

PR10

**PRINCIPAL'S
REPORT
2009 > 2010**



McGill

PR10

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COVER PHOTOS BY: RACHEL GRANOFSKY
FRONT AND INSIDE BACK: THE SCULPTURE PARK IN FRONT OF
THE JAMES ADMINISTRATION BUILDING
BACK: PEDESTRIAN-FRIENDLY McTAVISH STREET

MESSAGE FROM THE PRINCIPAL AND VICE-CHANCELLOR

Excellence, quality, achievement, global reach — these buzzwords are tossed around so cavalierly, they often provoke an inadvertent eye-roll. But if you ask people what defines McGill, again and again, you hear those words spoken. At McGill, they're not clichés — they represent the sweat and the passion of hundreds of thousands of talented people, who over nearly two centuries of history have pushed themselves to do their best. This report provides a window into the work of the McGill community in 2009-10 to continue that tradition.



RACHEL GRANDFSKY

Jesse Moreau, a History major from St. Bruno, Quebec, meets Principal Munroe-Blum at a Discover McGill orientation event.

It was by any measure an exciting and memorable year, marked by activity and accomplishment. In the fall, graduates Willard Boyle (BSc'47, MSc'48, PhD'50) and Jack Szostak (BSc'72) won Nobel Prizes. McGill hosted alumni, volunteers, former U.S. president Bill Clinton and the Dalai Lama at a series of major events that enlivened our campuses. The heads of universities belonging to the Association of American Universities, a group of North America's top research universities, gathered at McGill for their third meeting in Canada. This past winter, members of the McGill community serving as organizers, coaches and athletes inspired us all at the magical 2010 Vancouver Olympic Winter Games. Student Jenn Heil won Canada's first medal, and alum Mike Babcock and his lucky McGill tie closed out the games by leading the Canadian men's hockey team to a nail-biting victory. The spring and summer of 2010 stood out for strides forward in sustainability and infrastructure renewal.

These and many other accomplishments show that McGill is continuing its tradition of excellence. But we also know preeminence is fragile, perhaps never more so than at this moment in time. Our intensely competitive world is morphing so quickly, it's hard to track the changes, let alone anticipate them. In the last couple of years, we've seen economic super-powers plunge into recession, emerging economies start to build ambitious intellectual infrastructures, and lesser-known universities and other institutions rise to the forefront as their historically powerful peers work in crisis mode.

So what does "excellence" mean for McGill in 2010? How can we develop our distinctive assets to best serve Quebec, the rest of Canada and the world as we move into the second decade of the 21st century? This year at McGill, the Principal's Task Force on Excellence, Diversity and Community Engagement has been engaging in structured reflection on those questions. The results of their research, consultations and discussions will become available this fall and winter.

EXCELLENCE, DIVERSITY AND COMMUNITY ENGAGEMENT

The link among the three themes may not be immediately obvious, until you consider the changing academic landscape. Gone — thankfully — is the ivory tower model of the university, distant from the communities it serves and with disciplines rigidly compartmentalized into silos. Changing is the composition of university communities, which traditionally have not represented the broadest spectrum of society. We have come to realize that the best ideas emerge from a creative intersection of many different intellectual traditions and fields, from open conversations among people with very diverse experiences and backgrounds, and from true collaborations with the societies we aim to serve. For McGill in the 21st century, diversity and community engagement are essential elements of excellence.

In our quest to perform better, we're certainly not starting from scratch. In 2009, McGill ranked 18th globally in the Times Higher Education-QS (THE-QS) World University rankings, the 6th year in a row that we placed in the top 25. We remained number one among Canadian medical-doctoral universities in the *Maclean's* university rankings for the 5th year in a row. We're seeing steady progress — though not always quickly enough for me — in the quality of the McGill student experience as a result of implementation of the 2006 recommendations from the Principal's Task Force on Student Life and Learning.

Our student body is the most international of Canada's research-intensive universities, and has one of the highest proportions of full-time international students of North American universities. Add to that a professoriate drawn from many of the best institutions worldwide, and an environment emerges where, day after day, you meet smart people who otherwise are very different from you. That's a large part of the reason, I believe, that our undergraduate students

report they are challenged to turn their preconceived ideas upside down, more than students at many of our peer universities, according to the National Survey of Student Engagement. That's partly what allows our researchers and graduate students to collaborate so creatively across disciplines. And that, to me, is one hallmark of great learning and discovery.

Like most universities in Canada, we have more work to do to promote community engagement and our students often lead us in this regard. I see a huge desire on the part of McGillians to create meaningful and deep connections — and there are many individual successes, as reported in this document. As part of our outreach to the business community, McGill recently joined forces with the City of Montreal, the Quebec ministry of economic development, innovation and trade, and the *École de technologie supérieure* to develop the model for a Quartier de l'innovation. Our vision is to create an innovation ecosystem in the heart of Montreal that will leverage the intellectual and creative resources of Montreal and its many small and medium-sized companies and once more put the city on the global map as a pioneering innovation destination. I am eager to see that progress as we move forward on the recommendations of our new Task Force to advance other community engagement projects.

MEASURING PERFORMANCE TO SUPPORT PROGRESS

The Task Force is part of a larger emphasis at McGill on continually improving our performance. McGill has a tradition, rare among universities, of basing its compensation and salary increases for academic staff prominently on merit and on-the-job performance. Administrative and support staff are also inspired to do their best through collaborative performance assessments and annual raises targeted to their individual achievements. Over the last few years, we have been steadily building the capacity to identify and track other key indicators that will measure our institutional performance in many areas against our Quebec, Canadian and international peers, as well as McGill's past accomplishments.

Developing these key performance indicators, or KPIs, is an important expression of our accountability to those we serve. After all, how can you know whether you are progressing if you don't measure it? My report this year focuses anew on some of these data, as well as highlights of events, discoveries and accomplishments — because although data are crucial to performance, the importance of a research breakthrough, a great teaching program or meaningful community collaboration cannot be quantified in numbers alone.

Provincial Comparison of University Operating Funding per Student

RANK	PROVINCE	2007-2008
1	Newfoundland and Labrador	\$24,322
2	British Columbia	\$23,060
3	Saskatchewan*	\$22,249
4	Alberta	\$21,301
5	Prince Edward Island	\$19,993
—	Rest of Canada — Average	\$17,948
6	Nova Scotia	\$16,479
7	New Brunswick	\$16,240
8	Ontario	\$16,162
9	Manitoba	\$15,206
10	Quebec	\$15,189

(Provincial government operating support plus tuition/fees)

* The figure for Saskatchewan is restricted to the University of Saskatchewan.

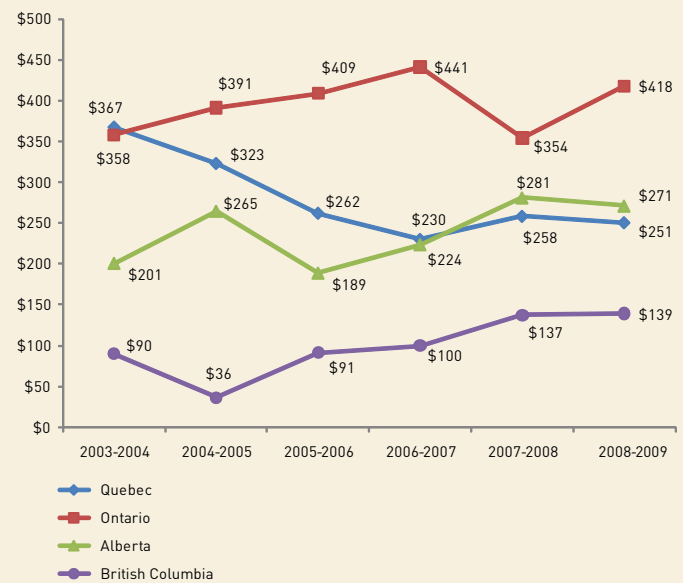
FUNDING CHALLENGES AND THE WAY FORWARD

The road to improved capacity to contribute as one of the world's top publicly purposed universities is no walk in the park. Underfunding remains a collective challenge for all institutions of higher learning in Quebec, with the gap between our universities and the Canadian average exceeding \$500 million a year. When you combine provincial operating grants and student tuition, Quebec's per-student funding is the lowest of any Canadian province. This half-billion-dollar chasm stretches our ability to financially support top students and professors in a global market that is becoming more competitive every year.

The Government of Quebec has pledged to raise tuition as part of a larger examination of university funding, access to education and performance, and McGill advocates doing so but only as an integrated policy that links tuition increases to substantial increases in student aid. All Quebecers who wish to attend university, regardless of income level or socio-economic background, must be able to do so. We work passionately to reach one of my key goals: that of ensuring financial barriers do not prevent any qualified student from attending McGill.

Provincial Government Research Income (in \$M) to Universities Selected Provinces

Source: CAUBO



At the provincial level, research funding remains a substantial challenge. Where once Quebec outpaced Ontario in provincial research dollars invested in universities, the situation has dramatically reversed, as the accompanying chart shows. In Quebec, provincial research funding to universities decreased by 32 per cent compared to funding levels in 2003-04, while Ontario saw an increase of 17 per cent. The Government of Quebec has recently launched an ambitious goal-driven research and innovation strategy to restore Quebec's competitiveness. It is essential that this happens.

The federal government continues its research and graduate and postdoctoral support. For example, the new Banting post-doctoral fellowships program, which awards 70 fellowships of \$70,000 per year for two years, will aid Canadian institutions in attracting and retaining the next generation of star researchers. Universities are still struggling to cover the institutional or indirect costs of research, however, which are rising as research activities increase. These costs include everything from ethical review and financial accountability to maintenance and operations of research facilities to intellectual property management — and many other areas. Canada's federal program reimburses institutional costs at an average of 24 per cent of direct funding (less for research-intensive universities); international comparisons reveal that appropriate rates range from 45 per cent to 60 per cent.

We at McGill look forward to working with both the provincial and federal governments to continue to create the research and innovation that will build the talent base and the future well-being and prosperity of Quebecers and all Canadians in the decades to come.

DEDICATION TO ACHIEVEMENT

At McGill this year, we have re-dedicated ourselves to performance, to best serve the people of Quebec, Canada and the world. At the core of universities is knowledge. The transmission of knowledge from one to another, the search for knowledge to expand horizons, the application of knowledge to create new solutions to address the problems and opportunities of the community, whether local or global — all of these are essential elements of a great university — and McGill is at the forefront of each. We are proud of our achievements.

For this, I express heartfelt thanks to all of our dedicated academic and administrative and support staff, our remarkable students, the devoted members of our governing bodies and our worldwide community of McGill alumni and friends. I would like to take the opportunity to thank Robert Rabinovitch, who served as the dedicated chair of the Board of Governors for 10 years, ending in 2009, and to welcome Stuart “Kip” Cobbett, who succeeded Dr. Rabinovitch, and Lili de Grandpré, who assumed the role of vice-chair.

I would also like to warmly acknowledge our Chancellor Emeritus Richard Pound, who received an honorary degree at our fall 2009 Convocation ceremonies for a quarter century of McGill Board service, and to thank Arnold Steinberg for his sterling contributions in his first year as McGill Chancellor. I would also like to extend my thanks to the dedicated team of chairs, directors, deans, vice-principals and provost, who serve and have served McGill and with special thanks to former Deans Don McLean and Nicholas Kasirer and Vice-Principals Denis Thérien and François R. Roy.

Along with our government, alumni, institutional, corporate and foundation partners, and with the talent and energies of the entire McGill community, we continue to advance our mission and our highest aspirations, to achieve excellence in ways that are far-reaching and effective. We aim to be most relevant to those we serve, and to overcome any and all obstacles in our quest to serve at the highest level.

Excellence by world standards is McGill’s tradition. It will be our future.

— **HEATHER MUNROE-BLUM**
PRINCIPAL AND VICE-CHANCELLOR
MCGILL UNIVERSITY

SOME OF THE REASONS WHY MCGILL WAS SELECTED AS ONE OF CANADA’S TOP 100 EMPLOYERS FOR 2010:

- **MATERNITY LEAVE TOP-UP BENEFITS (TO 95 PER CENT OF SALARY FOR 20 WEEKS)**
 - **MULTIPLE ON-SITE DAYCARE OPTIONS FOR EMPLOYEES AND STUDENTS WITH YOUNG CHILDREN**
 - **WORK AND LIVE IN DOWNTOWN MONTREAL, ONE OF CANADA’S MOST LIVABLE AND VIBRANT URBAN CENTRES**
 - **THREE WEEKS PAID VACATION FOR NEW EMPLOYEES, IN ADDITION TO A CHRISTMAS HOLIDAY SHUTDOWN AND PERSONAL PAID DAYS OFF**
-

TOP 20 UNIVERSITIES THE-QS 2009 WORLD UNIVERSITY RANKINGS

RANK	INSTITUTION	OVERALL SCORE
1	Harvard University	100
2	University of Cambridge	99.6
3	Yale University	99.1
4	University College London	99
5*	Imperial College London	97.8
5*	University of Oxford	97.8
7	University of Chicago	96.8
8	Princeton University	96.6
9	Massachusetts Institute of Technology	96.1
10	California Institute of Technology	95.9
11	Columbia University	95.6
12	University of Pennsylvania	94.2
13	Johns Hopkins University	94.1
14	Duke University	92.9
15	Cornell University	92.5
16	Stanford University	92.2
17	Australian National University	90.5
18	McGill University	90.4
19	University of Michigan	89.9
20*	University of Edinburgh	89.3
20*	ETH Zurich (Swiss Federal Institute of Technology)	89.3

THE-QS 2009 SUBJECT RANKINGS MCGILL'S WORLD RANK

SUBJECT	2009
Arts & Humanities	14
Life Sciences & Biomedicine	10
Natural Sciences	26
Social Sciences	17
Technology (Engineering/IT)	20

2008 AND 2009 MACLEAN'S RANKINGS MEDICAL-DOCTORAL UNIVERSITIES

CATEGORY	Weight	McGILL	
		2008	2009
Overall Ranking	100 %	1	1
STUDENTS AND COURSES			
Student Awards	10 %	1	1
Student/Faculty Ratio	10 %	5	5
FACULTY			
Awards per Full-Time Faculty	6 %	2	2
Social Sciences & Humanities Grants	6 %	1	1
Medical/Science Grants	6 %	4	3
RESOURCES			
Total Research Dollars	6 %	5	4
Operating Budget	6 %	9	9
STUDENT SUPPORT			
Scholarships & Bursaries (Per cent of Budget)	6.5 %	3	3
Student Services (Per cent of Budget)	6.5 %	11*	12
LIBRARY			
Library Expenses	5 %	4*	3
Library Acquisitions	5 %	10	10*
Library Holdings per Student	4 %	8	8
Total Library Holdings	1 %	7	7
REPUTATION			
Reputational Survey	22 %	1	1

* = tie

02/



YOU'VE COME TO THE RIGHT PLACE

TAKING CARE OF ADMINISTRATIVE TASKS IS A BREEZE AT SERVICE POINT, MCGILL'S NEW STATE-OF-THE-ART STUDENT SERVICES FACILITY. Instead of criss-crossing campus and waiting in multiple lines, students can access an array of services from a single office in the centrally located McLennan Library Building. The space is bright and welcoming, and the highly trained staff are standing by ready to help. Response to Service Point has been enthusiastic, says Jocelyne Younan, its director.

Students enter the office expecting to complete one transaction before proceeding elsewhere for others. "And I tell them, 'No, you can do it all right here,'" Younan says.

RACHEL GRANOFFSKY

THE UNDERGRADUATE STUDENT EXPERIENCE

{ TOP MINDS, TOP CITIZENS }

Year after year, the University has recruited many of the best students from Quebec, Canada and around the world, with average grades that push beyond 90 per cent. These highly motivated students help make McGill an internationally distinguished university, and they go on to be society's next generation of leaders in medicine, education, science, arts, engineering and culture.

OUR UNDERGRADUATES:

- Earned the highest average entering grades in Canada*
- Have won the most Rhodes scholarships (132) of any Canadian university over time
- Have won the highest percentage of national awards*

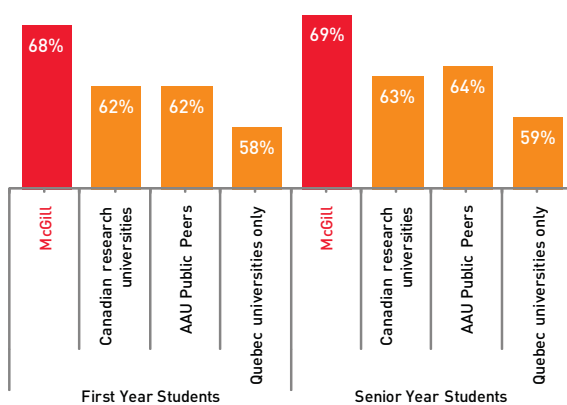
*Source: Maclean's magazine

{ A REWARDING LEARNING EXPERIENCE }

Offering our students a stimulating academic environment enables their talents to bloom. McGill students make up one of the most international student bodies in North America. They are exposed to a broad span of learning experiences, through classroom teaching, research experiences, campus life, study abroad and field study. We're proud that the National Survey of Student Engagement shows McGill's rich environment does a great job of encouraging students to rethink their own views. After all, isn't that what learning is all about?

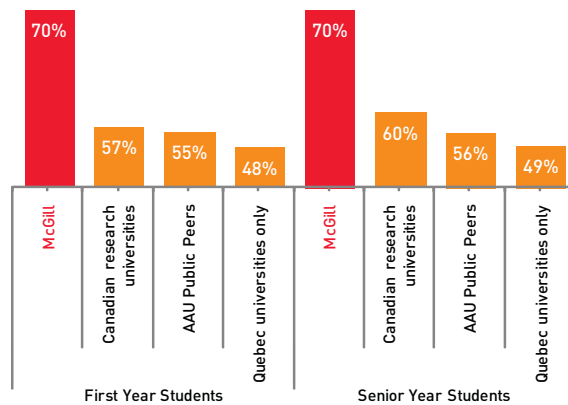
Percentage of students who reported they often or very often learned something that changed the way they understand an issue or concept.

Source: National Survey of Student Engagement 2008



Percentage of students who reported having serious conversations with students of a different race or ethnicity often or very often.

Source: National Survey of Student Engagement 2008

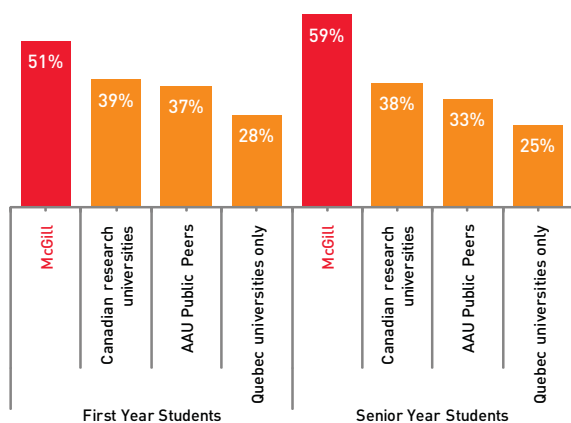


{ A CHALLENGING — AND ENGAGING — ENVIRONMENT }

McGill undergraduates report a higher level of overall academic challenge than their peers at universities across North America. They also lead their Canadian peers in gaining research experience, with 21 per cent taking advantage of opportunities to work outside program requirements with McGill's internationally renowned researchers. Life balance is equally important: Outside the classroom, McGill students are enthusiastic participants in cultural events, extracurricular activities, university athletics and community service.

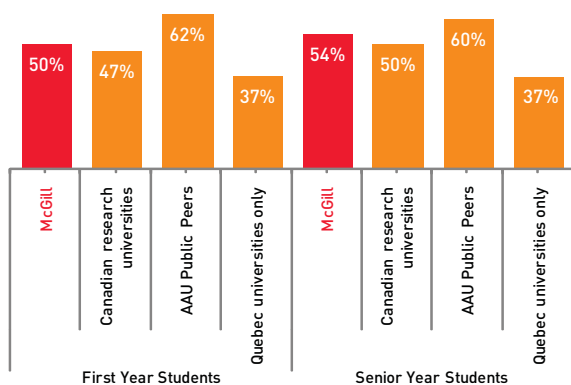
Percentage of students who report spending very significant amounts of time on academic work

Source: National Survey of Student Engagement 2008



Percentage of students who often or very often engage in physical fitness activities

Source: National Survey of Student Engagement 2008

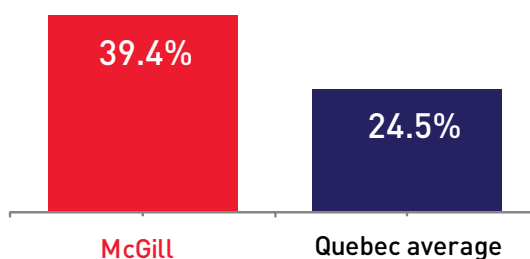


{ HIGH ACHIEVERS }

With a McGill degree in hand, our students are ready to accomplish even more. Graduation rates for undergraduates are the highest in Quebec and fourth among research universities in Canada. Nearly 40 per cent of McGill students go on to further study, compared to 24.5 per cent of Quebec students. Are they satisfied with the McGill experience? More than 80 per cent of McGill undergraduates would choose the university again.

Percentage of Bachelor's degree holders engaged in further study, two years after graduation

Source: Ministry of Education, Leisure and Sport (Quebec)



NOTE: Where used in comparative charts in this report:

- "Canadian research universities" refers to the following 13 universities: Alberta, British Columbia, Calgary, Dalhousie, Laval, McGill, McMaster, Montreal, Ottawa, Queen's, Toronto, Waterloo and Western Ontario.
- "AAU Public Peers" refers to a select group of public universities in the American Association of Universities, of which McGill is a member.

{ IMPROVING STUDENT SUPPORT }

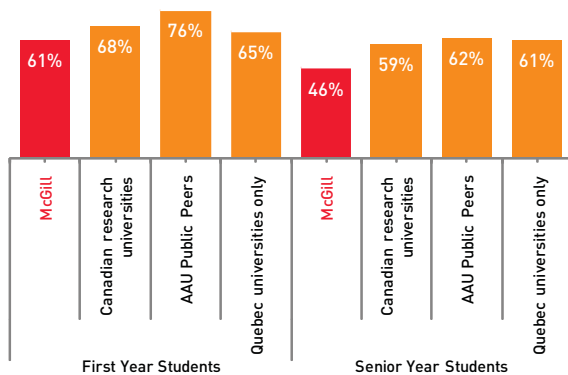
At McGill, we are always exploring ways of serving students better. We know that, as a large urban research university, there will always be ways for us to improve, in order to help our students achieve their full potential.

Our students tell us that advising at McGill needs improving, particularly when compared to many peer institutions. We're listening. Academic advising has become a key priority.

To achieve best practices in academic advising and mentoring, McGill has increased the number of advisors by nearly 20 per cent in the past five years and budgetary support for advising services by \$700,000 in the past two years. We are also developing advisor training programs and have created the Advisors' Forum, a campus-wide network.

Percentage of students who reported the quality of academic advising as good or excellent

Source: National Survey of Student Engagement 2008



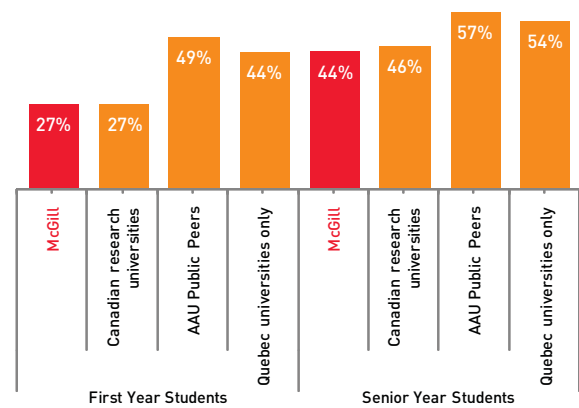
Faculty-based initiatives are also transforming advising at McGill. In the Faculty of Engineering, a new series of workshops assists CEGEP students in making informed program choices and offers academic advising in early June, far in advance of the early semester rush. This has expanded advising capacity and improved the transition of new students into the Faculty. In the Faculty of Science, advisors are taking a proactive approach, actively monitoring students' needs to prevent problems before they arise. The Faculty of Arts is advancing on many fronts: increasing professional development for advisors, developing outreach activities and hiring students to help their peers with questions, whether on the phone or in person.

{ ENHANCING STUDENT ENGAGEMENT }

Increasing interactions between students and faculty in large universities is always a challenge, and McGill is no exception. A pilot project launched last year aims to develop a student-professor mentoring program grounded on shared academic interests. New opportunities for undergraduates to conduct research directly with faculty are enriching students' academic careers. McGill's Nexus project is helping professors integrate their research and scholarship into their undergraduate teaching. And innovative classroom technologies like the new Student Response System are strengthening student engagement (*see sidebar*).

Percentage of students who report contributing to class discussions often or very often

Source: National Survey of Student Engagement 2008



A CONVERSATION STARTER

The question has likely crossed the mind of every professor to lecture to an auditorium full of students: Are they engaged with this class?

The clicker, a student response system first used at McGill in 2007-

2008, is designed to ensure the answer is "Yes." The system allows instructors to measure students' understanding of course materials by embedding questions into lectures. Students select the answers to these questions on handheld devices, and the results are tabulated immediately, encouraging discussion among those who otherwise might not participate in class.

Clicker usage has increased from around 5,000 students to more than 10,000 — a number that is expected to jump again this year — in faculties across the University. In coming years, the devices themselves may be replaced by sophisticated smart phone applications that allow students to answer in-class questions in greater detail.



STAR PLAYERS

ONE GREW UP IN WINNIPEG LISTENING TO THE CANADIAN BRASS. THE OTHER GREW UP ON THE SKATING RINKS OF THE SMALL FRANCOPHONE INNU COMMUNITY OF MASHTEUATSH, QUEBEC. Different backgrounds and different passions, yes, but trombone player KEITH DYRDA and hockey star FRANCIS VERREAULT-PAUL share an important trait: They're both shining in and out of the classroom. Just 21 years old, Dyrda didn't expect to don the black suit and white sneakers of the world's most celebrated brass quintet before he finished university. This past spring, though, the Schulich School of Music undergraduate student became its newest member. "McGill has given me such a well-rounded education and at the same time allowed me to shine outside of the music building," says Dyrda, who will complete his BMus degree in the coming year. Psychology student Verreault-Paul, meanwhile, finished his second year with the Redmen tied for leading goal scorer in Canadian university hockey, earning him multiple honours: Redmen MVP, McGill athlete of the year and finalist for the Borden Ladner Gervais Canadian Interuniversity Sport awards — and he's even finding moments in his schedule to contemplate a graduate degree.

RACHEL GRANOFFSKY

{ UNDERGRADUATE STUDENT ACCOMPLISHMENTS 2009-10 }

- Two McGill students were among the medal winners at the 2010 Winter Olympics in Vancouver. **JENNIFER HEIL** (Desautels Faculty of Management) earned Canada's first medal, a silver in freestyle moguls skiing, and **CHARLINE LABONTÉ**, a student in physical education, was a member of the women's hockey team that earned gold.
- Medical student **LAURA DRUDI** earned a coveted spot in the highly competitive NASA internship program in aerospace medicine. During the 10-week program, Drudi conducted research alongside NASA scientists and engineers at the Ames Research Center in California. Of the 50 internships awarded each year, only one position is given to a Canadian student.
- DESAUTELS BCOM STUDENTS** presented "A Catalyst for Change," the Desautels Business Conference on Sustainability that took place from January 28-30, 2010. The conference assembled students and experts from across North America, helping to build momentum for environmentally and socially responsible business practices.
- History student **MICHÈLE SMITH** was selected as Bermuda's Rhodes Scholar for 2010. Smith was accepted at Pembroke College, Oxford, where she intends to pursue a BA in Jurisprudence.
- The two-time defending **NATIONAL CHAMPION MCGILL MARTLETS** took silver in the Canadian Interuniversity Sport (CIS) women's hockey championship, ending their 86-game winning streak — the longest in CIS league history.
- Seven McGill Faculty of Law students were offered Supreme Court clerkships this year — more than a quarter of the 27 positions available across Canada. The students, who will take up their positions in 2011, are **SAM WALKER, JASMINE WAHHAB, JAMES GIBSON, PERRI RAVON, SEO YUN YANG, ANJA GRABUNDZIJA** and **ALEXANDRE BIEN-AIMÉ**.
- SEVENTEEN STUDENTS** from the Faculties of Science and Education are helping to develop exciting science and math classroom activities and "teaching technologies," to help busy teachers better engage their students. The initiative is part of McGill's WOW Lab mandate to encourage interest and learning in the sciences in children of all ages.
- TARA HAGEN** and **CLAIRE WANG** from McGill's School of Architecture won the Award of Excellence in the Steel Structures Education Foundation Architectural Student Design Competition, for their submission entitled "The Sunken Garden, A Pavilion for the Public, Montreal's Underground City." **KEITH THOMAS**, also from the School, won second prize in the same competition.
- STEPHANIE WILLIAMS** — a student in the Faculty of Agricultural and Environmental Sciences and now the president of McGill's Macdonald Campus Students' Society — spearheaded a fundraising campaign entitled "Change for Haiti" that raised a total of \$11,622 for Canadian Red Cross relief efforts. The funds, which included a \$5,000 donation from the Faculty, were presented during Macdonald's Founder's Day ceremonies in February 2010.
- Two undergrad students won awards from the Canadian Engineering Memorial Foundation (CEMF). **MELISSA BACON** (Bioresource Engineering) was one of three winners of the Vale Inco Undergraduate Scholarship, while **JILL VANDENBOSCH** (Chemical Engineering) won a 2010 undergraduate scholarship. Since 1990, CEMF has been promoting engineering as a career choice for Canadian women.
- Law student **KENT MEWHORT** developed and manages Nomus, a free legal search engine, in an effort to help people find Canadian legal decisions more easily online by bringing together citations and judgments.
- STUDENT VOLUNTEERS** launched TEDxMcGill, an independent organization based on the successful and influential TED talks. The first TEDxMcGill conference was held in November 2009.
- Of only five Canadians to win scholarships from the Bill and Melinda Gates Foundation to study at the University of Cambridge in 2010-2011, three are packing McGill undergraduate degrees. **RACHEL DOKTER** (Music), **YANG LI** (Science) and **SAMUEL WALKER** (Law) were among more than 7,250 applicants for the program, which funds a year of graduate studies on topics of personal interest. The Foundation chose 80 recipients worldwide.

03/

RECOGNIZING RESEARCH FOR SOCIAL CHANGE

HOW DO AGE, GENDER AND SEXUALITY AFFECT OUR EXPERIENCE AS MEMBERS OF SOCIETY? How can society support its newest and most vulnerable members? Three doctoral candidates at the School of Social Work have received important support for their insightful research. Woo Jin Edward Lee of Calgary (left), winner of a Vanier Canada Graduate Scholarship, is examining the experiences of lesbian, gay, bisexual, trans and queer refugees and newcomer immigrants. Alexandra Ricard-Guay of Quebec City (centre), also a Vanier Scholar, is addressing human trafficking for sexual exploitation in post-conflict situations and how to help affected women in their social reintegration. Motivated by the citizen challenges linked to demographic aging, Émilie Raymond, also from Quebec City (right), has been studying the ways in which seniors participate in society, and this year she was awarded a Pierre Elliott Trudeau Foundation scholarship.

RACHEL GRANOFFSKY

GRADUATE AND POSTDOCTORAL STUDIES

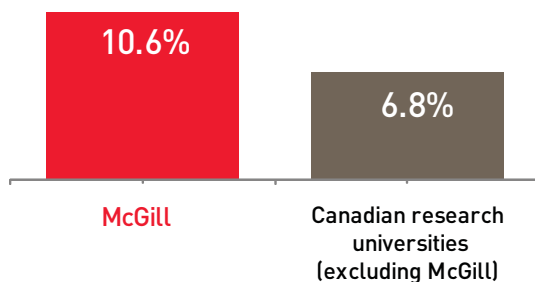
{ A MORE INNOVATIVE FUTURE }

Beside every great McGill professor stand some of the world's best graduate students. The research contributions of our almost 9,000 graduate students and postdoctoral scholars ground McGill's contribution to innovation and our success as one of the world's top 20 universities. And to build the knowledge society of the future, Quebec and Canada will need their brainpower and talent.

McGill has the highest proportion of doctoral students of any Canadian research-intensive university, the essential skilled workers of any country's innovation system. We are committed to increasing our enrolment in research master's and PhD students, and have seen a 10 per cent increase from 2006 to 2009.

**Proportion of PhD students
(as a percentage of degree-seeking students)**

Source: G13 Data Exchange



{ A FUNDING CHALLENGE }

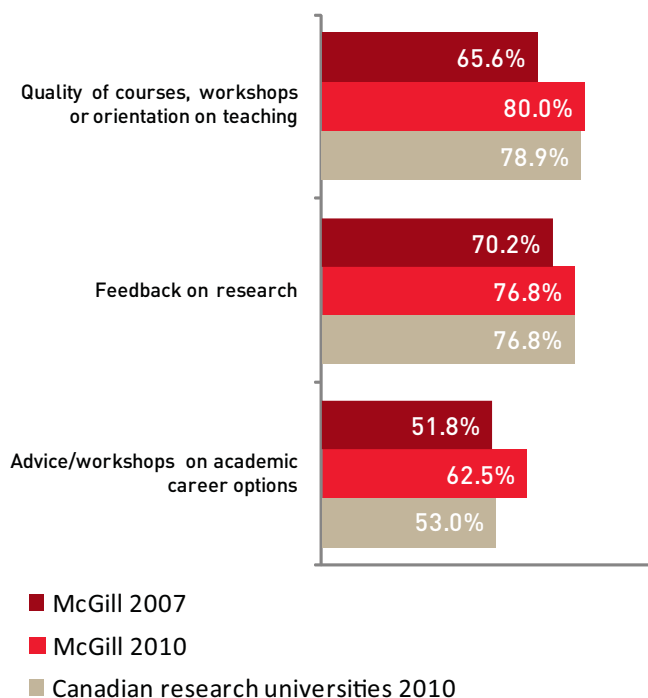
Martin Kreiswirth, Associate Provost and Dean of Graduate Studies, confirms that while we have traditionally been unable to fund graduate students as well as some of our peer institutions, "we are closing the gap." Increasing support is a major priority of Campaign McGill, and the University has invested \$4.5 million in additional funding annually through the Graduate Enrolment and Recruitment Initiative. Since 2006, McGill has increased average funding per PhD student by 29 per cent, and overall support for graduate students increased from \$3 million to \$14 million per year.

{ COMPETING WITH THE WORLD }

When it comes to graduate recruitment, Kreiswirth emphasizes, "It's a market — and it's global. We're not just competing with Toronto and UBC — but with Oxford, University of Tokyo, Berkeley, Riken, ETH Zurich and Pierre and Marie Curie."

Percentage of doctoral students rating as excellent, very good or good...

Source: Canadian Graduate and Professional Student Survey, 2007 and 2010



Attracting students is not just about funding. With a dedicated unit for recruitment and retention, a new website where prospective graduate students can get answers, new workshops that help faculty join in recruitment efforts, and career skills workshops for students once they come (see sidebar), McGill is a recognized leader in innovative recruitment strategies. Graduate and Postdoctoral Studies' Recruitment and Retention team won the 2009-10 Northeastern Association of Graduate Schools / Educational Testing Service Award for Excellence and Innovation in Graduate Admissions.

{ IMPROVED ACADEMIC SUPPORT }

In previous years, students ranked McGill lower than average on graduate supervision among peer universities in Canada. Recognizing the fundamental importance of this area to our students' careers, we took steps to strengthen student-faculty interactions. Faculty workshops on supervision have tripled in number and proven popular with both newly recruited faculty and professors of long standing. New supervisory committees will also help graduate students access great mentoring, guidance and feedback. Our initiatives are succeeding — the 2010 Canadian Graduate and Professional Student Survey shows that students now rate McGill equal to or exceeding its peers for most aspects of training and supervision.



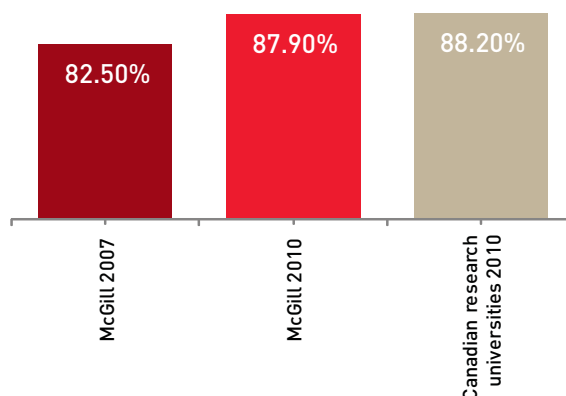
SKILLSETS, a new interdisciplinary initiative jointly developed and offered by McGill's Graduate and Postdoctoral Studies office and Teaching and Learning Services, strives to provide graduate students and postdoctoral scholars with a range of skills that enhance their research and scholarly preparation. Launched in 2009, the program offers workshops and other activities that help to prepare McGill graduate students and postdocs for careers both inside and outside of academia.

Participants learn how to improve their pedagogical abilities, work in teams and communicate complex research most effectively. There are also supervisory workshops for faculty members and, new this year, a joint student-faculty session on academic integrity.

Last year, 135 SKILLSETS events drew 4,500 registrants. After attending SKILLSETS sessions, participants reported feeling more confident, academically and professionally.

Percentage of doctoral students who said their supervisors performed their role well overall

Source: Canadian Graduate and Professional Student Survey, 2007 and 2010



{ GRADUATE STUDENT HIGHLIGHTS 2009-10 }

- **ISHANA GOPAUL**, MBA candidate at the Desautels Faculty of Management, was the first McGill student to win the prestigious 2010 Joseph-Armand Bombardier Canada Graduate Scholarship from the Social Sciences and Humanities Research Council of Canada.
- Eighteen McGill graduate students have won Vanier Canada Graduate Scholarships: **GIULIA EL-DARDIRY**, Faculty of Arts (Anthropology); **JENNIFER OTTO**, Faculty of Religious Studies (Church History); **ANTONI TEKIEL**, Faculty of Science (Condensed Matter Physics); **SEBASTIEN BORIDY**, Faculty of Medicine (Drug Research); **FELIPE DARGENT**, Faculty of Science (Evolution and Ecology); **MATTHEW PARSONS**, Faculty of Medicine (Immunology-Transplantation); **MATHIEU LAVALLÉE-ADAM**, Faculty of Science (Information Technology); **JEFFREY POISSANT**, Faculty of Engineering (Mechanical Engineering); **SARA THIAM**, Faculty of Arts (Medical Anthropology); **EMILY B.J. COFFEY**, Faculty of Medicine (Mental Health); **LAURA RISK**, Schulich School of Music (Music and Musicology); **JENEA BIN**, **JIEUN CHA**, **MOHSEN JAMALI**, **SEBASTIEN LANGLOIS**, Faculty of Medicine (Nervous System); **GRAHAM HAMBLIN**, Faculty of Science (Organic Chemistry); **WOO JIN EDWARD LEE** and **ALEXANDRA RICARD-GUAY**, Faculty of Arts (Social Work).
- The **CECILIA STRING QUARTET**, quartet in residence at the Schulich School of Music, won two awards at the 2010 Bordeaux International String Quartet Competition: the Prix de la Sacem for best performance of the commissioned work by Gilbert Amy, and the International Summer Academy at Niedersachsen prize.
- As part of the McGill Humanitarian Studies Initiative for Residents, McGill Faculty of Medicine residents **JENNIFER TURNBULL**, **GILLIAN MORANTZ** and **ROBIN CARDAMORE** travelled to Haiti for four weeks in February, where they treated earthquake victims in the country's largest field hospital, located in Fond Parisien.
- Postdoctoral research fellow **MARC-ANDRÉ GAGNON** (Faculty of Law) was awarded a 2009-2010 Rising Star Award from the Canadian Institutes of Health Research, for his initiative "Modèle d'affaire de l'industrie pharmaceutique: Profits fondés sur le contrôle du savoir médical." The award recognizes exceptional research on health services and policy being conducted at a Canadian institution.
- **SIMON OUELLETTE**, a PhD student in Mechanical Engineering, brought McGill's electric snowmobile to the Winter Olympics in Vancouver, where its most visible task was to carry an injured torchbearer — and the flame itself — on a final leg of the cross-country relay. Ouellette does research and promotion for the enviro-friendly vehicle under the supervision of professor Peter Radziszewski, who designed it.
- **JIMMIE LEBLANC**, a PhD student at the Schulich School of Music, won the Jules Léger Prize for new chamber music awarded annually by the Canadian Council for the Arts and CBC. He won the award for *L'Espace intérieur du monde*, a chamber work for 15 musicians and electronic elements.



PUTTING THE PROFESSION INTO PRACTICE. The McGill Business Consulting Group (MBCG) is a partnership of MBA students offering management consulting services to businesses of all sizes. This year's partners include Edward Kirreh (left) of Beirut and Amit Oberoi (right) of Montreal, pictured here with one of their clients, Clifford Bissainthe of BM Spirits Canada. Being part of MBCG offers excellent and varied experience, says Kirreh. And the group's 27-year track record offers convincing proof of client satisfaction.

047



COMPOST CHAMPS

STUDENTS WITH GORILLA COMPOSTING WORKED ALONGSIDE MCGILL STAFF TO GET “BIG HANNA,” ONE OF THE LARGEST COMPOSTERS OF ITS TYPE IN NORTH AMERICA, UP AND RUNNING IN 2010. Using very little electricity, and a whole lot of micro-organisms, Big Hanna will turn an estimated 60 tons of campus food waste each year into rich fertilizer for the University’s grounds. Pictured, back row, left to right: Branko Markovic (Food and Dining Services), David Morris, Ana Vadeanu and David Gray-Donald, past and present leaders of Gorilla Composting, along with Bill Mersereau, seated (front), Dennis Fortune (Office of Sustainability), Antonio Maggio and Eric Champagne (Buildings and Grounds), and kneeling, Oliver De Volpi (Executive Chef – Food and Dining Services).

RACHEL GRANOFFSKY

ACHIEVING SUSTAINABILITY

Sustainability is central to McGill's vision of the future. The newly adopted Sustainability Policy sets out our goals: to achieve the highest possible standards of sustainability, foster teaching and research in this domain, and become a model for society. It's policy that McGill is putting into practice.

{ GREENING MCGILL }

McGill campus has long been a refuge from the glass and concrete core of downtown Montreal. This year, the University's Green McGill project took that idea and ran with it.

Working with the City of Montreal, McGill is making some dramatic changes to protect its natural environment and increase green space. Closing both lower McTavish Street and the Roddick Gates to all but essential traffic and virtually eliminating parking on the lower campus has created a pedestrian-friendly outdoor space that extends from University to Peel Street. On McTavish, where once there were cars, there are now flowerpots and benches for the public. On University, a new bike path provides cyclists with a safe route for commuting, while the number of parking racks for bicycles across campus will soon double to accommodate 2,400 bikes. And the newly landscaped square facing the Milton Gates has rapidly become a favourite green hangout on campus, incorporating not only indigenous trees, but also a sculpture garden. Also under construction is a new green space located north of the Stewart Biology Building, which will serve the whole population in the northwest sector of the downtown campus.

{ SMART ENERGY USE }

The University's new five-year energy plan anticipates an investment of up to \$45 million in energy infrastructure to reduce energy consumption by 14 per cent by 2012-13 and a savings of more than \$6 million in annual energy costs by 2014-15. In the energy-intensive Otto Maass Chemistry Building, for example, heat generated by our nearby computing centre is being redirected to supply 22 per cent of heating needs, and new ventilation systems and fume hoods are reducing the amount of fuel we consume by 90 per cent — eliminating a projected 3,000 tons of greenhouse gas emissions. A new Energy Management Information System is also being installed across campus to monitor energy use in real time to provide building users and operators the information they need to help minimize energy consumption.

{ GRASSROOTS COLLABORATIONS }

By pooling energy and know-how, partnerships between student leaders and McGill staff are driving sustainability efforts large and small. Thanks to student organizers and staff volunteer advisors, and with the support of the Students' Society of McGill University and McGill Food and Dining Services, the McGill Farmers' Market sells organic and local food each fall, supporting sustainable agricultural practices and community-building initiatives. Athletics and Recreation teamed up with students from an environmental management class to implement a shoe recycling initiative. The Reuse, Resole, Rerun program collects unwanted athletic shoes from the McGill community and local athletic groups and helps them find a new life somewhere else.

{ INNOVATION STARTS HERE }

McGill's new Sustainability Projects Fund is unique in Canada. Students voted overwhelmingly in 2009 to contribute 50 cents per credit of coursework, which along with matching funds from the University will generate \$800,000 per year in support of sustainability projects. Since the Fund was launched in April 2010, over 50 applications for projects have been received. To date, it has financed 13 student- and staff-initiated sustainability projects focused on improving everyday operations, including using local food on campus and introducing Meatless Mondays in residence dining halls.

{ TEACHING SUSTAINABILITY }

For more than 10 years, the McGill School of Environment has been a hub for interdisciplinary teaching and research. This year, McGill complemented those efforts by introducing a new Bachelor of Arts and Science program in Sustainability, Science and Society, as well as a new specialization in Environmental Economics. Two newly created institutes are also focused on sustainability concerns, including the Faculty of Engineering's Institute for Sustainability in Engineering and Design, and the new McGill Institute for Global Food Security. Led by the Faculty of Agricultural and Environmental Sciences, the MIGFS will draw on interdisciplinary strength and international experience from both McGill campuses, and is the first of its kind in Canada.

GREEN REPORT CARD

OVER THE LAST FOUR YEARS, MCGILL HAS STEADILY IMPROVED ITS GRADE IN THE COLLEGE SUSTAINABILITY REPORT CARD, PUBLISHED BY THE SUSTAINABLE ENDOWMENTS INSTITUTE. THIS YEAR, WE SHARED FIRST PLACE IN CANADA, AND WERE DESIGNATED A CAMPUS SUSTAINABILITY LEADER.

2010	B+
2009	B
2008	B-
2007	C

[2009 > 2010] IN REVIEW



CANADIAN SPACE AGENCY

01



OWEN EGAN

02

JULY 2009

- Alums Julie Payette, BEng '86, and Robert Thirsk, MDCM '82, meet aboard the International Space Station, marking the first time that two Canadians have been in space at the same time. In addition, Thirsk became the first Canadian to remain at the station for an extended period, a total of six months. **01**

SEPTEMBER 2009

- McGill leads the country in 2009 Canada Research Chair funding. The University receives nine Tier-1 and 10 Tier-2 chairs, including nine renewals, for a total of \$17,600,000.
- The federal and provincial governments invest \$103 million in McGill's essential maintenance and construction projects as part of the Knowledge Infrastructure Program. (See *Research, Scholarship and Innovation; and Renewing Infrastructure*)

OCTOBER 2009

- McGill grads Willard Boyle (BSc '47, MSc '48, PhD '50) and Jack Szostak (BSc '72) win 2009 Nobel Prizes. Boyle shares the Physics prize with Charles Kao and George Smith for their invention of the charge-coupled device, the technology enabling digital imaging in cameras, scanners and photocopiers. Szostak shares the prize in Physiology or Medicine with Elizabeth Blackburn and Carol Greider, for his part in the discovery of how the body protects chromosomes housing vital genetic code.
- The Dalai Lama addresses a packed Pollack Hall. "As soon as you wake up in the morning, think:

my duty [is to] make some contribution for better world," he tells the audience of 500 education students from six Quebec universities.

- Thanks to the generous support of more than 70,000 donors worldwide, Campaign McGill surpasses \$500 million in only the second year of its public phase. The milestone is announced at McGill's inaugural Leadership Summit, an historic two-day gathering of 750 of the University's key volunteers, senior administrators, esteemed academics and talented students.
- Former U.S. President Bill Clinton receives an honorary Doctor of Laws. "We simply have to understand that we are blessed to be alive," he says in his acceptance speech. "We should be proud of our own distinct differences, but our common humanity has got to drive every single important calculation of the 21st century." **02**
- Over 350 global leaders in research, government, aid agencies, international bodies and industry convene at the second McGill Conference on Global Food Security, organized by the Faculty of Agricultural and Environmental Sciences.
- McGill hosts the presidents of the American Association of Universities, of which the University has been a member since 1926.
- The McGill-affiliated Jewish General Hospital marks 75 years since it first began welcoming patients from Montreal and across the province, based on a pledge to provide treatment and care to patients of all backgrounds, a legacy of compassion and professional expertise upheld today.

[2009 > 2010] IN REVIEW



OWEN EGAN



EVANGELINE SMITH

NOVEMBER 2009

- The Montreal Neurological Institute and Hospital celebrates 75 years of integrating innovative neuroscience research with the most advanced and compassionate care, in the presence of Quebec Premier Jean Charest (third from right) and with the participation of Nobel laureates and other distinguished speakers from around the world. **03**
- Lisa Jardine, author of *Going Dutch: How England Plundered Holland's Glory*, wins McGill's \$75,000 Cundill International Prize in History, the world's largest historical literature award for non-fiction.
- A record 7,000 people visited McGill's downtown and Macdonald campuses during the University's annual Open House, previously held in January.

DECEMBER 2009

- McGill becomes the first Canadian university to partner with the Tony Blair Faith Foundation's Faith and Globalization Initiative.
- 1,300 McGillians receive the H1N1 vaccination during a two-day clinic in the Brown Student Services Building.

JANUARY 2010

- Principal Heather Munroe-Blum and colleagues join Premier Jean Charest's delegation to India to build and strengthen Quebec's ties with Indian partners. (See *International Connectedness*)

- Following the devastating earthquake in Haiti, McGill medical residents fly to that country to work in field hospitals. Faculty and others in McGill's health community follow to lend their support. Back on campus, various student- and staff-led fundraising initiatives raise tens of thousands of dollars for Haitian relief efforts.

FEBRUARY 2010

- The Winter Olympics are barely a day old when Desautels Faculty of Management student Jennifer Heil soars to a silver medal in freestyle moguls skiing. The University is also well represented on the gold medal-winning women's hockey team that includes (pictured) graduates Kim St. Pierre (BEd'05) and Catherine Ward (BCom'09) and current physical education student Charline Labonté. Peter Smith, the current head coach of the hockey Martlets, serves as an assistant coach of Canada's women's team. Mike Babcock (BEd'86) coaches the Canadian Olympic men's hockey team to a heart-stopping gold-medal victory — wearing his lucky McGill tie for the memorable 3-2 overtime win over the United States. As a member of both the International Olympic Committee and the VANOC Board of Directors, Chancellor Emeritus and alumnus Richard Pound plays a key role in the hugely successful Games. At the closing ceremony, William Shatner (BCom'52) gives a shout-out to his alma mater. **04**



MARCH 2010

- Canada's Environment Minister, Jim Prentice, delivers the keynote address at the McGill Institute for the Study of Canada's 2010 conference, "Canadian Water: Towards a New Strategy." **05**

APRIL 2010

- The McGill University Health Centre's Glen Campus project gets the much-anticipated green light when Quebec Premier Jean Charest announces the selection of McGill Health Infrastructure Group, a consortium led by SNC-Lavalin Inc. and Innisfree Ltd, as the private-sector partner for the \$1.3-billion project. The state-of-the-art facilities are slated to open in the fall of 2014. (See *Health*)
- Sir Salman Rushdie captivates McGillians during a lecture hosted by the Students' Society of McGill University. "People want information they can use, lived experiences, experiences of the heart, and not what they see on the news like explosions," says the controversial novelist. "Literature is a way of exploring that."

MAY 2010

- Traditional McGill red is offset by green projects that reduce the University's carbon footprint, including the closing of both lower McTavish Street and the Roddick Gates to all but essential vehicular traffic and the implementation of the Big Hanna composter. (See *Achieving Sustainability*)

MAY-JUNE 2010

- More than 6,000 students receive McGill degrees, diplomas and certificates this spring. Included among the Class of 2010 are the first graduates of the groundbreaking McGill-HEC Montréal Executive MBA program — a bilingual program based in large part upon the innovative management-education approach developed over the years by world-renowned Desautels Faculty of Management professor Henry Mintzberg. This year's Convocation ceremonies also mark the introduction of the McGill Medal, created to recognize exceptional retired members of the academic staff. The inaugural recipients are Albert J. Aguayo, Professor of Neurology and Neurosurgery; Adi Eisenberg, Professor of Chemistry; and Lawrence Mysak (centre), Professor of Atmospheric and Oceanic Sciences. **06**

JUNE 2010

- Quebec Minister of Health and Social Services, Yves Bolduc, gives the go-ahead for a major new wing of the Jewish General Hospital. Pavilion K will feature a state-of-the-art emergency department, operating rooms and intensive-care facilities. Construction will begin in 2012.
- The inaugural Goodman Cancer Research Gala brings together more than 700 guests under a giant tent on McGill's lower campus. The event, through the efforts of a team led by Rosalind Goodman, Marvin Corber, Penny Echenberg and Bernard J. Shapiro, raises more than \$2.5 million in support of the Rosalind and Morris Goodman Cancer Research Centre and the fight to eradicate the disease.

067



BETTER HEALTH CARE THROUGH WIFI

ELECTRICAL AND COMPUTER ENGINEERING RESEARCHERS BELIEVE COMMUNICATION TECHNOLOGY CAN IMPROVE CANADIAN HEALTH CARE—an idea that caught the attention of the Natural Sciences and Engineering Research Council, to the tune of \$5 million. The Healthcare Support through Information Technology Enhancements (hSITE) initiative is one of nine new NSERC Strategic Research Networks. Based at McGill, it brings together researchers from six Canadian universities and various private sector players.

“By providing healthcare workers with timely information, such as blood test results, on wireless device platforms like hand-held computers, they will make better decisions,” says David Plant (pictured, right, with Tho Le-Ngoc, left, and Mark Coates, centre), the McGill professor leading the hSITE network as principal investigator and scientific director. By bridging the gap between clinicians and industry partners, the researchers hope to boost workflows, care and safety.

RACHEL GRANOFFSKY

RESEARCH, SCHOLARSHIP AND INNOVATION

{ BUILDING THE FUTURE }

2009-10 was a year of renewal. McGill recruited several high-profile academics to lead major research initiatives, including Bartha Maria Knoppers (director, Centre for Genomics and Policy) and Roderick McInnes (director, Lady Davis Institute for Medical Research, Jewish General Hospital). The University merged four offices into one Office of Sponsored Research, allowing increasing interaction among the sectors, and offering more efficient service to researchers.

{ INDUSTRY ALLIANCES }

Increasingly, the private sector is looking to universities not for technology transfer per se, but for the highly skilled innovators emerging from university programs to create those technologies. McGill recognizes this changing need, and is building industrial partnerships that are less focused on commercialization and more focused on the innovation cycle and on training knowledge creators.

{ NEW CENTRES OF RESEARCH }

During 2009-2010, McGill approved four new research centres or institutes: the Centre for International Peace and Security (Faculty of Arts, with the Université de Montréal, T.V. Paul, James McGill Professor of International Relations, co-director), the McGill Institute for Global Food Security (Faculty of Agricultural and Environmental Sciences), the McGill Institute for Aerospace Engineering (Faculty of Engineering, Stephen Yue, Lorne Trottier Chair in Aerospace Engineering, director) and the Institute for Sustainability in Engineering and Design (Faculty of Engineering, Geza Joos, Canada Research and NSERC Hydro-Québec Industrial Research chairholder, director).

{ THE ROAD AHEAD }

Research and scholarly breakthroughs do not just land in someone's lap; they are the results of years of toil. The challenges to innovation aren't purely intellectual, either. Research space is an ongoing issue for a university located in a high-density downtown core that doesn't readily lend itself to expansion; this problem is compounded by McGill's increased focus on attracting graduate students, who require more research space than undergraduates. Our large new generation of young professors expects robust relationships with industry, and we are working to develop alternative spaces for our collaborations.

McGill Research Funding in \$M
(including affiliated hospitals)

Source: CAUBO



30 PER CENT
INCREASE IN MCGILL'S
INDUSTRIAL RESEARCH FUNDING
FROM 2007-08 TO 2008-09

{ BRICKS AND MORTARBOARDS }

2009-2010 saw a substantial reinvestment in research infrastructure that will help drive innovative discoveries for years to come. Under the Knowledge Infrastructure Program (KIP), jointly funded by the federal and provincial governments, McGill received a \$103-million investment from the federal and provincial governments to construct or upgrade facilities essential to building Canada's innovation initiatives — and attracting the world's top researchers. KIP projects include:

- Building a new centre for brain imaging at the affiliated Douglas Mental Health University Institute (\$19,672,000)
- Upgrading the McIntyre Medical Building's integrated life sciences facilities (\$28,729,000)
- Renovation of the Otto Maass Chemistry Building and the Pulp and Paper Research Institute (\$27,601,500)
- Renewal of the Macdonald Engineering Building (\$24,680,000)

A different kind of support came in the form of funding for programs to produce highly trained researchers ready for the workplace. Three McGill PhD programs received a major boost of \$4.94 million from the Natural Sciences and Engineering Research Council of Canada's new Collaborative Research and Training Experience (CREATE) program:

- Auditory Cognitive Neuroscience (led by Caroline Palmer, Department of Psychology)
- Healthcare Operations and Information Management (led by Vedat Verter, Desautels Faculty of Management)
- Canadian Astrobiology (led by Lyle Whyte, Department of Natural Resource Sciences)

In addition, McGill and the McGill University Health Centre together received eight grants, valued at \$1.79 million each, under the Strategic Training Initiative for Health Research of the Canadian Institutes of Health Research. The supported training programs are:

- Drug development (led by Vassilios Papadopoulos, Director of the Research Institute of the MUHC and Professor, McGill Department of Medicine)
- Autism research (led by Eric Fombonne, Director of Psychiatry, Montreal Children's Hospital at the MUHC, and Professor, McGill Department of Psychiatry)
- Basic and clinical aspects of neuroinflammation (led by Samuel David, Neurosciences Axis, Research Institute of the MUHC, and Professor, McGill Department of Neurology)

- 4Ps of public health care: promotion, prevention and public policies (led by Gilles Paradis, Health Outcomes Axis, Research Institute of the MUHC, and Professor, McGill Department of Epidemiology, Biostatistics and Occupational Health)
- Integrative approaches to human health (led by Michael Hallett, Professor, McGill School of Computer Science)
- Psychosocial oncology (led by Carmen Loiselle, Professor, McGill School of Nursing, and Senior Researcher, Lady Davis Institute, Jewish General Hospital)
- Chemical biology (led by David Thomas, Chair, McGill Department of Biochemistry)
- Cancer research led by Michel Tremblay, Director of McGill's Rosalind and Morris Goodman Cancer Research Centre and Professor, McGill Department of Biochemistry)

Four new strategic research clusters were also created in 2009-2010 with funding from the Fonds québécois de la recherche sur la nature et les technologies:

- Centre de Biorecognition et de Biocapteurs (led by Maryam Tabrizian, Department of Biomedical Engineering)
- Centre de recherche sur les interactions hôte-parasite (led by Armando Jardim, Institute of Parasitology)
- Centre de la Science de la Biodiversité (led by Andrew Gonzales, Department of Biology)
- Regroupement québécois sur les matériaux de pointe (led by Peter Grütter, Department of Physics)

**AMONG CANADIAN UNIVERSITIES,
MCGILL IS #2
FOR NUMBER OF RESEARCH
PUBLICATIONS PER FULL-TIME FACULTY
MEMBER & IMPACT OF PUBLICATIONS
(AS MEASURED BY CITATIONS)**

Source: Research Infosource 2009

{ RESEARCH HIGHLIGHTS 2009-2010 }

Whether in medicine or music, engineering or the environment, 2009-2010 saw McGill researchers make significant discoveries, earn major funding and bring the life-improving fruits of their labour to society, via public policy, services and the marketplace. Highlights include:

- ↘ **ALEJANDRO REY** and his PhD student **GINO DE LUCA** of Chemical Engineering discovered the initial mechanism involved in the formation of spider silk.
- ↘ **JAMES ARCHIBALD**, director of Translation Studies (Centre for Continuing Education), worked with the Université Libanaise (Beirut) and the City of Montreal to translate the 2005 Montreal Charter of Rights and Responsibilities into Arabic.
- ↘ In March 2010, Leap Medical Inc., a spin-off company based on the work of **DAVID BURNS** (Chemistry, Experimental Medicine), announced that it had secured \$1.025 million for human trials of a photonic device that can diagnose brain injury or infection through rapid, noninvasive analysis of biofluids.
- ↘ On the “Virtual Haydn” four-disc BluRay box set, music researchers—including the Schulich School of Music’s **MARTHA DE FRANCISCO**, **WIESLAW WOSZCZYK** and **TOM BEGHIN**—used seven historical keyboards and nine virtual “rooms” to recreate the composer’s oeuvre as it would have originally sounded.
- ↘ In her latest book, *Profit at the Bottom of the Ladder*, **JODY HEYMANN** (director, McGill Institute for Health and Social Policy) argued for the direct correlation between a company’s profitability and the working conditions of its lowest-paid employees.
- ↘ A research team led by **NADA JABADO** at the MUHC Research Institute and **JACEK MAJEWSKI** at McGill University has proven for the first time that it is possible to identify any genetic disease in record time thanks to a powerful and reliable exome sequencing method.
- ↘ **DOINA PRECUP** (Computer Science) developed smart phone technology that “learns” the gait of its owner, then refuses to work for other people. This theft-deterrent technology also has health care applications; it could be used to remotely determine if a patient has fallen.
- ↘ Malaria kills more than two million people each year. Using nonlinear optics, **PAUL WISEMAN** (Chemistry, Physics) has developed a way to rapidly identify the presence of the malaria parasite from very small blood samples. At the same time, an international team led by **JOHN DALTON** (Institute of Parasitology) has identified digestive enzymes that help malaria break down human red blood cells, opening the door for urgently needed new treatments.
- ↘ **PETER JARZEM** (Orthopaedic Surgery) developed a prototype spinal column support implant that can be inserted without severing nerve roots.
- ↘ The “Making Publics 1500-1700” (MaPs) project was featured on the CBC radio program *Ideas*. Led by **PAUL YACHNIN** (English), MaPs studies the creation of new forms of association that allowed people to connect with each other beyond family, rank, or vocation, through building voluntary communities founded on the shared interests, tastes and desires of individuals.
- ↘ **LYLE WHYTE** (Natural Resource Sciences) and his team discovered a methane-eating bacteria that survives in extreme northern climates similar to those of Mars, suggesting similar life forms could exist on the red planet.
- ↘ **GRACE EGELAND** (School of Dietetics and Human Nutrition) led a collaboration with the Government of Nunavut. The team looked at 388 Inuit preschoolers and found that 70 per cent of the children live in households where there isn’t enough food, a situation with implications for children’s academic and psychosocial development.
- ↘ McGill researchers built on their world-renowned epigenetics work to uncover how parental care affected the DNA in the brains of a group of Quebec male suicide victims who suffered abuse as children. The work of **MOSHE SZYF** (Pharmacology and Therapeutics), **GUSTAVO TURECKI** (Psychiatry, who practises at the Douglas Mental Health University Institute), **MICHAEL MEANEY** (Departments of Psychiatry and Neurology and Neurosurgery, who is also at the Douglas) and post-doctoral fellow **PATRICK MCGOWAN** was honoured as a top discovery of 2009 by *Québec Science* magazine, and Szyf, Turecki and Meaney were named Radio-Canada Scientists of the Year.

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INFRASTRUCTURE FOR THE FUTURE

THE McINTYRE MEDICAL SCIENCES BUILDING IS UNDERGOING MAJOR RENOVATIONS FUNDED BY THE KNOWLEDGE INFRASTRUCTURE PROGRAM, which is also supporting impressive upgrades at Otto Maass Chemistry and Macdonald Engineering. These renovations will transform aging laboratories into 21st-century research spaces, designed for maximum energy efficiency. Work is scheduled to be completed in 2011.

RENEWING INFRASTRUCTURE

{ THE VALUE OF HISTORY }

McGill University is renowned for its historic buildings and distinctive architecture. With two-thirds of its buildings dating from 1830 to 1945, McGill is one of the single largest owners of historic property on the Island of Montreal. Preserving this heritage while providing a 21st-century environment for teaching, learning and research comes with a steep price tag. In 2007, the Quebec government recognized the total cost of renovating McGill's existing academic space to meet modern safety and building code standards ("deferred maintenance" projects) at \$622 million. An expanded 2009 study of additional buildings indicated a further \$185 million was required.

Fortunately, thanks to recent investments by the Quebec and federal governments and a careful prioritization process, the University has embarked on some urgent and exciting projects. Since March 2008, McGill has completed or begun to develop more than \$300 million worth of infrastructure projects on its two campuses. We are grateful for the recent focus on infrastructure and proud of what we have accomplished, but it is not enough. Even if current funding levels are maintained, the University faces a conservatively estimated shortfall of \$380 million in deferred maintenance costs over the next 15 years.

{ BASICS AND BEYOND }

Following a Quebec government announcement in 2007, McGill will receive \$25.8 million annually for deferred maintenance projects over 15 years: approximately \$15 million more than the University had previously been receiving from the province. In addition, through the federal government's two-year Knowledge Infrastructure Program, and in conjunction with the provincial government, McGill has undertaken major renovations in three key buildings on the downtown campus — Macdonald Engineering, McIntyre Medical and Otto Maass Chemistry — and a new centre for brain imaging research is under construction at the affiliated Douglas Mental Health University Institute. These projects, scheduled to be completed by spring 2011, will create cutting-edge research spaces with renovated laboratories, modern equipment and energy-efficient ventilation systems.

{ STEWARDING OUR HERITAGE }

The University is currently engaged in restoration and renewal projects to preserve the historic character of several iconic buildings while incorporating sustainable materials and practices whenever possible. Though the repaired rooftop and cleaned-up masonry at Redpath Hall and the new windows in the Arts Building may not draw attention, they ensure that these historic treasures will remain landmarks for future generations of students.

{ WITH AN EYE TO THE FUTURE }

McGill sees every infrastructure project as an opportunity to make the University greener and more student-centred. Nothing embodies this attitude better than the new sculpture garden in front of the James Administration Building (pictured on the report's front cover). This project began with mundane—though much-needed—repairs to an underground service tunnel, but thanks to vision, planning and the need to relandscape the worksite, it ended with the installation of sculptures, benches and tiered grassy terraces to form a welcoming common space in a busy part of campus.



A NETWORK OF HEALING

DR. NADINE ARVISAIS DOES A CHECK UP ON A LOCAL PATIENT, MRS. BÉRARD LAROSE, AT THE FAMILY HEALTH UNIT (UNITÉ DE MÉDECINE FAMILIALE) IN GATINEAU, WESTERN QUEBEC.

McGill has been a leader in the health sciences in Quebec and Canada since the earliest days of the University. The combined teaching and research in the Faculty of Medicine and its affiliated hospitals has an enormous impact on the lives of Quebecers — and on innovation in health care around the world. In the past decade, the graduating class size in medicine alone has grown by 65 per cent to 180, and we have seen an increase — to over 1,600 — in the number of graduate students across the entire Faculty.

HEALTH

{ GETTING RESULTS IN FAMILY MEDICINE }

McGill is continuing major efforts to attract graduates to this important specialty. In addition to increasing students' exposure to family medicine throughout their training, this past year the University organized a major summit dedicated to family medicine, with participation by all four faculties of medicine in Quebec as well as the provincial ministry of health and social services. It also established a Research Chair in Family and Community Medicine at St. Mary's Hospital Center. The efforts are paying off — the number of trainees entering family medicine residencies at McGill hit an all-time high of 70 this year. Additionally, McGill's Family Medicine Units in Gatineau, Val d'Or and Chateaugay are helping to attract physicians to these regions. In Gatineau, where the program began, more than 80 per cent of the doctors are choosing to stay to practise there.

{ A HEALTH NETWORK WITH REACH }

As part of Quebec's Réseau universitaire intégré de santé (RUIS) program, RUIS McGill coordinates specialty care, research and education in the health sciences for 63 per cent of Quebec's land mass, home to 1.7 million Quebecers. And those in outlying regions are seeing specialized services brought closer to home through telehealth technology, which allows health professionals to conduct "virtual visits" with patients through live video communication and data transmission. In fall 2009, RUIS McGill hosted a two-day symposium on telehealth attended by Minister of Health and Social Services Yves Bolduc and some 200 healthcare professionals from across the network. This past June, the McGill University Health Centre (MUHC) and RUIS McGill announced the integration of telehealth services into the National Program for Home Ventilatory Assistance, further improving access to specialized care for Quebecers.

{ BREAKING DOWN WALLS }

McGill is adjusting admission requirements to encourage non-traditional applicants. Three spots in the first-year class will be reserved for Quebec students whose pathways are different compared to the usual progression of studies and who will bring a diversity of experiences to the profession. This could include, for example, applicants who have been away from university for three or more years or students with a non-science background. The University is also waiving the US-based MCAT for certain categories to increase accessibility for applicants in both of

Canada's official languages. And it has introduced a selection process based on multiple mini interviews to assess all applicants to McGill's competitive medicine program.

{ OPENING DOORS... }

Why can't qualified immigrant physicians help relieve our critical shortage of doctors? McGill is helping to address this question by establishing in-hospital training at St. Mary's Hospital Center with the goal of facilitating the integration of foreign-trained doctors into Quebec's healthcare system. This innovative program is slated to begin in 2011.

{ ... AND BREAKING NEW GROUND }

One of the most ambitious projects in the history of McGill health sciences has begun with the construction of the new MUHC facilities. The Glen Campus, together with the renewal projects underway at several of McGill's teaching hospitals, is transforming the McGill academic health network into a modern "health city," says Vice-Principal of Health Affairs and Dean of Medicine Richard I. Levin. "These transformations will fundamentally change the way we care for patients, conduct research and educate future generations."

{ STRENGTHENING CARE THROUGH NURSING }

This year, McGill graduated its first class of nurse practitioners in primary care, comprised of registered nurses with postgraduate training in health assessment, diagnosis and management of illnesses and injuries, including the prescription of drugs. Nurse practitioners complement traditional hospital and physician services with the goal of improving timely access to care. The University also introduced its nurse-practitioner program in Quebec's Outaouais region, using distance-learning techniques similar to the McGill program implemented in Abitibi-Témiscamingue in 2008.

{ INVENTING THE FUTURE }

In the wake of the remarkable advances in public health, genomic science and other major transformations of the last 100 years, McGill is rethinking health science education and research for the 21st century. It also joined with the Association of Faculties of Medicine of Canada (AMFC) in the design of a new framework for undergraduate medical training. A second AMFC initiative, in which McGill will again play a lead role, has been undertaken to redefine medical training at the post-graduate level.



THE LAWS OF CREATIVITY

MONTREAL'S ARTISTIC COMMUNITY MAKES THE CITY AMONG THE LIVELIEST IN THE WORLD. In 2008, a group made up primarily of McGill law students started talking about how they could support local artists. In the two years since, the Montreal Artists Legal Clinic has begun to offer free legal information to writers, musicians, painters and others. Some of the team are now graduates, and new students have joined. "I have an intense desire to see people create," says co-chair and recent law graduate Keith Serry of Kitimat, British Columbia (rear), a former cultural writer and communications consultant. "The clinic is our opportunity to put our legal knowledge to work for this creativity."

OUR ROLE IN QUEBEC

{ BUILDING QUEBEC SOCIETY }

Each year, through the efforts of staff, students and alumni, McGill contributes to its home province in every sphere of life: improving the education and health of Quebecers, spurring economic development and innovation through research in key sectors, safeguarding the natural environment and supporting a vibrant cultural environment.

{ AN ECONOMIC POWERHOUSE }

According to a recent study by SECOR Group, the University has an annual economic impact on Quebec of \$5.2 billion, increasing productivity, boosting the local economy and attracting funding. In 2008 alone, it contributed an estimated \$3.2 billion to the development and dissemination of knowledge in the province and attracted \$338 million in funding from outside Quebec. McGill researchers have also partnered locally with Montreal businesses that include Bombardier, Pratt and Whitney, Saputo, Hydro-Québec, General Electric Lumination and pharmaceutical companies Pfizer, AstraZeneca and Topigen.

Research partnerships are often creative. Thanks to Education professor Catherine Sabiston, Director of the Health Behaviour and Emotion Lab, and fitness giant Curves, about 200 inactive women diagnosed and treated for breast cancer at the MUHC's Cedars Breast Clinic will be offered a free gym membership. While they regain fitness and confidence, she'll monitor the impact on their physical and mental health.

{ COMMUNITY SERVICE }

McGill students are making enormous contributions to Quebec society as well, in particular driving many of the University's outreach programs. The McGill Dental Outreach Program once again brought its mobile dental clinic to disadvantaged and high-risk communities across Montreal this year, while members of the McGill Redmen serve as coaches in the ACES (Action concertée en élaboration de solutions) football program, which encourages youth in underprivileged neighbourhoods to stay in school. Educational outreach programs at the Montreal Neurological Institute reach over 11,000 local students each year, including those helped by graduate students at this year's Montreal Brain Bee.

In partnership with Santropol Roulant and Alternatives, McGill's Edible Campus initiative produced 450 kilos of organic vegetables in 2009, the bulk of which were distributed to Montreal's needy. And McGill's Making Waves program, which provides one-on-one swimming instruction for children with special needs, was named winner of the Forces AVENIR prize in the Mutual Aid, Peace and Justice category.

{ TOMORROW'S QUEBEC }

The students of today are the architects of the province's future. Young people in McGill's Farm Management and Technology program are training to be tomorrow's leaders in the agri-food sector in Quebec — an industry worth \$16.7 billion, approximately 6.7 per cent of Quebec's total GDP. At McGill's First Peoples' House, counsellors help aboriginal youth in Quebec and Ontario plan their education and career options. And in 2009, 210 Quebec high school students won the McGill Science Award, created to encourage young people in the province to pursue studies in the sciences.



A BETTER WAY TO PROCESS RICE

PARBOILED RICE IS A DIETARY STAPLE IN MOST WEST AFRICAN HOMES. Preferred both for its flavour and its nutritional value, parboiled rice is also a labour-intensive product. Bioresource Engineering students Stéphanie Dumais (pictured, left), Stéphanie Mayer and Audrey Yank, Quebecers from Montreal, Gatineau and Buckingham respectively, spent three months in Benin, where they worked with local women and NGOs to develop equipment to make the parboiling process more efficient, less time-intensive and more environmentally sustainable. “It’s a special opportunity to apply academic learning to a project with such a strong reach. It’s also great to work so closely with a community, to learn a great deal from them,” says Audrey Yank.

INTERNATIONAL CONNECTEDNESS

{ A WORLD OF IDEAS }

Born of a Scottish immigrant's dream, and located at a vibrant cultural crossroads, McGill has "global" in its DNA. The University works hard to build on this history, taking pride in being Canada's most international university. Our students and faculty alike come to us from around the world. Together, they create an exciting multicultural, multilingual environment that encourages embracing difference and challenging assumptions.

{ IDEAS FOR THE WORLD }

McGill faculty and students participate in research partnerships, exchanges and internships around the globe, helping to develop truly international solutions for the problems facing the 21st-century world.

McGill has helped to advance Quebec's role on the world stage by participating in Premier Jean Charest's trade mission to India and Montreal Mayor Gérald Tremblay's mission to China, both earlier this year. While in India, McGill signed memoranda of understanding with four of the country's leading research institutions: TERI University; the University of Agricultural Sciences, Dharwad; the University of Agricultural Sciences, Bangalore; and the National Centre for Biological Sciences. In addition to research collaborations, the agreements provide for regular student exchanges and workshops.

- **ROUGHLY ONE IN FIVE MCGILL STUDENTS COME FROM ONE OF ABOUT 150 COUNTRIES OUTSIDE CANADA (19.3 PER CENT COMPARED TO AN AVERAGE OF 8.7 PER CENT FOR OTHER CANADIAN RESEARCH UNIVERSITIES)**
- **ALMOST HALF OF MCGILL STUDENTS CLAIM A FIRST LANGUAGE OTHER THAN ENGLISH**
- **NEARLY 60 PER CENT OF FACULTY HIRED SINCE 2000 HAVE COME FROM OUTSIDE CANADA**
- **MCGILL HAS STUDENT EXCHANGE AGREEMENTS WITH 123 PARTNERS**
- **LAST YEAR, 419 MCGILL STUDENTS TRAVELLED TO OTHER SCHOOLS AND 462 INTERNATIONAL STUDENTS VISITED HERE ON EXCHANGES**

{ INTERNATIONAL HIGHLIGHTS IN 2009-2010 }

- The year marked a focus on major strategic international research collaborations:
 - McGill and Imperial College London entered an agreement to consolidate existing neurological research and clinical care collaborations, and to provide new support for regular academic interactions.
 - The government of India chose McGill as one of five Canadian universities for nanotechnology partnerships.
 - McGill deepened its relationship with RIKEN, one of Japan's largest research organizations, with new collaborations in interdisciplinary areas including nanotechnology and green chemistry.
- The University enjoyed success in a number of competitions for international research support, including:
 - Five of 15 projects funded nationwide in the Canada-California Strategic Innovation Partnership, co-administered by International Science and Technology Partnerships Canada and the University of California
 - Three of the five Quebec-China awards in life sciences and information communications technology, jointly funded by the Quebec and Chinese governments
 - The largest ever grant the University has received from the European Union, in the field of parasitology
- Karron James of Antigua, who recently completed her PhD in microbiology and immunology at McGill, was last fall named the Liz Paterson International Student of the Year by the Canadian Bureau for International Education.
- McGill signed new student exchange agreements with several institutions, including Escola de Administração de Empresas de São Paulo, Université Paris-Dauphine, Trinity College Dublin and St. Petersburg State University.
- Seven McGill students — Philippe Baird, Sophia Kehler, Raahil Madhok, Chloé Potvin (Arts); Christopher Maughan, Kelly McMillan (Law); and Laksh Puri (Science) — were awarded Students for Development Awards for 2010-2011 from the Association of Universities and Colleges of Canada. They'll pursue internships with organizations such as the Ateneo Human Rights Center in the Philippines and the Women's Initiative for Self Empowerment in Ghana.



SPACE ACE

IT IS HARD TO AVOID SUPERLATIVES — AND IN PARTICULAR THE WORD “STAR” — when describing the success and recognition of the work of Physics professor VICKY KASPI, who holds the Lorne Trottier Chair in Astrophysics and Cosmology. In 2009-2010, the awards conferred on this dynamic expert on neutron stars, pulsars and supernovae remnants included: the Prix du Québec Marie-Victorin; the Killam Research Fellowship (Canada Council for the Arts); and election to both the National Academy of the United States and Britain’s Royal Society, the world’s oldest science academy.

FACULTY AND STAFF HONOURS AND AWARDS

- Two albums engineered by Schulich School of Music faculty member **RICHARD KING** picked up Grammys, while music producer and adjunct professor **STEVEN EPSTEIN** was named Producer of the Year (Classical).
- **NAHUM SONENBERG**, James McGill Professor in Biochemistry, was named Researcher of the Year for Biomedical and Clinical Research by the Canadian Institutes of Health Research.
- A number of McGill faculty members — along with past faculty, graduates and friends — were among the recent inductees into the Order of Canada. New Officers of the Order are **SONENBERG**, **CLAUDIO CUELLO** (Pharmacology and Therapeutics) and emeritus Anthropology professor **MARGARET LOCK**. New Members are **ALICE CHAN-YIP** (Medicine), **JAMES C. MACDOUGALL** (Psychology) and **ERNESTO L. SHIFFRIN** (Medicine).
- The Principal's Awards for Administrative and Support Staff were presented at the Fall Convocation to: **VERONICA AMBERG**, Social Equity and Diversity Education Office (Management), **EVA CUCINELLI**, Desautels Faculty of Management (Clerical), **BRUCE OSLER**, HSSL Collections (Technical and Library Assistants), **SHANNON LENHAN**, University Services (Trades and Services) and Human Resources Shared Services — Service Centre (Team Projects).
- Physicist **MATT DOBBS** received a 2010 Sloan Research Fellowship from the Alfred P. Sloan Foundation for his work on the origins and evolution of the universe.
- **BRIAN ALTERS**, director of McGill University's Tomlinson Project in University-Level Science Education, received the 2009 McNeil Medal for the Public Awareness of Science from the Royal Society of Canada (RSC) for his work on the promotion of education about evolution.
- Three McGill professors were elected to RSC fellowships: **VINCENT GIGUÈRE** (Department of Biochemistry), **BRUCE REED** (School of Computer Science) and **ALLAN SNIDERMAN** (Department of Medicine).
- **GUY MOORE**, Department of Physics, received an NSERC E.W.R. Steacie Memorial Fellowship for his research in quantum physics in exploring the fundamental questions about the origins of the universe.
- **VASSILIOS PAPADOPOULOS**, director of the MUHC Research Institute, and **LEON GLASS** of the Department of Physiology were awarded the distinction of American Association for the Advancement of Science Fellow.
- Social Work professors **SHARON BOND** and **BILL RYAN** were recognized for their major contributions. Bond, who is also a professor in Psychiatry and director of a program in couple and family therapy, received a Prix Mérite from the Conseil interprofessionnel du Québec. Ryan, who has worked to help sexual minority youth, received a Martin Luther King Jr. Legacy Award for outstanding community service in the area of human rights.

- **MARK WAINBERG**, Director of the McGill AIDS Centre, was awarded the Canadian Medical Association Medal of Honour, the highest award bestowed upon a person who is not a member of the medical profession. Wainberg is one of the first Canadian scientists to study HIV/AIDS and a global advocate for funding of HIV intervention programs and universal access to prevention, care and treatment.
- **PHIL GOLD**, Executive Director of the Clinical Research Centre of the McGill University Hospital Centre, was inducted into the Canadian Medical Hall of Fame. One of only 82 laureates in the Hall, he was recognized for his exceptional contributions to teaching and research and for founding the McGill Cancer Centre (now the Rosalind and Morris Goodman Cancer Research Centre) in 1974.
- **COMMUNICATIONS AND DEVELOPMENT STAFF** picked up nine medals in the 2010 Prix d'Excellence competition (Canadian Council for the Advancement of Education), including three Gold: for *Headway* (McGill's research magazine), the *Parents' Newsletter* and the McGill Leadership Summit event.
- **GARY J. BENNETT**, Canada Senior Research Chair in the Department of Anesthesia, the Faculty of Dentistry, and the Alan Edwards Centre for Research on Pain, was named winner of the American Pain Society's Elizabeth Narcessian Award for Outstanding Educational Achievements in the Field of Pain.
- **CHARLES SCRIVER**, Alva Professor Emeritus of Human Genetics, shared the \$200,000 Pollin Prize with American scientist Roscoe O. Brady in recognition of their discovery of the basis of genetic inborn errors of metabolism and for applying these findings to the development of practical interventions that have helped countless children and infants.
- The Ordre des infirmières et infirmiers du Québec bestowed honours on two members of the School of Nursing. **LYNNE McVEY**, director of nursing at the Jewish General Hospital, won the Prix Florence in recognition of her leadership role in developing quality assurance and academic nursing. **LAURIE GOTTLIEB**, Flora Madeline Shaw Chair in Nursing, received the 2009 Order of Merit for her distinguished career.
- Tax law expert **KIM BROOKS** was one of 10 professors from across the country selected for Canada's most prestigious university teaching awards, the 3M National Teaching Fellowships. She has since accepted the position of Dean of Law at Dalhousie.
- **RONALD MELZACK**, professor emeritus of psychology, won the 2010 University of Louisville Grawemeyer Award for Psychology for his research that broadened the understanding of how we experience pain.
- **BRENDA MILNER** of the Montreal Neurological Institute won the International Balzan Prize, worth approximately \$1 million, half of which is earmarked for research. The international contributions of the cognition and memory expert, still active in her 90s, were also awarded the Goldman-Rakic Prize for Outstanding Achievement in Cognitive Neuroscience by NARSAD, the world's leading charity dedicated to funding research on mental illness, and the 2010 Norman A. Anderson Lifetime Achievement Award by the Society of Experimental Psychologists.
- **NANCY ADLER** of the Desautels Faculty of Management won the Academy of Management's Best Paper of the Year award for "When knowledge wins: Transcending the sense and nonsense of academic rankings," written with Anne-Wil Harzing of the University of Melbourne.

FACTS

- FOUNDING DATE OF MCGILL UNIVERSITY: **1821**
- DEGREES GRANTED IN 2009-10: **7,739**
- DOWNTOWN CAMPUS: **845** SHERBROOKE ST. W., MONTREAL, QUEBEC
- MACDONALD CAMPUS: **21,111** LAKESHORE ROAD, STE. ANNE DE BELLEVUE, QUEBEC

OUTSTANDING STUDENTS

- **35,300** STUDENTS
- **6,829** (19.3 PER CENT) INTERNATIONAL STUDENTS
- **7,975** (22.6 PER CENT) GRADUATE STUDENTS
- **MORE RHODES SCHOLARS** THAN ANY OTHER CANADIAN UNIVERSITY (**132**)
- **6,247** (17.7 PER CENT) OF OUR STUDENTS CLAIM FRENCH AS THEIR FIRST LANGUAGE

OUTSTANDING FACULTY

- **1,627** TENURED AND TENURE-TRACK FACULTY
- **159** CANADA RESEARCH CHAIRS
- **147** ENDOWED TEACHING AND RESEARCH CHAIRS
- **135** MEMBERS OF THE ROYAL SOCIETY OF CANADA
- **MORE THAN 900** TENURE-TRACK PROFESSORS HIRED UNDER AN AMBITIOUS RECRUITMENT PROGRAM SINCE 2000. OF THESE, **185** WERE CANADIANS REPATRIATED FROM OTHER COUNTRIES

STUDENT ENROLMENT FALL 2009

Full-time undergraduate	20,854
Part-time undergraduate	3,877
Full-time graduate	6,034
Part-time graduate	1,941
Postdoctoral scholars	610
Residents and fellows	1,083
Other	901
Total enrolment	35,300

TUITION FEES 2009-10

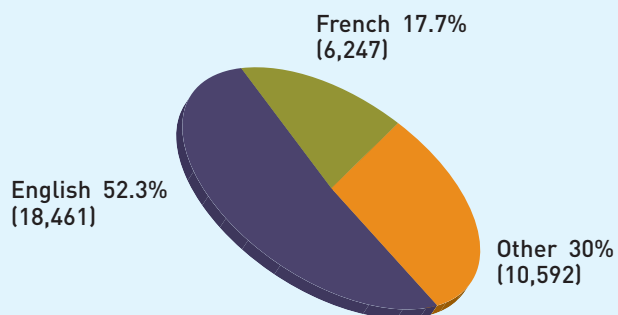
Quebec Students	\$1,968
Rest of Canada	\$5,501
International Students	\$14,000 to \$23,000*

*Depending on program

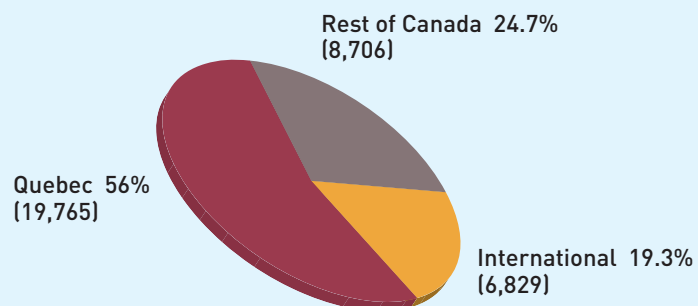
ENROLMENT BY ACADEMIC UNIT FALL 2009

FACULTY	UNDER-GRADUATE	GRADUATE	POSTDOCTORAL SCHOLARS AND RESIDENTS	OTHER	TOTAL
Agricultural & Environmental Sciences	1,083	439	21	90	1,633
Arts	6,645	945	26	—	7,616
Interfaculty B.A. & Sc.	558	—	—	—	558
Dentistry	126	36	42	—	204
Education	1,709	926	8	—	2,643
Engineering	2,813	1,008	58	—	3,879
Law	693	114	2	—	809
Desautels Faculty of Management	2,401	552	6	—	2,959
Medicine	1,453	1,606	1,406	—	4,465
Schulich School of Music	566	277	4	—	847
Religious Studies	42	72	0	—	114
Science	4,209	889	120	—	5,218
Subtotal	22,298	6,864	1,693	90	30,945
Continuing Education	2,433	1,111	—	811	4,355
Total all students	24,731	7,975	1,693	901	35,300

ENROLMENT BY MOTHER TONGUE



ENROLMENT BY PLACE OF ORIGIN



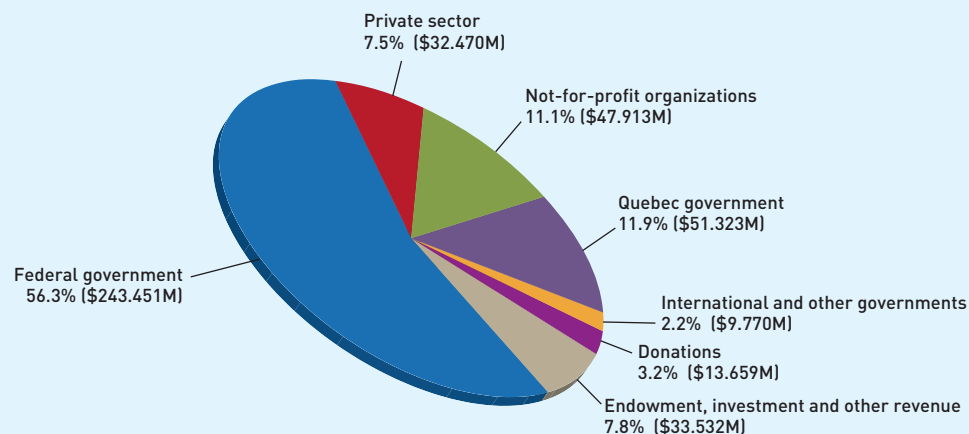
FINANCIAL HIGHLIGHTS 2009-10 (IN THOUSANDS OF DOLLARS)

Grants	
Canada	173,369
Quebec	414,624
United States	6,396
Other sources	21,875
Contracts	11,148
Tuition and fees	186,966
Sale of goods and services	104,024
Gifts and bequests	36,707
Investment and interest income	44,748
Other	43,626
Total revenue	1,043,483

OUTSTANDING RESEARCH

- **\$432.118 MILLION** AWARDED IN RESEARCH FUNDING IN 2008-09 (MCGILL AND AFFILIATED HOSPITALS)
- **223** GOVERNMENT- AND INDUSTRY-SPONSORED RESEARCH CONTRACTS VALUED AT **OVER \$25 MILLION** IN 2009-10 (81 PER CENT CANADIAN GOVERNMENT AND PRIVATE SECTOR, 9.5 PER CENT U.S. GOVERNMENT AND PRIVATE SECTOR, AND 9.5 PER CENT INTERNATIONAL)
- **26** LICENCES AND OPTIONS TO LICENSE GRANTED TO THE PRIVATE SECTOR IN 2009-10, FOR A CUMULATIVE TOTAL OF **142** ACTIVE LICENCES
- **ONE OF THE LARGEST** PATENT PORTFOLIOS AMONG CANADIAN UNIVERSITIES. IN 2009-10, **37** NATIONAL AND INTERNATIONAL PATENTS WERE GRANTED TO MCGILL

2008-09 MCGILL RESEARCH FUNDING (INCLUDING AFFILIATED HOSPITALS)



{ ADMINISTRATION AND GOVERNANCE 2010 }

Chancellor

H. Arnold Steinberg

Chair, Board of Governors

Stuart (Kip) Cobbett

Vice-Chair, Board of Governors

Lili de Grandpré

Principal and Vice-Chancellor

Heather Munroe-Blum

Provost

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Stephen Strople

Vice-Principal (Administration and Finance)

François R. Roy/Michael L. Richards (Interim)

Vice-Principal (Development and Alumni Relations)

Marc L. Weinstein

Vice-Principal (Health Affairs)

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Vaughan Dowie

Vice-Principal (Research and International Relations)

Denis Thérien/Rima Rozen (Interim)

Executive Director, Planning and Institutional Analysis and

Senior Advisor (Policy Development)

Pierre Moreau

General Counsel and Director of Legal Services

Line Thibault

Deputy Provost, Student Life and Learning

Morton J. Mendelson



PR10

