



ESPACE

THE MINUTES

McGill University Leaders Alliance 2018

KEY INSIGHTS, HIGHLIGHTS, BRIGHT IDEAS
AND ACTIVITIES FROM TWO DAYS SPENT
COLLABORATING CREATIVELY IN ESPACE C2

ESPACE C2, FAIRMONT THE QUEEN ELIZABETH HOTEL
MONTRÉAL, QUÉBEC
MAY 4 AND 5, 2018



McGill

LEADERS
ALLIANCE
2018



This publication follows the McGill University Leaders Alliance 2018 event, which took place in Montréal, Canada on May 4 and 5, 2018 at Espace C2.

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Espace C2

Custom collaborative learning experiences at the top of Fairmont The Queen Elizabeth Hotel in Montréal

ESPACEC2.BIZ



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McGill

LEADERS
ALLIANCE 2018

The Honourable
Michael A. Meighen,
BA'60, LLD'12

CHANCELLOR OF MCGILL
UNIVERSITY
[@McGILLU](#)

“OUR VERY DEFINITION OF EDUCATION IS CHANGING TO MEET THE NEEDS OF OUR STUDENTS AND HELP THEM EXCEL NOT JUST AS MCGILL GRADUATES BUT AS CITIZENS AND LEADERS IN OUR CHANGING WORLD.”

There is no place quite like McGill

With McGill University's 200th anniversary approaching, Chancellor Michael A. Meighen welcomed us to the first-ever Leaders Alliance - an initiative meant to strengthen our community connections and ensure McGill University remains a guiding force through the challenges to come in the century ahead.

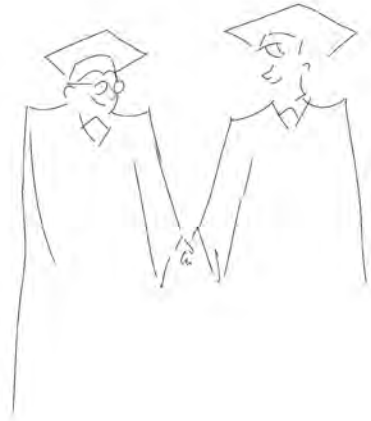
On the 21st floor of the Fairmont Queen Elizabeth Hotel in Montreal, in view of our alma mater, we got out of our comfort zones to imagine how we might shape the future.

We turned Espace C2 into a place to meet old friends and new collaborators, hear about advances in knowledge and discovery at McGill University, and to **think differently** about how we might use our connections to stimulate creativity, expand horizons and promote new ways of seeing, thinking and doing.

Through talks ranging from AI to retail, in ball pools and by sketching on windows, we delved into the research of McGill scholars, tapped the minds of international business and political leaders, and heard inspirational stories of achievement from student ambassadors.

These pages are here to not only jog our memories of our two days together at the McGill University Leaders Alliance, but to inspire big, bold thinking, to build on the connections we made and to continue to act consciously as leaders and mentors.

By leveraging our unique strengths, history and spirit, together we will continue to shape our great university into a place where global problems are solved, global leaders emerge and where students from all backgrounds find success and opportunity to create a better, fairer and more prosperous world.



41,000 students

275,000+ alumni worldwide

4 affiliated teaching hospitals

McGill University by the numbers

12 Nobel Prizes

144 Rhodes Scholars

\$5.2 billion economic impact annually



CHANCELLOR MEIGHEN ANNOUNCED A \$5-MILLION GIFT FROM ALUMNUS G. GARVIN BROWN IV TO ESTABLISH AN ENDOWED **CHAIR IN DEMOCRATIC STUDIES** AT MCGILL'S MAX BELL SCHOOL OF PUBLIC POLICY.

IT WILL PROMOTE SCHOLARSHIP AND PUBLIC OUTREACH THAT ENCOURAGES DISCUSSION ABOUT EVIDENCE-BASED DECISION-MAKING IN THE DEVELOPMENT OF POLICIES AND THE CHALLENGES FACING THE WORLD'S DEMOCRACIES.



**Bob Babinski,
BA'86**

PRESIDENT,
MCGILL ALUMNI ASSOCIATION
[@BOBBABINSKI](#)

Throughout the Leaders Alliance, McGill Alumni Association President Bob Babinski highlighted inspiring moments and gave us a clear picture of how we define leadership.

McGill alumni leaders are:

- willing to take risks
- committed to long-term thinking
- open-minded about systems and values
- emotionally engaged
- dismantling hierarchies
- implementing advancement
- establishing relationships at all levels

Her Excellency the
Right Honourable
Julie Payette,
BEng'86, DSc'03

GOVERNOR GENERAL OF CANADA
[@GGJULIEPAYETTE](https://www.gggjuliipayette.ca)

McGill: LIVE LONG AND PROSPER

“THERE'S NO ONE IN THIS ROOM WHO CAN PRETEND THAT THEY HAVEN'T GOTTEN A BREAK SOMEHOW – A CHANCE, AN OPPORTUNITY. PERHAPS THE REASON WHY YOU ARE A PART OF THIS LEADERS CONFERENCE IS BECAUSE OF WHAT YOU DID WITH THAT BREAK.”

Astronaut, engineer, scientific broadcaster, corporate director and Governor General Julie Payette has seen our planet from a rare vantage point – and admitted she uses the fact she's been to space (twice) to break the ice when she gives talks.

But for those who have never left Earth, Ms. Payette reminded us of our ties to community – that we share *one* home, we are *one* species – and to never forget our responsibility to each other. The future of our planet will “depend on risk takers, dreamers and doers,” she added, people who think outside the box and might not fit the typical university mould. She asked that we keep our eyes open and extend a hand, to give back to McGill students to see just how far they can take us.

“IT’S PART OF OUR CONTRACT WITH SOCIETY TO NOT JUST GENERATE KNOWLEDGE BUT FACILITATE IT INTO THE REAL WORLD.”



Marc Tessier-Lavigne,
BSc’80, DSc’11
 PRESIDENT,
 STANFORD UNIVERSITY
[@STANFORD](#)



Santa Ono
PhD’91
 PRESIDENT AND
 VICE-CHANCELLOR,
 UNIVERSITY OF BRITISH COLUMBIA
[@UBCPREZ](#)



Suzanne Fortier,
BSc’72, PhD’76
 PRINCIPAL AND
 VICE-CHANCELLOR,
 MCGILL UNIVERSITY
[@MCGILLU](#)



Antonia Maioni
 MODERATOR
 DEAN OF ARTS,
 MCGILL UNIVERSITY
[@MCGILLARTSDEAN](#)

Leading universities into the future

Universities play a pivotal role in solving some of the world’s most complex issues. Their great challenge is to close the “innovation gap” - developing ideas into products and services that are accessible and helpful to the general public - while also reaching more learners. Three prominent university leaders and graduates of McGill sat down to discuss how their institutions must adapt to do this.

From creating opportunities, to shaping the next generation, to contributing to the betterment of society, here are some of the ways they proposed we get there.

→ **Create collision points**

Universities aren't just classrooms. When you can get a physics student talking to a philosopher, that's where multidisciplinary, collaborative ideas are generated.

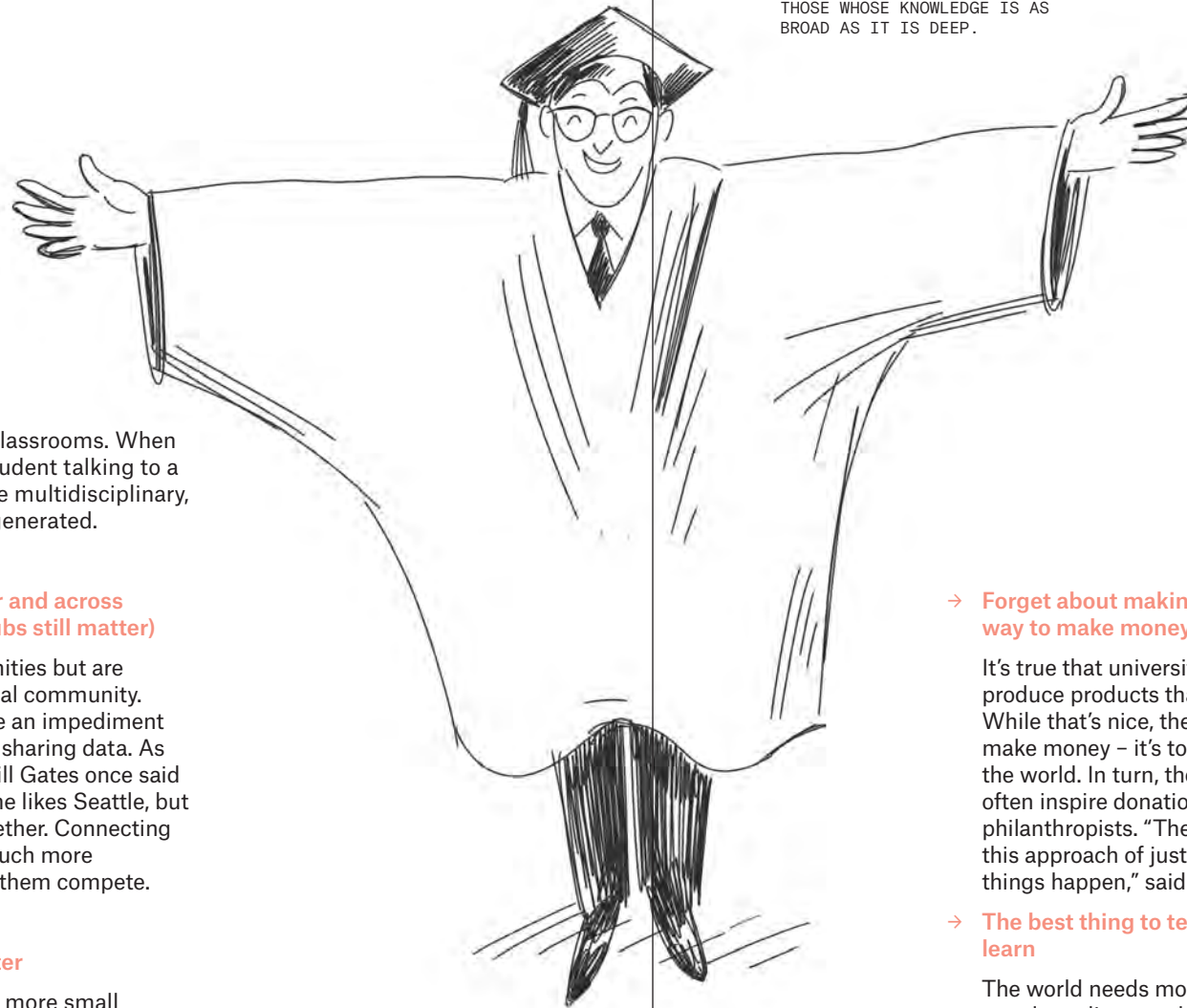
→ **We must work together and across borders (geographic hubs still matter)**

Universities are communities but are also part of a larger, global community. Borders can no longer be an impediment to working together and sharing data. As Santa Ono recounted, Bill Gates once said he likes Vancouver and he likes Seattle, but he likes them better together. Connecting brilliant minds can be much more productive than making them compete.

→ **Bigger isn't always better**

Is it more useful to have more small universities or fewer, but bigger ones? Bigger institutions can mean more resources, but the lost sense of intimacy and community has a costly effect on campus innovation.

ACCORDING TO MARC TESSIER-LAVIGNE, EDUCATORS SHOULD BE TRAINING "T-SHAPED" STUDENTS: THOSE WHOSE KNOWLEDGE IS AS BROAD AS IT IS DEEP.



→ **Flexibility makes students stronger**

Specialization is fine, but it doesn't produce students with the breadth of knowledge to truly innovate. "Provide plenty of time for students to choose electives that, on the surface, might not make sense but result in a more well-rounded individual", said Santa Ono.

→ **STEM is great, but don't forget the humanities**

Looking at issues like climate change or the obesity epidemic from a scientific standpoint is one thing, but to find solutions people will actually embrace, the presidents agreed you need to incorporate sociology, anthropology, history... Advocate for the power of "and", said Marc Tessier-Lavigne. That is: fundamental and applied research, science and social science, knowledge and application.

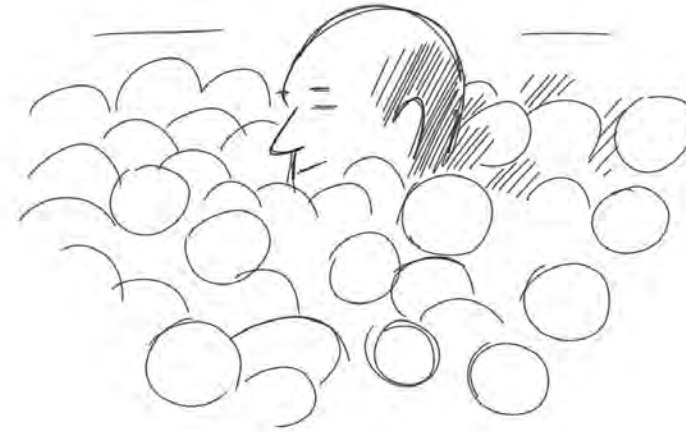
→ **Forget about making money (it's the best way to make money)**

It's true that university research can produce products that generate revenue. While that's nice, the point really isn't to make money - it's to get brilliant ideas into the world. In turn, those breakthroughs often inspire donations from alumni and philanthropists. "The secret is, if you take this approach of just getting it out, good things happen," said Marc Tessier-Lavigne.

→ **The best thing to teach is the capacity to learn**

The world needs more opportunities for people to discover their ability to learn, said Suzanne Fortier. "Deep learning is mainly the ability to question assumptions, to dig deeper, to explore new areas, to challenge yourself, to listen to different perspectives and maybe feel uncomfortable about those. That's what we need on our campuses."

Over the past seven years, the C2 team has been testing ways to take people outside their usual frame of reference. By designing and fine-tuning experiences that encourage participants to think differently about a problem, C2 Labs help people awaken to new perspectives and see the world, their business and perhaps even themselves through a new lens.



Core elements of the C2 experience are atypical brainstorming sessions in unique environments that encourage new ways of approaching a question or challenge. During the McGill University Leaders Alliance, Labs were led by university professors who are world-class experts in their fields. From artificial intelligence to Open Science to food security, we were given a crash course in cutting-edge research.

The following pages are a glimpse of what happened when you stepped into the C2 laboratory, and the learnings that came from those experiments...



C2 Labs

**Unexpected environments
lead to unexpected ideas**



C2 LAB: BLUEPRINT

When dealing with abstract concepts, tangible objects can help ground our understanding. This C2 Lab invited us to draw parallels beyond our usual frameworks using LEGO blocks to communicate our ideas about the future of AI - and the moral consequences of its advancement.

Building ethics into AI

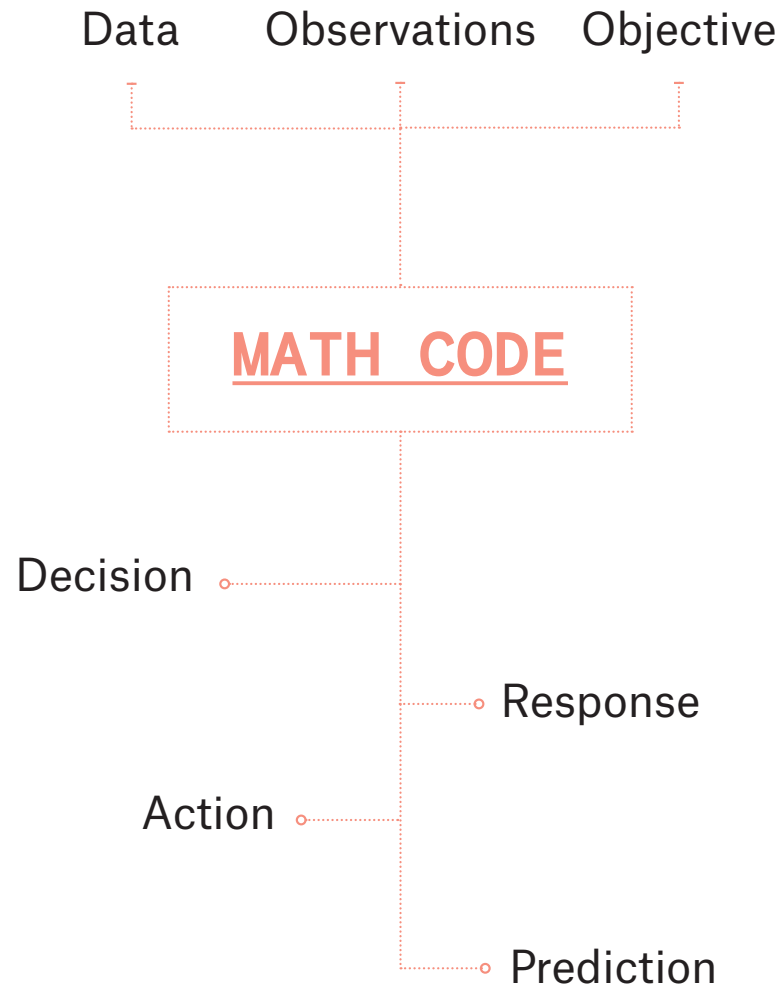


When we talk about ethics as they relate to artificial intelligence, it becomes clear that the challenges are not dissimilar from those that afflict humankind. AI machines are a lot more human than we might think - subject to the same weaknesses and flaws.

“For some tasks, we program machines to act like humans, but in many, we aim to do a bit better,” said **Joëlle Pineau**, Associate Professor of Computer Science and Co-Director of McGill’s Reasoning and Learning Lab.

She suggests that feelings and emotions can be learned. So how can humans create machines without the imperfections of their creators?

What is AI today?



WATCH [CANADA'S ARTIFICIAL INTELLIGENCE REVOLUTION](#), IN WHICH JOELLE PINEAU DISCUSSES HOW AI IS POISED TO CHANGE ALMOST EVERY ASPECT OF OUR LIVES.



READ [A CONVERSATION WITH DR. JOELLE PINEAU](#), HEAD OF NEW FAIR LAB IN MONTREAL, COURTESY OF FACEBOOK RESEARCH.

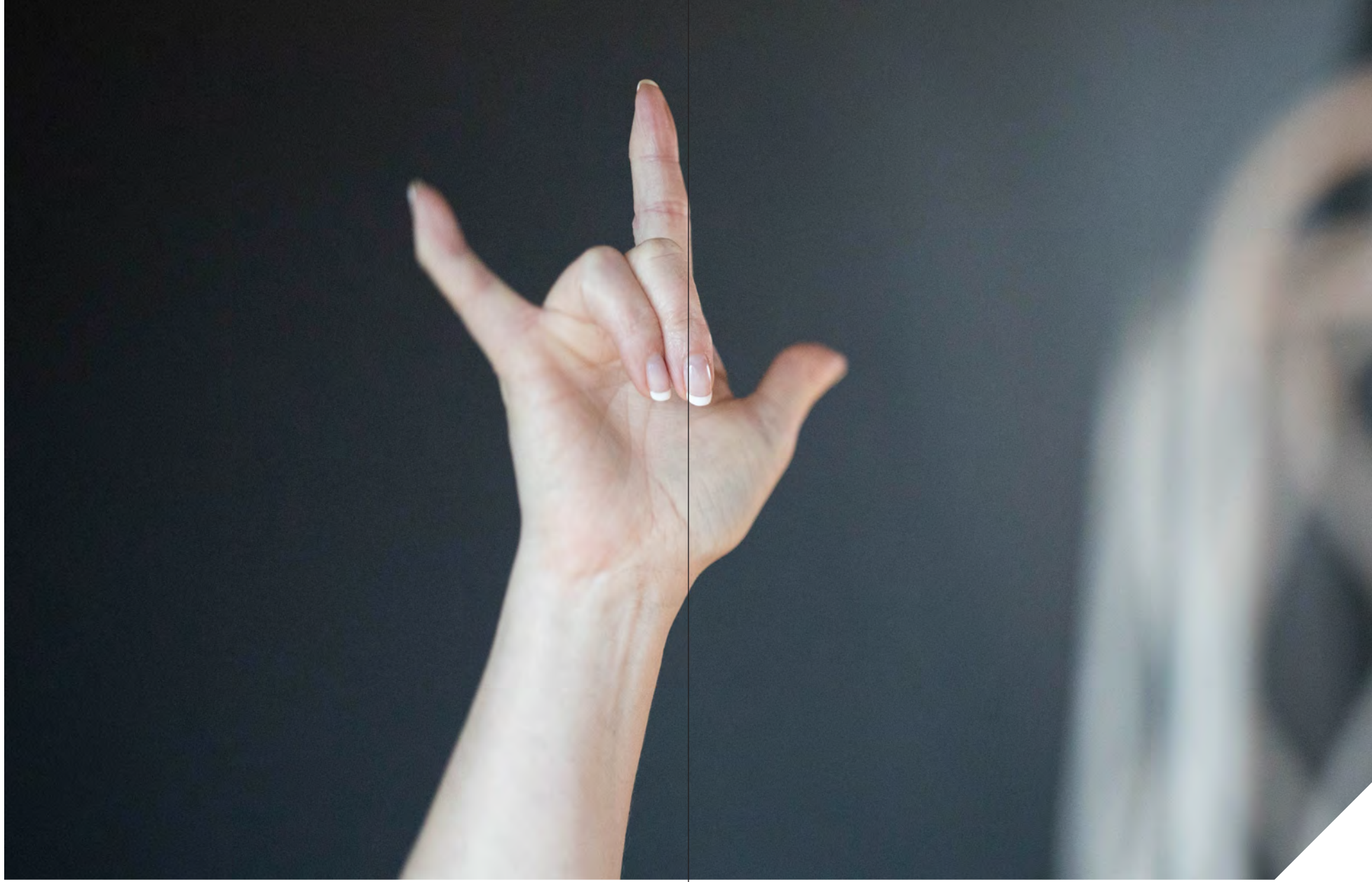
What do we fear about an AI future?

"A 6'3" Terminator-like robot shouting out and patrolling our cities," said one participant. In actuality, what we fear is ourselves. If humans feed machines biased or unfair information, we are going to get a biased and unfair result. The onus is on us to input data and observations that will tell AI technology to act in a fair, accountable and transparent way, which means acknowledging the biases built into our society, our thought patterns and our actions.



Ethical AI in three principles:

- **Fairness**
How might we build artificial intelligence that is free of favouritism and discrimination?
- **Accountability**
How do we encourage accountability for the actions we take? How might we build AI that isn't guilt free and can identify its flaws when held accountable?
- **Transparency**
How do we foster transparency in decision making? How might we build AI that allows humans to understand why it performs the way it does?





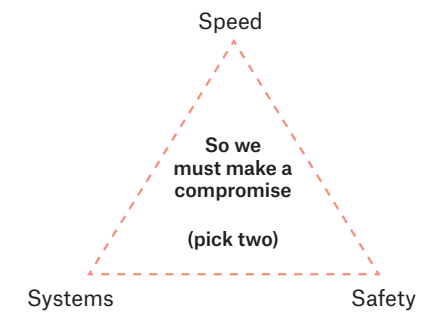
C2 LAB: POOL

A great way to absorb new information and free up your imagination is through tactile, sensory experiments, which is why we submerged ourselves in the C2 Pool for a particularly tricky game of catch. We waded into the deep end of food safety to explore the complex, nonlinear steps of the food supply chain, from its multiple stakeholders to its condensed timelines.

Diving into food systems



We expect food to be cheap, tasty, visually appealing and available at any time of day or year. This puts tremendous pressure on the food supply chain to move more food fast, all while balancing the needs of stakeholders. The result? Multiple weak points in the supply chain, and “we often find out about contamination at the level of the consumer,” said **Lawrence Goodridge**, Director of the Food, Safety & Quality program, and the Ian and Jayne Munro Chair in Food Safety at McGill.





CONTAMINANTS INCLUDE BACTERIA FROM BIRDS AND ANIMALS, AIR AND WATER POLLUTION, PHYSICAL ELEMENTS SUCH AS ROCKS, DIRT OR STONES, AS WELL AS COMING FROM PEOPLE WHO PROCESS THE FOOD.



But we're not doomed - we can do better

As consumers, we can reduce the pressures put on the food supply chain by:



- **Educating kids (and adults) about where food comes from**

A better understanding of how meat, fruits and vegetables are produced helps us grow into responsible consumers.



- **Changing mindsets**

Sustainable eating means choosing in-season produce - fruit and vegetables that don't look perfect, and purchasing only what we need.

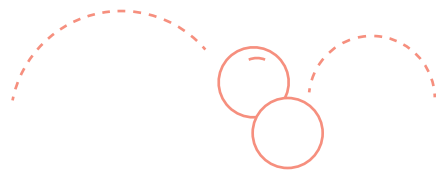


- **Going to the source**

To support local systems and reduce the chance of food contamination, get your fruits and vegetables directly from farmers markets or stores that support local farmers whenever possible.

- **Using emerging tech**

Blockchain can help improve traceability of food as it travels from farms across the world to our plates. Artificial intelligence and drone imagery can also help detect contaminants faster in the fields.



The food supply chain

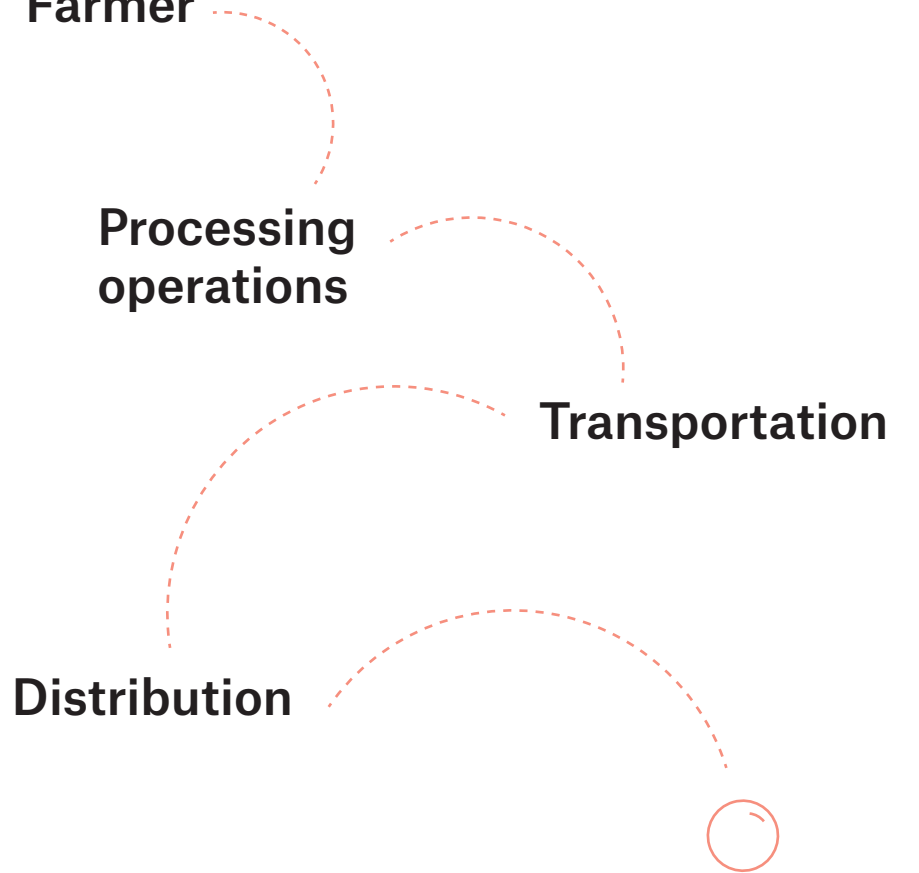
Farmer

Processing operations

Transportation

Distribution

Our plates







C2 LAB: WINDOW

Armed with coloured pens and permission to graffiti the expansive windows of Espace C2, we looked out at Montreal's urban landscape and were invited to reimagine one of the world's biggest challenges: our relationship to carbon. Together we sketched policies needed to overcome this challenge and achieve a low-carbon future.

Visions of a low-carbon world



For decarbonization to become reality, we need public policies “that will help develop technology and that address the economic, social and political tensions of a carbon-dependent world,” said **Christopher Ragan**, Director of the Max Bell School of Public Policy at McGill. The biggest challenge ahead? A global, change-resistant culture of overconsumption and dependence.



READ CHRISTOPHER RAGAN'S ARTICLE, [THE REAL COSTS AND BENEFITS OF CARBON PRICING](#), IN *MACLEAN'S*.

Our way out is to design policies for carbon change that:

→ Demonstrate initiatives for investors

Show your stakeholders the business cases that create opportunities for low-carbon initiatives and work together to set goals. With evidence of investment opportunities comes increased spending in cleantech.

→ Research and develop renewable energy sources

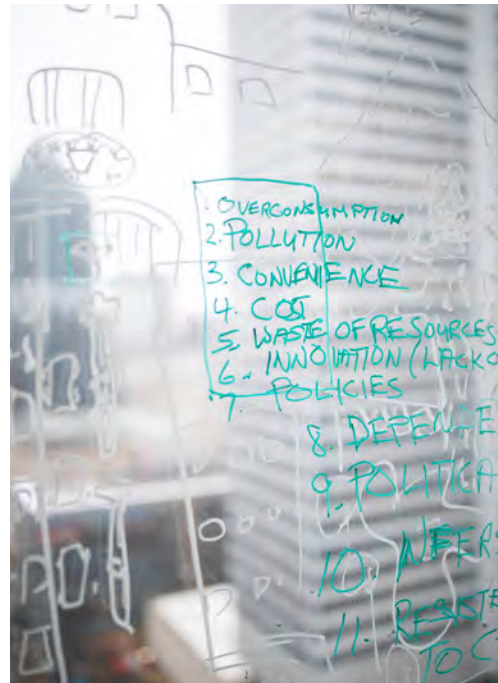
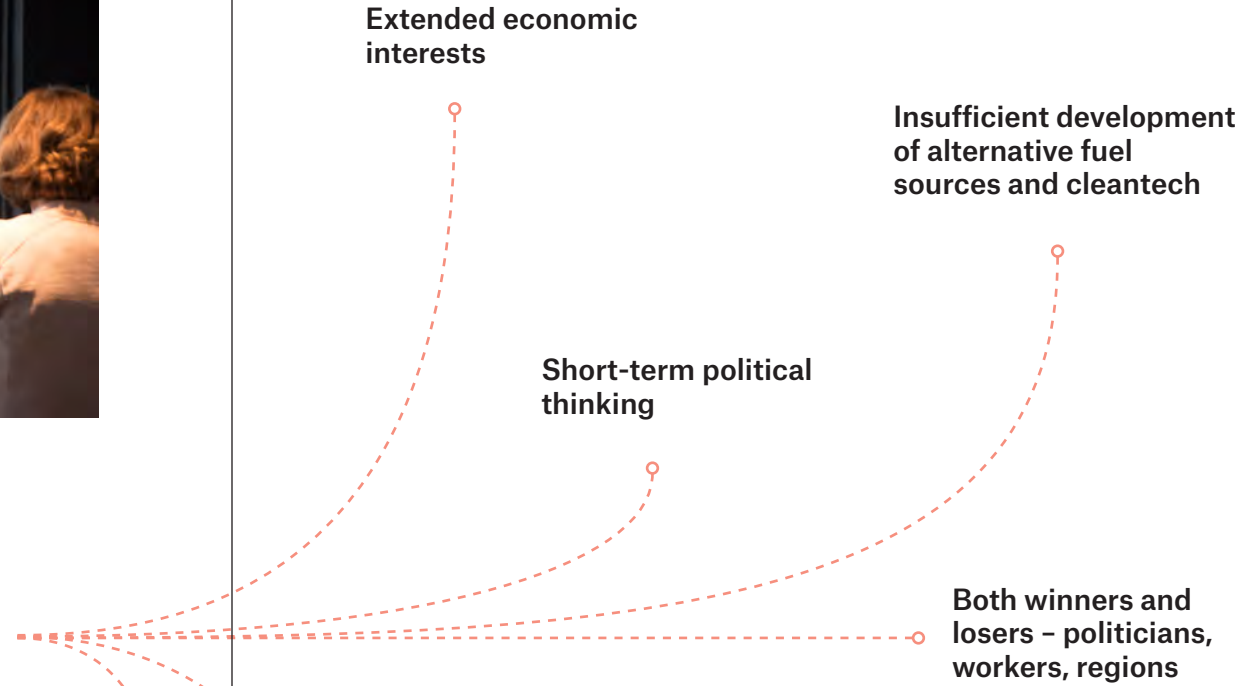
From green roofs and buildings made of sustainable materials to tax policy changes, direct funding of new initiatives is the way to a decarbonized future. To achieve it, “we need harmony between caring and money,” one participant suggested, with strategies such as environmental social governance, tax credits, a higher tax on emissions and increased venture capital.

→ Install and expand a carbon pricing system

A well-designed pricing system for carbon emissions must be introduced in coming years. Revenue from these systems can be returned to citizens in the form of tax cuts.



WHAT WE SAW IN OUR CURRENT CARBON STATE



Carbon-dependent infrastructure - transportation, buildings, manufacturing

Existing resources are reliable to use





A LOW-CARBON WORLD LOOKS PRETTY GOOD



Less pollution and a healthier environment

Electric cars and fewer gas stations

Wind and solar farms

More upfront investment in clean technology

Urban design for mixed-use purposes/proximity/walking

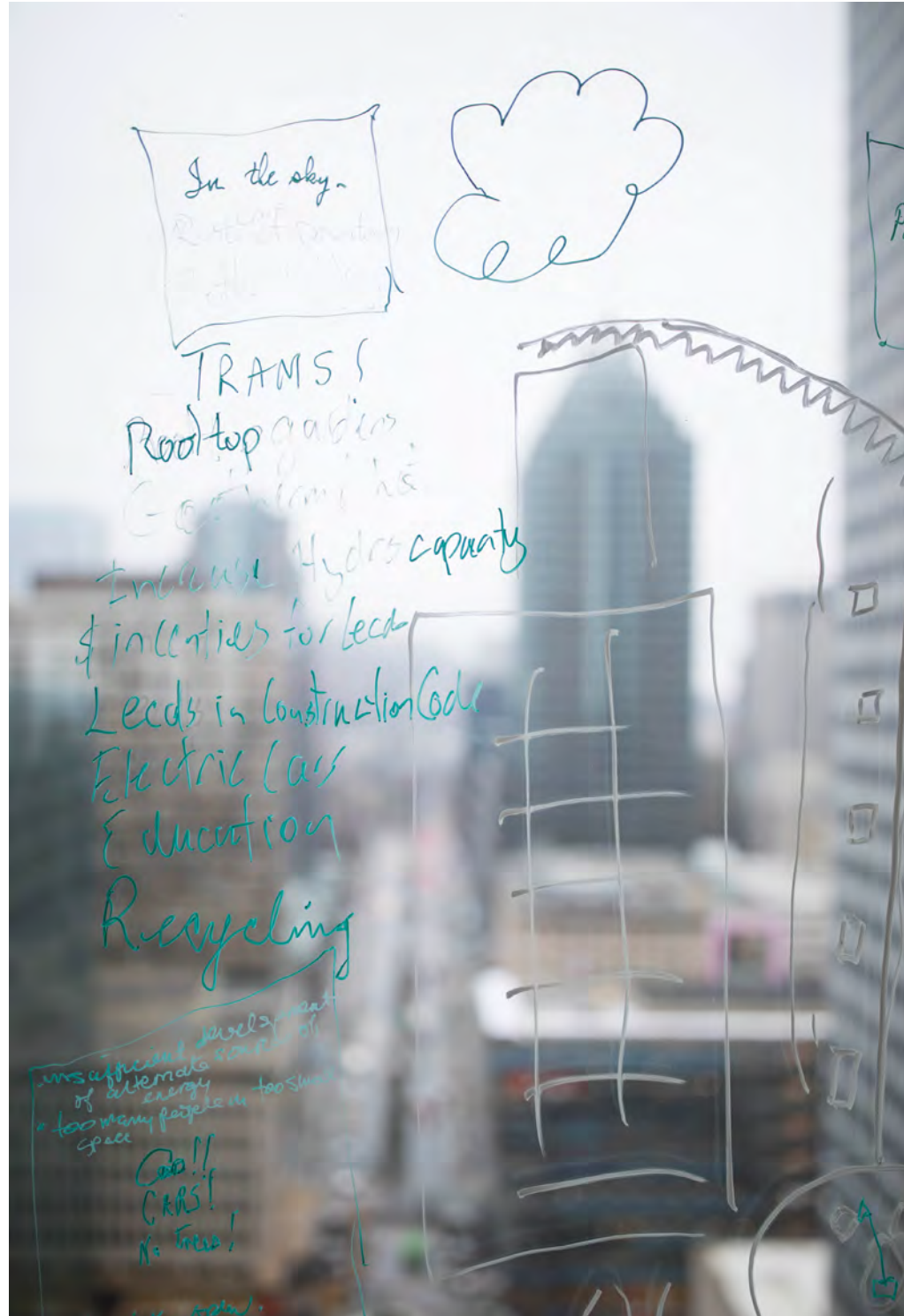
Tax policy changes

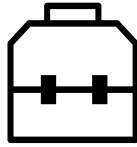
Cohabitation of transportation (ride sharing, public transportation)

Green roofs, buildings made of sustainable materials

People connecting more often when not in cars, less isolation, more active lifestyles







C2 LAB: BRIEFCASE

In the spirit of escape room games, participants pooled resources to solve riddles and practical puzzles. Sharing tasks set the table for cooperation, helping us tackle a burning question: Could the collaborative and cross-disciplinary principles of Open Science help us solve complex organizational, institutional or social challenges?

Making the case for Open Science



In science, cooperation trumps competition. Open Science is an effort to make empirical research information – data, sources and methodologies – accessible to other scientists and to the general public. It’s catching on. We’re now seeing “a move towards alternative incentive structures that encourage people to be more audacious,” said **Richard Gold BSc’84**, Associate Dean of the Faculty of Law.

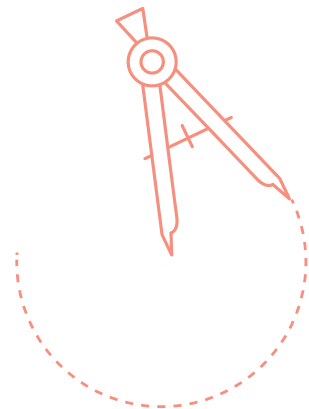
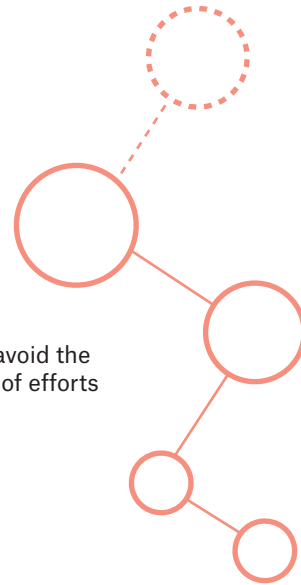


WATCH RICHARD GOLD EXPLAIN [OPEN SCIENCE AT THE NEURO.](#)

Open Science can

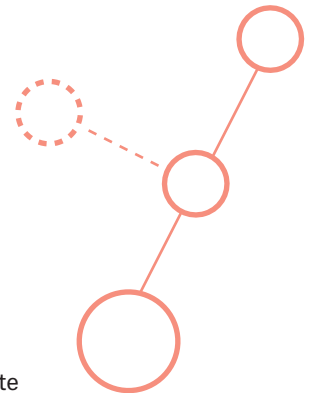
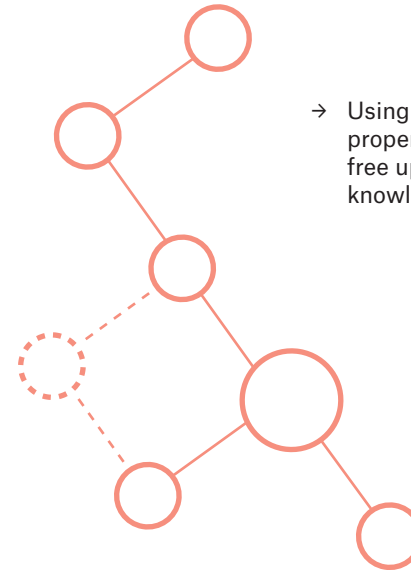
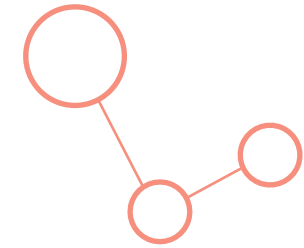
have a significant positive impact by:

- Accelerating the introduction of medical discoveries
- Eliminating bad ideas faster
- Connecting researchers who are at different stages in their studies
- Helping to avoid the duplication of efforts
- Involving more patients and research study subjects in research and treatment activities
- Encouraging PhD students to engage in entrepreneurship
- Putting clinical innovations into practice more quickly
- Innovative models to bring products to market
- Helping establish trust in science



pave the way to:

- Sharing failures and unpublished data
- Replacing financial rewards with recognition by peers and public authorities
- Fostering interdisciplinary and inter-organizational collaboration in teaching and research, funding and space sharing
- Sharing research to identify and index problems, and finding serendipitous solutions
- Using intellectual property wisely so as to free up collaborations and knowledge
- Using international collaboration to solve global issues such as food insecurity, climate change and conflicts
- Creating databases of quality researchers to attract capital





C2 LAB: WALKTHROUGH

Since moments of mindfulness can reduce stress levels within minutes, this Lab allowed time for reflection. With a relaxing voice in our ears, we moved into a peaceful mental state, reflecting on the horizon, the space around us and the movements of our bodies. It allowed us to explore how small gestures can cumulatively lead to a more manageable work-life balance.

Walking off stress

Stress is personal. Very personal. Genes regulate our response to stress, a phenomenon rooted so deeply in childhood that “the quality of an individual’s early family life actually influences their health over their lifespan,” explained **Michael Meaney**, a neurobiologist and Co-Scientific Director of the Ludmer Centre for Neuroinformatics and Mental Health, Douglas Institute.



Bodies under stress

- Increased heart rate
- Shallow breathing
- Loss of appetite

- Glucose releases into muscles for energy
- Activated cortisol for alertness
- Mental and physical exhaustion due to prolonged stress

Minds under threat

Stress is a biological and psychological response to feeling like we can't cope with a potential threat, whether it's a personal conflict, financial insecurity or the loss of a loved one. Stress is often caused by a fear of what the future holds, the result of asking yourself over and over, "What happens next? And then what?"

As one participant noted, stress is the kind of fear perfectly summed up in acronym form:
False **E**vidence **A**ppearing **R**eal.



Some small steps to **let go** of stress

- Breathe deeply
- Let go of self-consciousness
- Convince yourself that you can regulate your stress
- Maintain perspective: looking back, it's easier to see how many life events weren't as bad as they felt in the moment
- Benefit from the mindfulness and meditation activities of your workplace
- Take time for a nap, a bath or a walk!





C2 LAB: STORIES

There's nothing like a compelling story to engage an audience and deliver your message. Knowing this, two McGill professors took to the mic and shared their research as they had lived it. In unravelling their narratives, picking apart key elements of a great story, we saw how our own work and experiences could be shared as tools for learning and collaboration.

Stick to your story



The best stories tend to be seen through these four lenses:

→ Facts

The bones of any story, including events, items, dates, names – everything that is a part of reality.

→ Emotions

Adding depth to a story, emotions give meaning to facts and move the story forward. This includes reactions within the story and reactions the story elicits in readers.

→ Turning points

Moments where significant change occurs, new facts are introduced or emotions brought forward.

→ What's left untold

Stories can't cover everything. Just as silence speaks volumes, what's left unsaid can be just as revealing. Storytellers can use this to their advantage.



BONUS! DO SOME SHOW AND TELL WITH A BAG FULL OF PROPS AND OTHER SIGNIFICANT OR SYMBOLIC OBJECTS – IT HELPS TO ANCHOR YOUR STORY IN REALITY AND MAKE IT CONCRETE FOR YOUR AUDIENCE.



Claudia Mitchell

JAMES MCGILL PROFESSOR,
DEPARTMENT OF INTEGRATED
STUDIES IN EDUCATION

DIRECTOR, INSTITUTE FOR
HUMAN DEVELOPMENT AND
WELL-BEING

"I FIRMLY BELIEVE THAT
WE CAN TELL STORIES
THROUGH OBJECTS."

Every object tells a story

Storytellers often rely on a well-stocked bag of tricks to engage their audience. A researcher of gender, gender equality and gender-based violence, Claudia Mitchell not only leaned on her academic knowledge and storytelling chops, but showed up with objects brought back from her work in South Africa, Kenya, Ethiopia and other African countries.

What does a potato have to do with gender inequality?

In most of the farming that takes place in Ethiopia, men plant the seeds and everything after that is handled by women. Yet women often don't have a say in what happens with the money that farming generates.

What about a cellphone?

Since becoming widely available, mobile phones enabled Ethiopia's female farmers to negotiate with markets directly themselves, eliminating both middlemen and their cuts. "But stories, they unravel – they're connected," says Claudia. In the same way cellphones liberated many women, they oppress others by playing a central role in the transactional sex trade.



Don Sheppard

PROFESSOR OF MOLECULAR
MYCOLOGY, DEPARTMENT
OF MICROBIOLOGY AND
IMMUNOLOGY

"THE BEST STORIES
ARE PERSONAL
STORIES – THE ONES
WHERE THE PERSON
TELLING THE STORY IS
DEEPLY INVESTED IN IT."

Success stories out of tragic starts

Don Sheppard took us to the origin of the HIV/AIDS epidemic: a trading outpost called Léopoldville (present-day Kinshasa) in the Belgian Congo, where thousands of men worked to extract and export the land's natural resources. Only found in chimpanzees, the simian immunodeficiency virus infected a local hunter who had injured himself while butchering an ape. In its new host, SIV mutated into HIV, becoming transmittable by humans to humans.

The virus gained ground

Through various forces – poor sanitary conditions, prostitution, economic migration, international commerce, travel and drug use, among others – the virus spread within the outpost, throughout Africa and around the world.

Then came 1997

"When I treated HIV patients prior to 1997, the mortality rate was 100%. I sat by the bedside and watched over 100 young men die," Don Sheppard recalled. "Then, on a Tuesday like any other, I started my first patient on triple therapy. He was at death's door. Today, he is alive and still working in San Francisco. From that day on, society changed."

Courage and vision: Leadership lessons from the 18th Prime Minister of Canada

The Right Honourable
Brian Mulroney,
LLD'17

FORMER PRIME MINISTER
OF CANADA
“ACHIEVEMENT
OCCURS WHEN
CHALLENGE
MEETS
LEADERSHIP.”



Brian Mulroney knows about leadership. As head of the federal Progressive Conservatives, he led the party to successive majority governments. As Canada's 18th Prime Minister, he steered the country through the Meech Lake negotiations and the adoption of NAFTA. In an age of horse-race politics, Mr. Mulroney believes the future depends on strong leadership, which means teaching students to have both vision and courage. The following are some of his best lines (among many) as he addressed the McGill University Leaders Alliance.

"Depend on it: the long game is the good one."

Canada's first Prime Minister, Sir John A. MacDonal, was a leader who thought big and long-term. "We need to look to the next generations, not the next elections," Mr. Mulroney said. "It can frequently take decades before the full consequences of an important initiative become apparent."

"Just because something is popular doesn't mean it's right."

In a nation ruled by polls and ratings, where even newspapers hire focus groups to see what kind of news the people want, we're losing sight of this basic principle, Mr. Mulroney said. Leaders must have vision but also the courage to fight for policies that will give their vision life. "They must fight not for better headlines in 10 days, but for better countries in 10 years."



"Political life is supposed to be a continuum of successful solutions."

Great leaders show humility, said the former Prime Minister. "I built on the successes of my predecessors and others built on mine. That's the way it's supposed to go." Remember who came before and who is coming after.

"The right person in the right place at the right time can change the course of history."

You didn't have to sit around a G7 table with Margaret Thatcher and Ronald Reagan too many times to understand it's all about leadership, the former Prime Minister mused. Both politicians faced criticism but also stuck to their visions (and are remembered for it). "History tends to focus on the deciders... in education, science, the law and politics, because they are the men and women whose contributions shaped the destiny of their nations."

And what's Canada's secret weapon? "Women."

Mr. Mulroney recalled meeting the King of Saudi Arabia a couple of years ago. When asked what advantage Canada has over the King's country, Mr. Mulroney replied with one word: women. "There's not a program we should not engage in if it enhances the possibility of major contributions by women to all aspects of our society," he added. Utilizing different perspectives and giving people a chance to succeed is essential to the future of any organization... or country.



Dominic Barton
GLOBAL MANAGING PARTNER OF
MCKINSEY & COMPANY

“Universities – particularly leading ones like McGill – will play an increasingly important but evolving role in the way that we educate and skill people for the future and drive innovation.”

Challenging Orthodoxies

The way we deliver education a decade from now will likely look very different. Organizations need to adapt, or risk being disrupted. We will have to re-think the way we train and skill people. **We will need to challenge many of our orthodoxies.**

Five fundamental orthodoxies that McGill and other universities will have to challenge to adapt to this new context:

- **WHEN PEOPLE LEARN** – this may be the biggest shift we see
- **THE FOUR-YEAR DEGREE** – the idea of a four-year degree as the norm will be challenged – we will see the rise of shorter, modular, and part-time programs – these new programs will also give rise to new models of credentialing
- **HOW PEOPLE LEARN** – three new models will become more prevalent:
 - Active learning** – much more effective in attaining knowledge and skills
 - Online blended learning** – I believe we will see a shift away from real-time classroom learning, towards more online learning – evidence shows that “blended learning” (i.e., combining online with in-person) is the most effective method –our own experience with McKinsey Academy reinforces this
 - Experiential training integrated with work experience** - there will be more of a role for practitioners as educators
- **ROLE OF THE PRIVATE SECTOR** – in the coming years, the private sector will play a much larger role in education – (i.e., tech disrupting education) – in this new environment, universities will have to adapt their approach to collaborating with the private sector – (i.e., partnering with companies to re-skill workers, building “education clusters”)

McGill is an incredibly important institution, not just for Canada, but for the world – in terms of cutting-edge research it is doing, but also in educating generations of global leaders.





Christopher Buddle

DEAN OF STUDENTS
MCGILL UNIVERSITY
@CMBUDDLE

“WE'RE EDUCATING STUDENTS TO BE AGILE, INNOVATIVE AND READY FOR A WORLD THAT'S CHANGING AT A DIZZIFYING PACE.”

Supporting students in three steps

Dean of Students **Christopher Buddle** is on a mission to help students become future-ready and move their academic life from average to outstanding. Guiding their transition to independent scholars and creative thinkers benefits everyone. So how can we help ensure that all students have a chance to receive the guidance they need to thrive?

Open a door

When one door closes, another opens – usually a better door. More often than not, it comes in the form of a McGillian's helping hand. Who have you held the door open for lately?

Be a mentor

It's easy to focus on our own daily problems, challenges and routines, but is there something you could do in a professional capacity for someone who's new to Canada or who is up-and-coming and could use a boost? Be the mentor you wish you had.

Encourage wellness

Adopting a holistic view of success allows space for taking care of mental health, which is an important commitment at McGill. Our student wellness strategies include investing in mental health resources as well as embedding advisors in faculties and offering additional support when students come from afar.

In a city as multicultural as Montreal, students of its foremost university have some impressive stories to tell about how they arrived here. This rings true in particular for our McGill student ambassadors, some of whom have overcome incredible adversity to achieve success. In disciplines such as medicine, engineering, mathematics, law, finance and communications, these students' perseverance, determination and pay-it-forward attitude make them the ultimate McGill representatives – young people who our students can be proud to model themselves after.

Student success stories

“WHERE I CAME FROM TO WHERE I AM TODAY.. IT’S UNBELIEVABLE.”

After escaping the 1994 Rwandan genocide, Moses Gashirabake and his family moved to Kenya, piecing together a successful life thanks to Moses' business-minded father, who paid for his school fees overseas. When Moses came to Montreal, he found the “beauty and welcoming nature of Canadians overwhelming.” As a law grad now practicing at an international firm, he stresses that having mentors and sponsors allowed him to focus on his studies and that McGill was wonderfully supportive in this way. He now feels the responsibility to advocate for human rights, a mission he is uniquely poised to carry out.



Moses Gashirabake

McGILL LAW GRADUATE, RWANDAN REFUGEE

[@GMOZZAY](#)



Joannie Rochette

McGILL MEDICINE STUDENT, OLYMPIC FIGURE SKATER

[@JOANNIEROCHETTE](#)

“IT’S BEEN REALLY GREAT TO FIND A PASSION THAT KEEPS ME UP AT NIGHT.”

For many Canadians, Joannie Rochette needs no introduction. As a 2010 Olympian, she charmed audiences with her emotional fortitude when she skated to bronze just two days after her mother suddenly passed away. Her childhood passion for helping others beckoned when she was ready to move on from skating, and she is now finishing her second year in the Faculty of Medicine – a choice that perfectly pairs her discipline, competitive spirit and strong work ethic.

“NEW COUNTRY, NEW YEAR, NEW CITY, NEW ME.”

After fleeing the Syrian war, Jenny Aboue Youn El-Soud arrived in Canada in 2016 and applied to McGill, keeping her application secret from her family for fear of rejection. But when she got that letter, she and her family shared tears of joy at the news she was accepted. Her arrival in Montreal was one of uncertainty – a far step from her comfort zone. Currently, she continues towards her goal of combining a finance background with her public relations and communications studies.



Jenny Aboue Youn El-Soud

McGILL COMMUNICATION STUDIES STUDENT, CONSULTANT, REFUGEE SPOKESPERSON

“McGILL GAVE ME THE COMFORT IN HAVING NO IDEA WHAT TO DO.”

Clare Lyle is yet another example of a student who’s excelling in her field. Having established herself as a leader through internships at Google Brain and The Artificial Intelligence Policy Group at Oxford University, she heads McGill’s “McHacks” program, which boasts approximately 600 members. Clare firmly believes in the importance of McGill mentoring programs, one of which helped her earn the Rhodes Scholarship. She will be heading to Oxford University in the fall to start her PhD in theoretical foundations and problems for machine learning and AI.



Clare Lyle

McGILL MATH AND COMPUTER SCIENCE STUDENT, RHODES SCHOLAR



Alexander Lachapelle

MEDICAL STUDENT, RHODES SCHOLAR, PRESIDENT OF THE McGILL STUDENT SURGERY SOCIETY

“McGILL GAVE ME CONFIDENCE IN MY ABILITY TO LEARN.”

Rhodes Scholar Alexander Lachapelle is the embodiment of academic achievement and compassion. His commitment to the advancement of knowledge in the field of medicine is a meaningful indication of the tireless work that many of McGill’s top students are capable of. As he prepares to embark on his PhD in Engineering at Oxford University, there is comfort in knowing that people like Alexander are ready to rise to the challenge.



Claudia Di Iorio

McGILL LAW STUDENT, DIRECTOR OF THE BOARD, SAAQ

“McGILL TAUGHT ME TO BE READY FOR WHATEVER.”

After a horrific car accident at age 16, Claudia Di Iorio endured an arduous recovery process following a month-long coma that included three brain surgeries, as well as pelvic reconstruction. Despite doctors’ prognoses, she defied the odds and learned to walk and talk again. All this has strengthened her resolve to “bring death on the roads to zero.” As the youngest-ever Director of the Board of the SAAQ, she believes she is on the right track to achieve her ambitious goal. Her studies at McGill Law put her in a unique position to be an effective spokesperson for road safety.



Charlene Li

PRINCIPAL ANALYST, [ALTIMETER](#)
[@CHARLENELI](#)

Entire departments are dedicated to social media, yet effective leaders can harness its power in a single Facebook post or tweet.

How to lead in the digital age

“TECHNOLOGIES COME AND GO. IT’S ALWAYS ABOUT THE RELATIONSHIPS.”

Used effectively, digital tools make the difference in forging connectedness and trust between employers and employees, companies and customers, leaders and followers.

“In this fast-moving age, we have to use every single tool available to us,” said Charlene Li, founder of social media consulting group Altimeter. She showed us that when leaders share emotionally resonant stories on social media, they remind people why their work is important – why *they* are important.

Key characteristics of a great leader

- Confidence
- Humility
- Courage

Listen at scale

Social media lets us connect with everyone, regardless of hierarchies. Tune in to what people are saying and make listening a daily commitment. This will give you a sense of what's real and true, right from the source.

Share to shape

Tell a story to let followers in on your thoughts and values. Understand what people need to hear from you and offer it up to stimulate creativity. "We are inspired by the people who led us to become the leaders we want to see in ourselves," said Charlene Li.

Engage to transform

Start conversations at all levels of your organization to dismantle hierarchies. Use those conversations to register and leverage your leadership objectives.



READ CHARLENE LI'S BOOK, [THE ENGAGED LEADER: A STRATEGY FOR YOUR DIGITAL TRANSFORMATION](#)



WATCH CHARLENE LI AT TED@IBM: [EFFICIENT LEADERSHIP IN THE DIGITAL ERA](#)

Use digital tools to develop relationships

TELSTRA TRANSFORMED

IN AN EFFORT TO SHIFT CUSTOMER PERCEPTIONS, THE AUSTRALIAN TELECOM COMPANY CREATED AN APP IN WHICH EMPLOYEES COULD LOG COMPLAINTS FROM FRIENDS AND FAMILY MEMBERS. DUBBED THE "BBQ APP," THE OBJECTIVE WAS TO PUT EMPLOYEES IN A POSITION OF POWER WHEN FACED WITH COMPLAINTS ABOUT TELSTRA WHILE SIMULTANEOUSLY MAKING CUSTOMERS FEEL HEARD. THE RESULT? ALMOST HALF OF TELSTRA'S EMPLOYEES HAVE DOWNLOADED THE APP.

"I don't have time."

Leadership should be the most important thing you do. There's no excuse not to find time to share your thoughts and hear what people are saying.

"Who cares what I had for lunch?"

People may not care what you ate, but they do care about what you talked about. Share things that inspire, worry or challenge you.



The most common roadblocks to digital leadership

"It's marketing's job."

You can't make leadership somebody else's responsibility. Instead of passing the buck, publish an update on Facebook, post a photo to Instagram or tweet about what you're doing. Relationship building cannot be outsourced.

"I don't want to get the company in trouble."

Taking risks is central to being a leader, so extend those principles to the digital sphere. "Leadership is a dangerous and courageous act," said Charlene Li. "Your palms are sweaty if you're doing it right." Trust your judgement: if something is important enough to say, share it online.

“YOU HAVE TO HAVE THAT
SENSE OF HUMILITY TO BE
SEEN AS A GOOD LEADER.”

— JOSEPH TSAI

Joseph Tsai

CO-FOUNDER, EXECUTIVE VICE
CHAIRMAN, [ALIBABA GROUP](#)
[@JOETSAI1999](#)

IN CONVERSATION WITH,
Mark Hantho,
BCom’81

CHAIRMAN, GLOBAL CAPITAL
MARKETS AT [DEUTSCHE BANK](#)

Takeaways from one of China’s most successful business leaders

China’s largest e-commerce company, Alibaba Group, is transforming the way millions of its merchants market, sell and operate – and it is poised to be the first of its kind to reach that exclusive \$1 trillion market cap. Co-Founder **Joseph Tsai** shared his views on learning, the evolution of retail, Asia as an emerging market, and Alibaba’s leadership vision.

Joseph Tsai's advice for future-ready leaders...

Get ready for the new, global middle class

"It's funny to say anything about China next to the word micro," said Joseph Tsai, but the emerging middle class is a microclimate to watch. In China, Bangladesh, India and other Southeast Asian countries, people are doing better financially than in previous generations, increasing their discretionary spending and creating tremendous market opportunity. "Think internationally," he advised. "We're living in a very integrated world."

FUN FACT

THE CHINESE DON'T CHARGE IT. "WE'RE WAY PAST THE CREDIT CARD," SAID JOSEPH TSAI, EXPLAINING ALL COMMERCE IS DONE BY MOBILE PAYMENT. THIS CASHLESS TRANSACTION SPACE IS WORTH \$17 TRILLION.

Be humble

Leaders are always making decisions without perfect information, so they must be willing to take risks and be comfortable doing so, said Joseph Tsai. "How they handle the bad decisions is the differentiator." Another important factor is the ability to hire people who are better and smarter than you, he said, quoting business legend Jack Welch: "A people hire other A people. B people hire C people." You have to have the humility and generosity to bring the best people in.

Take statistics and psychology

Studying statistics prepares future business leaders to process a staggering volume of data, while behavioural studies gives them an understanding of the humans *behind* that data. After all, Joseph Tsai said, it's about IQ and EQ. At least this was the advice he gave to his college-age daughter...

Train flexible minds

"The most important thing is to learn how to learn and learn how to think," said Joseph Tsai, suggesting that hyper-specialization eventually takes a backseat to the ability to effectively adapt to changing needs. "Writing is so important in the business context," he added. "To be able to lay out a business proposition, to be able to lay out your argument logically, [it's] still a very, very important thing."

Be symbiotic as opposed to cannibalistic

Joseph Tsai suggested that a collaborative approach is best when embracing changes in your industry. "Physical space and online purchasing can coexist," he said, using his retail empire as an example and predicting that fully integrated inventory systems will manage both digital and brick-and-mortar stores in the future. Serve customers in both. "Think about the store for location and not foot traffic [to] enable very fast delivery."



WATCH [HOW ALIBABA IS REINVENTING CHINA'S MOM-AND-POP STORES.](#)

**Suzanne Fortier,
BSc'72, PhD'76**

PRINCIPAL AND
VICE-CHANCELLOR,
MCGILL UNIVERSITY
[@MCGILLU](#)

“WE NEED TO NURTURE PEOPLE WHO CAN TURN UNCERTAINTY INTO OPPORTUNITY, WHO CAN OPEN THE WAY TO A DEEPER UNDERSTANDING OF HUMANITY AND TO A BETTER SOCIETY AND A BETTER WORLD.”



**Be proud of our
past, but look to
our future**

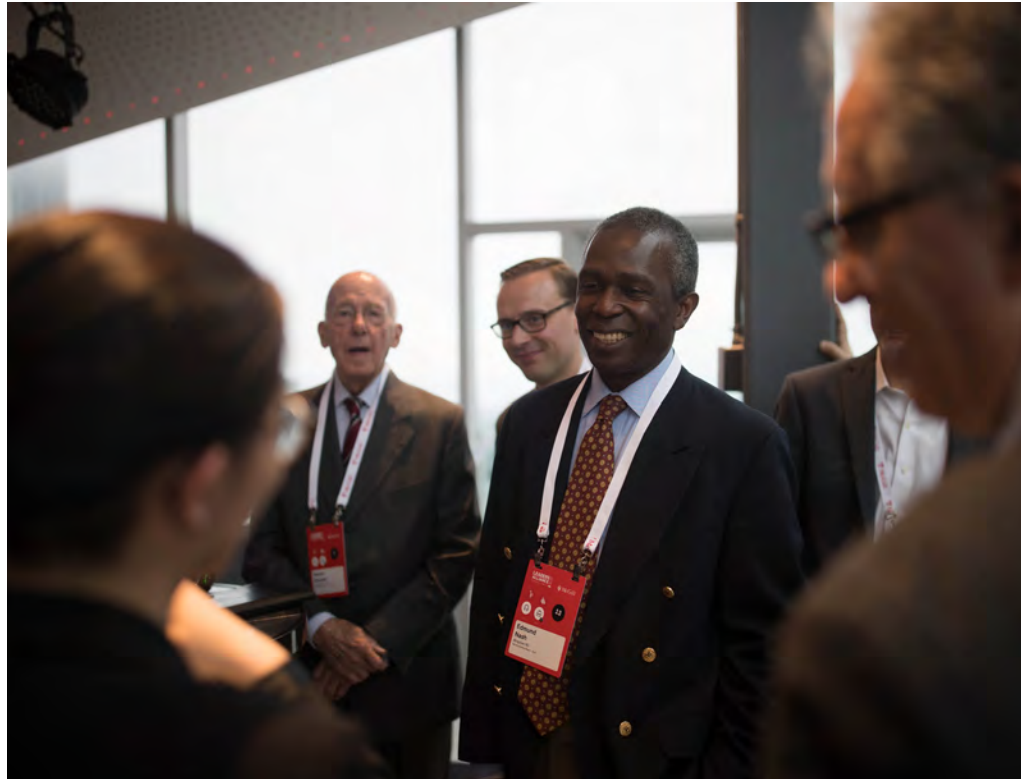
With the sun shining on our campus, Principal and Vice-Chancellor Suzanne Fortier concluded the McGill University Leaders Alliance by reminding us that, in less than 1,000 days, we would be celebrating our 200th anniversary.

“We are here because McGill needs to aim high and continue to be a leader in an increasingly complex world,” she said. We have all the ingredients we need to supercharge the third century of our University and turn ideas into impact: people who embrace challenge, engaged partners, a hotbed of entrepreneurship and creative leadership.

McGill needs the guidance, wisdom and criticism of its alumni to mentor the next generation of leaders, advise faculties, build partnerships and come together as a team of champions for the University, she said, outlining some actions for an open, connected and purposeful future.

- **Innovation that drives progress**
We need to support the full spectrum of innovation from inception, pilot projects, social and commercial entrepreneurship, as well as foster partnerships with industry and experiment with radically new ways of thinking.
- **Opportunities that open doors**
Build a university that is inclusive and reflects the world’s diversity, recognizing that education is one of the biggest drivers of social and economic equality.
- **Research that changes lives**
Building on our research strengths to have an impact on society and embrace new partnerships and approaches that are collaborative, multidisciplinary, data-based, community-based or entirely new in order to serve society.
- **Education that shapes future-ready students**
Prepare students to thrive in a world where change is the only constant, inspire confidence in their ability to learn, offer an environment that ignites curiosity and creativity, and help them develop the transferable skills of digital literacy, critical thinking, leadership, collaboration and emotional intelligence.

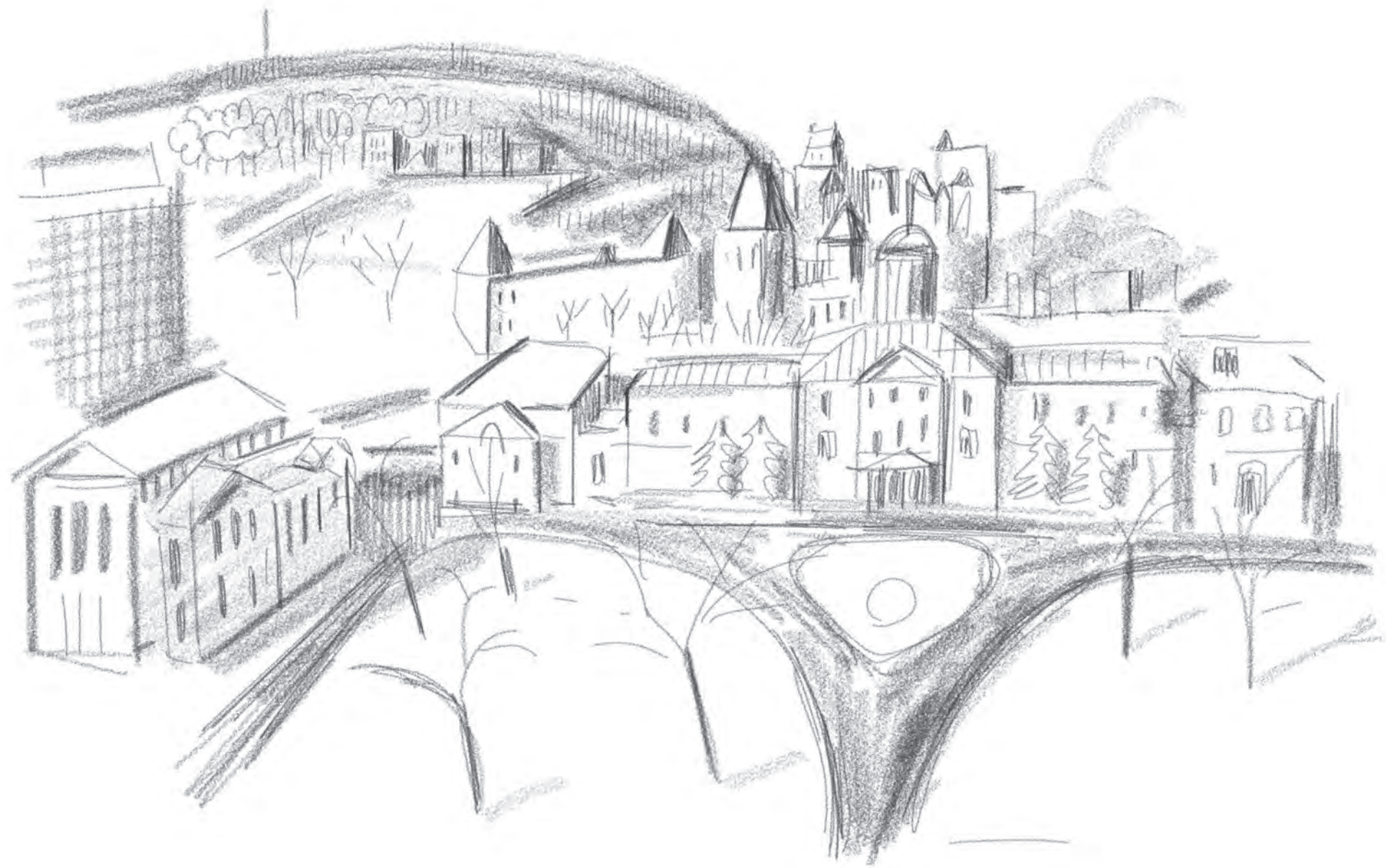








While little is certain about the future, as we look to our third century one thing is sure: with the support of the global McGill community, we will realize our bold vision and so much more. Your participation in the Leaders Alliance, and your renewed commitment and connection to McGill, will help us continue to have the greatest possible impact in our cities and around the world for decades to come. Thank you for joining us.





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