

Minutes of Open Session

Thursday, February 15, 2018 17-18 BR:03

Minutes of a meeting of the Board of Governors held on Thursday, February 15, 2018 at 4:00 p.m. in room 301 of the James Administration Building, 845 Sherbrooke Street West, Montreal.

Present:

Barney, Darin
Chisholm, Victor
Critchley, Ronald
Desnoyers, Alan (*by phone*)
Fazel, Kathy
Fortier, Suzanne
Généreux, Claude
Halperin, Stephen
Harpp, David
Haynes, Bryan (*by phone*)
Hobday, Tina
Lefebvre, Alice (*Observer*)
Matuszewski, Pierre
Meighen, Michael A.
Murphy, Sean (*Observer*)

Nystrom, Derek
Panda, Ram (*Chair*)
Price Verreault, Cynthia
Tippler, Maria
Tojiboeva, Muna
Turcotte, Martine
Zorychta, Edith

Resource Persons
Arseneault, Louis
Beauchamp, Yves
Cargo, Martha
Govain, Royal
Manfredi, Christopher

Rogowska, Edyta
(*Secretary-General*)
Simard, Caroline
(*Associate Director*)
Arshad, Victor
(*Governance Officer*)

Guests: Isabelle Bajoux-Besnainou, Dean, Desautels Faculty of Management; Robert Couvrette, Associate Vice-Principal (Facilities Management and Ancillary Services); Francois Miller, Director, Sustainability; Bradley Tucker, Executive Director, Analysis, Planning and Budget.

Regrets: Maryse Bertrand, Michael Boychuk, Peter Coughlin, Samuel Minzberg.

9. Chair's Remarks

Governor Ram Panda, Chair of the Board of Governors, welcomed members to the third regular meeting of the Board of Governors for the 2017 – 2018 governance year. He introduced Ms. Maria Tippler, Secretary-General of the Postgraduate Students' Society (PGSS), as a new Board member. He then reminded members that a Community Session would take place following the Board meeting.

10. Consent Items

On a motion duly proposed and seconded, the Board of Governors approved the Agenda and Minutes (Open Session) of December 12, 2017 as a consent item.

The Board of Governors also received, as consent items, the Report of the Executive Committee [GD17-35], the Report of the Audit Committee [GD17-37] and the 2018 – 2019 Board of Governors Meeting Dates [GD17-38]. Further to a request made to discuss the Report of the Human Resources Committee [GD17-36] outside the consent agenda, the Report was considered within the context of agenda items #14 and #15.

11. Business Arising from Open Session Minutes

There was none.

12. Principal's Remarks (Continued)

Professor Suzanne Fortier, Principal and Vice-Chancellor, opened her remarks with an update on the steps taken to ensure respect and inclusion on campus. She reported that she a message to the McGill community had been sent sharing the report of Dr. Spencer Boudreau, former Ombudsperson for Students, on his investigation into the events at the General Assembly of the Students' Society of McGill University (SSMU) on October 23, 2017, which concluded that the evidence gathered did not substantiate the notion that a vote to not ratify three would-be members of the SSMU Board of Directors was motivated by anti-Semitism but rather by political views. The Principal clarified a distinction between intent and effect, noting that while Dr. Boudreau did not find evidence of intent, he did find evidence of effect, and that the allegations of anti-Semitism were honest reactions to the events that had transpired. She specified that the Report had focused on the SSMU General Assembly and that the Task Force on Respect and Inclusion in Campus Life would recommend a set of concrete measures by which the University may ensure the full and effective operationalization of its principles across all University activities.

The Principal then reported on government relations, and on the recent discussions regarding university funding policy. She indicated that Quebec universities and the *Ministère de l'Éducation et de l'Enseignement supérieur* were working together to revise the current funding formula. She noted that consultations continued in relation to the rules that determine the funding received to support teaching in different disciplines and at different levels of study. With respect to the Royal Victoria Hospital Redevelopment Project, she informed members that the University was continuing its outreach regarding the project and mentioned that she had recently met with the provincial Minister responsible for Montreal as well as the Mayor to discuss the file. Furthermore, the Principal discussed the provincial government's draft legislation regarding recreational cannabis and noted that as it was currently drafted, the Bill prohibited cannabis smoking on university campuses. The Principal also highlighted that as part of making the case for government investment in fundamental research, she had participated in a national symposium organized by the Public Policy Forum to discuss the importance of federal investments in basic research in advance of the 2018 federal budget. She also noted the recent announcement of business-led innovation superclusters involving McGill faculty.

Regarding external relations, the Principal reported that McGill participated in the World Economic Forum's annual meeting in Davos, Switzerland, as a member of the Global University Leaders Forum. She highlighted that the theme of the meeting was *Creating a Shared Future in a Fractured World* and that discussions took place on the impact of technology on the workplace and the role of universities as catalysts of social inclusion. In addition, she reported on recent alumni trips in diverse regions around the world including Hong Kong, London, New York, Los Angeles, and Vancouver.

The Principal concluded her remarks with examples of external recognition of members of the community, including the appointments of Vice-Principal Cargo and Professor François Crépeau to the Order of Canada, the University being named one of Montreal's Top Employers for 2018 for the tenth year in a row by the editors of Canada's Top 100 Employers at Mediacorp Canada Inc., three McGill researchers who contributed to three of ten discoveries of the year selected by Québec Science magazine, and McGill grad Mélodie Daoust's participation with Team Canada's hockey team at the 2018 Winter Olympics in Pyeongchang, South Korea. Finally, the Principal indicated that the McGill-Centraide campaign had surpassed its goal once again and had raised a total of \$510,000, thanking all those who had participated.

In a discussion that followed, members deliberated on the recent announcement by the University of Toronto regarding domestic tuition rates for incoming international doctoral students. It was noted that there was a greater need to communicate the existing preferential rates for international students at McGill. Members were informed that the Dean of the Faculty of Graduate and Postdoctoral Studies had recently created a guide for graduate program directors regarding funding available for incoming students. In addition, it was noted that Dr. Spencer Boudreau's work was valuable to advancing the need for respectful dialogue on campus.

13. Presentations

13.1 Desautels Faculty of Management [GD17-26]

Professor Isabelle Bajoux-Besnainou, Dean, Desautels Faculty of Management, provided an overview of activities, initiatives and developments of the Desautels Faculty of Management. She presented key elements of the Faculty, which included its demographics, strategic plan, academic programs, national and international rankings, research, funding, community outreach, fundraising capacity as well as challenges faced by the Faculty.

During discussion, members were provided information on the recently announced Bensadoun School of Retail Management. Members also received a summary of student demographics by academic programs offered within the Faculty and were informed that the MBA program had recently been ranked as 1st in Canada by the Financial Times. It was specified that the criteria for such international rankings was the increase in salary for graduates and that there were no rankings of undergraduate programs. Members also engaged in a discussion about women in finance, and it was noted that the Faculty had put in place a taskforce to study why female enrolment decreased in certain programs. On behalf of the Board, the Chair thanked Dean Bajoux-Besnainou for her presentation.

13.2 Revenue Forecasting Methodologies [GD17-39]

Professor Christopher Manfredi, Provost and Vice-Principal (Academic), delivered a presentation on the University's revenue forecasting methodologies. He described the University's sources for operating revenue, noting that 70% was enrolment-driven, and reported on the forecasting methodologies for estimating revenue from enrolment-based grants and tuition. He indicated that provincial government funding was based on FTEs,

with one FTE representing 30 hours of course or program-based student activity, and weighted by discipline, but that the government recovered a portion of its operating grant through contributions to student aid, as well as the recovery of supplemental Canadian non-Quebec resident and international fees.

The Provost and Vice-Principal (Academic) then explained that the new methodology that had been implemented by Analysis, Planning and Budget provided for a complete reinvigoration in budget planning by informing the forecasting of expenses, the minimization of variations, and the controlling of expenses. Members discussed the tuition disparity with other provinces. In response to a question, the Provost and Vice-Principal (Academic) indicated that the government did audit the University and required the submission of student data and estimates.

14. Report of the Finance Committee [GD17-40]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee, arising from the Committee's meeting of February 8, 2018. He noted that further to strategic working sessions held jointly with the Building and Property Committee in January 2018, the Committee would be considering various financial scenarios in support of the Royal Victoria Hospital project, which would be presented to the Board of Governors at a future meeting.

14.1 Budget Planning 2018 – 2019: Report II

The Provost and Vice-Principal (Academic) presented the second Budget Planning Report for FY2019. He informed members of challenges impacting the University's operating budget, including anticipated changes to the provincial funding formula for universities and the unprecedented infrastructure renewal of the University's campuses. He explained that the University had worked to improve its revenue forecasting methodologies and that there was also a need to focus on expense forecasting methodologies.

The Provost and Vice-Principal (Academic) indicated that the annual operating deficit was revised to \$14.2 million. He expressed the need to further control expenditures for building and occupancy costs and indicated that an external consultant had been engaged for that purpose. He noted the need to control the rate of growth and expenses, limiting the accumulated operating deficit, with the objective of reaching a balanced budget in FY2023. In response to a question concerning academic renewals and data provided in the Staffing Report within the Report of the Human Resources Committee [GD17-36], the Provost and Vice-Principal (Academic) explained that while academic renewals would slow down, projected departures had been less than anticipated and that there would be a net gain in academic hires, as the Staffing Report did not contain data for FY2018 and FY2019.

15. Progress Report on Key Performance Indicators [GD17-27]

The Principal presented the progress report on the University's Key Performance Indicators (KPIs). She indicated that the twenty-five metrics were developed through consultation with the administration in order to allow the University to set targets and track the progress

of its strategic priorities in academia, research, finance and administration as well as advancement. She highlighted the three new KPIs included for 2017, which included Greenhouse Gas Emissions, Sustainability Rating, and Sustainability Strategy Vision 2020.

In response to a question on the U15 as a benchmark for certain KPIs but not all, the Principal clarified that for certain KPIs, there was no data available from the U15 and no standardized nomenclature for certain targets across institutions. The Principal specified that KPIs had initially been set by the provincial government and had evolved since then. She welcomed input from members for additional targets. In response to a question on the target for undergraduate class size, the Provost and Vice-Principal (Academic) noted that a more efficient use of classroom space could be implemented. In addition, in response to a question raised regarding data contained in the Staffing Report within the Report of the Human Resources Committee [GD17-36], the Provost and Vice-Principal (Academic) clarified the distinction between Contract Academic Staff and course lecturers and indicated that approximately 15% of courses across the University were taught by course lecturers.

Secretary's Note: The proportion of courses taught by course lecturers varied across Faculties; for the 2016 – 2017 academic year, the proportion was 13.4% in the Faculty of Arts, 15.5% in the Faculty of Engineering, and 7.8% in the Faculty of Science.

16. Annual Report on Research and Innovation [GD17-41]

Professor Martha Crago, Vice-Principal (Research and Innovation), presented the annual Report on Research and Innovation, which provided an overview of the University's recent research funding performance as well as performance in areas related to innovation and partnership-building between the University and external communities. She indicated that the Report examined how the University compared to the U5 or U6 with McMaster University, and U15 peers in terms of total funding, research intensity, and share of total funding on a three-year rolling average. She noted that Report also provided data on the University's performance in earning funding from the Canada Foundation for Innovation (CFI) and reflected the Research and Innovation Unit's renewed emphasis on industry-sponsored research. It was noted that the Report contained data from various disciplines across the sciences, social sciences, arts and humanities.

17. Vision 2020 Climate and Sustainability Action Plan (2017 – 2020) [GD17-28]

Professor Yves Beauchamp, Vice-Principal (Administration and Finance), presented the Vision 2020 Action Plan, which described 22 short-term priority actions across five categories in research, education, connectivity, operations, and governance and administration. Vice-Principal Beauchamp explained that the Action Plan set two long-term targets intended to guide the University's climate and sustainability efforts; firstly, to achieve carbon neutrality by 2040 and secondly, to attain a Platinum sustainability rating by 2030 using the sustainability rating system provided by the Association for the Advancement of Sustainability in Higher Education.

Vice-Principal Beauchamp indicated that the launch of the Action Plan had been conveyed to all staff and students in a communication in November 2017, and was followed by an extensive consultation process stewarded by the McGill Office of Sustainability. He reported that the 2017 – 2020 Plan built on the strong foundation and successes of its predecessor, the 2014 – 2016 Action Plan, and covered new ground by adding a focus on climate action and aiming to reduce the University’s carbon footprint. It was indicated that the Action Plan was in line with the three KPIs in sustainability and that the Board would receive annual reports on greenhouse emissions. Furthermore, members were informed that in order to achieve the two long-term targets, the University was in the midst of modernizing the heating, ventilation and air-condition (HVAC) systems in buildings on campus, the deployment of heat recovery loops linking campus buildings through smart grids, and transforming gas boilers to electric. With respect to a question on heritage buildings, it was reported that the new HVAC systems would increase efficiency and lead to a better usage of energy.

18. Update on Revisions to the CAMSR Terms of Reference

Ms. Edyta Rogowska, Secretary-General, provided an update on the revisions to the Committee to Advise on Matters of Social Responsibility (CAMSR)’s Terms of Reference, consideration of which had been deferred by the Board of Governors at the December 12, 2017 meeting. The Secretary-General indicated that additional feedback had been provided by several Governors and would be submitted to CAMSR for consideration at an upcoming meeting for eventual submission to the Board of Governors.

19. Other Business

There was none.

The meeting was adjourned at 7:00 p.m.

END

SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON FEBRUARY 15, 2018

1. Recommendations of Advisory Committees

1.1 Appointment of the Dean of the Faculty of Dentistry

The Board of Governors, on the recommendation of the Advisory Committee, approved the appointment of Dr. Elham Emami as Dean of the Faculty of Dentistry effective July 1, 2018, and in accordance with the *Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff*, approved Dr. Emami's appointment to the rank of Full Professor with tenure effective July 1, 2018.

1.2 Appointment of the Dean of the School of Continuing Studies

The Board of Governors, on the recommendation of the Advisory Committee, approved the appointment of Dr. Carola Weil as Dean of the School of Continuing Studies effective July 1, 2018.

2. Board Committee Reports

2.1 Report of the Building and Property Committee

The Board of Governors, on the recommendation of the Building and Property Committee, approved, in principle, the electro-mechanical infrastructure upgrade of the University Centre Building and approved Lot 1 of the project, which includes the pre-purchase of mechanical and electrical equipment.

2.2 Report of the Nominating, Governance and Ethics Committee

The Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approved revisions to the [*Guidelines for Questions at Board of Governors Community Sessions*](#).

3. Grant Agreement

The Board of Governors, on the recommendation of the Vice-Principal (Research and Innovation), approved the Notice of Award and Acceptance Agreement between the University and the Tri-agency Institutional Programs Secretariat in support of the Canada 150 Research Chair in Theoretical and Observational Cosmology.

4. Report from Senate

The Board of Governors, on the recommendation of Senate, approved a revision to the *Regulations Relating to the Employment of Contract Academic Staff* to add post-retirement as a new category of ranked contract academic staff.

5. Report on New Appointments, Promotions and Tenure

The Board of Governors approved three recommendations concerning new academic appointments and promotions.