



---

Minutes of a meeting of the Board of Governors held on September 27, 2011 at 4:00 p.m., in the third floor meeting room, James Administration Building, 845 Sherbrooke Street West, Montreal.

---

**PRESENT:**

Cobbett, Stuart (*Chair*)  
Critchley, Ronald  
de Grandpré, Lili  
Fazel, Kathy  
Gagnier, Daniel  
Généreux, Claude  
Harpp, David Noble  
Hastings, Kenneth  
Knight, Maggie  
Minzberg, Samuel  
Munroe-Blum, Heather  
Nassim, Roland

Pekeles, Gary  
Raz, Amir  
Richards, Michael  
Steinberg, H. Arnold  
(*Chancellor*)  
Turcotte, Martine  
Vandal, Thierry  
Vroom, Ann

Goldstein, Rose  
Thibault, Line  
Masi, Anthony C.  
Mendelson, Morton  
Moreau, Pierre  
  
Strople, Stephen (Secretary-  
General)  
Edyta Rogowska (Secretariat)

**Resource Persons**

Di Grappa, Michael  
Dowie, Vaughan

**Invited Guests:** Adrien Pouliot, Governor Emeritus, Chair of the Audit Committee, Dr. Samuel Benaroya, Interim Vice-Principal (Health Affairs) and Dean (Faculty of Medicine), Dean Peter Todd (Desautels Faculty of Management), Professor Jim Nicell, Associate Vice-Principal (University Services).

**REGRETS:** Gerald Butts, Peter Coughlin, Roshi Chadha, Morna Flood Consedine, Darren Entwistle, Allan Youster.

**Chair's Remarks**

The Chair welcomed all members and guests to the first meeting of the Board of Governors for the 2011-2012 governance year. In particular, he greeted Ms. Maggie Knight, President of the Students Society of McGill and Mr. Roland Nassim, President of the Postgraduate Students' Society, two new student members of the Board. The Chair also welcomed Mr. Olivier Marcil, McGill's new Vice-Principal (External Relations).

The Chair noted that the Board was meeting in a newly constructed meeting room, equipped with a leading-edge audiovisual and call-conferencing system, which had been partially donated by Panasonic. He pointed out that the new technical support would facilitate participation by video or teleconference for those members who could not attend Board meetings in person. The Chair notified members that a formal inauguration of the meeting room would take place later in the year.

**OPEN SESSION**

**1. Approval of the Agenda and Meeting Minutes (Open Session) of May 25, 2011 [10-11 BR-05]**

*On a motion duly proposed and seconded, the agenda and the open session minutes of May 25, 2011 were approved.*

## **2. Principal's Remarks**

The Principal informed members that the Quebec Bar Association had awarded the Board Chair with the title of *Avocatus Emeritus*, in order to highlight his contributions to the legal profession [Applause]. The Chair thanked members for their congratulations and informed them that Governor Martine Turcotte had previously received the same award [Applause].

The Principal reported that the Chancellor had received the Samuel Bronfman Medal, in recognition of his contributions as a philanthropist and community leader [Applause].

The Principal reminded members that there were events taking place at both campuses in order to celebrate McGill's 190<sup>th</sup> Anniversary and encouraged members to participate.

The Principal updated members on the MUNACA strike, noting that approximately 1700 support staff employees had been on strike since September 2011. She reported that the University was committed to reaching a fair settlement.

The Principal reported that certain provisions of the provincial labour law allows certain managers to take on responsibilities of the striking staff and noted that this was occurring in order to ensure that McGill's core academic mission is carried out. Underscoring the strike's impact on the University, the Principal thanked the Vice-Principal (Administration and Finance) and his team for the work they have done during this challenging time.

The Principal reported that the Ministry of Education had officially recognized the MBA program as a self-financing program, a decision that had resulted following the University's intervention with the Ministry. The Principal stated that the University and the Board had supported the self-funded MBA model due to the unsustainable nature in quality and access of the previous MBA.

The Principal reported on McGill's rankings, informing members that the University was placed seventeenth in the QS University Rankings. She commended the work of Dr. Pierre Moreau, Executive Director and Senior Advisor (Planning and Institutional Analysis) for improving the performance data available on McGill. The Principal noted that some surveys did not account for university size in their assessment which explained why McGill tends to score less well in certain assessments. The Principal noted that a further update on rankings would be provided to the Board at a future meeting.

The Principal thanked Governor Claude Généreux for his contributions in developing the Strategic Reframing Initiative (SRI). The Principal stated that the SRI project would help position McGill more competitively in the educational market place.

The Principal reported that the activities of the Advisory Committee for the Selection of the Vice-Principal (Health Affairs) and Dean (Faculty of Medicine) were moving apace and that a recommendation for appointment could be expected in the near future. The Principal also informed members that Mr. Vaughan Dowie, Executive Head (Public Affairs), would be leaving the University to pursue other endeavours. She thanked Mr. Dowie for all of his work and contributions to McGill [Applause].

The Board discussed funding matters, noting that contrary to popular belief, McGill does not retain the international portion of the tuition fees paid by international students. This portion of the fees is appropriated by the provincial government.

**3. In-Kind Gifts Policy** [GD11-01]

The Vice-Principal (Development and Alumni Relations) presented the In-Kind Gifts Policy for approval. He noted that the Policy was created in response to the need to establish a level of cohesion and support for the variety of gifts-in-kind to McGill. The Policy will establish criteria and procedures to enable McGill to accept gifts-in-kind and other tangible property as charitable donations if such property supported the goals of the University.

The Board reviewed the Policy. Following a minor revision of the draft Policy, by which the term “planned” was replaced with “intended” to read “intended gift-in-kind” throughout the Policy, the Board approved the In-Kinds Gifts Policy.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Vice-Principal (Development and Alumni Relations), approved the Gifts-In-Kind Policy contained in Appendix A of GD11-01.*

**4. Report from Vice-Principal (Research and International Relations)** [GD11-02]

4.1 Research Performance and Innovation

Dr. Rose Goldstein, Vice-Principal (Research and International Relations), presented the Report on Research Performance and Innovation, focusing on McGill’s success in major funding programs, its progress in areas related to innovation, and other major achievements of University researchers.

The Vice-Principal delivered a PowerPoint presentation that examined a wide range of performance indicators, showing how McGill compares to its G5 and U15 peers in terms of research accomplishments over the last five years. She identified trends in funding and outlined how the University’s research enterprise can become better suited to compete in the future.

4.2 Strategic Research Plan

Dr. Goldstein reported on the University’s Strategic Research Plan (SRP), is being developed to increase and enhance McGill’s transformative research initiatives and support its research talent, in service to the various sectors of society. She noted that the SRP would foster a results-oriented environment that maximizes research potential and training opportunities and enhances the University’s reputation for excellence, nationally and internationally. Dr. Goldstein spoke about the administration’s initiative to engage the McGill community in the drafting of the SRP and noted that the Plan’s goal is to represent a collective approach to McGill’s strategic research goals.

Following Dr. Goldstein’s presentation, the Board engaged in a discussion that focused on McGill’s overall performance and funding relative to other major research universities in Canada, partnership opportunities, the value of transformative research and McGill’s funding priorities.

**5. Update on Bill 127: An Act to Improve the Management of the Health and Social Services Network**

Verbal Report

Dr. Samuel Benaroya, Interim Vice-Principal (Health Affairs) and Dean (Faculty of Medicine), provided members with an update on Bill 127: an act to improve the management of the health and social services network. He informed members that the provincial government enacted a series of amendments in the health and social services sector that led to a reconstitution of hospital and health boards, effective February 1, 2012. Under this new legislation, the University's representation on the four affiliated hospital boards and two health and social services boards would be reduced from four to two members. He added that this new composition had been established following the intervention of the Conférence des recteurs et des principaux des universités du Québec (CREPUQ), who had negotiated with the provincial government to increase the composition from the initially proposed one representative to two, at minimum.

Dr. Benaroya noted that the University was working to ensure that McGill's upcoming contract of affiliation with the hospital boards would reflect the University's needs.

The Principal thanked Dr. Benaroya for his leadership of the Faculty of Medicine during the interim period. She informed members that the Nominating and Governance Committee was meeting in the near future to formulate recommendations concerning McGill's appointments to these health care boards. These would be presented to the Board of Governors for approval.

**6. Report from Senate**

[GD11-03]

The Principal presented the Report from Senate, arising from Senate's meeting of September 22, 2011. The report contained four recommendations that the Principal presented for the Board's approval.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the proposal for the creation of a Department of Pediatric Surgery /"Département de chirurgie pédiatrique" in the Faculty of Medicine.*

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved a revision to Section 5.60 of the Regulations Relating to the Employment of Academic Staff and Section 3.60 of the Regulations Relating to the Employment of Librarian Staff to replace "At the beginning of each calendar year" with the phrase: 'During the Fall term of each academic year.'*

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved amendments to relevant University policies and regulations that require the Board of Governors approval to include "Director or Dean of Libraries".*

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved that the following academic staff members be appointed to the University Appeals Committee for a term of three years ending March 31, 2014:*

*Professor Torrence Kirby (Religions Studies)  
Professor Michel Biron (Arts)  
Professor Graham Bell (Science)*

**7. Board of Governors Handbook 2011-2012** [GD11-04]

The Secretary-General noted that the 2011-2012 Board of Governors Handbook had been updated to reflect the Board’s current membership and was available online. It is intended as a reference document.

**8. Notice of Joint Board Senate Meeting: November 1, 2011** [GD11-05]

The Provost presented the notice of the joint Board-Senate meeting, scheduled for November 1, 2011. He reminded members that the topic of this year’s meeting was “Research, Innovation and Community Placement in the Undergraduate Educational Experience”.

**9. Faculty Presentation** *Presentation*

Dean Peter Todd, (Desautels Faculty of Management), delivered a presentation on some of the recent accomplishments of the Faculty of Management. He summarized the different types of programs offered to students, described the ways in which the Faculty links programs to business practice in order to ensure that students are equipped with industry-related experience and explained the Faculty’s personalized career development service, which allows students to explore various career paths in order to achieve their professional goals. In addition, Dean Todd reported on the success of the self-funded MBA program as evidenced through student and employer surveys, job placement ratios and the program’s rankings.

The Board thanked Dean Todd for the informative presentation and engaged in a discussion that focused on the Faculty’s enrolment targets in relation to its competitors.

**CLOSED SESSION**

The Board moved into closed session to consider the following matters:

**10. Approval of Minutes (closed session) of May 25, 2011** [10-11 CR:05]

**11. Update on the 2011-2012 Approval of the Budget** Verbal Report

**12. Auditor’s Report, Financial Statements and Financial Report to the Board of Governors for Fiscal Year Ending 30 April, 2011** [GD11-06]

**13. Board Committee Reports (For Action)**

- 13.1 Report of the Executive Committee [GD11-07]
- 13.2 Report of the Building and Property Committee [GD11-08]
- 13.3 Report of the Nominating and Governance Committee [GD11-09]
  - 13.3.1 Appointment of a Member-at-large
  - 13.3.2 Other Appointments

**14. Board Committee Reports (For Information)**

- 14.1 Report of the Human Resources Committee [GD11-10]

**15. Proposals for Naming of University Assets**

- 15.1 Peter MacKell Chair in Federalism [GD11-11]
- 15.2 Centre of Private and Comparative Law [GD11-12]
- 15.3 Rudy Marcus Chemical Sciences Laboratories [GD11-13]
- 15.4 James Sculpture Garden [GD11-14]

**16. Matters Related to Financement Quebec Resolution Approved in 2009** [GD11-15]

**17. Report on New Appointments with Tenure** [GD11-16]

**18. Other Business**