

McGill University – Principal & Vice-Chancellor Search

Summary of Feedback Received

Opportunities and challenges

- New forms of pedagogy and technology innovation post-pandemic
 - o No turning back to pre-pandemic; remote learning enhanced accessibility for students but how do we protect the student experience?
 - o Need a vision of what future of education will be in a more competitive and dispersed higher education landscape
- New generation of student with different worldview and expectations
 - o Different student expectations and greater need of student support, including mental health support
 - o Student composition more diverse, including first-generation college students who are from equity seeking groups;
 - o McGill's reputation of being "elite" is not sitting well with younger generation
 - o Some students felt that McGill is not adequately preparing them for the workforce
- New Vic project
 - o McGill's biggest project that embodies McGill's strive for sustainability and interdisciplinarity, taking McGill to next level
 - o Making sure McGill Faculties and Schools don't operate in silos, New Vic should be model of interdisciplinarity
 - o New Principal should have experience in this phase of development
- International and domestic engagement
 - o While enhancing McGill's reputation globally, still need to be able to collaborate with other Montreal and Quebec based universities
- Need to be more faculty and staff-centric
 - o "Us vs them" mentality creeping into approach with senior administration
 - o Staff union went on strike because of treatment by upper management, conditions of flex work not ideal, lack of professional development training, staff not included in strategic plan; how to ensure staff/Faculty voices are adequately heard
 - o Desire for leadership to be more involved in staff retention and able to work with union
 - o Limited career development training
- Internal processes at McGill can be more nimble and flexible; updating systems of administration and governance
 - o Introducing concepts like agility and risk-taking Frustration with antiquated systems and processes
 - o Perceptions of institutional inertia
- Commitment to advancing interdisciplinary research
 - o Breaking down silos in departments and schools
- Reputation, history, location and caliber of people all make McGill a fantastic institution of learning and research

Changes in 2012 profile

- Emphasis on sustainability:
 - o “Looking for someone who fosters, promotes internal and holistic efforts to embed sustainability in research, teaching, and operations; and someone who engages with national and international efforts with fight against climate change and promotion of UN sustainable development goals”
 - o Description of university should include McGill receiving gold rating for sustainability effort and rated among Canada’s greenest employer for 5 years in a row
- In the advancement section, add more specificity:
 - o The passion, commitment, skills and aptitude necessary to engage in all areas of institutional advancement. These include a warm and appealing public presence, comfort engaging with donors and alumni of all backgrounds, and a willingness to engage in financial conversations.
 - o Experience in, and an enthusiasm for, fundraising, from both traditional and nontraditional sources, and a willingness to commit time and energy to advancement activities and view philanthropy as a core revenue source.
 - o A track record of active engagement and partnership with advancement professionals in pursuit of fundraising goals.
- Strong record of advancing EDI and indigenization initiatives
 - o Processes at all levels need to be more equitable, e.g. better incorporate EDI in research, admission of students, recruitment of post-docs and Faculty, creating diverse research teams
- Stronger language to emphasize the requirement of bilingualism
- Incorporate world context as of 2022 (climate change, COVID, rise of global conflicts) and McGill’s capacity to take leadership role in advancing world-relevant research
- Greater emphasis on enhancing McGill’s reputation and engagement within Quebec
- Greater emphasis on enhancing the quality of student experience and student success; an equal emphasis on academic, admin, and support staff
- Greater emphasis on #7 (encouraging all members of the community to participate and debate)
- Greater emphasis on leadership and move scholarship to a lower priority

Qualities in next candidate

- Leader vs administrator vs. academic?
 - o Need for a strategic/visionary leader to act as Principal that could inspire people to follow
 - o Key thing is building strong team
 - o Need for a respected academic as next Principal, doesn’t necessarily need STEM background but need to bring together people from the discovery of STEM
- Risk averse vs. cautious risk-taking to harness opportunities
 - o Courage to make difficult decisions, audacious leader
 - o Calculated risk-taking, open to learning from others, wide consultation before decisions
- Agility, creativity, entrepreneurship, innovation, agent of change
 - o Committed to streamlining processes and making them more nimble
 - o Creating environment/culture that rewards/promotes innovation
- Global and local engagement

- Critical to understand Quebec culture, but also think globally
- Needs strong reputation both globally and locally
- A university that attracts international students, anglophone, and francophone
- Ability to lead during uncertainty, humility, servant leadership
- Strong commitment and vision to support research, in particular interdisciplinary research
- Embracing, understanding and being committed to principles of a university, e.g. academic freedom and freedom of speech and expression
- Able to champion the uniqueness of McGill, “Made by McGill” brand
- Financial literacy, making difficult financial decisions, involvement in advancement (McGill’s goal to increase from 2b to 3b)
- Leadership: Create consensus and garnering trust, inspire people to follow, empathy, consultative approach with constituents, collegial governance, foster collaboration
 - Leader who is able to surround oneself with strong team, able to empower team
- Personal skills
 - Media skills, ambassadorial qualities, diplomatic skills, communication skills, and bilingualism (and biculturalism) to deal with the government
 - Personally engaging, engaging with the community, being approachable, and able to build relationships
 - Forward thinking, good listener, open-minded
 - Confident, excellent EQ, integrity, transparency, trustworthy, honesty
 - Resilient and cannot be conflict-avoidant
 - Have managerial courage to make difficult decisions, change management
- Provincial government relations
 - Next principal needs to be attuned to what government sees as a priority
 - Next principal needs to be head of government relations and build personal and professional relations with the government