



Innovation Steering Committee January 2016

Cultivating innovation and entrepreneurship
in McGill's institutional culture

Preamble

Over the past three years, innovation and entrepreneurship have become areas of strategic focus at McGill, with broad-ranging implications for how we teach, how we work, and how we interact more broadly with communities outside McGill. Notable progress has been made as a result of the efforts of numerous individuals, faculties and units working on a variety of fronts. Some of these efforts have been guided by recommendations for enhancing McGill's support for the operational aspects of innovation and entrepreneurship, made by the Innovation Steering Committee which was established in 2013. In order to continue to advance McGill's innovation agenda there is a need for a concordant evolution of McGill's own institutional culture and identity to better reflect the increasing value the institution assigns to innovative and entrepreneurial activities and their positive impacts within McGill and on the broader society. Following discussion and deliberation, the following recommendations are submitted by the Innovation Steering Committee in support of this goal.

Recommendations

1. **Ensure excellence in delivery of services in support of innovation and entrepreneurship:** ISC Project Lead to perform a brief needs assessment with input from the Faculties, the Dobson Centre for Entrepreneurship, RIR, and other McGill stakeholders, in order to: document existing and desired venture-formation, start-up support and venture development services at McGill; document service provision at relevant comparator institutions; identify the advantages and disadvantages of different models; and make recommendations for integrated service delivery across McGill's campuses with a particular emphasis on determining which services are best offered centrally versus locally and by whom, as well as how such service provision should be funded, governed and branded.
2. **Develop policy on inventions and software that fosters innovation and entrepreneurship:** ISC to submit a formal request to review the draft revisions of McGill's policy on intellectual property (Policy on Inventions and Software) presently being developed by the IP Policy Revisions Working Group. The goal is to ensure the Policy's alignment with McGill's ambitions related to encouraging and promoting innovation and knowledge mobilization.
3. **Develop and implement an internal as well as external communications strategy:** ISC Co-chairs, together with Communications and External Relations and RIR, to develop and implement a coherent multi-channel communications strategy for McGill's innovation agenda. It is recommended that messaging be framed in terms of outcomes and "impacts", including the value that innovation and entrepreneurship generates in the broader society. This strategy should be supported by the development of a bank of motivating/inspirational McGill stories related to innovation and entrepreneurship.
4. **Catalyze innovative collaborations:** The Dobson Centre for Entrepreneurship and other entrepreneurship centres across campus should make use of social media and unique

meeting/maker spaces available across campus to promote and animate events with students, researchers, faculty, and administrative and support staff interested in entrepreneurship.

5. **Engage the McGill community in innovative ways (for McGill) and encourage, facilitate, and reward bottom-up idea flows while also taking care not to create expectations that cannot be met:** ISC Project Lead together with an appropriate sub-group of ISC members and other stakeholders to scope and propose to RIR a series of ways in which ideas may be sourced from the McGill community using “hackathons” and other models, as appropriate, on key innovation themes including:
 - a. How to valorize our patent portfolio
 - b. How to translate teaching and research into societal impact

Some preliminary ideas for acting on this recommendation include: leveraging innovation-themed events as opportunities for gathering “bottom-up” input and launching bidirectional conversations on how to cultivate and reward innovation and entrepreneurship in McGill’s culture; framing the conversation around a broadened re-conceptualization of “impact”; and, ensuring that ideas and recommended actions have a clear pathway towards review and implementation.

6. **Document and evaluate frameworks for assessing impact:** ISC co-Chairs and project lead to convene and mandate a working group to document and evaluate impact-based frameworks for assessing innovative and entrepreneurial activities on the part of academic staff and report back to the Committee with proposed recommendations.
7. **Leverage existing reporting processes to embed innovation and entrepreneurship in key agendas:** ISC co-Chairs and project lead to explore possibilities for making minor adjustments to current reporting processes in ways that encourage reporting on (and thus assigning value to) innovation and entrepreneurship. At minimum, individual academic staff, centers, institutes, units and Faculties should be encouraged, but not obliged, to address this theme in their annual reports.

Endorsement

These recommendations are endorsed by the members of the Innovation Steering Committee

Leadership:

- **Prof. Peter Grutter**, ISC Co-chair, Chair, Department of Physics, Faculty of Science
- **Prof. Steve Maguire**, ISC Co-chair, Director, Marcel Desautels Institute for Integrated Management, Desautels Faculty of Management
- **Ms. Lea Cameron**, ISC Project Lead

Membership:

- **Prof. Mark Andrews**, Department of Chemistry, Faculty of Science
- **Prof. Benoit Boulet**, Associate Dean, Research & Innovation, Faculty of Engineering

- **Mr. Paul Chesser**, Assistant Vice-Principal, University Advancement
- **Prof. Ollivier Dyens**, Deputy Provost, Student Life and Learning
- **Prof. Tim Geary**, Director, McGill Institute of Parasitology, Faculty of Agricultural and Environmental Sciences
- **Dr. Philippe Gros**, Vice-Dean, Life Sciences, Faculty of Medicine
- **Prof. Becky Lentz**, Department of Art History and Communication Studies, Faculty of Arts
- **Prof. David Lametti**, Faculty of Law
- **Prof. Josephine Nalbantoglu**, Dean of Graduate and Postdoctoral Students
- **Prof. Sebastien Jodoin Pilon**, Faculty of Law
- **Prof. Doina Precup**, Department of Computer Science, Faculty of Science
- **Prof. Dilson Rassier**, Dean, Faculty of Education
- **Prof. Gordon Shore**, Goodman Cancer Centre, Faculty of Medicine
- **Prof. Emmanuelle Vaast**, Desautels Faculty of Management
- **Prof. Greg Vit**, Dobson Centre for Entrepreneurship, Desautels Faculty of Management