

## Principal's Task Force: Developing an Academic Vision and Mission for the Potential Acquisition of the RVH Site

### Terms of Reference

#### **Background:**

The Royal Victoria Hospital, an iconic Montreal site, now stands virtually empty. Sitting between McGill's downtown campus and Mount Royal, the RVH site provides a natural extension of the University to meet its pressing space deficit.

Work over the past five years has identified McGill's needs for additional space and physical renewal. In fact, the Quebec government recognizes that McGill currently needs additional space to achieve its mission.

In the near future, the University will undertake a feasibility study to determine the potential for McGill to make use of the RVH site in partnership with the Quebec government. The results of the study will be among several studies and assessments that are being done for McGill to decide whether or not it should acquire the RVH site.

Beyond considerations such as space needs and costs, lies the larger question of McGill's long-term vision for the RVH site. While it is impossible to predict what McGill's physical space needs will be in 50 or 100 years from now, we know that new generations of students, professors and administrative and support staff are connecting across disciplines, sectors and communities worldwide. Globalization as well as continuously evolving digital technologies, including learning technologies, are also resulting in important changes in higher education.

Reimagining student life and learning, increasing connections with communities both on and off campus, and strengthening the ability of the community to be at the leading edge of research and to innovate in every areas including social, scientific and cultural are indeed among our institution's priorities. McGill's vision for the RVH site must take into consideration the academic future of the University within the evolving context for higher education.

#### **Purpose:**

The Principal's Task Force on the Academic Vision and Mission of the RVH Site will propose scenarios of how McGill could make use of the site, considering in particular, the following questions:

- What type of space will be needed to foster, well into the 21<sup>st</sup> century, teaching, learning, research and community outreach at McGill?
- How can the site be used to enhance McGill's identity as a student-centered, research intensive, high quality international university anchored in Quebec?

- How can the site be used to increase synergies among academic disciplines and create hubs of new learning, frontier research and innovation?
- Who would be the best internal and external partners to attract to the site?
- How could the RVH site be used to deepen McGill's connections with other communities (e.g. industry, NGOs, social organizations)?
- Given the importance of this site to Montrealers and the city's history, what is our responsibility to steward heritage buildings, green space and access to Mount Royal?
- Are there opportunities to generate revenues that will ultimately support the academic mission at McGill?
- What are the limitations and opportunities posed by the unique physical characteristics, location and layout of the RVH buildings and site?

#### **Membership:**

- Principal and Vice Chancellor
- Four members from the Master Planning Committee
- Three members from the academic community
- One graduate student
- One undergraduate student
- One administrative and support staff
- Resource staff from University Services, Communication and Office of the Principal
- External Advisors to the Chair

#### **Consultation:**

The Task Force will invite members of the McGill community, including members of Senate and the Board, to submit their ideas regarding the academic vision for the RVH site.

#### **Outcome of the Task Force work:**

The Task Force will aim to report its findings and submit draft recommendations early in 2016.

The work will be instrumental in defining the academic vision and mission of the site.

In the event that McGill decides not to acquire the RVH, the work of the Task Force will be useful in defining the type of space we need to fulfill our mission and in clarifying the suitability of other possible locales.

#### **Limits to Scope:**

The following issues lie outside of the scope of the Task Force:

- deciding whether or not McGill should take ownership of the RVH
- defining short-term campus space needs