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**507<sup>th</sup> REPORT OF THE ACADEMIC POLICY COMMITTEE TO SENATE – PART A  
on the APC meeting held on October 21<sup>st</sup>, 2021**

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**I. TO BE APPROVED BY SENATE**

**(A) NEW TEACHING PROGRAMS REQUIRING SENATE APPROVAL**

**Faculty of Engineering**

**M.Sc. in Urban Planning, Policy and Design (45 cr.) – appendix A**

At a meeting on October 21st, 2021, APC reviewed and approved a proposal to create a new Master's thesis program in Urban Planning, Policy and Design. The School of Urban Planning currently only offers a Non-Thesis program, where the curriculum is designed to meet the requirements of its accrediting body and does not allow for the completion of a full research thesis. This new program will allow the School to diversify its offerings and offer a pathway for students wishing to pursue doctoral studies or a research-based career in Urban Planning.

*Be it resolved that Senate approve the creation of the proposed M.Sc. in Urban Planning, Policy and Design (45 cr.)*

**(B) ACADEMIC PERFORMANCE ISSUES / POLICIES / GOVERNANCE/AWARDS - none**

**(C) CREATION OF NEW UNITS / NAME CHANGES / REPORTING CHANGES**

**Faculty of Medicine and Health Sciences (School of Population and Global Health)**

**Proposal to establish the Department of Equity, Ethics and Policy and the Department of Global and Public Health – appendix B**

At a meeting on October 21<sup>st</sup>, 2021, APC reviewed and approved a proposal to create the Department of Equity, Ethics and Policy (DEEP) and the Department of Global and Public Health (DGPH) within the School of Population and Global Health (SPGH), one of six Schools in the Faculty of Medicine and Health Sciences. The establishment of two new departments alongside the already existing Department of Epidemiology, Biostatistics and Occupational Health will allow for a more congregate focus and accommodate the core elements of the School. A strategic planning exercise and various consultations with faculty, staff and students during an 18-month period, which coincided with the COVID-19 pandemic, brought forth recommendations which solidified the plan to update the original structure of creating six divisions when the School was created in 2016. Based over a five-year operational plan, the proposed structure will facilitate education development around degree-based programs, streamline administration and enhance prospects for growth through recruitment of high-profile Chairs and faculty members.

*Be it resolved that Senate approve and recommend to the Board of Governors for approval the creation of the Department of Equity, Ethics and Policy and the Department of Global and Public Health.*

## **Faculty of Dentistry**

### **Proposal to rename the Faculty of Dentistry as the Faculty of Dental Medicine and Oral Health Sciences – appendix C**

At a meeting on October 21<sup>st</sup>, 2021, APC reviewed and approved a proposal from the Faculty of Dentistry to become the Faculty of Dental Medicine and Oral Health Sciences. This change will more accurately represent the Faculty's activities in terms of education, research and community service. This renaming will reinforce alignment with its mission and strategic priorities to promote and advocate for oral health, student-centered approaches, evidence-based practice and global citizenship.

*Be it resolved that Senate approve and recommend to the Board of Governors for approval the renaming of the Faculty of Dentistry to the Faculty of Dental Medicine and Oral Health Sciences.*

**(D) CHANGES IN DEGREE DESIGNATION – none**

**(E) INTER-UNIVERSITY PARTNERSHIPS – none**

**(F) OTHER - none**

**II. TO BE ENDORSED BY SENATE / PRESENTED TO SENATE FOR DISCUSSION – none**

**III. APPROVED BY APC IN THE NAME OF SENATE**

**(A) DEFINITIONS – none**

**(B) STUDENT EXCHANGE PARTNERSHIPS / CONTRACTS / INTERUNIVERSITY PARTNERSHIPS - none**

**(C) OTHER – none**

**IV. FOR THE INFORMATION OF SENATE**

**I. ACADEMIC UNIT REVIEWS - none**

**II. APPROVAL OF COURSES AND TEACHING PROGRAMS**

**1. Programs**

**a) APC Approvals (new options/concentrations and major revisions to existing programs)**

**i. New Programs - none**

**ii. Major Revisions of Existing Programs**

*Approved by SCTP on October 7th, 2021 and reported to APC on October 21<sup>st</sup>, 2021*

**Graduate and Postdoctoral Studies**

**Faculty of Medicine and Health Sciences**

**M.Sc. in Mental Health (45 cr.)**

b) APC Subcommittee on Courses and Teaching Programs (SCTP) Approvals  
(Summary Reports: <http://www.mcgill.ca/sctp/documents/>)

- i. Moderate and Minor Program Revisions  
*Approved by SCTP on September 16<sup>th</sup>, 2021 and reported to APC on October 21<sup>st</sup>, 2021*  
**Faculty of Agricultural and Environmental Sciences**  
B.Sc. (Agr.Env.Sc.); Specialization in Applied Ecology (24 cr.) [from SCTP May 13, 2021]

**School of Continuing Studies**

Certificate in Proficiency in French Language and Culture (120 CEUs)

**Faculty of Science**

B.Sc.; Honours in Microbiology and Immunology (72 cr.)

B.Sc.; Liberal Program – Core Science Component in Physiology (47 cr.)

B.Sc.; Honours in Physics (78 cr.)

*Approved by SCTP on October 7<sup>th</sup>, 2021 and reported to APC on October 21<sup>st</sup>, 2021*

**Faculty of Agricultural and Environmental Sciences**

B.Sc. (Ag.Env.Sc.); Minor in Agribusiness Entrepreneurship (18 cr.)

**Graduate and Postdoctoral Studies**

Schulich School of Music

Ph.D. in Music (Composition, Music Education, Musicology, Music Technology, Sound Recording, Theory, Interdisciplinary Studies) (0 cr.)

Ph.D. in Music; Gender and Women's Studies (0 cr.)

Desautels Faculty of Management

B.Com.; Minor in Finance (for Non-Management Students) (18 cr.)

- ii. Program Retirements  
*Approved by SCTP on September 16<sup>th</sup>, 2021 and reported to APC on October 21<sup>st</sup>, 2021*

**School of Continuing Studies**

Certificate in Proficiency in French Language and Culture (Intensive) (120 CEUs)

*Approved by SCTP on October 7<sup>th</sup>, 2021 and reported to APC on October 21<sup>st</sup>, 2021*

**Graduate and Postdoctoral Studies**

Faculty of Medicine and Health Sciences

M.Sc. in Psychiatry (45 cr.)

**2. Courses**

**a) New Courses**

*Reported as having been approved by SCTP on September 16<sup>th</sup>, 2021: 5*

School of Continuing Studies: 3

Faculty of Education: 1

Faculty of Engineering: 1

*Reported as having been approved by SCTP on October 7<sup>th</sup>, 2021: 1*

Faculty of Engineering: 1

**b) Course Revisions**

*Reported as having been approved by SCTP on September 16<sup>th</sup>, 2021: 14*

School of Continuing Studies: 6

Faculty of Science: 8

*Reported as having been approved by SCTP on October 7<sup>th</sup>, 2021: 5*

Faculty of Engineering: 1

Desautels Faculty of Management: 3

Faculty of Medicine and Health Sciences: 1

**c) Courses Retirements**

*Reported as having been approved by SCTP on September 16<sup>th</sup>, 2021: 51*

Schulich School of Music: 47

Faculty of Science: 4



(2019)

<p><b>1.0 Degree Title</b> Please specify the two degrees for concurrent degree programs</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">M.Sc.</div> <p><b>1.1 Major (Subject/Discipline) (30-char. max.)</b></p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Urban Planning, Policy and Design</div> <p><b>1.2 Concentration (Option) (30 char. max.)</b></p> <div style="border: 1px solid black; height: 20px; margin-bottom: 5px;"></div> <p><b>1.3 Complete Program Title (info from boxes 1.0+1.1+1.2+5.2)</b></p> <div style="border: 1px solid black; padding: 2px;">M.Sc. in Urban Planning, Policy and Design (Thesis)</div>	<p><b>2.0 Administering Faculty or GPS</b></p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Graduate and Postdoctoral Studies</div> <p><b>Offering Faculty &amp; Department</b></p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">Engineering / School of Urban Planning</div> <p><b>3.0 Effective Term of Implementation (Ex. Sept. 2019 or 201909)</b> Term</p> <div style="border: 1px solid black; padding: 2px; margin-bottom: 5px;">202209</div>
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**4.0 Rationale and Admission Requirements for New Program/Concentration**

See attached.

**5.0 Program Information**  
Indicate an "x" as appropriate

<p><b>5.1 Program Type</b></p> <p>Bachelor's Program</p> <p><input checked="" type="checkbox"/> Master's</p> <p>M.Sc.(Applied) Program</p> <p>Dual Degree/Concurrent Program</p> <p>Certificate</p> <p>Diploma</p> <p>Graduate Certificate</p> <p>Graduate Diploma</p> <p>Professional Development Cert</p> <p>Ph.D. Program</p> <p>Doctorate Program (Other than Ph.D.)</p> <p>Self-Funded/Private Program</p> <p>Off-Campus Program</p> <p>Distance Education Program</p> <p>Other (Please specify)</p>	<p><b>5.2 Category</b></p> <p>Faculty Program (FP)</p> <p>Major</p> <p>Joint Major</p> <p>Major Concentration (CON)</p> <p>Minor</p> <p>Minor Concentration (CON)</p> <p>Honours (HON)</p> <p>Joint Honours Component (HC)</p> <p>Internship/Co-op</p> <p><input checked="" type="checkbox"/> Thesis (T)</p> <p>Non-Thesis (N)</p> <p>Other</p> <p>Please specify</p> <div style="border: 1px solid black; height: 20px; margin-top: 5px;"></div>	<p><b>5.3 Level</b></p> <p>Undergraduate</p> <p>Dentistry/Law/Medicine</p> <p>Continuing Studies (Non-Credit)</p> <p>Collegial</p> <p><input checked="" type="checkbox"/> Masters &amp; Grad Dips &amp; Certs</p> <p>Doctorate</p> <p>Post-Graduate Medicine/Dentistry</p> <p>Graduate Qualifying</p> <p><b>5.4 Requires Centrally Funded Resources</b></p> <p>Yes ___ No <u> X </u></p>
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**6.0 Total Credits or CEUs (if latter, indicate "CEUs" in box)**

45

**7.0 Consultation with Related Units**

X Yes    No

**Financial Consult**

X Yes    No

Attach list of consultations

8.0 Program Description (Maximum 150 words)

The M.Sc. in Urban Planning, Policy and Design (Thesis) is centred on an independent research thesis. Original research on an urban issue of interest with implications for planning, policy or design will be conducted. The program focuses on critical skills in research, analysis and interpretation that are applicable in both academia and practice.

9.0 List of proposed new Program/Concentration

If new concentration (option) of existing program, a program layout (list of all courses) of existing program **must** be attached.

Proposed program (list courses as follows: Subj Code/Crse Num, Title, Credit Weight under the headings of: Required Courses, Complementary Courses, Elective Courses)

**M.Sc. in Urban Planning, Policy and Design (Thesis)**  
(45 credits)

**Required courses (27 credits)**

URBP 606D1 Research Seminar (3 credits)  
URBP 606D2 Research Seminar (3 credits)  
URBP 612 History and Theory of Planning (3 credits)  
URBP 690 Thesis Submission (18 credits)

**Complementary Courses (12 credits)**



3 credits selected from the following research methods courses:  
URBP 505 Geographic Information Systems (3 credits)  
URBP 608 Advanced GIS Applications (3 credits)  
URBP 633 Research Methods for Planners (3 credits)  
URBP 640 Introduction to Planning Statistics (1 credit)  
URBP 641 Reading the Urban Landscape (1 credit)  
URBP 642 Introduction to Planning Data (1 credit)  
URBP 643 Introduction to Geographic Information Systems (1 credit)  
URBP 644 Multivariate Statistics (1 credit)  
URBP 645 Social Research Methods 1 (1 credit)  
URBP 646 Social Research Methods 2 (1 credit)  
URBP 647 Selected Methods in Planning 1 (1 credit)  
URBP 648 Selected Methods in Planning 2 (1 credit)

Note: Students may also take research methods courses at the 500 or 600 level in other academic units at McGill or another Montreal university, subject to the approval of the School.

9 credits selected from among the 500 or 600 level URBP courses offered by the School.

**Elective Courses (6 credits)**

6 credits offered at the 500 or 600 level by any academic units at McGill or at another Montreal university, with the approval of the School, if they are related to one or more subject areas in the field of planning. Choices usually include courses in urban geography, sociology, anthropology, law, politics, and environmental science. Students must confirm with the Thesis Supervisor prior to registration that the selected course(s) can be counted toward the M.Sc. program.

10.0 Approvals			
Routing Sequence	Name	Signature	Meeting Date
Department	Richard Shearmur		April 20, 2021
Curric/Acad Committee	Roni Khazaka	<i>Roni Khazaka</i>	May 5, 2021
Faculty 1	Roni Khazaka	<i>Roni Khazaka</i>	May 25, 2021
Faculty 2			
Faculty 3			
CGPS		CGPS APPROVAL	Sept. 13, 2021
SCTP	Cindy Smith, Secretary to SCTP		October 7, 2021
APC		APC APPROVAL	October 21, 2021
Senate			
Submitted by			
Name	Anna Kramer 	To be completed by ES:	
Phone		CIP Code	
Email	anna.kramer@mcgill.ca		
Submission Date	June 1, 2021		

## REMINDERS:

\*Box 5.4 – Must be completed; see section 6.5.4 within the New Program Guidelines at:

<https://www.mcgill.ca/sctp/guidelines>.

\*\*All new program proposals must be accompanied by a 2-3 page support document.

## Program Rationale

The rationale for adding this program to those already offered by the school is to diversify our offerings to clearly differentiate the paths for graduate students in urban planning. Our existing professional Masters of Urban Planning (M.U.P.) has a high proportion of standardized courses to meet the external competencies set by the Professional Standards Board for the Planning Profession in Canada (PSB). The professional degree is focused on a series of studios, where students work in teams to build collaboration skills and experience in planning practice. The PSB increasing accreditation requirements and the studio focus don't leave enough space for a full research thesis, although students complete a capstone independent research paper. The M.Sc. Thesis program will offer an alternative Masters degree serving students interested in completing a substantive independent research project who are considering a PhD or research-based career in urban policy. This program would:

### 1. Increase student enrollment within current resources

Our current enrollment to a yearly cohort maximum of 25 students into the MUP degree is limited by the capacity of our studio courses, where students work in teams to build collaboration skills. With more than 200 applicants a year, we have a large and high-quality applicant pool to draw from demonstrating a strong demand for urban planning graduate study. We currently have many excellent applicants and turn away those with an accredited undergraduate planning degree. Opening up a research-based thesis will allow us to moderately increase our student intake without requiring additional resources: most of the School's complementary courses have the capacity to accommodate at least 5 more students. We anticipate that we would enroll around 10 thesis students each year and decrease the MUP cohort to 20 students per year, for a total cohort of 30 students.

### 2. Maintain and expand funding opportunities for student research

Our Masters students have strong success rates in terms of funding for their capstone research papers. However, funding bodies such as the Fonds du recherche du Québec and the federal Tri-Council fellowship programs are shifting funding opportunities away from professional programs towards thesis-based masters programs. An in-depth independent thesis project would continue to qualify for funding. This would allow us to use our dedicated alumni-funded scholarships for needs-based MUP funding, diversifying our funding streams and increasing equity-based access to our programs.

### 3. Strengthen research capacity

Our complement of core faculty members has grown in the last 20 years with a major emphasis on research, and we have consequently diversified our array of complementary courses, but some of these courses remain undersubscribed relative to their potential. We have a recently approved PhD program in Urban Planning, Policy and Design and are welcoming a growing cohort of PhD students. A Thesis-based masters would create a pathway for individuals considering the PhD program to work with faculty, enabling faculty to involve graduate students more effectively in longer-term research projects. Students who wish to develop a substantial piece of original research would benefit significantly from crafting a fully developed project expressed as a thesis. Faculty research supervision would be directed to the thesis students and growing cohort of PhD students in our recently approved PhD program.



Of the peer institutions in Canada offering urban planning programs in English, such as the University of British Columbia's SCARP and the University of Toronto's Department of Geography and Planning, only the Planning MES degree at York University's Faculty of Environment and Urban Change offers a thesis option. Most thesis-based Masters programs focusing on urban issues are found in sister social science and humanities disciplines such as Geography, Sociology, Political Science, and Urban Studies, rather than in Urban Planning. Of French-language programs in Quebec, the Université de Montréal's Faculté de l'aménagement offers a *Maîtrise Ville, territoire et paysage* that requires an academic research *mémoire*, but is not offered in English. The INRS's *Maîtrise en Études Urbaines* is an urban studies program that does not have an urban planning or design emphasis. McGill's proposed thesis-based Masters in Urban Planning, Policy and Design would complement existing programs at peer institutions by offering an English-language research-based masters focusing on urban planning and design issues.

In summary, offering a thesis program will allow us to build on our research capacity by involving students in more in-depth independent research project and support equity of access through funding opportunities. For students, it will offer new pathways to research-based careers in urban issues in the public, private, and non-profit sectors and open up pathways to further academic study.

**Proposal to establish the  
Department of Equity, Ethics, and Policy  
and the Department of Global and Public Health**

**Submitted by:**

**Dr. Timothy Evans  
Inaugural Director, School of Population and Global Health,  
Faculty of Medicine and Health Sciences, McGill University**

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## I. INTRODUCTION: OVERVIEW OF THE SCHOOL OF POPULATION AND GLOBAL HEALTH

In 2016, the Senate of McGill University approved the creation of a School of Population and Global Health (SPGH) based on a comprehensive strategy document compiled by a cross-faculty Task Force. Following the appointment of the SPGH inaugural Director in 2019, it was agreed to update this strategy document and define a 5-year operational plan for the SPGH. Over an 18-month period, that has overlapped with the COVID-19 pandemic, invaluable inputs and recommendations were received from hundreds of faculty, staff and students within and beyond the SPGH through various consultations, retreats and working groups. These contributions have been gratefully received by the SPGH Leadership Team and have informed the development of the SPGH strategic and operational plan, 2021-2026 ([link](#)).

The overall strategy for the SPGH remains very much aligned with the 2016 document, guided by an overarching vision of “advancing knowledge for improved health, health equity and wellbeing” and school-wide strategic objectives related to research, education, and service. Structurally, however, the initial 6 divisions as proposed, in 2016, has evolved in favor of 3 departments (see Figure 1 below).

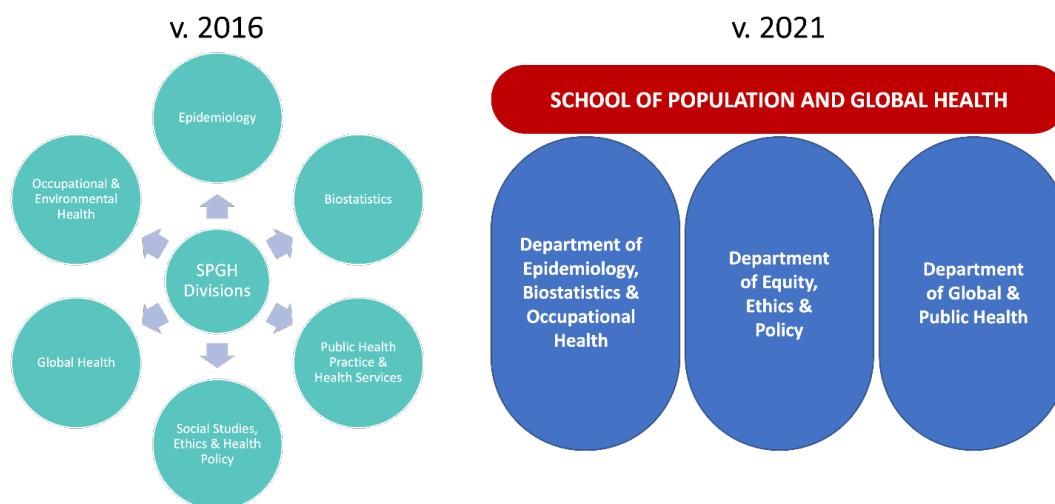


Figure 1. SPGH Structure 2016 vs 2021

The evolution of the structure reflects concerns with the original six divisions as too diffuse in focus, risking fragmentation and failing to accommodate the core elements of the School with respect to research, education and service. The move to three departments brings more congregate focus and critical mass, avoids the risk of single disciplinary silos, facilitates education development around degree-based programs, strengthens ability to navigate within the Faculty of Medicine and Health Sciences (FMHS) and University, streamlines administration and enhances prospects for growth through recruitment of high profile Chairs and faculty.

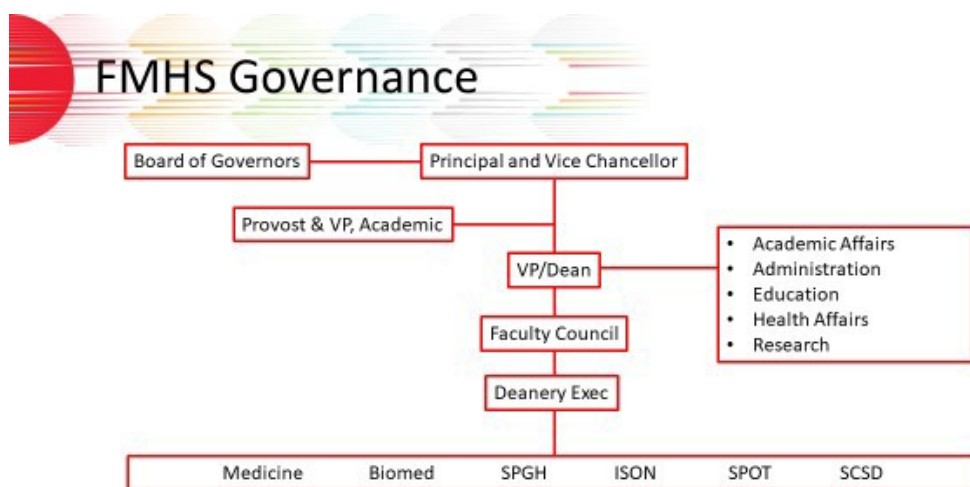
For these reasons, the SPGH Strategic and Operational Plan 2021-2026 identifies 3 inaugural departments:

- i) the Department of Epidemiology, Biostatistics and Occupational Health – already established;
- ii) the Department Equity, Ethics and Policy - joins the Biomedical Ethics Units (BMEU) with the Institute for Health and Social Policy (IHSP);
- iii) the Department of Global and Public Health – joins the Public Health Practice Unit and the Global Health Programs (GHP).

## SPGH Strategic and Operational Governance

The proposed departments are situated within the School of Population and Global Health (SPGH), one of six schools within the Faculty of Medicine and Health Sciences (FMHS). According to the *APC workgroup on nomenclature of academic units and guidelines on definitions of academic entities*, “a School is an academic administrative entity, headed by a Director and reporting to one or more deans, or headed by a Dean, offering courses and teaching programs. Entities that teach professional subjects recognized by the profession are schools”. Given its complexity, the FMHS governance structure has been divided into schools. In order to better illustrate how the School of Population and Global Health (SPGH) fits within this structure, the following text and diagram from the Faculty’s strategic plan entitled “Project Renaissance” is provided below. This strategic plan received Board of Governor’s approval on March 26, 2020, and articulates the organizational model that optimally supports the diverse educational and research programs within the Faculty.

*“The school concept includes a director who is responsible for the autonomous unit in regards to its budget, recruitment and assignment of duties. A school may contain other entities that support the specific mandate, such as institutes, departments or divisions. In a school model, teaching programs do not overlap with other schools; however, the director is responsible for enabling interdisciplinary and interprofessional activities where appropriate in either research or teaching. Finally, a school may have responsibility for core facilities or infrastructure that would be specific to its fields of expertise. The FMHS structure is expressed in the following diagram” (extracted from the document “Project Renaissance”, that received Board of Governor’s approval on March 26, 2020).*



As elsewhere in the university, the Chairs of the proposed departments will report to the Faculty Dean, who is responsible for their evaluation. However, given the complexity and diversity of the FMHS, it is necessary for the Dean to delegate day-to-day responsibility to support and supervise department chairs to the Associate Dean and Director of the School in which they are located. In the case of SPGH, it is proposed that three departments - Epidemiology, Biostatistics and Occupational Health; Equity Ethics and Policy; and Global and Public Health will fall under the supervision of the Associate Dean.

The SPGH has a range of governance mechanisms that are reflected in the SPGH organogram (see Figure 2 below). The School’s apex governance will be a Leadership Team comprised of the School’s Director, the three Department Chairs, the Administrative Excellence Centre (AEC) Associate Director, the three chairs of the standing committees on research, education, and Equity Diversity, Inclusion and Anti-Racism (EDIAR), representatives of the two units for partner relations and communications units and one representative each from faculty, staff and students. The Leadership Team has responsibility for overseeing the implementation of the 5-year strategic and operational plan and for reviewing annual plans and recommendations arising from the standing committees and units.

A Director’s Operations Committee comprising the SPGH Director, the three Department Chairs and the AEC Associate Director will manage day-to-day operational issues including but not limited to academic and non-academic human resources, work environment, budget and resource mobilisation issues.

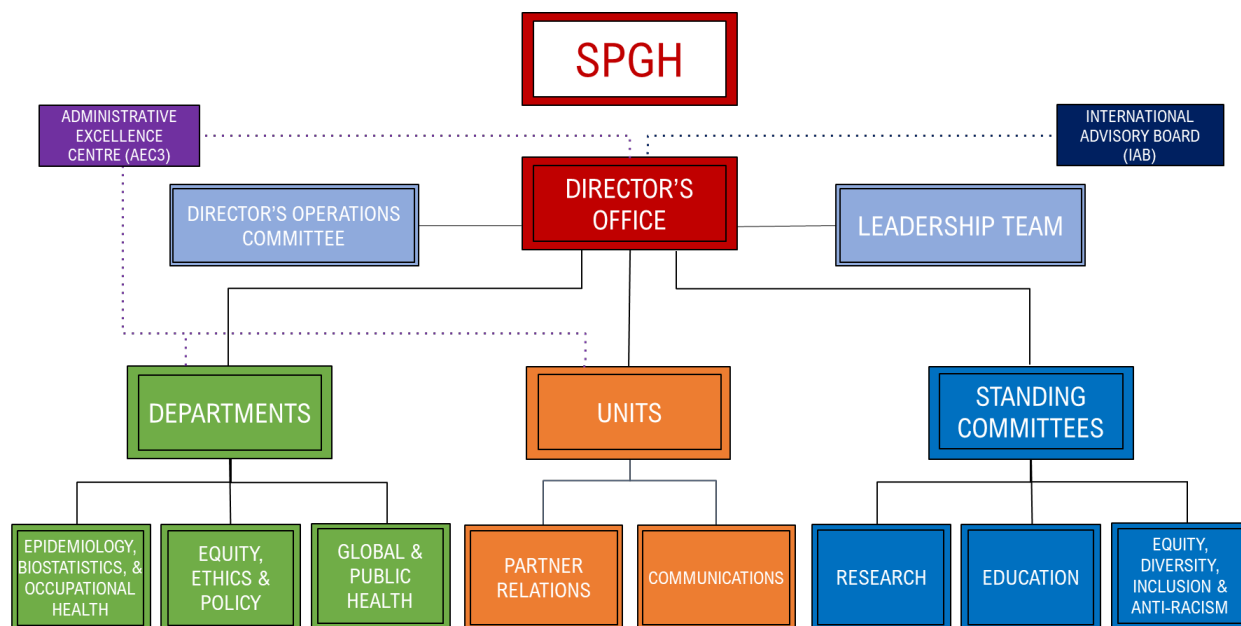


Figure 2. SPGH Organogram

The SPGH Director’s office is responsible for the overall strategy and operations of the School in alignment with FMHS and the University– with the Director reporting to the Vice-Principal (Health Affairs), Dean FMHS. Specific responsibilities include: recruitment and oversight of Department Chairs; recruitment of Standing Committee Chairs and provision of secretarial support for the operations of these committees; recruitment and oversight of the unit leads for Partner Relations and Communications; mobilization of new financial resources for the SPGH working with University Advancement; and working closely with the AEC to manage SPGH administrative functions related to finance, human resources and student affairs.

The AEC manages all administrative functions related to finance, research, human resources (academic/non-academic), and student affairs in full alignment with FMHS and McGill University standards and systems. The AEC Associate Director works directly with the Director and Chairs of each department to facilitate their administrative and strategic goals.

The SPGH has an International Advisory Board (IAB) that was established in 2018 and meets annually. The mandate and membership of the IAB is being revisited to ensure it is fully responsive to the SPGH strategic and operational plan, 2021-2026, and, in particular, that it takes on the functions of the IAB of the Global Health Programs.

Departments will be the primary managerial entities for leading the implementation of the SPGH strategic and operational plan, 2021-2026 ([link](#)) with responsibilities for human resources, budget and finance, management of education programs and internal communications. The new departments will adopt an internal governance structure closely resembling the one operating in the Department of Epidemiology, Biostatistics and Occupational Health. This consists of: i) a Departmental Assembly, comprised of all faculty and staff in addition to student representatives; ii) a Tenure and Promotions Committee led by the Department Chair; iii) a Program Committee for Education led by the department representative to the SPGH standing committee on education and that includes all faculty members and staff working on education either as program-specific Directors or Advisors; and iv) Admissions Committees for each of the training programs managed by the department. Departments may have advisory committees as they see fit to provide guidance on strategic areas of development recognizing the importance of avoiding unnecessary overlap with the SPGH International Advisory Board.

Departments are aligned by the SPGH strategic objectives on research, education and Equity, Diversity, Inclusion and Anti-Racism (EDIAR). This alignment is translated through department membership on strategic standing committees for the education, research and EDIAR described briefly below:

The *SPGH Research Standing Committee* (RSC) aims to enhance the research environment for SPGH faculty working closely with relevant research bodies within and beyond McGill. The RSC membership will comprise research-active faculty from each of the SPGH departments, representatives from the hospital research centres (MUHC-RI, CORE, LDI) and leaders of major research initiatives.

The *SPGH Education Standing Committee* (ESC) will take responsibility for the implementation of the education strategic objective related to strengthening existing and developing new education programs. An appointed faculty lead for education will Chair the ESC with membership drawn from SPGH department education programs, the student affairs office, student representatives, and the FMHS education Vice Dean's office.

The *SPGH Equity, Diversity, Inclusion and Anti-Racism Standing Committee* (EDIAR-SC) will steward a SPGH-wide agenda aligned with FMHS Social Accountability and Community Engagement (SACE) office and the Office of the Associate Provost for Equity in Academic Policies. The EDIAR-SC will be chaired by an appointed EDIAR faculty lead with membership drawn from across the three SPGH departments as well as SPGH students and staff.

Recognizing the need for a home for the SPGH, the FMHS and the University have invested in creating a new space located at 2001 McGill College. This represents a departure from the previous space arrangements whereby the composite units of the SPGH were scattered across various buildings of the University. Construction is scheduled for completion in the coming weeks with occupancy by SPGH members expected this fall term.

## **II. PROPOSAL TO ESTABLISH A DEPARTMENT OF EQUITY, ETHICS, AND POLICY**

### **1. Background and Rationale**

#### *Background and Administrative Process*

The purpose of this proposal is to solicit the approval for a new Department of Equity, Ethics, and Policy. The new department merges two existing units, the Institute for Health and Social Policy and the Biomedical Ethics Unit, based on a long history of exchange and collaboration. The department capitalizes on these shared experiences to reinforce existing collaborations, stimulate new initiatives, and develop novel training opportunities that align with the strategic directions of the SPGH and respond to the needs of the broader scientific community.

The 2016 proposal for the SPGH included a Division of Social Studies, Ethics, and Health Policy that would subsume the IHSP and BMEU.

BMEU and IHSP conducted self-studies in advance of their cyclical reviews in 2018 and 2019/20, respectively. As plans for the SPGH evolved, the IHSP and BMEU began discussions about forming a unit (initially a Division). Early discussions focused on providing opportunities for BMEU to expand its Master's specialization into a Master's degree program and IHSP to develop formal training to complement its non-credit student programs. The former IHSP director, Daniel Weinstock, and BMEU interim director, Jonathan Kimmelman, created a working group of IHSP and BMEU faculty to develop a plan for the Division. This group met on several occasions in early 2020. In preparation for its move to SPGH, the IHSP also convened its International Advisory Board (October 2020) and both the IHSP and BMEU organized informal consultations among faculty and staff (September-October 2020) about their potential amalgamation within the SPGH.

As the planning for the SPGH accelerated in Fall 2020 and the School developed its *Strategic and Operational Plan 2021-2026*, it became clear that the SPGH would offer training programs through departmental structures. Accordingly, after several consultations within the IHSP and BMEU, and with the Director of the SPGH, the initial blueprint for developing a division evolved into a proposal for a joint department, the Department of Equity, Ethics, and Policy. Considering that IHSP and BMEU faculty must hold joint appointments—and that the units cannot presently administer their own graduate programs—it was concluded that a department structure provides the best vehicle for future growth and development, including the addition of new faculty members and training programs to support the mission of the SPGH. The draft proposal for the new department was shared with the Governing Board of the IHSP in April 2021, which requested further consultations with IHSP faculty cross-appointed in the Faculties of Arts and Law. In May 2021, there were separate discussions involving the Deans of Arts and Law and their respective IHSP faculty members, as well as between IHSP members appointed in Arts and Law, the Interim Director of the IHSP, and Director of the SPGH. These discussions resulted in refinements to the department proposal.



### *Name of Proposed Department*

Department of Equity, Ethics, and Policy

### *Name of the Proposed Chair*

To be selected per FMHS guidelines.

### *Rationale*

Health, research, and social policies are fundamental instruments for improving health and health equity. As population-level interventions, however, they also present ethical challenges. For example, the COVID-19 pandemic has surfaced numerous important policy challenges and ethical issues. For research, is it acceptable for physicians to deliberately infect healthy human volunteers with a pathogen to test a vaccine? When it comes to the allocation of health services, how should intensive care units decide which patients will receive ventilators and other limited resources during pandemics? In weighing public health actions, what are the implications of quarantine requirements, curfews, and movement restrictions on individual autonomy and freedoms, as well as their epidemiologic implications? How should public health and government officials address public concerns about vaccine safety and promote uptake, particularly among socially marginalized groups? In the social policy sphere, how should we delivery emergency financial support, including whether it should be targeted or universal?

An integrated approach to policy and ethics can help scholars and policy-makers uncover the moral dimensions embedded within policies and practices, uncover the health equity dimensions of healthcare practices and social policies, and weigh the potential effects, both positive and negative, of policy measures relating to medicine, research, education, housing, transportation, urban planning, our economy, and the environment, among other areas. An integrated approach that combines empirical and normative methods can also help with defining policy goals and tracking progress toward their fulfillment.

Although a close relationship between policy and ethics is arguably necessary for advancing population health, few programs provide training in these areas and related disciplines; none have a central focus on equity. McGill maintains several distinct academic units that produce world class scholarship and training in health-relevant social policy and ethics. The IHSP and BMEU are at the forefront of these activities and their merger as a new department builds on their strengths and creates important new capacities in education, research, and outreach that are germane to the missions of SPGH and FMHS. Located within the SPGH, this department will coherently and comprehensively address contemporary issues arising at the intersection of the health sciences, policy, and ethics to build a broader coalition to bring better evidence and more competently trained researchers and practitioners to address current and future policy and ethical challenges.

## **2. Planning and Consultation**

In the broader context of SPGH planning and development of its Strategic and Operational Plan over the last year, members of the IHSP and BMEU agreed that forming a joint department was the best mechanism to integrate into the SPGH. This corresponds with the initial structure suggested for the SPGH as proposed to and approved by the Senate in 2016 and responds to many of the recommendations

received through the cyclical review process, including the recommendation to develop graduate training programs under the auspices of the SPGH. The merger also reflects collaborations between BMEU and IHSP members that have emerged organically over the years. Administratively, the department structure provides: (1) greater autonomy over existing training programs, as in the case of BMEU's Master's specialization in Bioethics; (2) opportunities to develop new training programs, including formal training in Social Policy and Health; and (3) the ability to appoint faculty both directly to the department and through cross-appointments to other units, which will facilitate growth through targeted recruitments to address existing gaps; (4) greater economies for McGill, as the merger will eliminate overlapping activities and support clearer messaging. As discussed under "Challenges" below, the formation of a joint department does not accommodate all the recommendations articulated by the cyclical review committees, but there was general agreement that it provides the greatest opportunities while minimizing risks.

### 3. Mission and Description

#### *Mission*

The Department of Equity, Ethics, and Policy aims to provide an interdisciplinary home for research, training, and cross-sectoral collaboration on issues related to Equity, Ethics, and Policy. The Department will be dedicated to research, teaching, and outreach activities that address the ethical, policy, social, technological, legal and environmental issues that impact health and health equity. Its mission is to deepen scholarly perspectives in bioethics, law, social sciences, and health and social policy development and evaluation, and to inform policy and practice for improving population health and health equity.

#### *A home for interdisciplinary training in population health*

As Choi and Pak (2006) stated, "real world problems are rarely confined to the artificial boundaries of academic disciplines".<sup>1</sup> Not all population health challenges involve "traditional" health outcomes and there is a greater appreciation for looking at well-being more holistically and not defining as simply the absence of clinically morbidities. The work of many IHSP and BMEU members, including Dr. Alissa Koski's (IHSP and EBOH) research on child marriage, Dr. Chris Barrington-Leigh's (IHSP and School of Environment) research on well-being, and Dr. Kimmelman's work on the moral economy of drug development provide illuminating examples. Moreover, not all "solutions" involve individualized medical or population-based healthcare interventions. Instead, they may involve social, political, regulatory, legal, and other interventions, which are often studied in the social rather than the health sciences. Clearly, addressing population health challenges in ways that improve health and well-being, reduce disparities, and align policies with ethical goals will require multiple disciplinary teamwork and multi- sectoral efforts.

Few existing programs in public and population health, including those in Canada,<sup>2</sup> immerse trainees in an interdisciplinary environment that: (1) exposes them to diverse normative and epistemic theories,

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<sup>1</sup> Choi BC, Pak AW. Multidisciplinarity, interdisciplinarity, and transdisciplinarity in health research, services, education and policy: 2. Promoters, barriers, and strategies of enhancement. *Clin Invest Med.* 2007;30(6):E224-32. doi: 10.25011/cim.v30i6.2950. PMID: 18053389.

<sup>2</sup> Mishra L, Banerjee AT, MacLennan ME, Gorczynski PF, Zinszer KA. Wanted: interdisciplinary, multidisciplinary, and knowledge translation and exchange training for students of public health. *Can J Public Health.* 2011 Nov-Dec;102(6):424-6. doi: 10.1007/BF03404192. PMID: 22164551; PMCID: PMC6974087.

empirical methods, and practical knowledge; and (2) prioritizes the development of skills in interdisciplinary collaboration and knowledge exchange, as prioritized by the Roundtable on Population Health Improvement of the National Academies of Sciences, Engineering, and Medicine report on Training in Interdisciplinary Health Science.<sup>3</sup> We envision DEEP as a department that builds on the foundation provided by IHSP and BMEU, provides an interactive platform to impart theories, methods, and knowledge from multiple disciplines, including epidemiology, ethics, philosophy, law, geography, environmental health, economics, psychology, sociology, history, and creates a culture of robust interdisciplinary research, training, and knowledge exchange.

In terms of research, DEEP will endeavor to address population health challenges from an interdisciplinary perspective, with an emphasis on questions related to equity and how it is shaped by our environments over the life-course. A model for interdisciplinary collaboration is the IHSP's Disability Working Group, with Dr. Jonas Beaudry (IHSP, Law) as its lead convener, which brings together members from the Faculties of Education, Engineering, Law, and Medicine and Health Sciences, among others, around issues related to disability studies and policy. In terms of its education mission, the flexibility provided by the department structure will facilitate the development of integrated training in policy and ethics, including in its curriculum, for example, a proseminar (i.e., a year-long series of special lectures, seminars, and workshops) on ethics and policy. To ensure that population health practice is guided by the best possible evidence, DEEP will build on the knowledge translation and exchange initiatives of the IHSP and BMEU, including as a model the Quebec Homelessness Prevention Policy Collaborative, a recent cross-sectoral initiative of the IHSP and Old Brewery Mission focused on advancing policy reform to actively help prevent homelessness in Quebec. Linking back to training, the Department will allow for the development of formal training related to knowledge translation and exchange, building on the IHSP student programs (e.g., Experience Policy and general internship program, Graduate Award Program), which introduce students to the development of policy briefs, op-eds, and tools for knowledge translation, and experiences like the Dragon's Den for knowledge exchange.

#### **4. Goals of the Department**

##### ***Partnerships***

The Department will work closely with the SPGH Partner Relations Unit to build on previous IHSP initiatives and events related to community/policy engagement and knowledge translation. It will maintain the strong cross-faculty links of BMEU and IHSP with the Faculties of Law, Arts (i.e., the Max Bell School of Public Policy), and the FMHS (including the Centre for Genomics and the School of Physical and Occupational Therapy), which have previously overseen the management of the IHSP through its Governing Board.

In line with recommendations from IHSP's International Advisory Board, DEEP will also enhance policy outreach by involving actors from outside academia in core activities, including seminars, workshops, courses, collaborative research, and other mechanisms (e.g., public servants in residence). Moreover, the Department will build on the seminar series and other outreach activities (e.g., workshops and

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<sup>3</sup> Bachrach, Christine, Stephanie Robert, and Yonette Thomas. "Training in interdisciplinary health science: current successes and future needs." *Washington, DC: Institute of Medicine Roundtable on Population Health Improvement* (2015).

conferences) of the IHSP and BMEU, which have involved researchers from different disciplines and non-academic partners from government, non-governmental, and community organizations.

### ***Training and Education***

A cornerstone of the department's research and outreach activities is unique, world-class training opportunities in policy and ethics. Through the expansion of the Bioethics Master's degree and development of other formal graduate programs, DEEP will provide innovative professional training and mentorship to future leaders in health and social policy research and ethics, including empirical and normative approaches, translation of research to policy, and tools for disseminating evidence and policy recommendations.

The training programs offered by DEEP will gradually expand according to a longer-term plan developed by and in partnership with the SPGH Education Standing Committee, after conducting a needs assessment and scoping review.

Initially, the primary graduate program will be a thesis-based Master's degree in Bioethics. This will retool the BMEU's existing Master's concentration and consist of a core curriculum covering basic principles and methods of Bioethics. The program will aim to train 10-20 students a year who can then advance either directly into careers (e.g., for health professionals) or further studies (e.g., medicine, law, or PhDs). The department will also continue to contribute ethics teaching to the undergraduate medical and science curricula and support the undergraduate program in Population Global Health of the SPGH and Faculty of Arts that is currently in development.

Over a five-year timeframe, the Department will also create a Master's in Social Policy and Health to complement the Bioethics Master's, thus creating an opportunity for the Department to offer formal courses at the intersection between ethics and policy studies and allowing for specialization. The Social Policy and Health Master's would be oriented to students interested in careers in non-academic, policy-oriented population and global health institutions, including those in the government and non-profit sectors, as well as students interested in further graduate training in the population health sciences. Some non-credit student programs currently offered by the IHSP will continue in their current form or be adapted and integrated into the Social Policy and Health Master's to provide trainees with applied experiences at the intersection between research and policy. This includes, for example, the IHSP's Graduate Award Program, which aims to provide the skills to bridge the gap between research and policy practice. The development of new education programs will require attention to capacity, recognizing that many faculty are jointly appointed and have teaching responsibilities in affiliated departments.

Several members of the proposed department already offer courses that are cross-listed as electives in the Epidemiology curriculum, including courses with a large share of students enrolled in the Master of Science in Public Health (MScPH) program. DEEP will expand elective offerings for students enrolled in other SPGH degree programs, including courses in mental health ethics, policy science, health law and ethics, public health ethics, and political theory. DEEP will also contribute to formal training in Knowledge Translation for Policy Impact in collaboration with the SPGH Partner Relations Unit, as described in the *SPGH Strategic and Operational Plan 2021-2025*.

## **Research**

The department's primary research goal is to generate rigorous, policy-relevant evidence and advance scientific knowledge on policy and ethical issues in health and medicine. Current examples of cross-cutting research programs amongst DEEP faculty include: ethical dilemmas in research, public health, and clinical practice; disability; gender and feminism; social equity, diversity and inclusion; mental health; health systems and healthcare; built, social, and natural environments; and measurement of health, wellbeing, and societal progress.

The research of DEEP aims to have practical significance in such areas as:

- Studying contemporary ethical, legal, and policy challenges in clinical research, drug development and drug regulation, public health, and health and social policy;
- Understanding and responding to the social dimensions of medical care, research and health policy, including gender and race;
- Conceptual and empirical issues in measuring health and well-being;
- Analyzing how environment and experience shape social patterns in health and well-being; and
- Evaluating the impacts of population-level interventions, including program and policy changes, and their implications for health inequalities.

## **Research Directions**

The Department comprises a broad range of research areas that include: the ethics of clinical trials and animal experimentation; disability; gender and feminism; social equity, diversity, and inclusion; mental health; public health ethics & policy; health systems and healthcare; built, social, and natural environments; and measurement of health, wellbeing, and societal progress.

Bringing the members of BMEU and the IHSP together in one unit will create new research opportunities and synergies. Examples of existing partnerships and areas for potential collaboration include research related to equity in health policy (King, Weinstock, Stoljar, Voigt), animal ethics (Kimmelman, Voigt), ethical and legal dimensions of the continuing debate over medical assistance in dying (Weinstock, Beaudry, Ells), and global health ethics (King, Koski).

A goal of forming the Department is to maintain and enhance the excellence of individual members' existing research programs. By pooling resources and establishing new graduate training programs, the department will facilitate the recruitment of students and trainees who will help to drive existing and future research projects forward, and benefit from a more cohesive and interdisciplinary training environment.

Securing national and global leadership will require that DEEP develop a research program responding to demands at the frontiers of health ethics and social policy. These frontiers are rapidly appearing on many fronts such as artificial intelligence, racial inequalities, digital identities, and health communications, to name a few. To respond to these emerging issues, DEEP will draw on the diversity of its core members as well as reach out across the SPGH and the University more widely to tap complementary expertise. In moving these frontier research programs forward, DEEP will also look at how they will inform the development of new training programs that address unmet needs.

## ***Policy Engagement and Knowledge Translation***

DEEP will build on its many collaborations with knowledge users, including governments, non-governmental organizations, and community groups, to identify research priorities, appraise and synthesize evidence, evaluate policies, and translate research into programs and policies for improving population health and well-being.

## ***Advancement and Outreach***

Further development of DEEP will require investments in new tenure track faculty and contract academic staff to support the research and training goals of the Department, as well as administrative staff commensurate with the growth of the department and its activities. The IHSP and BMEU have a long history of working with FMHS and University Advancement to secure donor funds to support student fellowships, training programs, outreach activities including conferences and workshops, and research initiatives such as the McGill Observatory on Health and Social Service Reforms. DEEP is positioned as a recruitment and advancement priority for the SPGH and will continue to work with FMHS and University Advancement to sustain and develop new initiatives.

## **5. Membership**

By joining the IHSP and BMEU, the Department of Equity, Ethics, and Policy will emphasize disciplinary diversity and provide a home for faculty with expertise in law, the humanities, and the social and health sciences. Faculty members include 12 faculty from IHSP and 5 members from BMEU (see **Appendix A** for faculty bios). Faculty who prefer to do so will retain their joint appointment arrangements with their home faculty or department or migrate their appointments entirely to the new department depending on the nature of their cross-appointment. The department will also consider new cross-appointments of SPGH faculty to DEEP on a case-by-case basis, in consultation between the Director of SPGH, the Chair of the Department, and its faculty.

The department will welcome current associate and affiliate members of the IHSP and BMEU (see **Appendix B** for list of associate members). In consultation with the new Chair and the Director of the SPGH, guidelines and terms for associate members will be revised; any changes will apply to existing associate and affiliate members at the time of renewal.

Recruitment of tenure track and contract academic staff will be important to facilitate the growth of the department and its training programs. In line with the areas prioritized for development by the SPGH Research Program, the department will identify areas for targeted hires, including but not limited to clinical and public health ethics, health policy, global health law, and policy analysis. Recruitment and hiring will follow FMHS and University guidelines and regulations.

## **6. Strategic Positioning**

### ***Importance to the School of Population & Global Health***

As one of its three inaugural departments, DEEP brings policy and ethics into meaningful focus as complements to the more quantitative sciences and practice-based orientations of the other two departments (EBOH and GPH) respectively. Population health scientists and practitioners need to understand the importance of ethical principles in health research, resource allocation, and public health decision-making; how evidence is used to inform policy-making; and how policies are established and implemented. Conversely, health ethics must be steeped in more than just passing knowledge of the methods and results of empirical sciences relevant to health and policy. The health of modern societies is a function not just of the way in which they organize their health-care systems, but also how they implement their social policy agendas. Many major public health schools have departments and degree programs dedicated to policy or ethics, but few have a specific emphasis on health equity, with York University's graduate program in health being a notable exception in the Canadian context, and policy and ethics are rarely integrated within a department despite their connectedness and interdependencies. DEEP will thus capitalize on potential synergies between the IHSP and BMEU and close relationships to the other SPGH departments to enhance McGill's research and training capacity in policy and health ethics.

### ***Importance to the Faculty of Medicine and Health Sciences***

The FMHS is massively under-resourced in policy and health ethics. The recent cyclical review of the IHSP recommended that it bolster its policy expertise. The COVID pandemic has also made clear how underscaled bioethics is at McGill, with members of the unit entertaining numerous policy advising consultations and media inquiries that stretch the capacity and expertise of the unit. An integrated department will also position McGill to offer better coordinated training for medical undergraduates, and potentially, a more comprehensive and effective policy implementation and evaluation platform to McGill affiliated hospitals.

Equity, diversity, and inclusion are key themes of the proposed department. As the key departmental link to the SPGH's Partner Relations & Communications Program, DEEP will serve as a key partner to FMHS and the Social Accountability and Community Engagement Office in promoting these themes, and in implementing specific action items of the FMHS Action Plan to Address Anti-Black Racism.

### ***Importance to McGill***

Understanding public policy and how it transforms our society is a core element of McGill's Strategic Research Plan, and the FMHS Strategic Research Plan recognizes the importance of considering ethical issues in the translation of research into health care policy. The proposed department will unite and augment current activities in health-relevant policy and bioethics at McGill. McGill and its allied hospitals have several units with policy and ethics as part of their core mandate, including IHSP and BMEU, as well as the Max Bell School of Public Policy, School of Physical & Occupational Therapy, the Centre for Genomics Law and Policy, the Research Group in Health Law, and the MUHC Centre for Applied Ethics. In addition, various programs and research initiatives scattered throughout McGill are aligned with the goals of DEEP, including the research programs of many of the associate members of IHSP and BMEU.

Department status within the SPGH will allow the totality of McGill's activities related to Equity, Ethics, and Policy to be far more than the sum of its parts.

### ***Importance to Institutions Outside of McGill***

DEEP has the potential to address a void in the Canadian and international landscapes. Whereas twenty years ago, Canada could boast several operating Bioethics programs, today options for world class programs and training are extremely limited, especially in light of rapidly growing needs. Similarly, IHSP's international advisory board recently stressed the need for a more durable research/policy network within Quebec and Canada through collaborations around issues related to social policy, health, and well-being with partner research institutes. As aforementioned, no Canadian program unites social policy with bioethics. Creating this department at McGill will provide students who currently must study outside the country with a made in Canada alternative. Moreover, a program built on the range of complementary expertise that the faculty of the proposed department would bring to the table, including normative and quantitative approaches to policy and ethics, would be unique in providing students with training that improves their prospects for employment in a variety of academic and non-academic settings both in Canada and internationally.

### ***Challenges and Opportunities***

During its consultation process, some concern and uncertainty was raised over the process of migrating faculty from IHSP and BMEU to a new department structure. However, these were addressed through discussion with the faculty, SPGH Director, and FMHS administrative team. We propose the following principles to guide the formation of this new department: (1) any changes to individual faculty appointments will be made with the consent of each the faculty member, the chairs of both departments, and the SPGH director; (2) appointment letters to McGill will be reissued to reflect their new appointment to DEEP and a cross-appointment if applicable; (3) no other substantive changes in terms of teaching or research responsibilities, tenure considerations, or other commitments undertaken by McGill University from the original letter of offer. Subsequent changes will be made in consultation between the faculty member, the Chair of DEEP, and the Chair of the faculty member's other department (as applicable).

Additionally, the challenge of integrating the international advisory board and cross-faculty management structure of the IHSP into the design of the proposed department was raised. However, as reflected in this proposal, these linkages will be preserved in the new department, which will add to its strength as a multidisciplinary unit for research, training, and cross-sectoral collaboration on issues of Equity, Ethics, and Policy.

The consultative process also suggested that the new opportunities afforded by the proposed department will outweigh its potential challenges and risks. For example, department status will allow for programmatic control over the Master's program in bioethics, allow for greater economy and outreach by consolidating activities (e.g., seminar series, communications), and for IHSP faculty to develop a formal training program related to social policy and health. As part of the Department, members with an IHSP appointment will also be in a better position to secure a steady flow of trainees, rather than depend on the departments through which they are cross-appointed.



## 7. Governance

The leadership and committee structure of DEEP will mirror that of EBOH, and will include a Departmental Assembly, comprised of all faculty in addition to student representatives, a Program Committee led by the Department's Graduate Program Director and program-specific Directors and Advisors, a Department Tenure and Appointment Committee led by the Department Chair, and separate Admissions Committees for each training program developed. The partnerships and outreach activities of the Department, including initiatives to increase exchanges between researchers, trainees, and knowledge users, to increase SPGH capacity in knowledge translation, and to promote evidence-based policy, will be led by the IHSP's Senior Academic Associate for Partnerships and Knowledge Exchange, in coordination with the Department Chair, the Advisory Board, and the SPGH Partner Relations Unit.

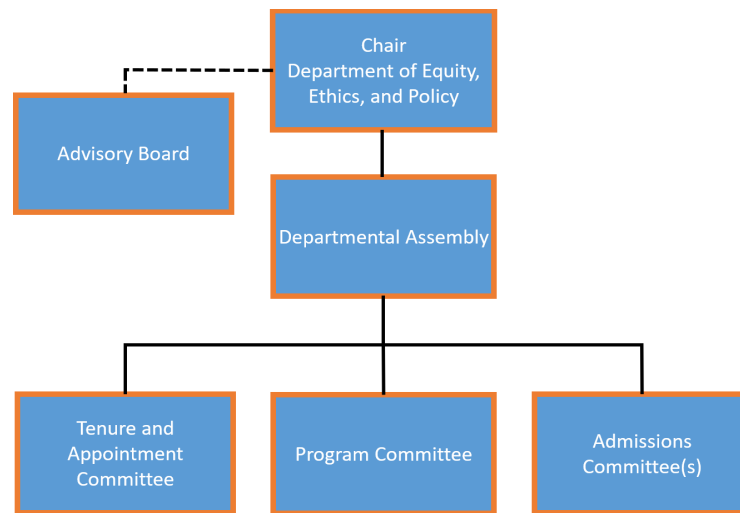


Figure 3. DEEP Organogram

### *Department Chair*

As with the other inaugural departments of the SPGH, there will be an international search for the founding Chair of DEEP. Health ethics and social and health policy span a broad range of content and methodological competencies and should inform the recruitment criteria for the Chair.

### *Advisory Board*

Given its policy focus and transdisciplinary orientation, DEEP will adopt IHSP's international and local advisory boards (see **Appendix C** for list of current members). The DEEP Advisory Board will amalgamate these into one board and augment membership as necessary to reflect the composition and mission of the new department and its research, training, and outreach activities. The IHSP's advisory boards have contributed to training activities, the formation of intersectoral partnerships, and various research and outreach activities. By maintaining these roles, the DEEP Advisory Board is expected to amplify the network of the SPGH, both across campus and with external partners, as well as advise on department strategies and policy-oriented research and training activities. Terms of reference for the Advisory Board will be adapted from the IHSP's by-laws.

## **8. Conclusion**

The decision to merge two academic units, the IHSP and BMEU, into a department within the new SPGH emerged from long-standing collaborations and interactions between its members and was foreseen in the initial design of the SPGH and capped by formal discussions as part of the strategic and operational planning of the SPGH in 2020-21. Ethics and policy are constituted by content areas, methodologies and lines of inquiry that have become integral to the research and training missions of contemporary academic medical and public health programs. Combining the social policy emphasis of IHSP with the bioethics focus of BMEU will allow DEEP to offer training and research opportunities unlike any other in North America. The joint department provides new opportunities for research, education, and partnerships to address unmet needs within the University and in Quebec, Canada, and internationally.

### **III. PROPOSAL TO ESTABLISH A DEPARTMENT OF GLOBAL AND PUBLIC HEALTH**

#### **1. Background and Rationale**

In the initial strategic plan for the SPGH approved by the Senate in 2016, a six division structure was envisaged which included separate divisions for public health practice and global health. Over the course of the strategic and operational planning process undertaken in 2020-21, the original divisional structure was revisited for several reasons. First, in the midst of the global pandemic of SARS-CoV-2 which laid bare systemic inequities almost everywhere, there was recognition of the convergence between global and local public health. Second, through consultations with students and faculty from across the University and with practice-based institutions beyond, there was strong demand for research and training that was driven more by specific problems in partnership with practitioners rather than by singular disciplinary approaches. Finally, in the context of a new School, there was a need to consolidate scarce resources and avoid being spread too thin. For these reasons, a single Department of Global and Public Health (DGPH) emerged as one of three inaugural departments comprising the SPGH.

#### *Name of Proposed Department*

Department of Global and Public Health

#### *Name of the Proposed Chair*

To be selected per FMHS guidelines.

#### **2. Planning and Consultation**

The emergence of the DGPH was informed by the prior planning documents related to Divisions of Global Health and Public Health Practice as part of the 2016 Senate document. Following agreement on the decision to bring the two divisions together in a department, a planning and consultation process began in January 2021 with the establishment of a DGPH Planning Working Group led by the Interim Director of the Global Health Programs, the lead of the Public Health Practice Unit of the Department of Epidemiology, Biostatistics and Occupational Health (EBOH) and the Program Director of the MScPH program. The DGPH Planning Working Group included representation from the FMHS Schools of Medicine, SPGH, SPOT and Nursing as well as the School of Human Nutrition (see **Appendix D**). The Planning Working Group drafted the DGPH proposal that was shared with internal and external key stakeholders (see **Appendix D**) between May and August 2021 and revised based on feedback. The Planning Working Group co-chairs also undertook consultations with many of these key stakeholders individually. In addition, working documents were shared and conference calls were arranged with the GHP's International Advisory Board and Executive Council (see **Appendix E**). Comments received were consolidated and reviewed by the DGPH Planning Working Group and responded to in writing. In addition, a DGPH Town Hall Meeting for McGill faculty took place in mid-April, with the draft proposal shared ahead of time with all meeting registrants. Each revision of the department proposal was shared with the SPGH Director, the SPGH Leadership Team and the SPGH Operations Committee. A draft DGPH proposal was shared with the FMHS Dean's Office in June and August for comment and recommended revisions. Letters of support provided by internal and external partners are included in **Appendix F**.

### **3. Mission and Description**

The DGPH aims to foster solution-focused leadership and learning around priority public health problems encountered locally and globally through equitable partnerships. Working with partners, the DGPH will co-develop a proactive and responsive knowledge agenda focused on priority challenges such as sexually transmitted and bloodborne infections, pandemic readiness, public health nutrition, and primary health care. The department's agenda of research and education will draw on diverse disciplinary and practice expertise from across the FMHS and the University. The Department's "practice" and problem-based orientation will direct research towards a focus on program or service delivery and transitioning promising interventions to scale, with particular attention to systems of innovation and the broad range of skills required to solve complex problems. Key values, goals and approaches characterizing global and public health research, education, and practice, are:

- Considering policies and systems as central to the understanding of the determinants of population health;
- Improving and protecting the health of populations, anchored in a system of rights and corresponding obligations established by local, national and international law;
- Considering practice-based research as integral to evidence-informed policy, practice and decision making;
- Recognizing the need for expediency in decision-making within the context of global and public health emergencies, even in an environment with a paucity of data;
- Addressing remediation of priority determinants and risk factors for the global burden of disease from local, regional, national and international perspectives, transcending borders;
- Spanning actions that are comprehensive and inclusive of health promotion, prevention, and curative interventions at the level of individuals, communities and populations.

The department will facilitate hands-on experiential learning and deploy community-based, participatory approaches to address global and public health priorities and strengthen the capacity of partner institutions. Students will learn by engaging with real-world global and public health problems in partnership with relevant stakeholders. This emphasis on service and partnership with communities and populations locally and internationally is embedded in the DGPH's research and training activities.

Rejecting a legacy of neo-colonial approaches to research and education in public and global health, the DGPH will embrace diversity in learning, knowing and doing. Indigenous health will be a flagship priority for the DGPH with the expectation of co-developing with the FMHS and other McGill Faculties a vibrant portfolio of relevant research and training that fosters a critical mass of Indigenous leadership in global and public health.

### **4. Goals of the Department**

The DGPH builds on the rich experiences of public health faculty with expertise in applied research and public health education. It also harnesses the success of McGill's Global Health Programs in catalyzing scholarship and partnerships in global health amongst students, staff and faculty over the last decade. These assets will provide a strong departmental platform from which to pursue the following goals related to partnerships, research, education and service.

## ***Partnerships***

Partnerships are central to the research, education, or service agendas of the DGPH. This primary rationale relates to the imperative to orient the knowledge agenda around the needs of specific institutions and communities, and a recognition that knowledge mobilization is best achieved through active engagement with and the empowerment of communities. The department will nurture existing local and international partnerships within the SPGH, FMHS and its affiliated teaching hospitals and research institutes, as well as foster new institutional relationships both globally and locally.

While all partnerships are susceptible to disparities in power, this is especially true when fostering relationships with disadvantaged communities or in lower- and middle-income countries. These partnerships involve complex relationships between individuals and organizations, requiring negotiations that recognize our partners' strategic positions and agendas, needs, resources, and context. These will be implemented and monitored in accordance with recognized principles of equitable global and public health practice. Strategic alliances will also be forged with public sector, private sector, and civil society organizations involving local, regional, national, and international agencies and academic institutions.

Partnerships with Canadian First Nations, Inuit and Métis will require recognition of the importance of ongoing reconciliation. Recognizing the legacies of colonialism and inequitable access to and distribution of power and resources, partnerships with low-income countries require particular attention. In all partnerships, the department will work towards reciprocity in terms of research and training opportunities and in the acknowledgement of academic contributions, through academic promotion, recognition in publications, and decision making.

Critical to the mission of DGPH are partnerships within the FMHS and the University. In this regard, the DGPH will build on the legacy of the Global Health Programs that has catalyzed global health initiatives across the FMHS in areas such as surgery, infectious diseases, pediatrics, and nursing and move to a next level of collaboration. An example is a plan for a Global Oncology Program jointly housed with the DGPH and the Gerald Bronfman Department of Oncology. The Program aims to foster partnerships with other institutions internationally, particularly in low- and middle- income countries, and enhance collaborative initiatives in cancer research, teaching/training, service and policymaking. An initial graduate level course (ONCO 645) 'Seminars in Global Oncology' is planned for winter 2022 as a first joint effort. Similar collaboration has begun with the Department of Family Medicine around a joint platform on innovations in the delivery of primary care and public health, and shared streams/concentrations in Masters' training in Indigenous Health.

## ***Training and Education***

The goals of the DGPH are derived from the overarching education strategic objective to train the next generation of leaders in public health research or practice, locally and globally. They include recognizing unmet needs and demands for global and population health education arising from diverse partners and from students and faculty across the University. In the current context of the pandemic, structural inequities and climate change are drawing greater attention to longstanding skills gaps and worker shortages that are limiting effective global and public health practice. Consultations with students and faculty across the University have also revealed enormous unmet demand for more education opportunities in global and population health that span the local and global, transcend disciplinary boundaries and provide community experiential (not just class-room-based) learning opportunities. As

such, the DGPH anticipates a rich agenda of education development across undergraduate and graduate degrees as well as non-degree/executive training. In each of the above, the DGPH will endeavor to make these training opportunities accessible for marginalized Canadian students and trainees from low- and middle-income countries

In response to the recommendation included in the 2016 Senate approved plan, the SPGH has initiated the development of an undergraduate degree Bachelor's program in population and global health in collaboration with the Faculty of Arts. This program builds on the very positive experience of the over-subscribed singular undergraduate course in global health of the last five years and provides McGill undergraduates with a competency-based, inter-disciplinary curriculum with mandatory community engaged learning and opportunities for concentration in five different streams (Environment and Health; Culture and Society; Diet and Lifestyles; Systems, Policy and Governance, Innovation and Entrepreneurship). The DGPH will play an important role in supporting internal review processes leading to approval by the Senate and the Ministry of Education. Additionally, the Department will support pre-clinical and clinical training in global and public health practice within the undergraduate medical education curriculum as well as other health professional programs within the FMHS.

At the graduate level, the DGPH will continue to oversee the McGill postgraduate medicine residency training program in Public Health and Preventive Medicine. The department will also provide leadership in the further development of the MSc in Public Health, a graduate degree program approved in 2014 in the Department of EBOH. The MScPH program entered a second phase of development in Fall 2020 with a commitment to establish five areas of focused practice, or streams, (Epidemiology, Global Health, Population Dynamics, Health Policy and Ethics, Infectious Diseases). Over the next five years, the faculty members responsible for leading the MScPH program, will use this expertise within the DGPH to optimize and expand educational programming. For example, current MScPH streams will be further advanced and opportunities for the development of new streams in areas such as public health nutrition, oncology, pandemics, and health emergencies, will be explored.

Also, additional graduate degree programs are being considered for development, resources permitting, including a one-year MPH for clinicians, including students and residents across the FMHS schools and a new Masters of Global Health Entrepreneurship in partnership with the Desautels Faculty of Management. The DGPH will also propose the development a new PhD degree program in Global and Public Health that draws on the recent experience of novel approaches to PhD training in public health in other institutions.

The DGPH will have an important role in supporting non-degree/executive education programs. Most importantly is to further develop the McGill Summer Institute in Infectious Diseases and Global Health established in 2016 through the Global Health Programs. Over the last 6 years, the Summer Institute has grown to nine courses with over 600 participants per annum attending in-person, and over 1,500 attending virtually in 2021 (40% from lower- and middle-income countries). The DGPH will continue to strengthen the Summer Institute working with infectious disease experts in HIV, TB, and Hepatitis C, the McGill Initiative in Infection and Immunity (MI4) and new training efforts related to pandemic preparedness and response, as well as noncommunicable diseases. It could also extend the Summer Institute training agenda to include other global and public health topics such as global oncology, primary care and health systems, and to engage partners from across McGill's campuses in designing professional development courses of interest to participants from around the world. Having established its ability to run virtually, the experience of the Summer Institute will help DGPH to extend its capacity to offer online degree opportunities for international students unable to relocate to Canada for 1 to 2 years.

## **Research**

The DGPH, through its focus on partnership, aims to bring real-world, lived and applied experience to inform the focus and modus operandi of its research. It will also build upon the opportunities presented through collaborations with successful clinical research teams within the FMHS. Research focused on practice draws on a broad range of overlapping research typologies including transitioning from proof of concept to service delivery, delivery sciences, program research, community-based participatory research, health systems and services research, among others. These typologies invariably depend on bringing diverse disciplinary perspectives and mixed methodologic approaches to bear on efforts to address specific global and public health challenges, working closely with practitioners.

Engaging practitioners and decision makers, be they local, regional, national or international, is often a first and necessary condition to inform appropriate focus and design of research. Research and practice-based knowledge generated in this manner is more likely to be used for planning, implementation, evaluation and decision making and hence central to effective knowledge translation. The impact of the department's practice-focused approach, through indirect service to communities and populations, further assures the engagement and partnering that distinguishes the mandate and values of the DGPH.

The DGPH research agenda will also be sensitive to the growing expectations that global and public health practice be evidence-informed or science-based. This places a premium on the need for efforts to address research quality through new and better methods especially in settings where speed in public health response is imperative and uncertainty is high as illustrated with the COVID-19 pandemic. The department acknowledges the existence of unequal power dynamics in the process of knowledge creation and will develop processes to ensure equity in research, knowledge translation and publication.

The DGPH will support its faculty and partners to conduct original research critical to achieving the SPGH mission. This will include research on a broad array of current and prospective global and public health challenges such as endemic infectious diseases like Tuberculosis and HIV, the growing burden of non-communicable diseases, public health nutrition, pandemic preparedness and health emergencies including climate change and emerging health challenges due to urbanization.

Priority areas for the department's research agenda will build upon existing strengths and expertise, align strategically with research priorities found within university or hospital-based research institutes, and also be responsive to priority issues identified at local, regional, national and international levels. The department will strengthen ties with McGill's clinical research institutes, notably the RI-MUHC, Lady Davis Institute, MI4, the McGill International TB Centre and the Douglas Research Centre. It will work closely with the WHO Collaborating Centres housed at McGill in Research and Training in Mental Health, Research and Training in Parasite Epidemiology and Control, and Tuberculosis Research. The department will also conduct collaborative research with public health institutions in Montreal and Quebec, in particular Northern Quebec where SPGH has an established presence. The department will encourage a proactive and responsive agenda of research built on strong collaborations and engagement with communities as seen, for example, in the context of the current pandemic, building capacity for COVID-19 testing and contact tracing in hotspot areas of Montreal.

## **Service**

The practice of global and public health is complex -- requiring academic institutions to interact with public (e.g. governmental) and private sectors, as well as civil society organizations. The department will develop and maintain links with a broad representation of such organizations. (e.g., Direction régionale de santé de Montréal, Canadian Association for Global Health, Canadian Partnership for Women and Children's Health). The service commitment of the DGPH will be twofold, one reflecting usual academic activity (e.g. committee work, peer-review) and the other manifested as the outcomes or indirect impacts of engaging in practice and field-based research and education in local and international settings. Research and educational programming in the DGPH are intended to be relevant and responsive to stakeholders serving communities and populations. Indeed, through the DGPH's commitment to community-engaged learning, students are prepared directly and intentionally for active civic participation, allowing them to translate their academic learning into practice activities and learn the front lines of implementation. For communities that experience a shortage of public health professionals, there are clear benefits from involving students and researchers of the DGPH. Indirectly, these engagements result in services that support population-wide efforts to identify and investigate health threats, promote healthy lifestyles, prevent disease and injury, prepare for emergencies and disasters, and ensure the quality of water, food, air, and other essential resources that affect human health. Furthermore, when research is practice-relevant, knowledge gained can be more easily translated and implemented by decision makers in local, regional, national, and international settings. Consequently, practice-based evidence is more likely to be used for evidence-informed decision making. This approach will help to foster a view of the University as an indispensable and invaluable knowledge asset by the important publics it aims to serve.

One of the most important of these publics are Indigenous communities. The DGPH will continue to strengthen ties with rural and remote regions in Canada, particularly those with important First Nations, Inuit, or Metis populations. The McGill Réseau Universitaire Intégré de Santé et Services Sociaux (RUISSS) is responsible for health services over an area spanning 63% of the territory of the province of Quebec which includes the northern most parts of the province where unique public health issues exist. Eeyou Istchee (the Cree Territories) and Nunavik (part of the Inuit Nunangat) are parts of the province mostly inhabited by First Nations and Inuit people. DGPH will work closely with the Indigenous Health Professions Program and other focused Indigenous health programs internal and external to the FMHS, such as in the Department of Family Medicine, the Ingram School of Nursing, the School of Human Nutrition and Nunavik Regional Board of Health and Social Services - Public Health. The DGPH will strive to redress past harms within these and other communities, and assist in helping meet local needs through partnership and empowerment approaches, all the while providing rich opportunities for knowledge creation and learning experiences for faculty and students.

An important example of service to communities is work completed by Dr. Colleen Fuller in partnership with Onkwata'karitàhtshera (Kahnawà:ke's One Health Agency). In working with representatives of the Kahnawà:ke community, it was possible to create for the first time a community health report to help inform community leaders and guide related actions ([Onkwaná:ta Our Community, Onkwata'kari:te Our Health](#)). This effort was facilitated by having students from the medical school and other programs complete field-based training placements. The initiative is an important example of advancing self-determination, health surveillance, health promotion and chronic disease prevention directly for Kahnawà:ke, and indirectly for other Indigenous communities across Canada and abroad. It is a concrete example of public health working towards reconciliation and empowerment of Indigenous peoples in terms of population health. In addition, Dr. Fuller's work highlights what is core to the modus operandi of



the DGPH, to partner to increase practice-based learning and research opportunities, and to advance practices through knowledge creation and training in real-world settings.

At an international level, various faculty members are active members of World Health Organization (WHO) Expert Committees that develop policy guidance on a variety of health issues. For example, Dr. Madhukar Pai, Canada Research Chair in Epidemiology and Global Health, currently serves on three different WHO Expert Committees (Strategic and Technical Advisory Group for TB in the South-East Asia Region; Advisory Group on Tuberculosis Diagnostics and Laboratory Strengthening; and Expert Advisory Group on the Governance of the Private Sector). Dr. Pai has contributed to over a dozen WHO policy documents on tuberculosis, diagnostics, and private health sector engagement. Other faculty members at the McGill International TB Centre (e.g. Drs. Dick Menzies, Faiz Ahmad Khan) have also contributed towards various WHO TB guidelines. Also, McGill is designated as the WHO/Pan American Health Organization (PAHO) Collaborating Centre for Tuberculosis Research (directed by Dr. Dick Menzies) and the WHO/PAHO Collaborating Centre for Research and Training in Parasite Epidemiology and Control (directed by Dr. Theresa Gyorkos).

## 5. Membership

The DGPH aims to provide a home for all faculty engaged in research, training programs and service delivery related to global health and public health practice. Membership in the DGPH will be an academic option for existing and future global and public health practice faculty engaged in related research, training, and service. This inclusive approach will create opportunities for trans-disciplinary, innovative, and impactful approaches to addressing the major determinants and causes of disease burden at local, regional, national and international levels. Given the planned education activities and the importance of trans-disciplinary practice, including clinical care in global health settings, membership in the DGPH will be inclusive of qualified faculty across the University.

The core full-time membership of the DGPH will draw on the faculty and staff leading the current Global Health Programs, the Public Health Practice faculty of the Department of Epidemiology, Biostatistics and Occupational Health, and faculty members in various clinical departments. The department will also host the Director and staff of the newly created Pandemic and Health Emergency Laboratory as well as a full-time tenure track faculty position in Indigenous health that is currently under recruitment. Further, upon approval of the DGPH, a search will be launched for an inaugural DGPH Chair that is expected to be filled by the end of the academic year.

Around this core, other faculty within SPGH, FMHS and other Faculties will be invited to join the DGPH. Options for joint appointment of faculty as well as migration of faculty appointments to the DGPH will be considered on a case-by-case basis. Given the widespread interest and activity in global and public health amongst a large number of faculty, especially in clinical schools and departments of the FMHS, it is anticipated that a significant number of faculty will seek to join the department as Associate Members while retaining their current primary appointments. **Table 1** below summarizes anticipated DGPH membership numbers at its outset.

Additionally, the DGPH will seek to identify McGill faculty partnerships outside the FMHS that address recognized unmet needs, for example in the social sciences, nutrition, management, and engineering. Active recruitment and management of Associate Members will therefore be a top priority, and will be aligned with DGPH educational and research planning. The DGPH will benefit from the rich legacy of the

Global Health Program’s success in establishing and sustaining a university-wide and inter-faculty mandate to advance global health collaborations, partnerships, and activities across the university, its affiliated hospitals, and institutes, as well as globally.

Membership will also be extended to global and public health practitioners with appropriate professor of practice and adjunct appointments. Currently, many public health practice faculty with adjunct appointments work in government public health agencies such as the Institut national de santé publique Québec (INSPQ) or a Direction régionale de santé publique (DRSP). These types of appointments will be extended across a broader array of institutions – public, NGO, private and local, provincial, federal and internationally. Discussions of Adjunct Professor appointments with multiple academics here in Quebec, across Canada, the US, and internationally, are currently underway. Similarly, several Professors of Practice have been identified who will bring desirable expertise in global and public health.

**Table 1. Anticipated DGPH membership by category:** Core faculty estimates are based upon current SPGH faculty primarily engaged in global and/or local public research or training. Associate member estimates are based upon current membership in global health programs or institutes engaged in global or local public health research within the FMHS and expressed interest in DGPH membership.

Category	#
Core Faculty (Primary)	15
Core Faculty (Joint)	5
Associate Members	85
Adjunct Professors	13
Professors of Practice	6

*Note: Core Faculty will possess various levels of academic rank i.e. Professor, Associate Professor, Assistant Professor, Adjunct Professor. As well, Internally designated Professors of Practice are included amongst the above membership categories.*

## 6. Strategic Positioning

### ***Importance to the School of Population and Global Health***

As one of the SPGH’s three inaugural departments, DGPH brings an explicit focus on global and public health practice to complement the more quantitative sciences and ethics and policy foci of the other two departments (EBOH and DEEP) respectively. Beyond complementarity, the department ensures that the School has an explicitly denominated department where both global and public health practice are housed. This is important for at least two reasons. The first relates to the importance of recognizing the union between local and global when it comes to practice. Local public health experience provides significant opportunities to acquire highly translatable knowledge and skills that can inform practice in other contexts globally. Conversely, there are important learnings from global health practice which will benefit the work of local public health. The second reason recognizes that an explicitly denominated department is vitally important to faculty and students who are looking for a home to lead their research or pursue training programs in global and public health. This corresponds with the experience of the Global Health Programs at McGill over the last decade in catalyzing university-wide engagement and

energy among faculty and students. The DGPH will build on this success and take it to the next level under the auspices of the School.

### ***Importance to the Faculty of Medicine and Health Sciences***

The DGPH as part of the SPGH is aligned with the current FMHS strategic priorities and can offer important local and global perspectives on prospective priorities such as the development and deployment of digital technologies for health. More specifically, the DGPH agendas in research and training foresee strong partnerships with the Ingram School of Nursing, the School of Physical and Occupational Therapy and specific departments within the School of Medicine (Medicine, Family Medicine, Oncology, Surgery, Pediatrics, Psychiatry, the FMHS Indigenous Health Professions Program), and with public health institutions regionally and internationally. These collaborations are informing the development of new research and training efforts that will be mutually beneficial as seen, for example, in the emergence of the previously described global oncology program, or the development of a one-year MPH for clinicians. In addition, the mandatory pre-departure training developed by the Global Health Programs will continue to assist FMHS trainees in preparation for work outside of Canada or in Indigenous communities in Canada. The DGPH will also continue in the tradition of the Global Health Programs and carry out supplemental activities (e.g. student led Interprofessional Global Health Course, Global Health Night, McGill Journal of Global Health).

### ***Importance to McGill***

McGill's Strategic Academic Plan 2017-2022 speaks to importance of being global and connecting the knowledge enterprise of the University with the realities and challenges defining the 21st century. As such, the DGPH as part of the SPGH is strategically aligned with the University. Like many North American universities with non-academic institutes or offices for global health, the DGPH will continue to provide a Global Health office to assist in expanding the visibility and reach of the department to others across campus and to external partners. More specifically, the DGPH, building on the successful efforts of the Global Health Programs will continue to provide university-wide opportunities for student and faculty engagement in global health through the support of student clubs and chapters, the Global Health Scholars program, Global Health Travel Awards and Global Health Team Support funding. Experience of DGPH staff and faculty in developing the MScPH program assures the success of plans to optimize and develop new educational programs, ultimately securing McGill's top standing internationally ([link](#)). Indeed, the public health program was one of 10 academic programs at McGill that were ranked among the top 50 in the world ([Ranking of McGill University: World-wise, country-wise and subject-wise Rankings 2021](#)).

### ***Importance to Institutions Outside of McGill***

Through the DGPH, partnerships and linkages between the SPGH and global health and public health organizations at local, regional, national, and global levels will be brokered and strengthened. Important partnerships already exist with public health practice and global health institutions such as the Direction Regionale de Sante Publique (DRSP), the Consortium of Universities for Global Health, the Canadian Association for Global Health. International partnerships with academic institutions in lower- and middle-income countries are found in India, Ethiopia, Ghana and Rwanda, among others. These partnerships will contribute towards reciprocal knowledge exchange and experiential learning within a wide range of future

workforces. These relationships will also ensure that research is sensitive to the needs of communities, practitioners, and policy makers, working to address population health needs in different settings.

## 7. Governance

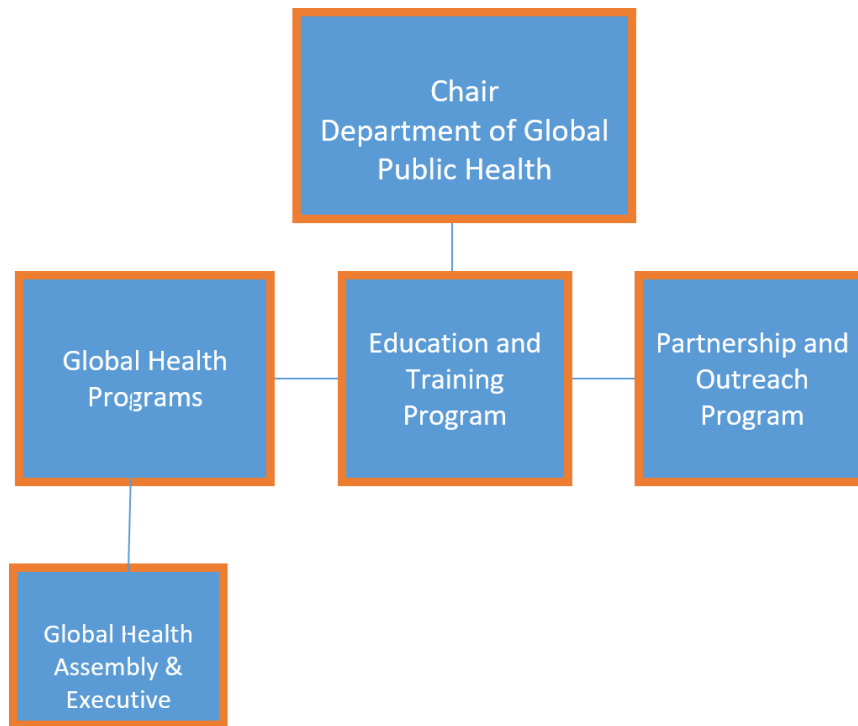


Figure 4. DGPH Organogram

### *Department Chair*

As with the other inaugural departments of the SPGH, there will be an international search for the founding Chair of DGPH. Global health and public health cover a diverse range of issues requiring a broad understanding of these domains, as well as an appreciation of the current and future research and educational challenges the DGPH will ultimately engage itself in. These are competencies that will inform the recruitment criteria for the Chair along with evidence of significant practice experience in global and public health.

### *Partnerships and Outreach Committee*

The Department Chair will appoint a Partnerships and Outreach Committee (POC) chair. The POC will serve as the liaison between DGPH and the SPGH Partner Relations Unit. Working in concert, DGPH and the Partner Relations Unit will serve as a conduit between the researchers and trainees engaged in equitable partnerships locally, regionally, or internationally. The POC chair will be responsible for designing, implementing, and evaluating activities for the practice of global and public health, including initiatives to

increase exchanges between researchers, trainees, and knowledge users, to increase SPGH capacity in knowledge mobilization, and to promote evidence-based, practice-oriented interventions and programs.

### *Education and Training Committee*

The Department Chair will appoint an Education and Training Committee (ETC) chair. The ETC will support the implementation and further development of the education and training programs, including degree programs at undergraduate and graduate levels, certificate courses and non-degree/executive training such as the Summer Institute in Infectious Diseases. The ETC will also be responsible for coordination and co-development of new training programs with other Schools and Departments across the FMHS. The ETC chair will be a member of the SPGH Education Standing Committee to ensure that the school-wide nature of the undergraduate program in PGH and the MScPH is managed appropriately as well as aligning on the SPGH ESC strategic agenda related to equity, diversity, and inclusion; evaluation and assessment; student affairs including admissions; and pedagogy.

### *Global Health Programs*

GHP will be led by an academic lead appointed by the Department Chair through an organized search. An administrative team is responsible for managing GHP education, research partnerships, communications, events and Summer Institute activities. Over the past 12 months, these individuals have gradually taken on dossiers related to the SPGH, with an aim to support the DGPH. Any changes to staff responsibilities will be done in conjunction with the support and oversight of the Administrative Excellence Centre and the FMHS Human Resources Office.

GHP will continue to carry out its current mandate to promote and provide the support necessary to advance global health collaborations, partnerships and activities across the university and its affiliated hospitals and institutes as well as internationally. This includes the Summer Institute in Infectious Diseases and Global Health, pre-departure training for FMHS trainees, student travel awards, the undergraduate and graduate Global Health Scholars program, financial support to global health programs or teams and student global health chapters, facilitation of international partnerships, coordination of the Global Health Assembly, and events such as the annual McGill Global Health Night. GHP will continue to benefit from an Advisory Council (formerly International Advisory Board) composed of international experts in global health, diplomacy and local leaders from the private sector.

#### **IV. APPENDICES**

## **Appendix A: IHSP and BMEU Faculty Bios**



**Chris Barrington-Leigh** is an Associate Professor jointly appointed at the Institute for Health and Social Policy and the Bieler School of Environment. Originally trained in upper atmospheric and space plasma physics at M.I.T., Stanford, and Berkeley, Chris subsequently received a PhD in Economics at UBC. Chris' interests are focused on empirical and quantitative assessments of welfare, and their implications for economic, social, and environmental policy, including the pursuit of overall economic growth and material consumption expansion. In particular, his research makes use of subjective well-being reports to address the relative importance of social and community-oriented aspects of life as compared with material consumption. He uses large international as well as national surveys, experiments, and economic theoretical modeling to understand individual and aggregate consumption benefits. Chris was a Global Scholar of the Canadian Institute for Advanced Research (CIFAR), affiliated with CIFAR's research programme on Social Interactions, Identity and Well-Being.



**Jill Baumgartner** is an Associate Professor, jointly appointed in the Institute for Health and Social Policy and the Department for Epidemiology, Biostatistics and Occupational Health. Her research focuses on understanding the determinants of exposure to environmental pollutants, their impact on human health, and appropriate interventions to address them. Dr. Baumgartner completed a joint Ph.D. in Population Health Sciences and Environment and Resources at the University of Wisconsin-Madison in 2010 and a Masters in Population and International Health from Harvard University in 2006. She was a Research Fellow at the University of Minnesota's Institute on the Environment from 2011-2013 and held a visiting appointment at Tsinghua University (Beijing) in 2012.



**Jonas-Sébastien Beaudry** is an Assistant Professor, jointly appointed in the McGill's Institute for Health and Social Policy and the McGill Faculty of Law. He has taught in the area of health and disability law, international and domestic human rights and jurisprudence. His recent research has focused on health policies, bioethics and theories of autonomy and equality rights. His recent book, *The Disabled Contract*, examines how mainstream moral and political theory has difficulty accommodating severe intellectual disability. He has founded McGill's Disability Working Group. His research has been funded by FQRSC and SSHRC grants and the Fondation du Barreau du Québec. He has presented at academic series and conferences across North America and Europe. He has advised disability organizations since 2015 in various capacities, including with strategic litigation, and been consulted by the Quebec Bar, the federal Department of Justice and the Senate on health policy and equality issues.



**Frank Elgar** is a Professor and cross-appointed to the Institute for Health and Social Policy and Department of Psychiatry. He is also an associate member of the Department of Psychology and Margaret A. Gilliam Institute for Global Food Security. Frank trained in developmental psychology at Memorial University and Dalhousie University and previously worked at the Cardiff Institute for Society, Health and Ethics (UK), University of Manitoba's Department of Family Social Sciences, and Carleton University's Department of Psychology before joining McGill in 2011. His research examines social patterns in child and adolescent health, in Canada and globally. Current projects explore ways to improve children's chances to be healthy amid the social forces of poverty, food insecurity, violence, and economic inequality. Frank is also a co-investigator of the World Health Organization's Health Behaviour in School-aged Children study where he leads international collaborations on the impacts of school violence, social media use, and corporal punishment legislation on adolescent mental health and well-being.



**Carolyn Ells** is an Associate Professor of Medicine, based in the Biomedical Ethics Unit. She also has appointments as Associate Member of the Division of Experimental Medicine, and the Departments of Family Medicine and Social Studies of Medicine, and Associate Researcher at the Lady Davis Institute for Medical Research. She has prior experience both as a health professional and a clinical ethicist. Her research focuses on ethical processes and policies in healthcare delivery organizations (patient-centered care theory and application) and human research (research ethics review policy). She is co-editor (with Lori d'Agincourt-Canning) of the 2019 collection *Ethical Issues in Women's Healthcare: Practice and Policy* (OUP). Dr Ells is Chair of the Interagency Advisory Panel on Research Ethics (PRE), which reports to the presidents of CIHR, NSERC, and SSHRC, with advice on research ethics matters and proposed interpretations of and revisions to the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans*. She is a member of the Canadian Council on Animal Care ([CCAC](#)) representing the Canadian Bioethics Society and serves on the CCAC Standards Committee.



**Jennifer Fishman** is Associate Professor in the Biomedical Ethics Unit and the Department of the Social Studies of Medicine at McGill University. She holds a B.A. in Integrative Biology from the University of California, Berkeley and a Ph.D. in Sociology from the University of California, San Francisco. Dr. Fishman works primarily in gender and medicine, analyzing the oft unexamined and presumptive values, assumptions, and ethical frameworks within new scientific enterprises and how these impact biomedical research trajectories and ultimately patient care. She uses interview and survey methods to describe and analyze the translation of new medical knowledge and technologies, from the early stages of development to their integration into clinical practice. Most recently, she has examined efforts in precision medicine cancer treatments, the use of genetic carrier screening in reproductive health settings, and the implementation of telehealth for abortion services.





**Phoebe Friesen** is an Assistant Professor, jointly appointed in the Biomedical Ethics Unit and the Department of Social Studies of Medicine. She is also an associate member of the Institute for Health and Social Policy and the Departments of Philosophy, Psychiatry, and Experimental Medicine. Her research interests span several questions at the intersections of medical ethics, psychiatry, philosophy of science, and research ethics. Currently, she is working on projects related to community involvement in research ethics governance, the challenges the placebo effect creates for evidence-based medicine, and the epistemic and ethical grounding of participatory research in psychiatry. Before coming to McGill, Phoebe completed a PhD in Philosophy at the CUNY Graduate Center in New York and worked as a Post Doctoral Scholar at the Ethox Center at the University of Oxford.



**Jonathan Kimmelman, PhD**, is James McGill Professor of Biomedical Ethics at McGill University, and directs the Biomedical Ethics Unit as well as his own research group, STREAM (Studies in Translation, Ethics and Medicine). Kimmelman's research centers on ethical, policy, and scientific dimensions of drug development, particularly in the context of cancer and central nervous system disorders. His research blends analytical and empirical methods, with the latter including systematic review and experimental methods. Kimmelman regularly advises on research policy internationally. Kimmelman received a PhD in Molecular Biophysics and Biochemistry from Yale and joined McGill in 2005.



**Nick King** is an Associate Professor at McGill University, with appointments in the Biomedical Ethics Unit, Institute for Health and Social Policy, and School of Public Policy. He studies public health policy, ethics, and epistemology. He also directs the Policy and Data Science Program at McGill's Max Bell School of Public Policy. He studies the ways that 'black boxes' of all sorts - from seemingly objective measures of health and health inequalities, to complex algorithms - are shaped by human interests and hidden value judgments, which in turn shape individual decisions, collective behaviors, and public policies. He has published in the *Milbank Quarterly*, *Annals of Internal Medicine*, *BMJ*, *PLOS Medicine*, the *American Journal of Public Health*, *Biosocieties*, *Social Science & Medicine*, and the *Bulletin of the World Health Organization*



**Alissa Koski** is an Assistant Professor at the Department of Epidemiology, Biostatistics and Occupational Health. Her research examines the social determinants of women's health and well being in low-income countries. Her recent work has focused on measuring the prevalence and consequences of child marriage in sub-Saharan Africa and the United States.



**Antonia Maioni** is formerly Dean of Arts at McGill University and a Professor jointly appointed in the IHSP and the SPGH/FMHS as a Professor of Health Policy. A multilingual Montréalais, Antonia studied at Université Laval, the Norman Paterson School of International Affairs at Carleton University, and Northwestern University. Dr. Maioni has published widely in the field of Canadian and comparative politics, with a particular focus on health policy. Her research has been funded by FQRSC, SSHRC and CIHR. She is past-President of the Canadian Federation for the Humanities and Social Sciences. She comments extensively on Canadian politics, Quebec politics, and health care in both French and English language media across Canada.



**Arijit Nandi** is the Interim Director of the IHSP (2020 - ) and former Canada Research Chair in the Political Economy of Global Health (2011-21). He is an Associate Professor jointly appointed at the Institute for Health and Social Policy and the Department of Epidemiology, Biostatistics, and Occupational Health. An epidemiologist by training, Arijit is broadly interested in the impact of social and economic factors on population health. His primary research interests are: (1) assessing multilevel associations between economic characteristics and population health; (2) investigating the relation between social and economic policies and population health and health disparities in a global context; and (3) estimating causal effects of economic interventions on mental health. A former Robert Wood Johnson Health and Society Scholar at Harvard University, Arijit received a PhD from the Department of Epidemiology at the Johns Hopkins Bloomberg School of Public Health.



**Mylene Riva** is an Assistant Professor, jointly appointed in the Institute for Health and Social Policy and the Department of Geography. She holds a Research Scholars - Junior 1 award from Fonds de recherche du Québec – Santé. Mylene is interested in the socio-environmental determinants of Indigenous Peoples' health and well-being, their distribution between people, between communities, and across time, and how they produce health inequalities. Her current research focusses on: the links between housing conditions and housing interventions, health and well-being in northern settings; community conditions and health in the Arctic; the health and social impacts of mining development. Mylene received a PhD in Public health and health promotion from University of Montreal; she was a postdoctoral fellow in health geography at Durham University in the UK, and held a Banting postdoctoral fellowship at Laval University.



**Natalie Stoljar** came to McGill in 2006 after holding positions at the Australian National University, Monash University (Melbourne) and the University of Melbourne. Her research is in three areas: feminist philosophy, social and political philosophy (especially moral psychology), and the philosophy of law. In feminist philosophy, she has written on feminist metaphysics, especially the notions of essentialism, realism and nominalism. In social and political philosophy, her work focuses on autonomy and other aspects of moral psychology. She is co-editor (with Catriona Mackenzie) of the 2000 collection *Relational Autonomy. Feminist Perspectives on Autonomy, Agency and the Social Self* (OUP). Her current research is funded by a SSHRC Standard Research Grant “Autonomy and Oppression. A Relational Analysis” (2010-13). In the philosophy of law, she has published on the notions of legal interpretation, constitutional interpretation and judicial review, and the methodology of law. Prof. Stoljar regularly teaches the Department’s philosophy of law courses (PHIL 348 and PHIL 548). She was Chair of the Department from 2008-2012.



**Kristin Voigt** is an Assistant Professor, jointly appointed in the Institute for Health and Social Policy and the Department of Philosophy. She received her DPhil in political philosophy from the University of Oxford and has held post-doctoral positions at McGill, Harvard, Lancaster University and the European College of Liberal Arts. Kristin's research focuses on egalitarian theories of distributive justice and the links between philosophy and social policy. Her recent and ongoing projects address issues such as conceptions and measures of health and health inequality; the use of incentives to improve health outcomes; (childhood) obesity; higher education policy; and smoking and tobacco control.



**Daniel Weinstock** studied Political Science and Political Philosophy at McGill University, where he received a BA and an MA, between 1980 and 1986. He received a DPhil in Political Philosophy from Oxford University, where he studied between 1986 and 1991. From 1988 to 1989, he was a visiting doctoral student at Harvard University. He completed postdoctoral work in the Department of Philosophy at Columbia University, before joining the faculty of the Department of Philosophy of the Université de Montréal in 1993. From 2002 to 2011, he was the Founding Director of the Centre de recherche en éthique de l'Université de Montréal. In 2012, he became a Professor in the Faculty of Law and in the Department of Philosophy of McGill University. In 2013, he was appointed as Director of McGill’s Institute for Health and Social Policy. His term as Director began on August 1, 2013 and ended August 31, 2020. He was appointed as the Katharine A. Pearson Chair in civil society and public policy, in the Faculties of Arts and Law, effective June 1, 2020. He has held Visiting Appointments at Université Lyon III, at the Australian National University, at Ritsumeikan University (Kyoto, Japan), and at Universitat Pompeu Fabra, in Barcelona, Spain.



**David Wright** is Professor of History and Canada Research Chair in the History of Health Policy. He received his BA and MA in History from McGill University and his DPhil (in History) from the University of Oxford. As a Wellcome Trust post-doctoral research fellow at Oxford he specialized in the history of health and medicine before being appointed Wellcome Lecturer in the History of Medicine at the University of Nottingham (1996-99). David returned to Canada to take up the Jason Hannah Chair in the History of Medicine at McMaster University, a cross-appointment between the medical school and the History department (1999-2011). He joined McGill in 2011 as a Full Professor, cross appointed to the Department of History and Classical Studies (Faculty of Arts). David has served in various administrative capacities, including Interim Director of IHSP (2013) and Chair of the Department of History and Classical Studies (2015-18).

## **Appendix B: IHSP and BMEU Associate Members**

### **Alayne Adams**

Alayne Adams is an Associate Professor and Population Health Director in the Department of Family Medicine, McGill University

### **Anmarie Adams**

Dr. Anmarie Adams is a Professor and Department Chair of the Department of Social Studies of Medicine and is jointly appointed with the Peter Guo-hua Fu School of Architecture.

### **Daniel Béland**

Daniel Béland is Director of the McGill Institute for the Study of Canada and a James McGill Professor in the Department of Political Science at McGill University.

### **Howard Bergman**

Howard Bergman MD, FCFP, FRCPC is the Assistant Dean, International Affairs for the Faculty of Medicine and Health Science as well as a Professor of Family Medicine, Medicine (geriatrics), and Oncology.

### **Lisa M. Bornstein**

Lisa Bornstein is a Professor of the School of Urban Planning at McGill University.

### **Lynn Butler-Kisber**

Lynn Butler-Kisber (B.Ed., M.Ed., McGill; Ed.D. Harvard) is a Professor of Education in the Department of Integrated Studies at McGill University.

### **Franco A. Carnevale**

Franco Carnevale, RN, PhD is a nurse, psychologist and clinical ethicist.

### **Jonathan Chevrier**

Dr. Chevrier is the Project Director of the Venda Health Examination of Mothers, Babies and their Environment (VHEMBE), and an Associate Professor in the Department of Epidemiology, Biostatistics and Occupational Health at McGill University.

**Suparna Choudhury**

Suparna Choudhury is an Assistant Professor and Co-Director of the Culture, Mind & Brain Program at the Division of Social & Transcultural Psychiatry at McGill University.

**Shelley Clark**

Shelley Clark is the founding Director of the Centre on Population Dynamics and also directs the CFI-funded Life History, Health, and HIV/AIDS data laboratory. She is an Associate Professor in the Department of Sociology at McGill University.

**Jaye Ellis**

Jaye Ellis is an Associate Professor in the Faculty of Law and School of Environment, McGill University.

**Abraham Fuks**

Abraham Fuks is a Professor in the Department of Medicine, Division of Experimental Medicine.

**Ian Gold**

Ian Gold is an Associate Professor of Philosophy & Psychiatry at McGill University in Montreal.

**Richard Gold**

Richard Gold is a James McGill Professor in the Faculty of Law and the Director of the Centre for Intellectual Property Policy.

**Sam Harper**

Dr. Harper is an Associate Professor in the Department of Epidemiology, Biostatistics & Occupational Health at McGill University. He is also a member of the McGill University Centre on Population Dynamics and the Montreal Health Equity Research Consortium.

**Matthew Hunt**

Matthew Hunt is an Assistant Professor at the School of Physical and Occupational Therapy and a researcher at the Centre for Interdisciplinary Research in Rehabilitation. He also chairs the clinical ethics committee of the Shriners Hospital for Children.

**Sébastien Jodoin**

Sébastien Jodoin is an Assistant Professor in the Faculty of Law and holds the Canada Research Chair (Tier 2) in Human Rights, Health, and the Environment.

**Yann Joly**

Yann Joly is Assistant Professor in the McGill Department of Human Genetics, Centre of Genomics and Policy.

**Jay Kaufman**

Jay S. Kaufman is a Professor and Canada Research Chair in Health Disparities in the Department of Epidemiology, Biostatistics and Occupational Health at McGill University.

**Lara Khoury**

Professor Khoury, Ad. E., is an Associate Professor at the Faculty of Law.

**Alana Klein**

Alana Klein is an Associate Professor in the Faculty of Law at McGill University.

**Laurence J. Kirmayer, MD**

Laurence J. Kirmayer, MD, FRCPC, FCAHS is James McGill Professor and Director, Division of Social and Transcultural Psychiatry, Department of Psychiatry, McGill University. He is Editor-in-Chief of *Transcultural Psychiatry*, and Director of the Culture & Mental Health Research Unit at the Institute of Community and Family Psychiatry, Jewish General Hospital in Montreal.

**Bartha Maria Knoppers**

Bartha Maria Knoppers is Director of the Centre of Genomics and Policy, Canada Research Chair in Law and Medicine.

**Lucy Lach**

Lucy Lach is an Associate Professor in the School of Social Work and is currently the Associate Dean (Student Affairs) in the Faculty of Arts at McGill University.

**Raphael Lencucha**

Raphael Lencucha is an Assistant Professor in the School of Physical and Occupational Therapy at McGill University.

**Eric Lewis**

Eric Lewis is an Associate Professor of Philosophy at McGill.

**Nik Luka**

Nik Luka is an Associate Professor cross-appointed to McGill University's Schools of Architecture and Urban Planning, as well as the Vice-President of the Board of Directors of the Montréal Urban Ecology Centre.

**Mary Ellen MacDonald**

Mary Ellen MacDonald is the Chair, McGill Qualitative Health Research Group

**Thomas Maniatis**

Thomas Maniatis is an Assistant Professor in the Faculty of Medicine, McGill University and the Internal Medicine Program Director

**Claudia Mitchell**

Claudia Mitchell is a Distinguished James McGill Professor in the Department of Integrated Studies with the Faculty of Education at McGill University, and an Honorary Professor in the School of Education at the University of KwaZulu-Natal in Durban, South Africa.

**Gilles Paradis**

Gilles Paradis is a Strathcona Professor in the Department of Epidemiology, Biostatistics, and Occupational Health.

**Amélie Quesnel-Vallée**

Dr. Quesnel-Vallée is a Canada Research Chair in Policies and Health Inequalities in the Department of Sociology at McGill University; and the Director, McGill Observatory on Health and Social Services Reforms.

**Nancy Ross**

Dr. Ross is the Associate Vice-Principal (Research and Innovation) at McGill, and a Professor in the Department of Geography.

**Mónica Ruiz-Casares**

Mónica Ruiz-Casares, PhD, is Associate Professor in the Department of Psychiatry and at the Centre for Research on Children and Families, McGill University.

**Jai Shah**

Jai Shah is an Assistant Professor in McGill's Department of Psychiatry, a Full Researcher at the Douglas Hospital Research Center, and Associate Director of the Prevention and Early Intervention Program for Psychoses (PEPP-Montréal).

**Keiko Shikako-Thomas**

Dr. Shikako-Thomas is an Assistant Professor in the Occupational Therapy program.

**Erin Strumpf**

Erin Strumpf is an Associate Professor in the Department of Economics and the Department of Epidemiology, Biostatistics and Occupational Health at McGill University, and is a William Dawson Scholar.

**Eran Tal**

Eran Tal is an Assistant Professor and Canada Research in Data Ethics in the Department of Philosophy at McGill.

**Brett Thombs**

Brett Thombs is a William Dawson scholar and Professor in the Department of Psychiatry, McGill University and a Senior Investigator at the Lady Davis Institute at the Jewish General Hospital.

**Zoua Vang**

Zoua Vang is an Associate Professor and William Dawson Scholar in the Department of Sociology at McGill University.

**Seungmi Yang**

Dr. Yang is an Assistant Professor in the Department of Epidemiology, Biostatistics and Occupational Health at McGill University.

**Ma'n Zawati**

M'an Zawati is an Assistant Professor at the McGill Department of Human Genetics, Centre of Genomics and Policy.

## **Appendix C: IHSP Advisory Board Membership**

### ***IHSP Local Advisory Council 2019-2022***

**Olivier Bellefleur** is the administrative and scientific lead of the National Collaborating Centre for Healthy Public Policy. He joined the Centre in 2010 as Scientific Advisor and was appointed Lead in June 2017. As research officer he worked primarily in two areas: public health ethics, and the built environment. His academic background is in philosophy and in environmental sciences. He lives in Montreal's Hochelaga-Maisonneuve borough.

**Colin Busby** is a Research Director at the Institute for Research on Public Policy (IRPP). Before joining the IRPP, he was the Associate Director of Research at the C.D. Howe Institute. He has also worked at Industry Canada and the United Nations Industrial Development Organization. While he writes broadly on economic issues, his emphasis is on fiscal and social policy. He has authored, co-authored or directed many peer-reviewed papers, chapters in academic publications, and op-eds for the *Globe and Mail*, the *National Post* and the *Toronto Star*. He has been invited to federal House and Senate committees to speak on a range of economic issues. Colin holds a BComm from the University of Alberta and an MA in economics from University of Ottawa.

**Lori Goodhand** is a public health community organizer for the CIUSSS – CODIM. Over the past 25 years, Lori has supported people living with mental illness in the community, developed community capacity building programs and worked with colleagues, community organizations and citizens to develop new resources. As a community organizer for the CIUSSS's mental health and public health programs, she collaborates with stakeholders to improve the living conditions and health outcomes of residents and is involved with creating supported housing projects, developing collaborations to improve the trajectory of care and access to services and organizing knowledge transfer workshops for community partners. With a BA in Applied Human Sciences, Lori began her career as a case manager on an intensive community support team at the Douglas Mental Health Institute and later became the coordinator of the Public Education Program for AMI Quebec. Committed to addressing social inequalities and poverty, she is passionate about public education, social policy and working with others to build communities where all members can thrive.

**Véronique Fournier** est Directrice, Centre d'Écologie Urbaine de Montréal (Urban Ecology Centre of Montréal). Véronique Fournier est titulaire d'une maîtrise en travail social-économie sociale et d'une formation de premier cycle en organisation communautaire. Reconnue pour son engagement dans sa communauté, elle a siégé comme conseillère de ville de 2009 à 2013 dans l'arrondissement du Sud-Ouest. Elle a présidé le Comité consultatif d'urbanisme du Sud-Ouest et assumé de nombreuses fonctions au niveau montréalais. Ces expériences, jumelées à sa formation universitaire, lui ont permis d'enseigner à l'Université du Québec à Montréal les pratiques démocratiques, et les enjeux organisationnels et de gouvernance dans le secteur à but non lucratif.

**François Lagarde** Après avoir œuvré au YMCA, à Kino-Québec et à ParticipACTION dans les années 1980, François Lagarde a été expert-conseil en marketing social et en communication auprès de 170 organismes communautaires, publics et philanthropiques. Depuis 2012, il est vice-président, Communications et engagement collectif à la Fondation Lucie et André Chagnon. À ce titre, il est responsable d'orienter, de gérer et d'assurer la synergie de l'ensemble des stratégies de communication mises en œuvre par la Fondation et déployées dans le cadre de ses investissements philanthropiques. François Lagarde est aussi



professeur associé à l'École de santé publique de l'Université de Montréal, et membre du comité de rédaction de la revue *Social Marketing Quarterly*.

**Goshia Miszkurka** leads a multidisciplinary team within the Social Determinants of Health Division of the Public Health Agency of Canada (PHAC). She is a Clinical Assistant Professor at the Social and Preventive Medicine department at the University of Montreal. She started her career in public health research at the University of Montreal, during which time she authored and co-authored publications in two fields: global health with a focus on the burden of chronic disease in low and middle income countries, and social epidemiology investigating mental health and socioeconomic factors among immigrant populations in Canada. She joined PHAC in 2009 and is currently leading a collaborative pan-Canadian project on measuring health inequalities. Her Health Equity and Policy Research team focuses on monitoring and reporting on health inequalities through the publicly available Pan-Canadian Health Inequalities Data Tool, and on research on equity oriented interventions.

**Patrice Allard**, Chef de division, Service de la diversité et de l'inclusion sociale, Ville de Montreal.

**Mathieu Masse Jolicoeur** travaille depuis vingt ans comme professionnel et analyste des politiques publiques. Mathieu a travaillé dans plusieurs domaines dont : l'éducation, la culture, le transfert de connaissance, la santé, etc. Il a aussi une large expérience dans le domaine de la recherche et de l'enseignement, étant chargé d'enseignement dans plusieurs universités montréalaises. Cumulant des connaissances approfondies en analyse des politiques publiques, évaluation de programme, organisation de la santé, santé publique, administrations publiques, éducation, transfert de connaissances, gouvernance, management et ressources humaines, Mathieu essaye, du mieux qu'il peut, de contribuer au développement de la santé publique. Il est actuellement à l'emploi de la direction régionale de santé publique de Montréal du CIUSSS du Centre-Sud-de-l'Île-de-Montréal.

**Andrea Clarke** – Directrice Générale - À Deux Mains – Head and Hands, Montreal

### ***IHSP International Advisory Board***

#### **Chair**

**Maureen O'Neil:** Senior Executive Officer, E-Health Ontario. Former President of the Canadian Foundation for Healthcare Improvement, Chair of the Board of the United Nations (UN) Research Institute for Social Development, Former Chair of the Board of the International Institute for Environment and Development, Former President of the International Development Research, Centre, and former Deputy Minister of Citizenship, Government of Ontario. Ms. O'Neil is a member of the board of e-Health Ontario, a member of the Board of Directors for the Centre for International Governance Innovation and a member of the board for the Global Development Network. She has chaired the Board of Governors of Carleton University and has represented Canada on the UN Commission on the Status of Women and on OECD committees.

#### **Members**

**Cesar Carcamo:** Associate Professor at the School of Public Health, Cayetano Heredia University in Lima, Peru. He graduated as MD from Cayetano Heredia, and obtained his MPH and PhD in Epidemiology from the University of Washington. The focus of Dr. Carcamo's work is methods of epidemiology, with emphasis on sexually transmitted infections, global health, and health informatics. He has participated in the design, implementation, analysis and publication of a number of epidemiologic studies in these topics. He is a

research collaborator in the cross-national consortium MACHEquity (Maternal and Child Health Equity) measuring the impact of social policies on health outcomes for women and children.

**Colleen Flood:** Professor in the University of Ottawa and a University Research Chair in Health Law & Policy. She is inaugural director of the Ottawa Centre for Health Law Ethics and Policy. From 2000-2015 she was a Professor and Canada Research Chair at the Faculty of Law, University of Toronto with cross-appointments to the School of Public Policy and the Institute of Health Policy, Management & Evaluation. From 2006-2011 she served as a Scientific Director of the Canadian Institute for Health Services and Policy Research. Her primary areas of scholarship are in comparative health care law & policy, public/private financing of health care systems, health care reform, constitutional law, administrative law, and accountability and governance issues more broadly. Her latest book, co-edited with Aeyal Gross of Tel-Aviv University, is entitled *The Right to Health at the Public/Private Divide* and published in 2014 with Cambridge University Press.

**James Hughes:** Executive Lead, Government and Partner Relations at the J.W. McConnell Foundation. Previously, Hughes served as President of the Graham Boeckh Foundation. Prior to this, Mr. Hughes was New Brunswick's Deputy Minister of the Department of Social Development. The Department of Social Development is responsible for a wide range of programs and services in the province including child protection, early childhood development, income assistance, disability support and senior care. Mr. Hughes played a central role in the development of the province's Poverty Reduction Strategy (PRS) through a widely acclaimed citizen engagement process (2008-2009). Before joining the New Brunswick civil service, Mr. Hughes served as the Director General of the Old Brewery Mission (OBM), Quebec's largest centre serving homeless men and women. He is a graduate of Queen's University (B. Commerce), University of Cambridge (B.A. Law) and McGill University (B.C.L.).

**Iona Novak:** Head of Research at the Cerebral Palsy Alliance Research Institute based at the University of Notre Dame, Sydney. Professor Novak manages the strategic development of research into the prevention and cure of cerebral palsy and supports the Australian Cerebral Palsy Register. Professor Novak conducts clinical research into effective interventions for people living with cerebral palsy, including evidence-based practice initiatives and collaborative international and inter-agency research work. As a Fulbright Scholar in 2013, Professor Novak established and led an Australian-American cerebral palsy research consortium, to aggregate data and accelerate the rate of research. She continues this research to translate findings to direct improvements in clinical services.

**Marcel Saulnier:** Associate ADM of the Strategic Policy Branch at Health Canada, where he is overseeing work toward the development of a new health accord. He has held other senior positions at Health Canada, including as Director General of Health Care Strategies, and Director General of Policy Coordination and Planning. He played a key role in supporting the work of the federal Advisory Panel on Healthcare Innovation which released its report in June 2015. Marcel's career has included policy leadership positions at the Canadian Medical Association, the Prime Minister's Office, Finance Canada, the National Forum on Health, and Health and Welfare Canada. Marcel has a master's degree in Economics from l'Université de Montreal, and a Bachelors in Economics from the University of Ottawa.

**Shawn Tupper:** Associate Deputy Minister, Natural Resources Canada and former Assistant Deputy Minister, Policy, at Transport Canada where he was responsible for the breadth of policy development and advice regarding the Transportation System. Prior to this position, he was ADM, Community Safety and Partnerships Branch at Public Safety Canada, responsible for the implementation of the National Crime Prevention Strategy, the Aboriginal Policing Program and Corrections and Criminal Justice Policy.

Following that, Shawn was named ADM, Emergency Management and Programs Branch where he continued his oversight of Community Safety Programming and took on additional responsibility for policies and programs related to emergency planning, management and community resilience. Previous positions Shawn has held include: Director General, Social Policy, at Human Resources and Skills Development Canada, and Director General at Indian Residential Schools Resolutions, Canada. Mr. Tupper has also worked at the Privy Council Office as a Special Advisor to the Deputy Prime Minister providing advice on issues related to Indian Residential Schools.

**Ross Upshur:** Head of the Division of Clinical Public Health at the Dalla Lana School of Public Health and the Assistant Director of the Lunenfeld Tanenbaum Research Institute, Sinai Health System. At the University of Toronto he is a Professor at the Department of Family and Community Medicine and Dalla Lana School of Public Health, Adjunct Scientist at the Institute of Clinical Evaluative Sciences, and former Canada Research Chair in Primary Care Research (2010-2015). He is a member of The Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada. His current interests include managing complex chronic disease in aging adults, clinical measurement, the concept of evidence in health care, philosophy of medicine including medical epistemology and the integration of ethics and clinical reasoning, public health ethics, global health ethics, empirical approaches in bioethics, primary care research methods, time series applications in health services research, communicable disease and environmental epidemiology. He has over 350 publications including more than 200 peer-reviewed publications spanning these domains.

**Sridhar Venkatapuram:** Lecturer in Global Health and Philosophy, Professor Venkatapuram is Director of Global Health Research and Training and Founding Director of the MSc in Global Health and Social Justice at Kings College London. Sridhar has been at the forefront of health ethics and global health for over twenty years. He was awarded an honours distinction at Brown University for his undergraduate international relations dissertation on HIV/AIDS and human rights in the early 1990s well before HIV/AIDS was recognized widely as a global health and development issue; he was a pioneer of the health and human rights movement as the first researcher at Human Rights Watch to examine HIV/AIDS and other health issues directly as human rights concerns; and at the age of 25 he was supported by the Ford Foundation to provide human rights training to the first cohort of Indian HIV/AIDS organizations. At Harvard, he worked with the UN Independent Expert on the Right to Development, in conceptualizing its philosophical and ethical framework. Sridhar has worked as a consultant for a range of international organizations including at the World Health Organization as a Consultant and Wellcome Trust Senior Fellow working on Equity and Healthy Aging.

## **Appendix D: List of Stakeholders Consulted – DGPH Proposal**

### **External to McGill**

- Carl Ardy Dubois, Doyen, École de santé publique, Université de Montréal
- Luc Boileau, Président - directeur general, INESS
- Alice Chan-Yip, GHP Supporter
- Victor Dzau, SPGH IAB member, SPGH Donor
- Nicole Damestoy, présidente-directrice générale de l'Institut national de santé publique du Québec
- Mylene Drouin, Directrice régionale de santé publique - Direction régionale de santé publique CIUSSS du Centre-Sud-de-l'Île-de-Montréal
- Kavitha Saravu, Coordinator, Manipal Center for Infectious Diseases (MAC ID), Manipal Academy of Higher Education
- Christina Zarowsky, Professor of Global Health, Département de médecine sociale et preventive, Université de Montréal

### **Internal to McGill**

#### ***DGPH Planning Working Group***

Charles Larson (Co-Chair), Interim Director, Global Health Programs  
Joseph Cox (Co-Chair), Associate Professor, Dept of EBOH  
Christine Stich (Co-Chair), Assistant Professor, Dept of EBOH  
Alayne Adams, Associate Professor, Dept of Family Medicine  
Anne Andermann, Associate Professor, Dept of Family Medicine  
Tasha Ayinde, Associate Director, Administrative Excellence Centre 3  
Dan Deckelbaum, Assistant Professor, Dept of Surgery  
Renatha Giramahoro, MScPH, Mastercard Foundation Scholars Program alumni  
Joyce Goodluck, MScPH, Mastercard Foundation Scholars Program alumni  
Theresa Gyorkos, Professor, Dept of EBOH  
Kristin Hendricks, Project Officer, Global Health Programs  
David Kaiser, Assistant Professor, Dept of EBOH  
Eileen Lavery, Program Officer, MScPH, Dept of EBOH  
Raphael Lencucha, Associate Professor, School of Physical & Occupational Therapy  
Kevin O'Neill, Program Manager, Global Health Programs  
Louise Pilote, Professor, Dept of Medicine  
Yassen Tcholakov, Physician-in-Chief in Infectious Disease, Nunavik Department of Public Health  
Jodi Tuck, Assistant Professor, School of Nursing  
Julia von Oettingen, Assistant Professor, Dept of Pediatrics

#### ***In the Faculty of Medicine and Health Sciences***

Faiz Ahmad Khan, Dept of Medicine  
Robert Allard, Dept of EBOH  
Ananya Banerjee, Dept of EBOH  
Jill Baumgartner, Dept of EBOH  
Yves Bergevin, Dept of Family Medicine  
Josée Bonneau, Ingram School of Nursing

Paul Brassard, Dept of Medicine  
Anne Cockcroft, Dept of Family Medicine  
Marija Djekic-Ivankovic, COVID-19 Immunity Task Force, SPGH  
Marion Dove, Chair, Dept of Family Medicine  
Timothy Evans, Inaugural Director and Associate Dean, SPGH  
Bethany Foster, Chair, Dept of Pediatrics  
Eduardo Franco, Chair, Dept of Oncology  
Colleen Fuller, Dept of EBOH  
Anita Gagnon, Director, Ingram School of Nursing  
Catherine Hankins, Dept of EBOH  
Tarek Hijal, Chair, Task Force on Global Oncology, Dept of Oncology  
Matthew Hunt, Associate Professor, School of Physical & Occupational Therapy  
Srividya Iyer, Dept of Psychiatry  
Jonathan Kimmelman, Director, Biomedical Ethics Unit  
Laurence Kirmayer, Director, Global Mental Health Program, Division of Social and Transcultural Psychiatry  
Alissa Koski, Dept of EBOH  
Stephen Martin, Dept of EBOH  
Greg Matlashewski, Professor, Dept of Microbiology and Immunology  
Catherine-Anne Miller, Ingram School of Nursing  
Gillian Morantz, Dept of Pediatrics  
Arijit Nandi, Interim Director, Institute for Health and Social Policy  
Olivia Oxlade, Associate Director, McGill International TB Centre  
Madhukar Pai, Professor, Dept of EBOH  
Gilles Paradis, Dept of EBOH  
Robert Platt, Interim Chair, Dept of EBOH  
Kathleen Rice, Dept of Family Medicine  
Marc Rogers, Chair, Dept of Medicine, Physician-in-Chief, MUHC  
Kent Saylor, Director, Indigenous Health Professions Program  
Alexandra Schmidt, Dept of EBOH  
Erwin Schurr, Professor, Dept of Medicine  
Tibor Schuster, Dept of Family Medicine  
Don Sheppard, Director, McGill Interdisciplinary Initiative in Infection and Immunity (MI4)  
Michael Shevell, former Chair, Dept of Pediatrics  
Laurie Snider, Director and Associate Dean, School of Physical & Occupational Therapy  
Susan Stock, Dept of EBOH  
Isabelle Vedel, Dept of Family Medicine

### ***FMHS Governance Bodies***

FMHS Deanery Executive  
Global Health Programs International Advisory Board (see Appendix E)

### ***Outside of the Faculty of Medicine and Health Sciences***

Jim Nicell, Dean, Faculty of Engineering  
Linda Wykes, Director, School of Human Nutrition

## **Appendix E: Global Health Programs' International Advisory Board and Executive Council**

### ***GHP International Advisory Board Members***

- Paul Frazer (Chair), President, PD Frazer Associates
- Teguest Guerma, Founder and CEO, LeDeG Midwifery College
- Keith Martin, Executive Director, Consortium of Universities for Global Health
- Thomas Park, Vice President, Operations & Strategic Initiatives, BDC Capital
- David Peters, Chair, Dept of International Health, Johns Hopkins Bloomberg School of Public Health
- Mario Raviglione, Full Professor of Global Health, MACH Centre, Università degli Studi di Milano
- Pamela Spencer, Counsel, Plan International Canada

### ***GHP Executive Council Members***

- Tasha Ayinde, Associate Director, AEC3
- Dan Deckelbaum, Assistant Professor, Dept of Surgery
- Theresa Gyorkos, Professor, Dept of EBOH
- Matthew Hunt, Associate Professor, School of Physical & Occupational Therapy
- Greg Matlashewski, Professor, Dept of Microbiology and Immunology
- Madhukar Pai, Professor, Dept of EBOH
- Erwin Schurr, Professor, Department of Medicine

## **Appendix F: Letters of Support**

23 September 2021

**BOARD OF DIRECTORS**

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Jill Martis

**DIRECTOR EMERITUS**

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902 Saint-Laurent Blvd

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T 514 866-6591

F 514 866-5134

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Prof. Christopher Manfredi  
Provost and Vice-Principal (Academic)  
Chair, Academic Policy Committee  
McGill University

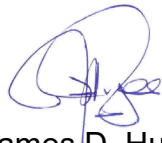
Dear Professor Manfredi,

This letter is to offer my support for the formation of the Department of Equity, Ethics, and Policy, which represents the amalgamation of the Institute for Health and Social Policy and the Biomedical Ethics Unit, within the School of Population and Global Health. The Department creates exciting opportunities to increase cross-sectoral collaborations, including partnerships between academic and non-academic institutions, on issues related to policy, ethics, and health equity.

Over the past year, the Institute and the Old Brewery Mission have been co-leading a cross-sectoral policy collaborative focused on homelessness prevention, which I am co-directing with Professor Eric Latimer. The collaborative, composed of members from academic, government, and civil society institutions, is considering options, weighing evidence, and developing recommendations for tangibly advancing policy reform in support of homelessness prevention. I am excited about this initiative as a model for academic and non-profit institutions to develop practical, evidence-based recommendations for improving health and social welfare, in this case by preventing homelessness. The Department, by creating new opportunities for formal, interdisciplinary training in policy and ethics, including knowledge translation and exchange, can help to train a new generation of practitioners and support the work we do in the non-profit sector to promote health and well-being.

I am also a member of the Institute's International Advisory Board and delighted that the Department of Equity, Ethics, and Policy will be integrating into its structure the Institute's Advisory Board. This will help to continue and expand on the policy outreach and collaborative activities of its scholars and partners and the amplify the network of the School of Population and Global Health, as well as advise on Department strategies and policy-oriented research and training activities.

In summary, I am very enthusiastic about this proposal the potential for the new Department to generate new policy-oriented, cross-sectoral partnerships and to support novel training opportunities at the intersection of policy and ethics. These types of programs are necessary to address the most pressing social challenges that we face, which are multi-factorial in nature, and require both high-quality evidence and effective research dissemination.



James D. Hughes  
President & CEO





October 6, 2021

Prof. Christopher P. Manfredi  
Provost and Vice-Principal (Academic)  
Chair, Academic Policy Committee  
McGill University

Dear Provost Manfredi:

I write to express my support for forming the Department of Equity, Ethics, and Policy (“Department”) within the School of Population and Global Health. The Department, which joins the Institute for Health and Social Policy (“IHSP”) and the Biomedical Ethics Unit, offers an opportunity to enhance research and training at the intersection of health and law, to reinforce connections between the Faculty of Law and the Faculty of Medicine and Health Sciences, and to further interdisciplinary research, training, and cross-sectoral collaboration on issues related to policy, law, ethics, and health equity.

The Department will incorporate two faculty members who are jointly appointed between the Institute for Health and Social Policy and the Faculty of Law (Profs. Daniel Weinstock and Jonas Beaudry), as well as several associate members of the IHSP, including Profs. Sébastien Jodoin, Lara Khoury, and Alana Klein. It will also continue to expand on recent policy outreach initiatives, such as the Quebec Homelessness Prevention Policy Collaborative, which includes Profs. Khoury and Klein as members, as well as Prof. Pearl Eliadis.

The Department will create opportunities to strengthen existing inter-faculty connections. It will be creating a Master’s in Policy and Health, which will create new training opportunities at the intersection between policy, law, and population health; these courses may be of interest to students involved in our Research Group in Health and Law. It may also offer opportunities for expanding the IHSP’s internship and other non-credit student programs, which have over the years attracted many students from the Faculty of Law. Finally, as faculty members serve as key inter-departmental and inter-faculty links at McGill, we hope there will be opportunities for additional joint appointments between the Faculty of Law and the Department.

Yours truly,

Robert Leckey  
Dean and Samuel Gale Professor

**David Wright**  
**Associate Dean, Faculty Affairs**  
**Faculty of Arts**  
**McGill University**

853 Sherbrooke Street West  
Montreal, Quebec, Canada H3A 0G5

**Vice-doyen aux affaires**  
**professorales**  
**Faculte des arts**  
**Universite McGill**

853, rue Sherbrooke ouest  
Montreal (Quebec) Canada H3A 0G5

Tel/Tel: +1514398-4213  
Fax/Telec: +1 514 398-3573  
Email/Courriel: [david.j.wright@mcgill.ca](mailto:david.j.wright@mcgill.ca)

Prof. Christopher Manfredi  
Provost and Vice-Principal (Academic)  
Chair, Academic Policy Committee  
McGill University

October 3, 2021

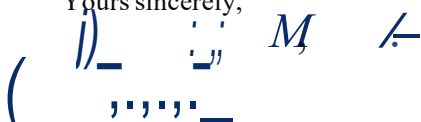
Dear Professor Manfredi,

I write to you, on behalf of Dean Mary Hunter, to offer our Faculty's support for the establishment of the Department of Equity, Ethics, and Policy within the School of Population and Global Health. The Department of Equity, Ethics, and Policy, which represents a merger between the Institute for Health and Social Policy and the Biomedical Ethics Unit, would offer a unique opportunity to reinforce connections between the Faculty of Arts and Faculty of Medicine and Health Sciences and to further interdisciplinary research, training, and cross-sectoral collaboration on issues related to policy, ethics, and health equity. The mission of the Department of Equity, Ethics, and Policy is to address this gap by uniting empirical and normative scholars focused on identifying health and social policy solutions with those weighing their potential effects and ethical dimensions.

The Department will incorporate five current faculty members who are appointed between the Institute for Health and Social Policy and the Faculty of Arts (Profs. Maioni, Stoljar, Voigt, Weinstock, Wright), as well as several Associate Members of the Institute. It will also create new opportunities to strengthen existing inter-faculty connections. For example, the Department plans to create a Master's in Social Policy and Health to complement the Bioethics Master's, thus creating an opportunity for the Department to offer formal courses at the union between ethics and policy studies; these programs would be oriented to students with an interest in pursuing training in population health sciences who come from diverse disciplinary backgrounds. We hope that the creation of the Department will also provide opportunities for forging robust relationships between the School of Population and Global Health and policy-oriented units within the Faculty of Arts, including the Max Bell School of Public Policy.

Considering the above, I strongly encourage the university to give this proposal for the creation of a new Department its most favourable consideration. This exciting opportunity for the School of Population and Global Health and McGill University will help to build a stronger interdisciplinary coalition of scholars to address contemporary challenges to population health and health equity.

Yours sincerely,



David Wright, D.Phil., FRSC  
Associate Dean (Faculty Affairs)

Bureau du président-directeur général

Quebec, le 14 avril 2021

Professeur Christopher Manfredi  
Vice-principal exécutif et vice-principal aux études  
Président du comité des politiques académiques  
Université McGill

Monsieur le Vice-Principal exécutif,

La présente vise à offrir mon soutien à la création du Département de santé mondiale et de santé publique au sein de l'École de santé des populations et de santé mondiale. Le Département de santé mondiale et de santé publique offrirait une occasion sans précédent d'unir les forces reconnues de McGill dans la pratique de la santé mondiale et de la santé publique, assurant ainsi un leadership dans les contributions respectives de ces disciplines en recherche, éducation et service à l'appui des priorités locales, régionales, nationales et mondiales en matière de santé.

La création de ce Département est opportune et novatrice pour la Faculté de médecine et des sciences de la santé ainsi que pour l'Université. En rassemblant des chercheuses et chercheurs de renommée internationale en santé des populations et en santé mondiale qui partagent une vision commune, le Département permettra à l'Université de tirer parti de ses forces et de miser sur ses succès antérieurs. Il positionnera également McGill comme chef de file mondial dans ces domaines clés.

L'un des principes fondamentaux de la mission du Département sera de relever des défis de santé de plus en plus complexes à l'échelle locale et mondiale en proposant des solutions interdisciplinaires et percutantes. En mettant l'accent sur l'interdisciplinarité et la collaboration pour exceller en recherche et en éducation fondées sur la pratique, le Département préparera la relève canadienne et internationale en santé publique et en santé mondiale.

Nous souhaitons souligner la grande pertinence des orientations énoncées en faveur du renforcement des partenariats avec les institutions, les organismes et les milieux de pratique. Le succès exceptionnel de nos collaborations récentes avec des professeurs de l'École laisse entrevoir des perspectives de développement prometteuses pour actualiser le plein potentiel d'un département de santé mondiale et de santé publique au sein de l'École de santé mondiale et des populations à l'Université McGill.

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2535, boulevard Launer, 5<sup>e</sup> étage

Quebec (Quebec) G1V4M3

Telephone : 418 643-1339  
Telecopieur: 418 646-8349  
inss.qc.ca

2021, avenue Union, 12<sup>e</sup> étage

Montreal (Quebec) H3A2S9

Telephone: 514 873-2563  
Telecopieur: 514 873-1369

À la lumière de ce qui précède, j'encourage vivement l'Université à donner à cette proposition une suite des plus favorables. Cette occasion formidable pour l'École de santé des populations et de santé mondiale et pour l'Université McGill aidera à mettre en valeur le leadership, l'apprentissage et les interventions axées sur les solutions autour des défis de santé prioritaires rencontrés aux niveaux local, régional, national et international.

Esperant le tout à votre convenance et demeurant disponible pour toute information supplémentaire, recevez mes salutations les plus respectueuses.

Le président-directeur général

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Luc Boileau

PAR COURRIEL

Le 21 avril 2021

Professeuru Christopher Manfredi  
Vice-principalexecutif et vice-principal aux eludes  
President du comite des politiques academiques  
Universite McGill  
845, rue Sherbrooke Ouest  
Montreal (Quebec) H3A 0G4

**Objet : Appui à la création du Département de sante mondiale et de sante publique**

Monsieur le Professeur,

Au nom de l'Institut national de sante publique du Quebec (INSPQ), c'est avec plaisir que j'appuie le projet de creation du Département de sante mondiale et de sante publique aiseinde l'Ecole de sante des populations et de sante mondiale de l'Universite McGill.

La creation de ce Département est opportune et novatrice pour la Faculte de medecine et des sciences de la sante ainsi que pour l'Universite. Le Département de sante mondiale et de sante publique offrirait une occasion sans precedent d'unir les forces reconnues de McGill dans la pratique de sante publique. L'un des principes fondamentaux de la mission du Département sera de relever des defis de sante de plus en plus complexes à l'échelle locale et mondiale en proposant des solutions interdisciplinaires et percutantes. En mettant l'accent sur l'interdisciplinarité et la collaboration pour exceller en recherche et en education fondees sur la pratique, le Département preparera le releve canadienne et internationale en sante publique et en sante mondiale.

Au sein du reseau de sante publique, l'INSPQ a pour mission de produire et de transferer les connaissances scientifiques les plus à jour pour soutenir la decision des autoites de sante publique. Proches collaborateurs des institutions d'enseignements, nous souhaitons mutualiser les expertises pour offrir le conseil scientifique le plus complet et à jour. L'INSPQ a déjà appuyé la creation de l'Ecole de sante des populations et de sante mondiale de McGill en 2016. Maintenant la creation de ce Département au sein de l'Ecole est une nouvelle opportunité de developpements d'evidence scientifiques utiles pour les decideurs et les communautes. Nous voyons dans la creation de ce departement une formidable opportunité de rapprochement et d'enrichissement mutuel entre nos organisations qui pourra se solder éventuellement en une entente formelle de collaboration.

À la lumiere de ce qui precede, j'encourage vivement l'Universite à reconnaître le potentiel unique de cette proposition et à l'accueillir favorablement. Cette creation aidera à mettre en valeur le leadership de l'Ecole de sante des populations et de sante mondiale et de l'Universite McGill autour des defis de sante prioritaires rencontrés aux niveaux local, regional, national et international.

La presidente-directrice generale

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**Marion Dove, MD, FCFP**  
Associate Professor and Chair  
Department of Family Medicine  
+1 514 399-9122  
[marion.dove@mcgill.ca](mailto:marion.dove@mcgill.ca)

**Professeure agrégée et Directrice**  
Département de médecine de famille  
+1 514 399-9122  
[marion.dove@mcgill.ca](mailto:marion.dove@mcgill.ca)

September 10, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

Dear Dr. Evans,

I am writing this letter to express my enthusiastic support for the establishment of a Department of Global and Public Health within the School of Population and Global Health. Creating such a department would offer an excellent opportunity to integrate McGill's recognized strengths in global health and public health practice, and to ensure leadership in their research, education, and service contributions to local, regional, national, and global health priorities.

The creation of this new department would be ground-breaking for the Faculty of Medicine and Health Sciences as well as for the University. It will bring together world class researchers in population and global health and allow the university to leverage its strengths and build on past successes. Furthermore, it will position McGill to be a global leader in these areas.

Since the beginning of 2021, the Department of Family Medicine has been collaborating with the School of Population and Global Health on a joint seminar and workshop series focused on global and local sharing about innovations in primary care delivery, and we anticipate similar joint ventures in the future. The Department of Family Medicine's Director of Global Health, Dr. Alayne Adams, and others in family medicine have contributed actively to the conceptualization of the new department's vision and strategy. It is our understanding that Family Medicine and the new department have and will continue to invest in this exciting relationship.

At the graduate level, the Department of Family Medicine hopes specifically to develop a graduate concentration in global health in our research-based Masters' degree program, in collaboration with the new DGPH. The Family Medicine PhD program attracts and develops internationally recognized scholars that advance the field, including numerous successful thesis research projects addressing population and global health topics. Our experience will provide great learning opportunities and collaborative grounds that will help to create complementary and yet distinct graduate research programs in the newly established DGPH. The Department

of Family Medicine's courses in global health and other topics, including mixed-methods research and participatory research and indigenous health, all of which are particular strengths of ours, will welcome graduate students from the DGPH, and we look forward to opportunities for collaborative submissions of proposals for research funding, for student grants, for academic salary awards, and for various prizes.

In light of the above, I encourage the university to give this proposal its most favourable consideration. Please do not hesitate to contact me if you would like any further information.

Yours sincerely,



Marion Dove, MD, FCFP





PAR COURRIER ÉLECTRONIQUE

Mardi le 13 avril 2021

Professeur Christopher Manfredi  
Vice-principal exécutif et vice-principal aux études  
Président du comité des politiques académiques  
Université McGill  
Pavillon James  
845, rue Sherbrooke Ouest, suite 504  
Montréal (Québec) H3A 0G4

**Objet : Lettre de soutien pour la création du *Département de santé mondiale et de santé publique***

Professeur Manfredi,

La présente vise à offrir mon soutien à la création du *Département de santé mondiale et de santé publique* au sein de l'*École de santé des populations et de santé mondiale*. Le *Département de santé mondiale et de santé publique* offrira une occasion sans précédent d'unir les forces reconnues de l'Université McGill dans la pratique de la santé mondiale et de la santé publique, assurant ainsi un leadership dans les contributions respectives de ces disciplines en recherche, éducation et service à l'appui des priorités locales, régionales, nationales et mondiales en matière de santé.

La création de ce département est opportune et novatrice pour la *Faculté de médecine et des sciences de la santé* ainsi que pour l'Université. En rassemblant des chercheuses et chercheurs de renommée internationale en santé des populations et en santé mondiale qui partagent une vision commune, le département permettra à l'Université de tirer parti de ses forces et de miser sur ses succès antérieurs. Il positionnera également McGill comme chef de file mondial dans ces domaines clés.

.../2

L'un des principes fondamentaux de la mission du *Département de santé mondiale et de santé publique* sera de relever des défis de santé de plus en plus complexes, à l'échelle locale et mondiale en proposant des solutions interdisciplinaires et percutantes. En mettant l'accent sur l'interdisciplinarité et la collaboration, afin d'exceller en recherche et en éducation fondées sur la pratique, le département préparera la relève canadienne et internationale en matière de santé publique et de santé mondiale.

À la lumière de ce qui précède, j'encourage vivement l'Université McGill à donner à cette proposition une suite des plus favorables. Cette occasion formidable pour l'*École de santé des populations et de santé mondiale* et pour l'Université McGill aidera à mettre en valeur le leadership, l'apprentissage et les interventions axés sur les solutions autour des défis de santé prioritaires rencontrés aux niveaux local, régional, national et international.

Avec nos remerciements anticipés, veuillez recevoir, Professeur, nos meilleures salutations.

La directrice régionale de santé publique,



Mylène Drouin, M.D.

DK/bd

c. c. Dr David Kaiser, chef médical, secteur Environnement et santé des populations (EUS), Direction de la santé publique du CIUSSS Centre-Sud-de-l'Île-de-Montréal



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## DÉPARTEMENT DE PÉDIATRIE / DEPARTMENT OF PEDIATRICS

Aug. 16, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

Dear Dr. Evans,

I am writing in my capacity as Chair of the Department of Pediatrics to offer my strong support for the establishment of the Department of Global and Public Health (DGPH) within the School of Population and Global Health. The DGPH will capitalize on McGill's recognized strengths in global and public health, and further the development of McGill's faculty as leaders in this area locally, regionally, nationally and globally.

There is clear and enormous potential for productive partnerships between members of the Dept. of Pediatrics and a new DGPH. Both public health and global health initiatives have important and far-reaching impacts on child health nationally and internationally. Members of the Dept. of Pediatrics will benefit greatly from joint or associate membership in the DGPH, which will serve as a home for faculty engaged in research, training and service programs in public and/or global health. This type of partnership is particularly critical for faculty in clinical departments such as Pediatrics, which does not have its own graduate programs. A new DGPH will bring together world class researchers in population and global health with a common vision and serve as a hub for innovation and collaboration across departments and schools within the Faculty of Medicine and Health Sciences (FMHS).

I anticipate that the DGPH will attract high quality students and faculty from around the world and enhance training, research, and service opportunities across the FMHS. The complex health challenges to be addressed by members of the DGPH and its partner departments are likely to be some of the most important and impactful of our time.

I strongly encourage the SPGH and the university to support this proposal. This is an exciting opportunity for the SPGH, the FMHS, and McGill University as a whole. I look forward to seeing where the DGPH will take our university.

Sincerely,

Beth Foster, MD, MSCE  
Professor, Department of Pediatrics, McGill University  
Chair, Department of Pediatrics, McGill University  
Guyda Chair in Pediatrics, McGill University  
Pediatrician-in-Chief, Montreal Children's Hospital – MUHC  
Physician, Nephrology, Montreal Children's Hospital – MUHC



**McGill**

Faculty of  
**Medicine and  
Health Sciences**

Faculté de  
**médecine et des  
sciences de la santé**

**Gerald Bronfman Department of Oncology  
McGill University**

5100 Maisonneuve Blvd West, Suite 720  
Montreal, Québec  
Canada H4A 3T2

**Office of the Chair:**

Eduardo L. Franco, MPH, DrPH, PhD (Hon), O.C., FRSC, FCAHS  
James McGill Professor and Minda de Gunzburg Chair  
Director, Division of Cancer Epidemiology  
Editor-In-Chief: *Preventive Medicine, Preventive Medicine Reports*  
Phone: +1-514-398-6032  
E-mail: [eduardo.franco@mcgill.ca](mailto:eduardo.franco@mcgill.ca) (academic affairs, research)  
[prev.med@mcgill.ca](mailto:prev.med@mcgill.ca) (Editorial Office)

September 8, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

**Re: Support for the creation of a Department of Global Public Health**

Dear Dr. Evans (Dear Tim),

I am writing to provide my enthusiastic support for the establishment of the Department of Global Public Health (DGPH) within the School of Population and Global Health (SPGH). I read multiple early drafts of the proposal and have discussed with you and with Charles Larson the opportunities for the Department of Oncology to be a strong partner of the proposed DGPH. In fact, it was thanks to our discussions and seeing the momentum that you created at McGill for a global health agenda that I launched a Global Oncology Task Force in the Department last year. Led by Tarek Hijal, the Task Force's work is paving the way for the creation of a permanent departmental division with long term objectives and resources.

One of the Task Force's dividends was the creation of a course entitled 'Seminars in Global Oncology', recently approved by McGill, and included as a new offering in the Department's Graduate Diploma in Oncology, already in its second year. Beginning in January 2022, this 3-credit course will be taught in the Winter term and will take advantage of the wealth of expertise in global health, and oncology specifically, that the Faculty of Medicine and Health Sciences and the SPGH have between them.

We are happy to make our various activities in global oncology to be shared with the future DGPH, as was our goal from the beginning. Although we represent only one segment of the entire array of DGPH activities, we are happy to make our global oncology agenda complementary to your long-term goals and resources.

In sum, I am enthusiastic in my support to you and the SPGH on the creation of the DGPH. In true partnership spirit, I am also happy to lend the resources that our department has created on global oncology to be included as assets for the forthcoming DGPH.

Respectfully yours,

Eduardo Franco

cc: Dr. Charles Larson  
Dr. Tarek Hijal



August 19, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

Dear Dr. Evans,

This letter is in support of the establishment of a McGill Department of Global and Public Health (DGPH).

The Ingram School of Nursing (ISoN) has been fortunate to collaborate with the Global Health Programs on a number of initiatives over the past several years, and we feel that the creation of a Department of Global and Public Health offers the potential for a greatly enhanced relationship that will provide many new opportunities to participate in innovative collaborative initiatives to address complex health challenges.

The DGPH would offer a unique opportunity to integrate McGill's recognized strengths in global health and public health practice. The vision that the DGPH has established for training and research agendas includes strong partnerships with not only ISoN but other departments within the Faculty of Medicine and Health Sciences—relationships that will be mutually beneficial to all those involved. In terms of research, ISoN faculty represent a wide range of interests from community and public health to technologies in healthcare, and we would welcome the opportunities to work together with the DGPH on initiatives that promote the health and well-being of people and populations.

Part of ISoN's mission is to optimize health and health equity globally through academic excellence, strengths-based nursing and innovation, and this connects to a core principle of the DGPH's proposed mission to tackle increasingly complex local and global health challenges by developing cross-disciplinary, impactful solutions.

In that regard, we also see increased opportunities that the DGPH may provide as a home for existing and future global and public health practice faculty from across McGill who are engaged in research, training and service programs. The DGPH structure will create opportunities for people from varied disciplines to work together to address the major determinants and causes of disease burden at local, regional, national and international levels.

The COVID-19 pandemic has brought to light the ever-increasing importance of how what we do locally can have wide-reaching benefits globally, and of recognizing the opportunities to harness the strengths and knowledge of our university community to address the realities and challenges that lie ahead.

...2



**McGill**

Ingram School of Nursing    École des sciences infirmières Ingram



The DGPH will build on the successes of the Global Health Programs, and ISON along with many other schools and departments within McGill will greatly benefit. We strongly support the creation of the Department of Global and Public Health.

Sincerely,

Anita J. Gagnon, RN, MPH, PhD  
Associate Dean & Director  
Ingram School of Nursing  
Faculty of Medicine and Health Sciences  
McGill University  
680 Sherbrooke West, 18th floor, Office 1830  
Montréal (Quebec) Canada H3A 2A7  
Telephone: 514.398.4154  
E-mail: [anita.gagnon@mcgill.ca](mailto:anita.gagnon@mcgill.ca)

Josée Bonneau on behalf of Dr. Anita Gagnon  
Associate Director (Education), Acting Director  
Ingram School of Nursing



McGill



GLOBAL  
HEALTH  
PROGRAMS

PROGRAMMES DE  
SANTÉ  
MONDIALE

September 13, 2021

Dr. Timothy Evans

Inaugural Director and Associate Dean, School of Population and Global Health

Associate Vice-Principal, Global Policy and Innovation

McGill University

Dear Dr. Evans,

With this letter we, the members of the International Advisory Board for McGill Global Health Programs (GHP), offer our enthusiastic support towards the establishment of the Department of Global and Public Health within the School of Population and Global Health.

The establishment of a Department of Global and Public Health has the potential to be a pivotal event that will enhance academic productivity and the impact of its faculty members, draw in many new students and foster the development of a new generation of leaders in global and public health. This initiative will also create new opportunities for interdisciplinary collaboration among university faculty, and for cross-sector partnerships at local, regional, national and international levels.

As members of the GHP International Advisory Board, over the past six years we have observed tremendous growth in interest in global health among both students and faculty at McGill. We have also followed the rapid expansion of global health opportunities for students at McGill, as alumni and other supporters recognize the value of the transformative experiences provided via GHP initiatives such as the Global Health Scholars program, Global Health Outreach Awards and Travel Awards.

The creation of this new department is ground-breaking for the Faculty of Medicine and Health Sciences as well as the University. This new entity will bring together world class researchers in population and global health with a common vision and allow the university to leverage its strengths and build on past successes.



McGill



GLOBAL  
HEALTH  
PROGRAMS

PROGRAMMES DE  
SANTÉ  
MONDIALE

We believe that seizing this creative and exciting opportunity will be timely for the School of Population and Global Health and for McGill. The department will showcase and enhance the School's dynamic position in highlighting several key areas. These key areas relate to focused leadership, learning, and interventions to address priority health challenges at local, national, and international levels; broad and complex fields worthy of a university of McGill's stature.

We wish you every success as you move forward in the process of establishing this new department.

Sincerely,

Mr. Paul Frazer  
Chair, GHP International Advisory Board  
President, PD Frazer Associates

Dr. Teguest Guerma  
Founder and CEO, LeDeG Midwifery College

Dr. Keith Martin  
Executive Director, Consortium of Universities for Global Health

Mr. Thomas Park  
Vice President, Operations & Strategic Initiatives, BDC Capital

Dr. David Peters  
Chair, Department of International Health, Johns Hopkins Bloomberg School of Public Health

Dr. Mario Raviglione  
Full Professor of Global Health  
MACH Centre, Università degli Studi di Milano

Ms. Pamela Spencer  
Counsel, Plan International Canada





McGill

Division of Social & Transcultural Psychiatry  
Department of Psychiatry  
McGill University  
1033 Pine Ave. West, Montreal, QC, Canada H3W 1A1

September 16, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

Dear Dr. Evans,

I am writing to convey my enthusiastic support for your proposal to establish a Division of Global and Population Health within the School for Population and Global Health.

I write as a longstanding faculty member in the Department of Psychiatry, Director of the Division of Social and Transcultural Psychiatry, and head of the McGill Global Mental Health Program. As you know, I led a working group developing recommendations for the inclusion of mental health in the SPGH. This gave me a chance to survey activities across McGill and consider the unique opportunities afforded by the creation of a DPGH.

The creation of the DGPH is important for the Faculty of Medicine and Health Sciences as well as the university as a whole because it can bring together world class researchers in population and global health with a common vision. The DGPH will provide a unique opportunity to integrate McGill's recognized strengths in global health and public health research and practice with related work going on other departments. The DGPH would provide a natural home for global and public health faculty engaged in research, training, and consultation. This will create opportunities for interdisciplinary research and training to address the major determinants of health at local, regional, national and international levels. The DGPH will be able to contribute to the development of integrated global and public health practices, through partnerships with other institutions, non-governmental organizations and communities to improve the health and well-being of people and populations.

There is a special opportunity for the DPGH to contribute to the challenges of global mental health. Our review for the SPGH revealed that there is no program in Canada with a focus on training in global mental health. Our current Global Mental Health program has done much with very modest funding and there is interest in the Department of Psychiatry in finding ways to expand this through the DPGH. The McGill Division of Social and Transcultural Psychiatry is internationally recognition as the leading centre for research on the integration of culture in psychiatry. Our annual Summer Program in Social and Cultural Psychiatry, now in its 28<sup>th</sup> year, includes a workshop in Global Mental Health Research. With support from the DPGH, this and other offerings could be expanded and integrated into graduate training or a certificate program. By working in partnership with Psychiatry, Psychology, Social Work and other departments at McGill, and providing essential infrastructure, the DPGH could become a leader and innovator in global mental health.

Another vital area of activity of the DPGH will be engagement with Indigenous health both in Canada and internationally. This work needs to be based on close partnerships with communities and the DPGH can help ensure that McGill engages the ethical and human rights issues central to addressing the health inequities of Indigenous Peoples.

The DPGH aims to tackle complex local and global health challenges through interdisciplinary research, training, and practice. This will provide an ideal environment for training the next generation of global and public researchers and practitioners. In advancing this agenda, the DPGH stands to make an exceptional contribution to the larger mission of the university and to the health needs of Canada and our global partners. For all of these reasons, I am glad to endorse the vision and plan laid out in the proposal,

Sincerely,



Laurence J. Kirmayer, MD, FRCPC, FCAHS, FRSC

James McGill Professor & Director, Division of Social & Transcultural Psychiatry  
Director, Global Mental Health Program  
Associate Member, Departments of Anthropology, Counselling Psychology, Social Studies of Medicine, and  
Institute of Health and Social Policy  
McGill University

Senior Investigator, Lady Davis Institute for Medical Research  
Director, Culture & Mental Health Research Unit  
Institute of Community & Family Psychiatry  
Jewish General Hospital  
E-mail: [laurence.kirmayer@mcgill.ca](mailto:laurence.kirmayer@mcgill.ca)



**McGill**

School of  
**Population and  
Global Health**



**Madhukar Pai, MD, PhD**

Canada Research Chair in Epidemiology & Global Health  
McGill School of Population & Global Health  
Associate Director, McGill International TB Centre

7 April 2021

Prof. Christopher Manfredi  
Provost and Vice-Principal (Academic)  
Chair, Academic Policy Committee  
McGill University

Dear Professor Manfredi,

This letter is to offer my support for the establishment of the Department of Global and Public Health within the School of Population and Global Health. The Department of Global and Public Health would offer a unique opportunity to integrate McGill's recognized strengths in global health and public health practice, assuring leadership in their respective research, education and service contributions to local, regional, national and global health priorities.

The ongoing Covid-19 pandemic shows the critical importance of public health within Canada, and our need to engage in domestic work as well as global health diplomacy and global solidarity. As the former Director of McGill Global Health Programs, and the current Associate Director of the McGill International TB Centre, I am aware of McGill University's global reputation and our credibility in the areas of medicine, epidemiology, infectious diseases, and research methods. The proposed new Department will leverage these to amplify our national and global contributions.

The creation of this new department is timely and ground-breaking for the Faculty of Medicine and Health Sciences as well as the University. It will bring together world class researchers in population and global health with a common vision and allow the university to leverage its strengths and build on past successes. Further, it will position McGill to be a global leader in these very important areas.

A core principle of the department's mission will be to tackle increasingly complex local and global health challenges through cross-disciplinary, impactful solutions. The department's focus on inter-disciplinarity and partnership to excel in practice-based research and education will prepare the next generation of Canadian and international global and public health researchers and practitioners.



**McGill**

Department of  
**Epidemiology, Biostatistics  
and Occupational Health**





**McGill**

School of  
**Population and  
Global Health**



In light of the above, I strongly encourage the university to give this proposal its most favourable consideration. This exciting opportunity for the School of Population and Global Health and McGill University will help to showcase solution-focused leadership, learning and interventions around priority health challenges encountered at local, regional, national and international levels.

Best regards

**Prof Madhukar Pai, MD, PhD**

Canada Research Chair in Epidemiology & Global Health  
Associate Director, McGill International TB Centre

McGill University  
Dept of Epidemiology & Biostatistics  
1020 Pine Ave West  
Montreal, QC H3A 1A2, Canada  
Tel: 514-398-5422  
Fax: 514-398-4503  
Mobile: 514-952-6604  
Email: [madhukar.pai@mcgill.ca](mailto:madhukar.pai@mcgill.ca)



**McGill**

Department of  
**Epidemiology, Biostatistics  
and Occupational Health**





Kuuujuaq, September 13<sup>th</sup>, 2021

Dr. Timothy Evans  
Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

**Subject: Letter of support for the creation of the Department of Global and Public Health in the School of Population and Global Health at McGill**

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Dear Dr. Evans,

I am writing to you today to express the support of the Nunavik Department of Public Health for the creation of this new department at McGill within the School of Population and Global Health.

As the Director of Public Health, I can testify to the quality of training of McGill Alumni. Among our employees, we have many people who have passed through McGill University during their training and who are now an integral part of the Nunavik public health team. The excellence of their training is certainly seen in their day-to-day work.

The creation of this department is very opportune as public health and global health issues have now been put at the forefront of political agendas at all levels in Canada and across the world. I would also like to congratulate the dedication to diversity and the importance of working with the indigenous populations of Canada including the Inuit populations. The Nunavik is part of the RUISSS McGill and already regularly welcomes students and residents on its territory in clinical roles and as public health trainees. We hope that with the creation of this new department the opportunities for collaboration will only increase including through the department's objectives of interdisciplinarity which is crucial to addressing complex public health and global health challenges.

Nunavik, like other regions which are far from large urban centers, presents specific health problems and offers unique learning and work opportunities. Those unique challenges also create the need for tailored support in delivering the best public health for the population, something in which academic institutions can provide valued inputs through their research.

I hope you find this letter helpful in supporting the creation of the Department of Global and Public Health that we wholeheartedly endorse.

We wish you success in the process of establishing this department,

Marie Rochette, M.D., M.Sc., FRCPC  
Director of Public Health



Faculty of Medicine / Faculté de médecine

Marc Rodger MD, FRCPC
Harry Webster Thorp Professor
Chair, Department of Medicine
Professeur de médecine Harry Webster Thorp
Directeur, Département de médecine

ent via e-mail

August 17, 2021

Dr. Timothy Evans
Inaugural Director and Associate Dean, School of Population and Global Health
Associate Vice-Principal, Global Policy and Innovation
McGill University

Dear Dr. Evans,

The Department of Medicine strongly endorses the development of a Department of Global and Public Health within the School of Population and Global Health.

The current pandemic highlights the inter-linkages between public health and global health. Indeed, many McGill faculty members in various departments have been leaders in the management of COVID-19 and its health and societal impacts. The synergies obtained by creating a central hub through which many departments can collaborate/come together in the global and public health spaces are likely to propel McGill to a higher level of excellence in global and public health.

Bringing together our global and public health leaders in a central framework will also lead to growth in the strength of our teaching programs and attract high caliber students who are likely to become the next generation of global and public health leaders.

Partnership and collaboration in research are also likely to energize and synergize a very productive global and public health community at McGill.

Marc Rodger MD FRCPC MSc (Epidemiology)
Chair, Department of Medicine, Faculty of Medicine, McGill University
Physician-in-Chief, McGill University Health Centre
Harry Webster Thorp Professor of Medicine

Physician-in-Chief, Department of Medicine
McGill University Health Centre
Glen site
D05.2212 · 1001 boulevard Decarie
Montreal, Quebec, Canada H3G 1A4
T: 514 843-1578 F: 514 843-8182
marc.rodger@mcgill.ca

Chef, Département de médecine
Centre universitaire de santé McGill
Site Glen
D 05.2212 · 1001 boulevard Decarie
Montreal, Quebec, Canada H3G 1A4
T: 514 843-1578 F: 514 843-8182
marc.rodger@mcgill.ca



# KASTURBA MEDICAL COLLEGE MANIPAL

(A constituent unit of MAHE, Manipal)

8<sup>th</sup> April 2021

Prof. Christopher Manfredi  
Provost and Vice-Principal ( Academic)  
Chair , Academic Policy Committee  
McGill University

Dear Professor Manfredi,

This letter is to offer our support for the establishment of the Department of Global and Public Health within the School of Population and Global Health. The Department of Global and Public Health would offer a unique opportunity to integrate McGill's recognized strengths in global health and public health practice, assuring leadership in their respective research, education and service contributions to local, regional, national and global health priorities.

The creation of this new department is timely and groundbreaking for the Faculty of Medicine and Health Sciences as well as the University. It will bring together world class researchers in population and global health with a common vision and allow the university to leverage its strengths and build on past successes. Further, it will position McGill to be a global leader in these very important areas.

A core principle of the department's mission will be to tackle increasingly complex local and global health challenges through cross-disciplinary, impactful solutions. The department's focus on interdisciplinary and partnership to excel in practice-based research and education will prepare the next generation of Canadian and international global and public health researchers and practitioners. We have a successful collaboration with McGill Global Health for the last 5 years and look forward to an exciting journey.

In light of the above, I strongly encourage the university to give this proposal its most favourable consideration. This exciting opportunity for the School of Population and Global Health and McGill University will help to showcase solution-focused leadership, learning and interventions around priority health challenges encountered at local, regional, national and international levels.

**Dr Kavitha Saravu**  
Professor & Head  
Department of Infectious Diseases  
Kasturba Medical College, Manipal

**Dean**  
Kasturba Medical College  
**Dr. iPa h K Rao**  
**Dean**  
**Kasturba Medical College, Manipal**  
**Manipal Academy of Higher Education :**



# McGill

Laurie M. Snider OT/erg., PhD

Director and Associate Dean  
School of Physical and Occupational Therapy  
Faculty of Medicine - McGill University  
3654 Promenade Sir-William-Osler, Room 26  
Montreal, Quebec H3G 1Y5

Directrice et Doyenne associée  
École de physiothérapie et d'ergothérapie  
Faculté de Médecine - Université McGill  
3654, promenade Sir-William-Osler, bureau 26  
Montréal (Québec) H3G 1Y5

(514) 398-4501  
(514) 398-5439 (fax/télécopieur).  
[Laurie.snider@mcgill.ca](mailto:Laurie.snider@mcgill.ca)  
[www.mcgill.ca/spot](http://www.mcgill.ca/spot)

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Dr. Timothy Evans

Inaugural Director and Associate Dean, School of Population and Global Health  
Associate Vice-Principal, Global Policy and Innovation  
McGill University

September 14, 2021

Dear Dr Evans,

I am delighted to write this letter of support for the proposed Department of Global and Public Health (DGPH) within the newly founded McGill School of Population and Global Health (SPGH). This is a wonderful opportunity to align common goals, maximize efficiencies and enable greater opportunities for innovation, growth and development, and discovery. As reflected in the School's vision, there is a pressing need to tackle increasingly complex local and global health challenges through cross-disciplinary, impactful solutions.

The School of Physical & Occupational Therapy in the Faculty of Medicine and Health Sciences, McGill University, is committed to supporting your efforts, particularly with reference to this strategic research, educational and academic opportunity. The proposed DGPH will enable us to position cross disciplinary highly qualified personnel and world class researchers to influence and expand McGill's recognized strengths in global health and public health at national and international levels. Importantly, we are dedicated to building partnerships to enhance research capacity within this new alliance and to support interactive activities that will promote knowledge uptake and implementation, ensuring best practice and ultimately improving the health and wellbeing of humanity.

Our early collaborations within the SPGH have truly opened our collective eyes to the impact of the 'policy piece' in health care service delivery, particularly in community-based rehabilitation. This vital component has provided an important context for health services delivery in the advancement of the integration of integrated global and public health practices.

This worthy proposal will benefit from your leadership, experience, and commitment. I look forward to our ongoing collaborations in the future, in the inspired delivery of this worthwhile department.

Yours sincerely,

Laurie M. Snider OT, PhD  
Director & Associate Dean





9 April 2021

Prof. Christopher Manfredi  
Provost and Vice-Principal (Academic)  
Chair, Academic Policy Committee  
McGill University

Dear Professor Manfredi,

This letter is to offer my support for the establishment of the Department of Global and Public Health within the School of Population and Global Health. The Department of Global and Public Health would offer a unique opportunity to integrate McGill's recognized strengths in global health and public health practice, enhancing contributions to their respective research, education and service contributions to local, regional, national and global health priorities. As Vice Chair of the Board of the Canadian Coalition for Global Health Research, co-founder of Canada's inter-agency Global Health Research Initiative during my tenure as inaugural head of IDRC's Governance, Equity and Health programmes (2001-2009), immediate past Director (Jan 2014-Dec 2020) of the Department of Social and Preventive Medicine at École de santé publique de l'Université de Montréal, which houses ÉSPUM's global health programmes, and Extraordinary Professor in the School of Public Health at the University of the Western Cape in South Africa, I am delighted to see this development and offer my strongest support. Quebec Universities have collaborated fruitfully and creatively in Global Health, and UdeM and McGill both engage actively with regional public health bodies. A vibrant Department of Global and Public Health oriented to leadership and excellence in practice-based research and engagement would create significant added value to McGill's long-standing contributions in research, training and service and to progress towards the challenging stretch goals which we share.

The creation of this new department is timely and ground-breaking for the Faculty of Medicine and Health Sciences as well as the University. It will bring together world class researchers in population and global health with a common vision and allow the university to leverage its strengths and build on past successes. Further, it will position McGill to be a global leader in key areas.

A core principle of the department's mission will be to tackle increasingly complex local and global health challenges through cross-disciplinary, impactful solutions. The department's focus on inter-disciplinarity and partnership to excel in practice-based research and education will prepare the next generation of Canadian and international global and public health researchers and practitioners.

In light of the above, I strongly encourage the university to give this proposal its most favourable consideration. This exciting opportunity for the School of Population and Global Health and McGill University will help to showcase solution-focused leadership, learning and interventions around priority health challenges encountered at local, regional, national and international levels.

Please do not hesitate to contact me if you need any further information.

Sincerely,

A handwritten signature in black ink, appearing to read 'Christina Zarowsky', with a stylized flourish at the end.

Christina Zarowsky, MD, MPH, PhD  
Professor of Global Health  
Département de médecine sociale et préventive

[Christina.zarowsky@umontreal.ca](mailto:Christina.zarowsky@umontreal.ca)



# McGill

## Memorandum Note de service

Office of the Dean, Faculty of Dentistry

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**Date:** October 7, 2021

**To/Destinataire(s):** Prof. Manfredi, Provost and Vice-Principal Academic, Chair of APC

**From/De la part de:** Prof Elham Emami, Dean, Faculty of Dentistry

**c.c.** Paola Colapelle, Academic Program Administrator

**Subject/Object:** Request to rename the Faculty of Dentistry as the Faculty of Dental Medicine and Oral Health Sciences

**For:** information                      discussion                      **decision**

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Dear Professor Manfredi,

The purpose of this memo is to put forward a request to the Academic Policy Committee (APC) to consider and approve the renaming of the Faculty of Dentistry as the Faculty of Dental Medicine and Oral Health Sciences. A newly named Faculty is more representative of the Faculty's activities in terms of education, research and community service. The Faculty name change has been presented to all Faculty of Dentistry members and approved by Executive Committee on 20 August 2021 and Faculty Council on 15 September 2021.

*Background:*

Today, McGill's Faculty of Dentistry is one of the most prominent Dental Medicine faculties in the world. We promote and advocate for oral health, student-centred approaches, evidence-based practice, and global citizenship. By integrating the principles of EDI (equity, diversity, inclusion) in our learning environment and providing experiential learning opportunities in community settings through our curriculum, we develop conscientious clinicians and community leaders in order to realize our vision of a healthier future for all. The success of all organizations is founded on sound strategy to guide decision-making, align our values and vision, and establish a realistic roadmap to achieve our goals. We know where we want the McGill Faculty of Dentistry to be: at the forefront of innovation in oral health education, research, and community care.

In 2019, the McGill Faculty of Dentistry launched its strategic planning exercise to provide a concrete pathway to achieving our ambitious vision for making the Faculty a leader among dental schools around the world. Our strategic planning also gave direction for planning, programming and implementation of policies, strategies and new initiatives across the Faculty of Dentistry during the five-year period 2021–2026. The strategic planning and revised Faculty vision, mission and value statements were the driving force for renaming the Faculty of Dentistry as the Faculty of Dental Medicine and Oral Health Sciences.

***Alignment with mission, strategic priorities and impact***

The proposed name change will allow us to clarify and to reinforce Faculty's mission to advance transformative education, science-based intervention and lifelong learning grounded in high-calibre research and exceptional clinical training. Our programs foster access to integrated care, community service and engagement. We bridge fundamental, applied and translational research to dental practice using creative knowledge transfer. Through strong community partnerships as well as national and international collaboration, our faculty promotes sustainable growth, connectivity and innovation.

Lastly, the proposed name change better corresponds to the DMD degree diploma: Doctor of Medicine in Dentistry, and also better shows the scope and extent of the Faculty's work, our evolution and growth to our stakeholders. A newly named Faculty will prepare the foundation for the next century of oral health professionals, reinforcing McGill's leading role in oral health care and research at the provincial, national and international level.

It is also worthy to highlight that the American Association of Dental Research recently changed its name to the American Association of Dental, Oral and Craniofacial Research, which supports the need to rename Faculties of Dentistry at large. Furthermore, many Faculties around the world use this same naming convention, for instance the Harvard University School of Dental Medicine.

The renaming of the Faculty of Dentistry as the Faculty of Dental Medicine and Oral Health Sciences at McGill University is timely as it coincides with McGill University's bicentennial during which we have the opportunity to expand our network of engaged alumni and friends and make them proud of our achievements.

*Prior consultations/approvals:*

The nomination has been discussed with McGill Vice Principal Advancement, Vice Principal Health Affairs and Provost, and was endorsed by them.

A survey was then circulated on 5 March 2021 to all Faculty of Dentistry members, including staff and students, to assess interest in renaming the Faculty as the Faculty of Dental Medicine and Oral Health Sciences. The Faculty analysed feedback and presented the results at the Faculty Council, favouring the renaming of the Faculty. The final approval of the Executive Committee and Faculty Council were received on 20 August 2021 and 15 September 2021 consecutively.

*Next steps:*

Following approval by the APC, then the Senate and the Board of Governors, the final approval for renaming the Faculty as the Faculty of Dental Medicine and Oral Health Sciences will be announced to the Faculty and communicated widely via Faculty news media and will include an impactful supporting statement.

Memo-APC-Faculty of Dentistry

The Faculty communications office will immediately adjust all internal and external communication media (including website and Faculty letterhead, etc.) to reflect the new name.

***Attachments***

Faculty Council Draft Minutes September 15, 2021

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Minutes of the meeting of Faculty Council, Faculty of Dentistry held on Wednesday, September 15, 2021 at 12:00 p.m. remotely by Zoom.

**PRESENT**

Abi-Nader, Samer	Hatcher, Rachel	Myers, Jeffrey
Alli, Babatunde	Hovey, Richard	Nguyen, Quoc
Ao, Xiang	Hrit, Manuela	Nguyen, Thomas
Aranjuez, Nila	Jafarpour, Dana	Nicolau, Belinda
Bassett, Patricia	Kano, Bassel	Noronha, Crystal
Bedos, Christophe	Kavanagh-Ormond, Lynde	Ouatik, Nabil
Benhamou, Veronique	Keshani, Fatemeh	Power, Frances
Berubé, Tracy	Khayambashi, Parisa	Rodriguez, Suzana
Blahovici, Laura	Komarova, Svetlana	Rohani, Kimia
Brunelle, Nicole	Leblanc, David	Sakijanova, Zhannat
Chauvin, Peter	Lesanu, Lydia	Samim, Firoozeh
Chevrier, Isabelle	Lessard, Andrée	Seng, Francois
Dagdeviren, Didem	Levine, Alissa	Sicilia, Sabrina
de Souza, Raphael	Loignon, Marie-Claude	Somerville, Wendy
Diatchenko, Luda	Madathil, Sreenath	Tabrizian, Maryam
Drolet, Nicolas	Makansi, Nora	Talla, Pascaline
Ebrahim, Christine	Martel, Marc	Tikhonova, Svetlana
Emami, Elham ( <i>Chair</i> )	Martinez, Sarah ( <i>Secretary</i> )	Toroyan, Karen
Farmus, Mary	McKee, Marc	Tran, Simon
Feine, Jocelyne	Meloto, Carolina	Vachon-Preseau, Etienne
Fried, Irwin	Moirakidou, Despoina	Verdon, Sandra
Ghanati, Hamed	Morin, Nathalie	Zhang, Ji
Givens, Terri	Murshed, Monzur	Zimmermann, Elizabeth
Harrison, Linda		

**Regrets:**

Brendan Leslie Kelly, Cathy Rosenzweig, Chantal Alex Czerednikow, Chantal Desjardins, Dennis Kaloyannis, Faria Ahmed, Francine Albert, Jennifer Forsprecher, Josephine Tabea Tauer, Kendra Jennie McLaughlin, Lino Di Lullo, Marc Parisien, Margaret Cielecki, Nazanin Hojjati, Nelly Chafai, Nicholas Maroun Makhoul, Nicholas Roderick Go Thorpe, Ola Maria, Paul Sweet, Raphael Garofalo, Reyhaneh Rezaei, Robert Karanofsky, Robert Miller, Safa Asif, Sergio Rico, Steven Krychman, William Howe, Zovinar der Khatchadourian.

**1. WELCOMING REMARKS**

Dean Emami welcomed everyone to the first Faculty Council meeting of the Academic year and thanked Faculty members for joining the meeting. Mr. Leblanc, Communications Associate, facilitated the meeting.

**2. ADOPTION OF THE AGENDA**

On motion duly proposed by Dr. Bedos and seconded by Dr. Abi-Nader the agenda was adopted and approved.

**3. INTRODUCTION OF GUEST SPEAKER**

Dean Emami introduced Professor Terri Givens. Professor Terri E. Givens is a full Professor in the Department of Political Science, with an additional appointment as the Provost's Academic Lead and Advisor on McGill's [Action Plan to Address Anti-Black Racism](#).

Prof. Givens will lead a newly established team that is mandated to advance the University's Action Plan to Address Anti-Black Racism as part of McGill's overarching EDI commitments. In this capacity, Prof. Givens will lead strategic initiatives for the recruitment, retention, and support of Black academic staff and serve as a mentor to Black faculty across the University. She will likewise oversee the implementation of the Provostial Visiting Fellowship-in-Residence on Black Life, and History and advise academic leaders about the distinct needs and experiences of Black faculty and measures that can facilitate an equitable and inclusive environment for Black, Indigenous and People of Color (BIPOC) faculty.

**4. APPROVAL OF THE REPORT**

On motion duly proposed by Dr. Morin and seconded by Dr. Abi-Nader the minutes of the meeting on June 9, 2021 were approved.

**5. COVID-19 Updates**

Ms. Somerville informed Faculty members about the latest updates on the coronavirus safety measures (see **Doc 5.0**) and asked Faculty members to consult regularly the McGill coronavirus webpages:

[https://www.mcgill.ca/coronavirus/;](https://www.mcgill.ca/coronavirus/)

[https://www.mcgill.ca/coronavirus/article/vaccine-passports-and-mcgill#passport\\_activities.](https://www.mcgill.ca/coronavirus/article/vaccine-passports-and-mcgill#passport_activities)

## 6. Governance

**Renaming of the Faculty:** Dr. Emami followed-up on the renaming of the Faculty which was presented to the Faculty Council on March 10, 2021 and June 9, 2021. She summarized the process that has been followed including the positive results of the Faculty survey and the approval of the Executive Committee on August 20, 2021.

Dr. Emami summarized the rationale for changing the name of the Faculty to the Faculty of Dental Medicine and Oral Health Sciences:

- In line with the DMD degree diploma: Doctor of Medicine in Dentistry
- A newly named Faculty will prepare the foundation for the next century of oral health professionals: It speaks to the scope of work and will open opportunities for partnerships beyond Dentistry.
- Reinforcing McGill's leading role in Oral health care and research in Quebec and Canada
- As we are expanding our network of engaged alumni and friends, it will help to attract additional funding to interdisciplinary and interprofessional collaboration.
- Recently American Association of Dental Research has changed the name to American Association of Dental, Oral and Craniofacial Research.
- Many Faculties around the world have similar naming, for example: Boston University Henry M. Goldman School of Dental Medicine, Harvard University School of Dental Medicine and Tufts University School of Dental Medicine.
- It supports the vision of the Faculty of Medicine and Health Sciences that changed their naming to be more inclusive and better represent the breadth of work.

On motion duly proposed by Dr. T. Nguyen and seconded by Dr. Abi-Nader, the renaming of the Faculty to the Faculty of Dental Medicine and Oral Health Sciences was unanimously approved.

Dr. Emami thanked Ms. Kavanagh-Ormond and Mr. Thompson, the Faculty's Advancement Team for their support and hard work during the process.

Action: The proposed new name will be presented to the Senate for approval.

## 7. REPORT FROM UNDERGRADUATE DENTAL EDUCATION

**Curriculum:** Dr. Abi-Nader highlighted that the curriculum will go back to the normal curriculum in this academic year.



**Promotion committee report:** Dr. Abi-Nader reported that all DMD students successfully completed their academic year.

**Fall 2021:** The Faculty is following the McGill University guidelines and requirements for Fall planning which encourages *in-person* delivery mode. This semester will be in blended mode including both remote and *in-person* activities.

**White Coat Ceremony:** Dr. Abi-Nader mentioned that his team is considering the white coat ceremony depending on the pandemic situation and requirements for such events.

**Renovation of simulation lab:** Dr. Abi-Nader announced that 4 new stations have been added to the preclinic. This will have an impact on the number of DMD students and more specifically the advanced standing program.

**Curriculum Working Group:** Dr. Abi-Nader reported that a working group will be formed to discuss the revision of the curriculum and to submit a proposal to McGill University central administration by the end of the 2021-2022 academic year. The objective of the working group is to update the curriculum and to improve the quality of the program.

**DMD Accreditation:** Dr. Abi-Nader reported that the CDAC visit will take place virtually from September 20-24, 2021 and asked the Faculty members to attend the necessary planned meetings with the CDAC Committee members.

**Admissions:** Dr. Chauvin reported that the degree completion admission has ended on September 15, 2021. The admission unit has collected applications and will select candidates after the MMIs of the advanced standing candidates.

He also mentioned that his team is working on the proposal for the Ministry of Education to facilitate the integration of foreign trained professionals in Quebec.

**Clinical Affairs:** Dr. Morin reported that the summer term finished on the 30<sup>th</sup> of July. The clinic functioned in half capacity and treated patients with various physical disabilities and people living in situation of poverty.

Dr. Morin reported that students were back in clinic as of 23 August 2021.

Dr. Morin mentioned that the rules regarding the pandemic allows the clinic to use all chairs in clinic. The closed rooms will be prioritized for long appointments of AGPs-No Rubber Dam (i. e. crown preparation). Dr. Morin mentioned that the one-45 software has been used for the

booking of rotation schedules and for the evaluation of students. Dr. Morin thanked Dr. Myers for this initiative.

## 8. REPORT FROM POST GRADUATE DENTAL EDUCATION

Dr. Emami presented on behalf of Dr. Makhoul:

**OMFS clinic at MGH:** The clinics have remained open throughout the pandemic and the main limitations are the number of ventilated rooms. New GPR and OMFS residents are continuing their programs in the new academic year.

**Renovations at MGH:** Renovations of the B-Wing are almost complete. However, there is a delay in receiving some part of the renovation materials.

**Oral Health Clinic for Neurodevelopmental Diversity:** The Faculty is working to secure a philanthropic gift which will be matched with Faculty funds to cover the cost of the operation of this clinic. A R2 position will be considered for a full year resident to be trained on delivering oral health and dental care to people with special care needs.

## 9. REPORT FROM RESEARCH AND GRADUATE DENTAL EDUCATION

**Graduate Programs:** Dr. Komarova reported on Fall 2021 admissions:

- Overall increase in applications 115 vs 85 for Fall 2020
- Doctoral: 1 Canadian; 6 International; 4 PhD transfer students
- MSc Thesis: 9 Canadian; 8 international students
- MSc Non-Thesis: 3 Canadian; 4 international students
- 6 deferrals and 5 declines. Deferrals are still being processed.

She mentioned that all incoming Fall 2021 PhD students have received funding from the Faculty.

**Student Research Recognition:** Dr. Komarova congratulated and announced students' awards.

**Research funding:** Dr. Komarova congratulated and announced the Faculty's successful research grants.

**Honours:** Dr. Komarova announced that Dr. Feine has been nominated as the first ITI Senior Fellow in Canada. The senior fellowship is the highest honour a person can receive for their contributions to education and implant research. Dr. Feine was also the recipient of the 2021 ACFD/CADR National Dental Research Award.

## 10. REPORT FROM ADMINISTRATION & FINANCE

Ms. Rodriguez presented the report on Administration and Finance. The PowerPoint slides with website links are attached (see **Doc 10.0**).

**Finance:** Ms. Rodriguez mentioned that Resources and Training on Purchases, Payment Requests and Expense Reports can be found under the following links:

MMP: <https://www.mcgill.ca/procurement/howto/purchase/purchase>

Expense reports: <https://www.mcgill.ca/financialservices/travel/howto#EXR>

Researchers and their staff are invited to contact the Finance Team for questions and guidance:

Nicole: [Finofficer.dentistry@mcgill.ca](mailto:Finofficer.dentistry@mcgill.ca)

Marlene: [Finadministrator.dentistry@mcgill.ca](mailto:Finadministrator.dentistry@mcgill.ca)

Rocchina: [Rocchina.testa@mcgill.ca](mailto:Rocchina.testa@mcgill.ca)

The next PI forum, Ms Rodriguez will present for 10-15 min on Reporting and Research Budget Planning.

**HR Staff Updates – New Arrivals:** Ms. Rodriguez welcomed new staff to the Faculty.

Arrisa Remy, Dental Assistant (June 26)

Rachel Hatcher, Research Administrator (July 5)

Laura Blahovici, HR Administrator (September 1)

Christine Ebrahim, Project Administrator (EDI) (September 1)

**Vacation Planning:** Ms. Rodriguez reminded everyone that vacation for Academics (Researchers and Instructors) must be confirmed in advance with the Dean (<https://www.mcgill.ca/apo/staff-guides/vacation>). Admin & Support Staff must submit vacation calendars to their supervisor by the end of October 2021.

**Travel:** Ms. Rodriguez reminded Academics to read the [Framework for Exemptions to the Ban on University-sponsored Travel and Activities outside Montreal](#). For McGill sponsored travel – Appendix B is required (letter of acknowledgement). For personal travel no Appendix B is required (Vacation, pre-approved by Dean if during academic year). For personal travel, mixed with University business, no appendix B is required. In this case, the activity is not included in annual Academic Activities Report for the Dean.

**Emails and Mandatory Training on Sexual Violence:** All Email Communications from the Faculty to its staff is sent to the staff email: [firstname.lastname@mcgill.ca](mailto:firstname.lastname@mcgill.ca). Ms Rodriguez reminded all staff to check their staff emails regularly. She reminded that new recruits and staff must complete the mandatory training on Sexual Violence online: <https://www.mcgill.ca/sv-education/>.

**HR Team:** Ms. Rodriguez mentioned the distribution of tasks between the members of the HR team ([hr.dentistry@mcgill.ca](mailto:hr.dentistry@mcgill.ca)).

<b>Karen Toroyan</b> <b>HR Administrator</b>	<b>Laura Blahovici</b> <b>HR Administrator</b>	<b>Suzana Rodriguez</b> <b>(Interim HR Advisor)</b>
<ul style="list-style-type: none"> <li>• Admin Appointments (regular and fixed Term, incl. Clinical)</li> <li>• Casual Appointments (Admin &amp; Research Assistants)</li> <li>• Student Appointments (TA, RLA, Postdoc)</li> </ul>	<ul style="list-style-type: none"> <li>• Academic Appointments (CAS ranked &amp; unranked, TT with Dean’s Office)</li> <li>• Regular Research Assistants &amp; Associates</li> <li>• Guest Lecturers</li> </ul>	<ul style="list-style-type: none"> <li>• Labour Relations</li> <li>• Total Compensation</li> <li>• Staffing - Admin Recruitment (Managers and Supervisors)</li> <li>• Org. Development</li> <li>• Data Reports</li> </ul>

**Call for Nominations:** Ms. Rodriguez reminded the Faculty to nominate someone for the “Couldn’t have made it without you” Award. The nominations are open until October 31, 2021. <https://www.mcgill.ca/dentistry/faculty/faculty-staff-awards>.

**Return to Campus (RTC):** Ms. Rodriguez reported that Admin & Support staff RTC was implemented since August 16, 2021 - 2 days per week until further notice. <https://www.mcgill.ca/coronavirus/faculty-staff/administrative-and-support-staff>. The schedules for Fall 2021 are entered in a shared Calendar (supervising managers). She mentioned to communicate changes in the schedule and ad-hoc presence to supervisors with cc to Ms. Rodriguez at least 48h in advance.

**Open areas:** It is strongly encouraged to always wear a mask; staff can only take off their masks, when seated behind a barrier or in a closed office.

**MINERVA:** Ms. Rodriguez mentioned that the Minerva Self-Assessment form is still mandatory for all employees. Academics will report to Nathalie Morin (Instructors) and Elham Emami (TT). Admin staff will report to supervisors.

**Lunch spots:** Ms. Rodriguez mentioned that a scheduling tool for lunch spots has been developed by Mr. Leblanc. Staff can eat at their desks if a barrier is available or in a closed office.

**Ask an Expert Videos:** Ms Rodriguez encouraged everyone to watch the “Back to Campus” YouTube videos by Dr. Don Sheppard, Chair of Microbiology & Immunology, infectious disease expert and Dr. Tina Montreuil, Associate Professor of the Department of Educational and Counseling Psychology.

Activities requiring and not requiring a Vaccine Passport:

<https://www.mcgill.ca/coronavirus/article/vaccine-passports-and-mcgill>

<https://www.quebec.ca/en/health/health-issues/a-z/2019-coronavirus/people-adequately-protected-against-covid-19>

**IT - Cyber Security Training for Admin Staff:** An Info session on Cyber Security is scheduled for September 30, 2021, 3:00 - 4:00 p.m., (by IT team and Ms. Rodriguez). Training will be available in myCourses to all Dentistry Admin & Support staff, consisting of 12 short videos followed by a Quiz. The training is mandatory and must be completed before December 31, 2021.

**Building Updates:** Ms. Rodriguez reported the projects for SAD and 2001 McGill College:

SAD: 5 Office spaces, 1st Floor – Renovation Project (2 Academic Offices, 3 Student areas: lunch/work/quiet space) – Student Quiet Space: Room 1/61

2001 McGill College

- Ground Floor
- Classroom expansion 541
- Enquiry about equipment project: exchange of dumb waiter for full elevator in Clinic

## 11. REPORT FROM EQUITY, DIVERSITY AND INCLUSION (EDI) CHAIR

**Dent ma communauté project:** Dr. Samim reported that the project has been launched and an email announcement was sent to the Faculty on September 13, 2021. The link to the project can be found [here](#). She also introduced Mrs Christine Ebrahim the new EDI Project Administrator.

**ACFD EDI nominees:** Dr. Samim reported that Faculty nominates one academic staff and one dental student to represent the Faculty on the ACFD EDI working group.

**Research project:** Dr. Samim reported that research will be conducted on current barriers to EDI.

**McGill Dental Inclusion Program (MDIP):** Dr. Samim mentioned that this is an ongoing project. A Pick your Path (PYP) workshop was conducted successfully. MDIP participated in the CDA Oasis Podcast. MDIP will also help with outreach for the Dent ma communauté project.

**National day for Truth and Reconciliation on September 30, 2021:** An event has been organized by the Faculty. Dr. Sheri McKinstry will speak on the National day for Truth and Reconciliation (register at [edi.dentistry@mcgill.ca](mailto:edi.dentistry@mcgill.ca)).

**Meeting:** The first EDI Committee meeting of 2021-2022 will take place on October 6, 2021.

## 12. REPORT FROM THE DEAN OF DENTISTRY

**New Faculty Members:** Dr. Emami welcomed the new Academic Faculty members and announced that the Faculty has opened a position for a Tenure-Track faculty member, Open Rank (Assistant Professor, Associate Professor) in the field of Pain Research and its interaction with AI or Bone research. Here is the [Link](#) for more information and to apply.

**New clinic in Welcome Hall Mission:** Dr. Emami reported that the Ministry of Health and Social Services has approved the proposal to match funds to build a new clinic at Welcome Hall Mission and to expand the community services provided via Jim Lund's clinic.

**Strategic Plan:** Dr. Emami mentioned that Team Leaders will start implementing the strategic plan starting Fall 2021.

**Internal Audit:** Dr. Emami reported that a quarterly report has been submitted to the Internal Audit office.

**MSc-DMD pathway:** Dr. Emami mentioned that the MSc-DMD pathway will combine the two existing programs. She mentioned that the DMD admission and graduate students' office will work on the process which will be supervised by Dr. Nicolau and Dr. Chauvin.

**Faculty Policies:** Dr. Emami mentioned that Promotions Guidelines and Absences and Leaves Policies need to be updated. A working group (Code of Conduct + Assoc and Assist Deans UGDE) will be formed to work on updating these policies.

<https://www.mcgill.ca/dentistry/academicaffairs/policiesandprocedures>

**Mentoring program for DMD students:** Dr. Samim will lead a committee to develop a mentoring program for DMD students which will follow the rules and regulations of McGill University policies. <https://www.mcgill.ca/students/advising>

**13. *Varia***

No other business was discussed. Dr. Emami thanked everyone for their presence.

**END (2:11 p.m.)**

The next Faculty Council meeting will be Wednesday, March 16<sup>th</sup> at 12:00 p.m. via Zoom.

Chair's Signature: _____
Date: _____