").</p> <p>Institute on Health and Social Policy (IHSP) (Faculty of Arts & Faculty of Medicine) approved by Senate 4th March 2009 and BOG 23rd, March 2009.</p> |
| Health and Society | <p>Unsuccessful CERC application</p> <p>Courses and programs:</p> <p>12 graduate courses (enrolment of 145 in 2008-2009)</p> <p>MA option in Social Statistics (approx 5 degrees granted per year)</p> <p>Post-MA diploma in Social Statistics</p> <p>International Master's in Health Leadership</p> |
| Rsrch Centres | <p>McGill Institute for the Study of Canada (MISC)</p> <ul style="list-style-type: none"> - Centre for Developing Area Studies (CDAS) (funded) - Centre for Intellectual Property Policy (CIPP) (funded) - Centre pour l'étude de la citoyenneté démocratique (CECD) (funded) - Centre de recherche en droit publique (CRDP) (funded) - Centre for Human Rights and Legal Pluralism (funded) - Centre for Research on Religion (CREOR) (funded) - McGill Institute for Health and Social Policy (IHSP) (funded) - International Research infrastructure on Social Inequalities in Health - Life Histories, Health and HIV/ AIDS Data Lab - Centre for Research on Children and Families (CRCF) - Quebec interuniversity centre for Social Statistics (CIQSS) (funded) <p>Healthcare support through Information Technology Enhancements (hSITE) Strategic Research</p> |

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| | Network (funded) |
| Ongoing | |
| - | 8 more positions for the Institute for Health and Social Policy are planned of which 2 are planned to be CRCs |
| Follow-up Actions | |
| - | Set up a small planning group to create a short term mandate for ‘publicpolicy@mcgill’ |
| - | Establish a small Secretariat (project manager plus research asst) |
| - | Develop an interactive knowledge management system showcasing McGill’s public / social policy talent |
| - | Launch public policy seminar series |
| - | Attract and retain high profile visiting professors of practice |
| - | Produce a prospectus and strategy for donor support and research grants |
| - | Address the concerns of Faculties who view implementation through the creation of graduate programs rather than an institute. |
| Outstanding | |
| - | Create an institute that will act as a policy hub to provide the nucleus of an Institute of Global Public Policy. |

Environment

| Actions completed | |
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| - | Related program and administrative unit changes since 2006: Addition of the Faculty of Law as a governing faculty of the (MSE) Graduate Environment Option linked to a multitude of existing Masters and PhD programs in the Faculties of Arts, Science, Law, Medicine, and Agricultural & Environmental Sciences Major revisions to Master of Urban Planning: Urban Design Major revisions to Graduate Diploma in Housing; Affordable Homes, Minimum Cost Housing |
| - | Related unsuccessful CERC proposals: Water |
| Infrastructures | Environmental engineering laboratory in Civil Engineering: \$1.4M |
| - | Water Research facilities in Bioresource Engineering: \$4 M |
| - | CFI Call 6 proposal: <i>Toward a Healthy Environment: Green Chemistry and Green Chemicals.</i> involves partnerships with Laval U., Queens U., and INRS: \$18.3M of the \$21.1M CFI budget is directed to McGill. |
| - | Complete ventilation upgrade of the laboratory sectors where Green Chemistry research is undertaken: \$7.2M |
| Rsrch Centres | Centre d'étude de la forêt (CEF) (funded) |
| - | Centre for Host-Parasite Interactions (funded) |
| - | Centre de recherche en amélioration végétale (SEVE : Santé des écosystèmes végétaux et environ) (funded) |
| - | Brace Centre for Water Resource Mgmt |
| - | The Green Crop (funded) |
| - | McGill Network for Innovation on Biofuels and Bioproducts (funded) |
| - | Global Environmental and Climate Change Centre (GEC3) (funded) |
| - | Québec Ocean (funded) |
| - | Centre in Green Chemistry and Catalysis (CGCC) (funded) |
| - | Réseau québécois de reproduction (RQR) (funded) |
| - | Centre for Biodiversity Science (CBS) (funded) |

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| Ongoing | |
| - | Related CERC proposal for Green Chemistry retained for 2 nd round |
| - | Engineering considering becoming one of the MSE's partnering Faculties |
| Follow-up Actions | |
| - | Study possibility of a graduate program to be housed in the MSE: implications in terms of staffing and space |
| Outstanding | |
| Provost Science | Develop clusters for the purposes of dedicating some hires around interdisciplinary themes that McGill University sees as areas of primary focus or to fill critical gaps in areas required to make McGill international competitive The Faculty of Science seeking to endow a Chair in Green Chemistry |

Nano-sciences, nanotechnology, and advanced materials

| Actions completed | |
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| - Rsrch Centres | Submitted related CERC proposals: <u>Nano-Bioengineering</u> (unsuccessful application): Regroupement québécois sur les matériaux de pointe et des nano-matériaux (RQMP) (funded) McGill Institute for Advanced Materials (funded) Centre for Self-Assembled Chemical Structures (CSACS) (funded) Centre de recherche sur l'aluminium (REGAL) (funded) Plasma Québec (funded) Centre de recherche d'innovation en aérospatial du Québec (CRIAQ) (funded) Centre de recherche en plasturgie et composites (CREPEC) (funded) Implants dentaire en BioCéramique (funded) Centre for Bone and Periodontal Research (funded) |
| Ongoing | |
| | |
| Follow-up Actions | |
| - | Bioengineering complex priority in Physical Master plan |
| Outstanding | |
| VP(RIR) | No movement by the interdisciplinary working group. |

Languages, literatures, and cultures

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| Actions completed | |
| - Rsrch Centres | IPLAI – The Institute of Public Life and Arts and Ideas inaugurated in April 2009 Modéliser le changement: les voies du français (funded) Centre for Research on Language, Mind and Brain (funded) |
| Ongoing | |
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| Follow-up Actions | |
| - | IPLAI will begin offering interdisciplinary courses in humanities subjects in the 2010-11 academic year. |
| Outstanding | |
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Computation, statistical inference and modelling /Broadband Communications

| Actions completed | |
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| - | Starting in 2006-2007, the Faculty of Arts was allocated \$50,000 per year for three years through the compacts in support of a social statistics laboratory. |
| - | Related program additions since 2006: B.Sc.; Major in Computer Science; Computer Games approved by Senate in September 2007 |
| Broadband Rsrch Centres | In the past 5 years, 21 new courses have been introduced in related areas. |
| - | Centre interuniversitaire québécois de statistiques sociales (CIQSS) (funded) |
| - | Quebec Network for Research in Artificial Reality |
| - | Regroupement stratégique pour l'étude des environnements partagés intelligents (REPARTI) (funded) |
| - | Healthcare support through Information Technology Enhancements (hSITE) Strategic Research Network (funded) |
| - | Agile All-Photonic Networks (AAPN) Strategic Research Network (funded) |
| - | Centre for Advanced Systems & Technology in Communications (SYTA-Com) (funded) |
| - | Centre for Applied Mathematics in Bioscience and Medicine (MITACS) (funded) |
| - | Centre for Interdisciplinary Research in Music Media & Technology (funded) |
| - | Centre de recherché en astrophysique du Québec (CRAQ) (funded) |
| - | Centre de recherché en sciences mathématiques (CRSM) (funded) |
| - | Institut transdisciplinaire d'informatique quantique (INTRIQ) (funded) |
| - | McGill Centre for Bioinformatics |
| Ongoing | |
| - | Related CERC proposal for Broadband Communication retained for 2 nd round |
| Follow-up Actions | |
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| Outstanding | |
| VP(RIR) | No movement by the interdisciplinary working group. |

Integrative systems biology

| Actions completed | |
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| - | Related program additions: Ph.D. in Human Genetics; Bioinformatics option |
| - | Related unsuccessful CERC proposals: Gene Regulation and RNA Biology in Disorders of Aging Epigenomics |
| - | Construction of Life Sciences Complex (LSC) |
| - | Recruited Director for Centre of Genomics and Policy |
| - | Created Infections Genomics Unit |
| - | Renovations as well as a newly built animal facility |
| Rsrch Centres | Centre for Biorecognition and Biosensors (CBB) (funded) |
| - | Groupe de recherch  ax  sur la structure des prot ines (GRASP) (funded) |
| - | R seau qu b cois de recherche en synth se organique (RQRSO) |
| - | McGill Centre for Bioinformatics |
| - | Cancer Centre |
| - | Program in Cancer Genetics |
| - | Centre for Experimental Therapeutics |
| - | Centre for studies in aging |
| - | Centre for the study of host resistance |
| - | Centre for the study of Reproduction |
| - | Centre for Nutrition and Food Sciences |
| - | Genome Centre |
| - | McGill AIDS Centre |
| Networks | Chemical Biology |
| - | Cardiovascular Health |
| - | Environmental Health Research (RRSE) |
| - | Population Health Research (QPHRN) |

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| - | Réseau de Médecine Génétique Appliquée (RMGA) |
| - | Respiratory Health (RHN) |
| - | Vision Research |
| Ongoing | |
| - | Recruiting a Director for the innovation centre |
| - | Bioengineering complex priority in Physical Master plan |
| Follow-up Actions | |
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| Outstanding | |
| | Integrated plan to follow from Medicine's strategic priorities planning exercise |

Objective V: Highest quality service from all support areas

Libraries:

| Relevant Background Information | |
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| - | Library attendance up by over 50% in past 5 years |
| Actions completed | |
| - | Over 30% increase in library expenditures over 4 years: from \$29.7M in 2005-2006 to \$39.2M in 2008-2009 |
| - | Shifted a greater proportion of Library budgets towards materials |
| - | Introduced extended opening hours at most branch libraries, including 24-hour access to the Humanities and Social Sciences Library around exam time and extended reserve hours at all branches |
| - | Improved processes for acquisition, processing, and lending of library materials |
| - | Created Student Navigator program involving hiring students to act as ambassadors and promote library services and resources. |
| - | Provided a virtual reference and inquiry service as well as instant messaging |
| - | Introduced a uniform loans policy at all branch libraries |
| - | Extended digitization activities in order to make material in the Rare Books and Special Collections more accessible for researchers. |
| - | Implemented a discovery tool that allows clients to search the Library's collections of books, journals, electronic resources, and more. |
| - | \$4M of IT budget was invested in libraries over the course of 4 years |
| - | Laptops made available for student and staff loan at service points in many libraries on campus. |
| - | Reduction of cataloguing backlog by 100,000 |
| - | Installation of compact shelving in Humanities and Social Sciences Library and in other branches |
| - | Collaborative purchasing |
| Ongoing | |
| - | |

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| Follow-up Actions | |
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| Outstanding | |
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Information Systems and Technology resources:

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| Actions completed | |
| <ul style="list-style-type: none"> - - - | <p>Introduction of Project and Portfolio Accountability posting all IT projects on the IT project web registry creating a Project Management Office in 2007 creating a “Research Services” portfolio issuing a <i>Protocol for Selecting, Approving and Managing IT projects</i></p> <p>IT projects extending beyond the traditional “big three functions” (Student Records, HR, Finance): Athletics (membership and registration system) Course evaluations (see Strategy II.3) Clicker technology (see Strategy I.5 and II.2) Learning Management System (see Strategy II.3) Career Centres (both central and in faculties) Online catalog purchasing system – McGill Marketplace Public Affairs (modern web-publishing systems for key publications) Service ticketing system Security dispatching system and automated notification system Environment Health and Safety (Hazardous Materials Management)</p> <p>McGill’s portal, <i>myMcGill</i>, has become the go-to, one-stop place for students and new staff:</p> <ul style="list-style-type: none"> - Single sign-on facility to Minerva, e-mail, libraries, myCourses and new features, such as <i>myFuture</i> and McGill Marketplace - Timely announcements delivered through the announcement feature, which can be targeted to |

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| | <ul style="list-style-type: none"> - specific student cohorts - IT Customer Services unit (created in 2002) continued to grow during the past three years to include service staff from faculties and administrative units throughout the campus as well as signing Service Level Agreements (SLAs) with various units. - Development of knowledgebase website - Significant increase in public PCs and software in libraries and other public spaces (see Strategy V.1) - Wireless access across campuses (see Strategy I.4, Action II.3.3 and Action V.3.1) - Cyberthèque (see Strategy V.3) |
| Ongoing | |
| | <ul style="list-style-type: none"> - Course timetabling and classroom assignment (see Action II.3.2) - Creation of a multi-authored web-based program calendar (see Action II.3.2) - FAMIS - Dashboards / business intelligence (see Objective VII) - InfoEd / Banner integration - Animal safety compliance - Balancing accessibility with risk mitigation: <ul style="list-style-type: none"> - created a new position of Director, Information Security, and consolidated staff engaged in Security operations under this new Director - issued a series of protocols and guidelines that related to current and emerging technologies on campus to ensure that they are used effectively |
| Follow-up Actions | |
| CIO | An evaluation of <i>myMcGill</i> will be carried out in the following months to review usability, the possibility of bringing in more functionality and users, and merging with new technologies. |
| CIO | Assessment of storage capability needs |
| Outstanding | |
| CIO | Research services: providing servers dedicated for research (see Action I.4.2) |

ERP Software:

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| Actions completed | |
| <ul style="list-style-type: none"> - - | <p>Banner / Minerva – McGill’s ERP software:</p> <p>New developments / upgrades since 2006:</p> <ul style="list-style-type: none"> ○ Student Aid module (BSAC): McGill participating in development along with 4 other Canadian universities. Main issues include: <ul style="list-style-type: none"> ▪ Provision of a good web self-service for students and for departments ▪ Provision of good financial controls ▪ Integrated perspective on all student support ○ Multitude of Minerva add-ons developed: <ul style="list-style-type: none"> ▪ course-evaluation system (see Strategy II.3) ▪ electronic submission system for graduate theses (see Objective III) ▪ electronic document approval system to streamline business process on campus ▪ electronic student fee billing ▪ electronic admissions tracking system for Enrolment Services to track applications, offers and confirmation through the admissions cycle ▪ support for pandemic preparedness-related initiatives on campus ▪ self-service forms to allow students to apply for inter-faculty transfers as well as student exchange opportunities. |
| Ongoing | |
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| Follow-up Actions | |
| CIO | A \$5M capital project being planned in order to upgrade the system, both hardware and software, to replace end-of-life hardware, increase system availability and reliability and to take advantage of new functionality. |
| Outstanding | |
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Developing laboratories, classrooms, museums, and other spaces:

| Relevant Background Information | |
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| - | a network of public computers and teaching labs (<u>74 computer labs</u> with over 2000 workstations are available for students over two campuses) intended for the use of the university community. |
| - | 490 McGill classrooms served by wireless Internet access |
| Actions completed | |
| - | Teaching space needs incorporated in the Master Plan, “Planning and Design” Principles |
| IT | \$4 M investment for the last four years in revamping the IT infrastructure in classrooms |
| Libraries | Complete refurbishment of Macdonald Campus Library |
| - | Howard Ross Library of Management upgraded its equipment and facilities |
| - | Refurbishments within the Life Sciences Library |
| - | Renovation at the Schulich Library of Science and Engineering |
| - | Created the Cyberthèque |
| - | Upgraded the Humanities and Social Sciences Library |
| Ongoing | |
| - | Teaching and Learning Space Working group Create a vision for teaching and learning space development aligned with University directions; Establish teaching and learning space standards; Identify teaching and learning space needs; Set priorities and recommend funding for the creation and upgrade of teaching and learning spaces at McGill; Investigate new teaching and learning technologies; |
| - | University Teaching Labs Working group Develop a 5-year needs assessment to upgrade and innovate the University’s teaching labs; Identified top priority for 2009-2010 to be funded with the support of the federal Knowledge Infrastructure Program (KIP): <ul style="list-style-type: none"> ○ Undergraduate Chemistry Labs |

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| | <ul style="list-style-type: none"> ○ Integrated Mechanical Engineering Undergraduate Teaching lab <p>Designing for 2010-2011 priorities:</p> <ul style="list-style-type: none"> ○ Molecular Biology and Biotechnology Teaching Facility (Raymond – Macdonald Campus) ○ Advanced light microscopy training laboratory (McIntyre) |
| Follow-up Actions | |
| Outstanding | |
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Objective VI: Opportunities for professional development and growth and creating a work environment conducive to enhanced productivity and improved job satisfaction

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| Relevant Background Information | |
| - | Rated one of Canada's Top 100 Employers for 2010: www.eluta.ca |
| - | Rated one of top 25 diversity employers in Canada |
| - | Rated one of top 100 family friendly employers in Canada |
| Actions completed | |
| - | HR process review including implementing Service Excellence: (see Action II.3.2. above) |
| - | HR Shared Services Unit and Service Centre: Created to increase support: Increased flexibility in providing employees access to their records and the ability to request modifications through the Service centre or through an expanded self service interface on Minerva |
| - | Orientation Sessions for new employees (created in 2005): |
| - | Leadership Development Program (LDP): |
| - | Health and Safety initiatives (e.g. hazardous materials management, animal safety compliance, laser training, lab safety measures, etc.) |
| - | Employment Equity Policy complete |
| - | Safe Disclosure Policy complete |
| Ongoing | |
| HR | Service Excellence: - program launched through HR to support McGill's shared commitment to organizational effectiveness. - approximately 400 employees have participated - Develop a team approach that would bring together managers and support staff from a unit to learn about Service Excellence and develop concrete actions to enhance current service - Implement a Phase II for support staff that will address concrete day-to-day service standards. |
| Follow-up Actions | |
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| Outstanding | |

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Objective VII: Developing internal performance indicators and measuring progress externally against selected peer institutions

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| Actions completed | |
| Ongoing | |
| PIA - | <p>Surveys</p> <ul style="list-style-type: none"> - Continuous feedback and improvements - Surveying the graduated student and alumni populations to be developed <p>Enterprise Data Warehouse (EDW):</p> <ul style="list-style-type: none"> - significant focus on Business Intelligence tools - increased dedicated resources - deployment in Fall 2009 of a Graduate Capacity dashboard - deployment in Fall 2009 of enrolment statistics to replace the previously published static reports research indicators and faculty activity dashboard will be deployed in the coming year. |
| Follow-up Actions | |
| PIA DP(SL&L) | <p>Key Performance Indicators along the dimensions of:</p> <ul style="list-style-type: none"> Students Academic Staff Administrative and Support Staff Research and Innovation Resources Profile and Reputation <p>Actions stemming from Program Reviews</p> |
| Outstanding | |
| DP(SL&L) / PIA - | <p>Initiating unit reviews</p> <p>Integrating hospital data</p> |

