MCGILL UNIVERSITY



BOARD OF GOVERNORS

ORIENTATION DOCUMENTS

2023-24 Governance Year



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McGILL UNIVERSITY BEGINNINGS

- McGill University was founded as McGill College in 1821 by a Royal Charter issued by King George IV of England.
- The Royal Charter was granted by the Crown following a request made by the Royal Institution for the Advancement of Learning (RIAL), a body established in 1801 by Lower Canada for purposes of advancing elementary and secondary school education in the colony. The Board of RIAL was established in 1818.
- James McGill, a Scottish merchant determined to create a system of education for Lower Canada, left a bequest (10,000 £) to RIAL in 1813 to establish a university college in his name.
- The Royal Charter, granted by the Crown on March 31, 1821, provided for the creation of the Board of Governors of McGill College. It also established the RIAL as visitor to the College.
- The RIAL Board and the Board of Governors of McGill College were separate bodies although some members of the RIAL Board served on the McGill Board. Members of both bodies were appointed by the Crown.
- The Royal Charter was revised under the reign of Queen Victoria in 1852. Revisions included the confirmation of members of the RIAL Board as Governors of McGill College. One group of men formed de jure the two corporate bodies. The role of the visitor was transferred from RIAL to the Queen's representative in the colony, the Governor General. The separate minutes of the Royal Institution cease in 1856 and their acts thereafter are reported in the Governors' minutes. The terms "Board of Governors" and "Royal Institution" now refer to one body.
- The first Statutes of McGill College were drafted in 1843. Changes reflected in the 1852 Royal Charter were incorporated in the Statutes in 1854. Statutory amendments followed in 1864 and resulted in lifting the vestige of the Crown in appointing members to the Board, thereby establishing a self-autonomous governance structure that has characterized the McGill Board ever since.
- Academic governance functions were carried out by the University Corporation, which had been foreseen in the 1821 Charter. It was composed of the Governors, Professors and Fellows of McGill College and first met in 1838. From 1843 to 1850 academic affairs were governed by the Caput, a body composed of the Principal, Secretary and academic staff. The University Senate first met in 1935. It inherited the functions of the University Corporation which ceased to exist in 1934.



McGill University Mission Statement and Principles

Mission Statement

The mission of McGill University is the advancement of learning and the creation and dissemination of knowledge, by offering the best possible education, by carrying out research and scholarly activities judged to be excellent by the highest international standards, and by providing service to society.

Principles

In fulfilling its mission, McGill University embraces the principles of academic freedom, integrity, responsibility, equity, and inclusiveness.

Statement of Academic Freedom

Academic freedom is central to McGill University's mission of advancing learning through teaching, scholarship and service to society.

The scholarly members of the university have the freedom to pursue research and artistic creation and to disseminate their results, without being constrained by political or disciplinary orthodoxies, monetary incentives or punitive measures as a result of their academic pursuits. They may exercise this freedom in the service of both the university and the wider society. When scholarly members of the university participate in public forums and debates, they should represent their views as their own.

The exercise of academic freedom requires collegial governance with the full participation of scholarly members. They retain the right of free expression, including the freedom to criticize one another, university policies and administration.

The University and its officers have a duty to protect the academic freedom of its scholarly community, both individually and collectively, from infringement and undue external influence as well as to maintain the university's institutional autonomy.

The McGill Master Plan

McGill's Campus Planning and Development Office has developed a comprehensive planning document to guide the evolution of the University's downtown and Macdonald campuses over the next 20 years. This Master Plan is a living document that articulates a vision for increasing the quality of teaching, learning, research and student life—all while adhering to principles of sustainable growth, sound financial management, and responsible stewardship of heritage buildings. The Master Plan also considers infrastructure and initiatives related to how the McGill community moves to, from, within and between our campuses as well as landscape and other important campus features. The Master Plan document is available for download here: McGill's Campus Planning and Development Office.

Budget Book

The Annual Budget is built on integrated budget and resource allocation processes that are fully aligned with the University's academic priorities.

The Annual Budget is developed as part of a multi-year framework for the Unrestricted Fund and the Capital Budget and is submitted to the Board of Governors for approval. A copy the latest University Budget Book is available here: <u>Budget Book</u>.



McGill University Quick Facts

39,513 Students (Fall 2022)

1,778 Tenured and Tenure-Stream Faculty

• 13 Academic Units and Faculties

- Agricultural and Environmental Sciences
- Arts
- Continuing Studies
- Dental Medicine and Oral Health Sciences
- Education
- Engineering

- Graduate and Postdoctoral Studies
- Law
- Libraries
- Management
- Medicine and Health Sciences
- Music
- Science

<u>14 Schools</u>

- School of Retail Management
 School of Human Nutrition

- and Disorders

- School of Social Work

- School of Human Nutrition
 School of Architecture
 School of Environment
 School of Urban Planning
 School of Information Studies
 School of Communication Sciences
 School of Population and Global Health

3 campuses

- Downtown (2.54 km²)
- Macdonald (Sainte-Anne-de-Bellevue, 6.22 km²)
- Outaouais Campus of McGill University's Faculty of Medicine and Health Sciences

• 5 Research Stations

- Gault Nature Reserve (Mont Saint-Hilaire, QC)
- Bellairs Research Institute (Holetown, Barbados)
- McGill Subarctic Research Station (Schefferville, QC)
- Wilder and Helen Penfield Nature Reserve (Austin, QC)
- -Molson Nature Reserve (Île-Perrot, QC)
- McGill Arctic Research Station (MARS) (Expedition Fjord, Nunavut) -



<u>Affiliated Teaching Hospitals</u>

- McGill University Health Centre (MUHC), representing six teaching hospitals affiliated with McGill:
 - Montreal Chest Institute
 - Montreal Children's Hospital
 - Montreal General Hospital
 - Montreal Neurological Institute and Hospital
 - Royal Victoria Hospital
 - Lachine Hospital and Camille Lefebvre Pavillion
- Jewish General Hospital
- Douglas Mental Health University Institute
- St. Mary's Hospital Center
- Mount Sinai Hospital

<u>Rankings</u>

- No. 31: QS World University Rankings 2023
- No. 46: Times Higher Education World University Rankings 2023
- No. 73: Shanghai Academic Ranking of World Universities 2023
- No. 1 (Medical-Doctoral Universities): Maclean's University Rankings 2023
- McGill Investment Pool/Endowment Market Value: 1,902.3M (as at April 30, 2023)
- McGill University Pension Plan Market Value: \$1.8 billion (as at April 30, 2023) *unaudited.

Statutes of McGill University

Enacted by the Board of Governors on May 1, 1972, and amended by the Board of Governors to December 15, 2022.

The *Statute*s are maintained by:

The Secretariat McGill University 845 Sherbrooke Street West Montreal, QC Canada, H3A 0G4

Preamble and Enacting Clause

By virtue of the authority vested in the Board of Governors of McGill College and University, under the Royal Charter, as amended, and all relevant laws, and to provide responsible management and government of the affairs, including academic control of the curriculum and courses of study, of McGill College and University, be it and it is hereby enacted that the following Statutes numbered from Article 1 to Article 15 inclusive shall come into effect on the first day of May in the year of our Lord, one thousand nine hundred and seventy-two, and that all Statutes now in force be and the same are hereby repealed; the whole subject only to disallowance by the Visitor of the University and such disallowance signified by writing to the Board of Governors within sixty days after a certified copy of these Statutes, sealed with the College seal and addressed to the Visitor, shall have been delivered to the Post Office at the City of Montreal.

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Article One: The Board of Governors

1.1.1 The Trustees, Members of the Royal Institution for the Advancement of Learning, and Governors of McGill College and University, shall not be more than twenty-five in all, of whom the Chancellor and the Principal of the University shall *ex officio* be two. Of this number,

twelve members-at-large shall be elected by the Board of Governors from amongst those nominated by the Board's Nominating, Governance and Ethics Committee, with staggered terms of not more than four years;

three shall be elected by the McGill Alumni Association from amongst its active members, with staggered terms of not more than four years;

two shall be elected by Senate from amongst its members, with staggered terms of not more than three years, provided that if during their term such members cease to be members of Senate, they thereupon cease to be members of the Board;

two shall be elected by the full-time administrative and support staff of the University from amongst their number in accordance with electoral procedures approved by the Board, with staggered terms of not more than three years, and provided that if, during their term, such members cease to be members of the full-time administrative and support staff, they thereupon cease to be members of the Board;

two shall be elected by and from the full-time academic staff at large in accordance with the electoral procedure approved by the Board, for staggered terms of not more than three years;

and one shall be an undergraduate student of the University appointed by the Students' Society of McGill University (the "SSMU"), provided that at the time of such appointment he or she was registered in a faculty other than the Faculty of Agricultural and Environmental Sciences in an undergraduate degree or diploma program for not fewer than eighteen credits or the equivalent. An undergraduate student of the University appointed by the SSMU who is a member of its executive and who does not meet these criteria shall nonetheless be eligible to serve on the Board of Governors provided that at the time of their election to the SSMU executive and the time of their appointment to the Board he or she shall be a registered student, and shall throughout the eighteen consecutive months prior to their appointment to the Board will have been registered in a faculty other than the Faculty of Agricultural and Environmental Sciences in an undergraduate degree or diploma program and will have been so registered for no fewer than eighteen credits or the equivalent. The term of the SSMU appointed member on the Board of Governors shall be one year, non-renewable.

and one shall be elected from among the persons who are members of the Post-Graduate Students' Society of McGill, for a one-year term, under electoral procedures approved by the Board, provided that at the time of his or her election the person shall be a registered graduate student or postdoctoral scholar. Non-resident students and full-time members of the teaching staff are ineligible.

1.1.2 The McGill Association of Continuing Education Students (MACES) shall elect from amongst its members, under electoral procedures approved by the Board, an Observer to the Board of Governors, to serve a one-year term. The student elected to represent MACES shall be registered in the School of Continuing Studies in a certificate or diploma program and taking at least one course, or a degree candidate who has been assessed the association fee.

This Observer shall be entitled to attend all meetings of the Board and may participate in its discussions but shall not have the right to vote.

1.1.3 The Macdonald Campus Students' Society (MCSS) shall elect from amongst its members, under electoral procedures approved by the Board, an Observer to the Board of Governors, to serve a one-year term. The student elected to represent the MCSS shall be registered in the Faculty of Agricultural and Environmental Sciences in a degree or diploma program and taking not fewer than eighteen credits or the equivalent.

This Observer shall be entitled to attend all meetings of the Board and may participate in its discussions but shall not have the right to vote.

1.1.4 Suspension under the Student Disciplinary Code shall render a student ineligible for office where such suspension is of all University privileges and is in force at the time of nomination or election. Such suspension during a term of office shall render a student governor ineligible to sit on the Board or its committees so long as the suspension lasts.

- 1.1.5 Subject to section 1.1.5.1, all elected governors shall be eligible for re-election.
- 1.1.5.1 A member-at-large of the Board of Governors shall normally serve a maximum of two consecutive terms, for a total of not more than eight years.
- 1.1.5.2 At least five of the twelve members-at-large of the Board of Governors shall be graduates of McGill University.
- 1.1.6 Subject to section 1.1.7, the term of office of governors elected by the Alumni Association, by Senate, by the full-time administrative and support staff, and by the full-time academic staff, shall commence on the first day of July following their election. In the case of governors elected by the students, their term of office shall commence on the first day of June for June following their election. In cases where an election is held after the first day of June for a term of office that was to commence on the first day of June, the term of office shall then commence on the first day of the month following the election and terminate on the thirty-first day of May next following.
- 1.1.7 Vacancies on the Board, whether caused by death, disqualification, resignation, or otherwise, shall be filled as soon as may be possible, in the manner provided by these Statutes for the appointment or election of new members, and for the like term, save that those elected by the Alumni Association, the Senate, the full-time administrative and support staff, the full-time academic staff, and the student body shall hold office only for the unexpired residue of the term of the previous holder of the seat vacated.
- 1.1.8 Following the completion of a governor's term on the Board, the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, may appoint as governor emeritus/a, a governor who has served the University with exceptional distinction for a period of not less than six consecutive years on the Board.
- 1.1.8.1 The Nominating, Governance and Ethics Committee, in making a recommendation for appointment to the rank of governor emeritus/a, shall consider the nature and scope of the governor's contributions to the University and his or her capacity to continue to do so in the future.
- 1.1.8.2 The Principal, the Chair of the Board of Governors, and the Chancellor shall meet at least once each year with the governors emeriti.
- 1.1.8.3 Governors emeriti shall normally be appointed by the Board for an unlimited term, to recognize, in perpetuity, exemplary support and long-standing dedication to the institution.
- 1.1.8.4 Governors emeriti shall be entitled to receive all materials related to meetings of the Board of Governors. Governors emeriti, while not members of the Board, shall be eligible for appointment to the committees of the Board of Governors as well as to represent the Board on other bodies. When appointed to a committee of the Board of Governors, governors emeriti shall be full members of the committee, with both voice and vote, and their presence shall be considered in determining whether a quorum is present.
- 1.1.8.5 Governors emeriti shall be entitled to participate as members of the platform party at all convocation and installation ceremonies.
- 1.2 The Royal Institution for the Advancement of Learning, which consists of the aforesaid Board of Governors, holds as trustee all University property and is responsible for the maintenance and the administration thereof.
- 1.3.1 The Board of Governors of the University, under the terms of the Charter, possesses general jurisdiction and final authority over the conduct of the affairs of the University. It makes all contracts and all appointments on behalf of the University.
- 1.3.2 It may establish, and from time to time amend, rules and regulations governing its own meetings and procedure for the transaction of business properly coming before it, and ten of its members shall constitute a quorum for the transaction of all business.
- 1.3.3 It shall meet at the call of the Chair or, in the event of the latter's absence or inability to act, at the call of a Vice-Chair or the member of the Board senior in order of appointment, on written notice given at least five clear days before the date fixed for the meeting, at least three times a year, once in the autumn, once in the winter, and once in the spring.
- 1.3.4 For greater certainty, but without limiting the generality of its authority, the Board of Governors shall have the following specific powers and duties:

- 1.3.4.1 It shall appoint the Principal after consultation with a committee comprised as follows: the Chair of the Board of Governors (or other member of the Board designated by the Board of Governors) as chair; the Chancellor; two members appointed by the Board of Governors; two members appointed by the Senate; one member appointed by the Students' Society of McGill University and one member appointed by the Post-Graduate Students' Society of McGill University; two members appointed by the Council of the McGill Association of University Teachers; two members appointed by the Board of Directors of the Alumni Association; two members elected by the administrative and support staff. Alternates to the designated members are unable to serve and shall be permanent replacements. The quorum of this committee shall be seven. The Board of Governors shall select the Principal only from those names submitted to it by this committee.
- 1.3.4.2 It shall appoint, on the recommendation of the Principal, as hereinafter provided, the Provost, the Deputy Provost, the vice-principals, deans, professors, and all other members of the teaching, research, and administrative staff, and all other University personnel; and shall determine and fix their tenure of office.
- 1.3.4.3 It may, in accordance with regulations relating to the employment of academic staff which it promulgates from time to time, dismiss any members of the teaching staff of the University; and it may, after hearing the interested parties, dismiss any senior administrative officer for cause which in the opinion of its members affects adversely the general well-being of the University. A senior administrative officer is any member of the non-teaching staff of the University who holds an office designated as such by the Board of Governors. It may also suspend and dismiss any employee of the University other than members of the teaching staff and senior administrative officers and delegate this authority to an officer or officers of the University.
- 1.3.4.4 It shall, in accordance with applicable law, promulgate regulations from time to time establishing the normal retirement dates for all staff, as well as the terms and conditions of their retirement at their normal retirement date or at an earlier or a later date.
- 1.3.4.5 It shall have full power to determine and fix from time to time the salaries and emoluments of the Principal, Provost, Deputy Provost, vice-principals, deans, professors, and all other officers and employees of the University, and to determine and fix all fees to be paid to the University for instruction given therein or which may be given anywhere under its auspices and direction, and for all other University privileges and to determine and fix the time and mode of payment thereof.
- 1.3.4.6 It shall appoint:

(a) an Executive Committee, consisting of not more than ten members, all governors, including the Chair, one of the Vice-Chairs of the Board and the Principal; two of these members shall be chosen from among the members of the Board elected by Senate and by the academic staff; one member to be chosen from among the Board members elected by the administrative and support staff; four members to be chosen from among the members-at-large and Alumni Association Board members. A student member of the Board or Observer shall also be chosen to participate in meetings of the Executive Committee as a non-member, with voice and no vote;

(b) a Nominating, Governance and Ethics Committee consisting of the Chair of the Board, the Chancellor, the Principal, and seven members, four of whom shall be chosen from among the members-at-large on the Board, the members of the Board elected by the Alumni Association, and the governors emeriti; one chosen from among the Board members elected by the administrative and support staff; one chosen from among the Board members elected by the academic staff or by Senate; and one chosen from among the students elected to the Board.

These committees shall have the powers hereinafter provided for, and the Board, alone or jointly with Senate, may appoint other committees clothed with such powers as it may deem advisable. Members of such committees shall be appointed for such terms as the Board may from time to time determine.

- 1.3.4.7 As provided for in Article 6.1.1, it shall appoint three representatives on the Senate for a period of three years each, at least two of whom shall be members of the Board, including at least one who is a member of the Board elected by the McGill Alumni Association.
- 1.3.4.8 It shall appoint the Chancellor of the University. It shall also appoint from among its members-at-large a chair to preside over its meetings. In addition, it shall appoint, up to two vice-chairs from among its members-at-large.
- 1.4.1 The Executive Committee shall have authority to exercise all the powers held by the Board of Governors

between regular meetings of the Board, except that it shall not have the power to amend, modify, or repeal any or all of these Statutes, or to appoint a Chancellor or appoint a Principal, or dismiss a member of the teaching staff or a senior administrative officer; it shall submit to each regular meeting of the Board a report on all matters with which it has dealt since the previous regular meeting thereof.

1.4.2 The Nominating, Governance and Ethics Committee shall make nominations to the Board of Governors for the filling of all vacancies on the Board, except those occurring among the members elected by the Alumni Association, by Senate, by the full-time administrative and support staff, by the full-time academic staff, and by the student body; and such first mentioned nominations shall not be acted on by the Board at the same meeting as that at which they are presented. Candidates for re-election must be nominated in the same manner as new members. The Nominating, Governance and Ethics Committee shall make nominations to the Board of Governors for the standing committees of the Board, including the Executive Committee and the Nominating, Governance and Ethics Committee, and for representation of the Board on Senate. In addition to the responsibilities stipulated in the Statutes, the Board Nominating, Governance and Ethics Committees and shall review the terms of reference of Board committees, recommending revisions thereto as it deems appropriate.

Article Two: The Chancellor, the Chair of the Board of Governors, and the Vice-Chair(s) of the Board of Governors

- 2.1.1 The Chancellor shall be presiding officer of Convocation and of joint sessions of the Board of Governors and the Senate and shall represent the University at official functions. The Chancellor shall be an *ex officio* member of the Board of Governors and of Senate.
- 2.1.2 The Chancellor shall preside over meetings of the Senate Honorary Degrees Committee.
- 2.2 The Chair of the Board of Governors shall be the president of the Royal Institution for the Advancement of Learning, presiding officer of the Board of Governors, and a Board of Governors' representative on Senate and may according to discretion call joint meetings of the Board of Governors and Senate.
- 2.3 The Vice-Chair(s) of the Board of Governors shall assist the Chair of the Board of Governors.
- 2.4 In the case of the absence of the Chair of the Board of Governors, or in the event of a temporary vacancy in that office, the Board of Governors will appoint one of the Vice-Chairs as the Acting Chair of the Board of Governors, with all duties and powers pertaining to the office of the Chair of the Board of Governors.
- 2.5 The Chancellor shall normally serve a term of up to three years.
- 2.6 Subject to article 1.1.5.1, the Chair shall normally serve a term of up to four years.
- 2.7 Subject to article 1.1.5.1, a Vice-Chair shall normally serve a term of up to two years.
- 2.8 The Board of Governors may renew the terms of service of the Chancellor, the Chair and the Vice-Chairs.
- 2.9 To recognize their exemplary service and contributions to the University, the Board of Governors may bestow the rank of emeritus/a upon the Chancellor, the Chair of the Board of Governors or a Vice-Chair of the Board of Governors following the completion of their respective terms in these positions.

Article Three: The Principal

- 3.1 The Principal shall be the academic head and chief executive officer of the University and shall have general supervision over and direction of the University, including the teaching staff thereof, and all persons employed in connection with its work, and shall also have such other powers and perform such other duties as from time to time may be conferred upon or may be assigned by the Board of Governors.
- 3.2 The Principal shall also bear the title and discharge the functions and duties of Vice-Chancellor of the University.
- 3.2.1 The Principal shall have the status of full professor with tenure unless the Board of Governors determines otherwise.
- 3.3 The Principal may initiate any project which the Principal considers beneficial to the University and may present to the Senate or the Board of Governors, or to both, any project of whatsoever kind that may seem to the Principal to be in the interests of the University.

- 3.4 The Principal shall recommend to the Board of Governors the appointments, and terms thereof, of the Provost, Deputy Provost, vice-principals, deans, professors, and all other members of the teaching, research, and administrative staff and all other University personnel.
- 3.4.1 Before recommending an appointment for the office of Provost, Deputy Provost, or vice-principal, the Principal shall have consulted an advisory committee consisting of four representatives of the Board of Governors, four representatives of the Senate and two students. The Principal shall be *ex officio* chair of the advisory committee.
- 3.4.2 Before recommending an appointment or reappointment for the office of dean of a large faculty, the Principal shall have consulted an advisory committee of thirteen members, which shall consist of four members nominated by the faculty immediately concerned, four members not necessarily members of the faculty concerned, nor of Senate, appointed by Senate, two members appointed by the Board of Governors, and three student members. In the case of small faculties, the Principal shall have consulted an advisory committee of seven members, which shall consist of two members nominated by the faculty immediately concerned, two members, not necessarily members of the faculty concerned, nor of Senate, appointed by the Board of Governors, and three student members, not necessarily members of the faculty concerned, nor of Senate, appointed by Senate, one member appointed by the Board of Governors, and two student members. Before recommending an appointment or reappointment for the office of Dean of Graduate and Postdoctoral Studies, the Principal shall have consulted an advisory committee of thirteen members, which shall consist of eight members of faculties offering graduate programs appointed by Senate, two members appointed by the Board of Governors, and three student members.

Any faculty having fifty or more full-time members of faculty, exclusive of joint appointments with other faculties, shall be deemed a large faculty; any faculty having fewer than fifty full-time members exclusive of joint appointments with other faculties, shall be deemed a small faculty. Nevertheless, part-time faculty members are eligible for election as faculty representatives on advisory committees on the appointment of deans.

The Principal shall normally be *ex officio* chair of the advisory committees for the appointment of deans. Deans shall be appointed for a period of five years and shall be eligible for reappointment.

- 3.4.3 Before recommending an appointment to the rank of full professor or full librarian, the Principal must first have consulted a committee consisting of two governors selected by the Chair of the Board, two vice-principals, the dean of any faculty in which the appointment is to be made, or, in the case of appointment to the rank of full librarian, the Director or Dean of Libraries, and two members selected by the Senate; and such other members as the Principal may see fit.
- 3.4.3.1 In the case of new appointments where the candidate has attained the rank of full professor or full librarian, the Principal may recommend appointment at that rank having consulted with the dean of the faculty or the Director or Dean of Libraries as appropriate.
- 3.4.4 Before recommending appointments, and the terms thereof, to ranks below that of full professor, the Principal must have consulted with any dean concerned and such others as may seem desirable to the Principal, and must recommend in accordance with such regulations relating to the employment of academic staff as are promulgated from time to time by the Board of Governors.
- 3.4.5 Before recommending the appointment or re-appointment with tenure of a member of the academic staff, the Principal must have consulted in accordance with such regulations relating to the employment of academic staff as are from time to time promulgated by the Board of Governors.
- 3.5 The Principal shall have power to suspend any members of the teaching staff of the University for cause which in the Principal's opinion affects adversely, or is likely to affect adversely, the general well-being of the University in accordance with such regulations relating to the employment of academic staff as are from time to time promulgated by the Board of Governors. The Principal may also for similar cause suspend any senior administrative officer.
- 3.6 The Principal shall make recommendations to the Board as to all promotions and changes in, and all resignations, retirements, and removals from, the teaching staff of the University. The Principal shall also determine, subject to the authority of the Board, the appointment, term, and remuneration of all other employees of the University.
- 3.7 The Principal shall be a member of the Senate, with all the privileges attached thereto; and shall be Chair thereof and shall preside over its meetings; and in the event of a tie vote shall have an additional or casting vote; the Principal may call special meetings of the Senate upon giving, in writing, notice as prescribed by Article 6.4.2 of

these Statutes.

- 3.8 The Principal shall be a member of all faculties, with all the privileges attaching thereto, and may preside at any faculty meeting if requested to do so by the dean. The Principal may call and preside at special meetings of faculties, separately or jointly.
- 3.9 The Principal shall be a member of all committees of the University and shall have access to all records of the University.
- 3.10 The Principal shall prepare an annual budget and submit the same to the Board of Governors.
- 3.11 The Principal shall report annually to the Visitor upon the work of the University and its requirements and make such recommendations thereon as the Principal may deem necessary.

Article Four: The Provost, Deputy Provost, and Vice-Principals

4.1 The Provost, Deputy Provost, and vice-principals shall perform such duties as may be assigned to them by the Principal, and shall be members of the Senate, of all faculties, and of all University committees designated by the Principal, other than the committees of the Board of Governors. A Provost, Deputy Provost, or vice-principal designated by the Principal may represent the latter and discharge the duties and exercise the authority of the Principal during the latter's absence, except as provided in Section 1.3.3.

Article Five: The Secretary-General

5.1 The Secretary-General shall be the Secretary of McGill College and University and shall be responsible for the University Secretariat.

Article Six: The Senate

- 6.1.1 The Senate shall be composed of:
 - a) The Chancellor;
 - The Principal and Vice-Chancellor; The Chair of the Board of Governors; The Provost; The Deputy Provost; The Deputy Provost; The deans of faculties; The Dean of Graduate and Postdoctoral Studies; The Dean of Students; The Dean of Continuing Studies; The Director or Dean of Libraries; The University Registrar and Executive Director of Enrolment Services; The Director of Teaching and Learning Services.
 - b) Three representatives of the Board of Governors, appointed by the Board for a period of three years each, at least two of whom shall be members of the Board, including at least one who is a member of the Board elected by the McGill Alumni Association;
 - c) Three members, each of whom shall be elected for a term of three years, and shall be eligible for re-election, the electorate to be all librarians performing the function of librarian in the University's library system;
 - d) Six members of the administrative and support staff for a period of three years, namely:

i) Two representatives from the Faculties of Arts, Education, Law, Management, Music, and Religious Studies; School of Continuing Studies; and non-faculty administrative and support services reporting to the Provost, the Vice-Principal (Research and International Relations), the Principal, and the Secretary-General, following an election conducted by the Dean of Arts.

ii) Two representatives from the Faculties of Agricultural and Environmental Sciences, Dentistry, Engineering, Medicine, and Science; the University Libraries; and non-faculty administrative and support services reporting to the Deputy Provost, following an election conducted by the Dean of Science.

iii) Two representatives from non-faculty administrative and support services reporting to the Vice-Principals (Administration and Finance) and (University Advancement), following an election conducted by the University Secretariat.

e) The following members, each of whom shall be elected for a term of three years, and all of whom may be re-elected, the electorate to be all professors, associate professors, assistant professors, and full-time faculty lecturers appointed to the faculty by the Board of Governors, or otherwise authorized by the faculty concerned:

Ten from the Faculty of Arts; Three from the Faculty of Agricultural and Environmental Sciences; One from the Faculty of Dentistry; Two from the Faculty of Education; Five from the Faculty of Engineering; Two from the Faculty of Law; Thirteen from the Faculty of Medicine; Two from the Faculty of Music; Two from the Faculty of Management; One from the Faculty of Religious Studies; Nine from the Faculty of Science; One from the School of Continuing Studies elected from among its full-time faculty lecturers.

- f) Three from the faculty-at-large elected by ballot conducted by the Secretariat.
- g) The following members, each of whom shall serve a one-year term:

One student from the MCSS membership; Two students from the MACES membership; Five students from the PGSS membership, including one member elected from among postdoctoral students; Thirteen students from the SSMU membership;

The eligibility of students for membership on Senate at the time of their nomination or election, and while holding office is determined by the following conditions:

- 6.1.1.1 They are registered as graduate or undergraduate students in a degree or diploma program of the University and are taking not less than three year-long courses or eighteen credits or their equivalent; or,
- 6.1.1.2 They are registered as postdoctoral scholars; or,
- 6.1.1.3 They are members of the executives of the Students' Society of McGill University or of the Macdonald Campus Students' Society, and are registered students of the University; or,
- 6.1.1.4 They are registered in the School of Continuing Studies.
- 6.1.1.5 Non-resident students and full-time members of the teaching staff are ineligible.
- 6.1.2.1 Suspension under the Student Disciplinary Code shall render a student ineligible for office where such suspension is of all University privileges and is in force at the time of nomination or election. Such suspension during a term of office shall render a student member of the Senate ineligible to sit on Senate or its committees so long as the suspension lasts.
- 6.1.2.2 Whenever an elected member of the Senate resigns or ceases to be a full member of the University or of the member's constituency before the expiry of the term, the competent body shall select a successor to complete the term. If a Faculty Senate seat is vacated before the normal end of term, the Faculty concerned should employ the following procedures:
 - i. if the remainder of the representative's term is for one year or less, the Faculty may appoint a replacement for the duration of the former member's term;
 - ii. if the remainder of the representative's term is for greater than one year, the Faculty should elect a new member using its normal election procedure for the full Senate term of three years;
- 6.1.3 If an administrative and support staff seat is vacated before the normal end of term, the same procedure indicated in section 6.1.2.2 for the selection of a successor should be used.
- 6.1.4 Senate shall undertake a comprehensive review of its composition at least once every ten years.

- 6.2 All members of the Senate shall have the title of "Fellow."
- 6.3 Subject to the authority and powers of the Board of Governors, the Senate shall have the following general and specific powers and duties:
- 6.3.1 It may establish, and from time to time amend, rules and regulations governing its own meetings and procedure for the transaction of business properly coming before it, and forty percent of its members shall constitute a quorum for the transaction of all business, except that in the period from June 1 to August 31 in each year, twenty percent of its members shall constitute a quorum.
- 6.3.2 It shall exercise general control and supervision over the academic activities of the University, with special reference to the development of the curriculum and courses of study in the several faculties and schools; it shall receive from the several faculties and schools regulations for admission into such faculties and schools and shall grant or withhold approval thereof; it may initiate for the consideration of faculties and schools suggested changes in curriculum and courses of study; it shall examine and approve all requirements for degrees, diplomas, or certificates granted by the University. No courses leading to degrees, diplomas, or certificates shall be offered or given until the approval of the Senate has been declared. Before, however, passing any regulation governing any faculty, otherwise than on the proposal of such faculty or

an appeal to it from the decision of any faculty, council, or committee, concerning courses of study, curriculum, or other academic activity, the Senate shall, so far as is feasible, communicate its project to such faculty.

- 6.3.3 It shall establish and grant all degrees, both in course and honorary, and all diplomas and certificates to be conferred by the University.
- 6.3.4 It may recommend the establishment and discontinuance of faculties, schools, and departments.
- 6.3.5 It shall examine and make recommendations concerning any project involving the academic policy of the University or of any faculty or school or the establishment of any academic building.
- 6.3.6 It shall recommend the acceptance or refusal of any gift, grant, or bequest submitted to it by the Principal on the grounds that it might, in the Principal's judgement, affect University academic policy.
- 6.3.7 It may offer recommendations for the affiliation with the University of any college or colleges or other institutions of learning or research and for the dissolution of any such affiliations or the amendment or alteration of the terms thereof.
- 6.3.8 It may make such representations, through the Principal, to the Board of Governors as may from time to time become necessary or desirable, touching any claims and needs of the University or any part thereof.
- 6.3.9 In case of disagreement with the Board of Governors regarding recommendations made under paragraphs 6.3.4; 6.3.5; 6.3.6; 6.3.7; or 6.3.8, the question at issue shall be submitted to a Conference Committee. This committee shall consist of not more than eleven members, consisting of the Principal and equal representation from the Board of Governors on the one hand and the Senate on the other, with power to submit its findings and recommendations to the Board of Governors whose decision shall be final.
- 6.3.9.1 The Senate and Board of Governors shall hold an annual joint meeting in the fall term. At this meeting, the Principal, the Provost, the Deputy Provost, and the vice-principals, as appropriate, shall present for discussion matters they consider relevant to the University's mission for the ensuing year.
- 6.3.10 It may hear and determine appeals made to it by any member of the teaching staff from any decision of a Senate committee, or of a faculty, concerning courses of study, curriculum, examinations, timetable, or other academic activity, and subject to ratification by the Board of Governors its decision shall be final.
- 6.3.11 It may make rules and regulations for the management of the University libraries and museums.
- 6.3.12 It shall exercise general disciplinary authority over the student body of the University and may delegate authority to make and enforce student disciplinary regulations to University bodies and officers of its choosing.
- 6.3.13 It shall regulate academic dress and University ceremonial.

- 6.3.14 It shall fix the academic calendar, including the dates of academic functions and holidays, or general suspensions of lectures; and shall co-ordinate all timetables affecting more than one faculty.
- 6.3.15 It shall appoint such committees, boards, or other bodies as may be necessary for the proper exercise of its authority.
- 6.3.16 It may determine the titles of all ranks and grades of the teaching staff below the rank of full professor.
- 6.4.1 Regular meetings of the Senate shall be held at least once a calendar month throughout the University session.
- 6.4.2 Special meetings may be summoned by the Principal according to discretion and must be summoned on the request of any ten members of the Senate. Notice of any such special meeting shall be sent by the Secretary of the Senate at least three days in advance of the date of the meeting to every member of the Senate and shall specify the business of the meeting.

Article Seven: The Faculties

7.1 The following are faculties of the University:

Agricultural and Environmental Sciences Arts Dentistry Education Engineering Law Management Medicine Music Religious Studies Science

- 7.2 Each faculty shall be composed of all professors, associate professors, assistant professors, and faculty lecturers who are appointed to it by the Board of Governors. Where a question of membership is in doubt, the dean or the deans concerned shall reach a decision, or shall seek the ruling of the Principal.
- 7.3 A faculty may provide for the election to the faculty meeting of additional members, and may make regulations concerning their number, their qualifications, and their term of office, the right to vote at their election, the procedure to be followed thereat and the date thereof; and such faculty may from time to time repeal or amend such regulations; provided, however, that no regulation made under the authority of this section and no repeal or amendment of such regulation shall have any effect until approved by the Senate. Unless the faculty provides otherwise, the eligibility for student members of faculty meetings shall be governed by the provisions of Article 6.1.1.1, 6.1.1.5, and 6.1.2.1 relating to student membership on the Senate.
- 7.4 The Director or Dean of University Libraries shall be a member *ex officio* of the Faculties of Arts and of Science.
- 7.5 Each faculty shall, subject to the authority of Senate, control the courses of study and the academic work of the faculty, and provide rules governing the arrangement of its timetable and examinations and the conduct of its meetings.
- 7.6 All faculties shall meet not less than four times during the academic session.

Article Eight: The Deans

- 8.1.1 There shall be a dean of each faculty appointed as provided in Articles 1.3.4.2 and 3.4.2. There shall also be a Dean of Students, a Dean of Graduate and Postdoctoral Studies, and a Dean of Continuing Studies.
- 8.1.2 The dean of each faculty shall, subject to the provisions of Article 3.8, preside at all meetings of the faculty, and in the event of a tie vote shall have an additional or casting vote.
- 8.1.3 The Dean of Graduate and Postdoctoral Studies shall preside at meetings of a council whose mandate and composition shall be approved by Senate.

- 8.1.4 The dean of each faculty shall, under the direction of the Principal, administer the affairs of the faculty, academic and executive. The Dean of Graduate and Postdoctoral Studies and the Dean of Continuing Studies shall, under the direction of the Principal, administer academic and administrative affairs appropriate to their office.
- 8.1.5 The dean of each faculty and the Dean of Continuing Studies shall make to the Principal all recommendations for appointment and promotion of their teaching staff in accordance with such regulations relating to the employment of academic staff as are from time to time promulgated by the Board of Governors.
- 8.1.6 The dean of each faculty shall, after consultation with a committee broadly representative of the membership of a department and including, if desired, representatives from outside of the department concerned, make recommendations to the Principal for the appointment or reappointment of a departmental chair. Prior to recommending the re-appointment of a chair who has served in that office for five years, the dean shall again consult with a committee broadly representative of the membership of the department and including, if desired, representatives from outside of the department concerned.
- 8.1.7 The dean of each faculty shall be responsible for the preparation of the budget of the faculty for submission to the Principal. In faculties with departments, the dean shall consult with chairs of departments before preparing the budget. The Dean of Students, the Dean of Graduate and Postdoctoral Studies, and the Dean of Continuing Studies shall each be responsible for the preparation of a budget for submission to the Principal.

Article Nine: The Academic Departments

- 9.1.1 The members of the teaching staff appointed to give instruction in the various subjects or field of study or to conduct research may be organized for administrative purposes into departments as defined by the dean of the faculty, or by the council of the faculty, if one exists, subject to the approval of the Principal and ratification of the Senate.
- 9.1.2 Where courses of instruction are presently offered or in the future proposed by the teaching staff of any department as an integral part of the course of study or curriculum of two or more faculties, or are offered in one faculty leading to a course of study in another faculty, the details thereof and the jurisdiction thereover shall be settled by the deans concerned, subject to the approval of the Principal and ratification by the Senate.
- 9.1.3 Each department may recommend to the council of the faculty, or to the faculty meeting if there is no council, modifications in, deletions of, or substitutions for courses of instruction offered there-in. It may, through its chair and dean, discuss its objectives and problems with the Principal.
- 9.1.4 There shall be no department independent of a faculty.
- 9.2.1 There shall be a chair of each department appointed in accordance with the provisions of Articles 1.3.4.2 and 8.1.6.
- 9.2.2 Each departmental chair shall be generally responsible to the dean or deans of the faculty or faculties in which members of the teaching staff of the department may be offering courses of instruction, and shall prepare and administer a budget for the department under the direction and supervision of such dean or deans.

Article Ten: Schools, Institutes, Centres, and Other Academic Units

- 10.1 Each school, institute, centre, or other academic unit of the University shall be placed in a faculty under the direction and supervision of the dean. The Senate, on recommendation of the Principal, shall have the authority to allocate each school, institute, centre, or other academic unit to an appropriate faculty. There shall be over each a director.
- 10.2 The director of each school, institute, centre, or other academic unit shall be under the direction and supervision of the dean of the faculty to which it has been allocated, and shall exercise the functions of chair of a department.
- 10.3 Articles 10.1 and 10.2 do not apply to the School of Continuing Studies.

Article Eleven: Royal Victoria College

- 11.1 The Royal Victoria College is a college of McGill University and, except when otherwise specially provided by the terms of the College charter and its endowments or by the Statutes and resolutions made from time to time by the Board of Governors of the College in special relation to its separate interests and except where inapplicable to conditions in fact, all statutes, rules, regulations, and by-laws of the University and of the Royal Institution for the Advancement of Learning shall apply to the government and administration of the College.
- 11.2 The members of the Board of Governors of the University shall also be the members of the Board of Governors of the College.
- 11.3 All officers, employees, and servants of the College shall be appointed or employed by the Board of Governors of the College or by the Principal of the University or by some person appointed by the Principal, acting under the authority of the Board, and the said Board shall also exercise all powers of dismissal.
- 11.4 Any academic or educational work carried on in or by the College shall be subject to the provisions of these Statutes, and all rules and regulations of the Senate in force from time to time in relation to the aforesaid matters shall apply to the College.
- 11.5 The Principal and Vice-Chancellor of the University shall be a member of the Board of Governors of the College, and shall *ex officio*, and as near as the nature and objects of the College will permit, possess the like powers and perform the like duties in relation to the government and administration of the College as the Principal ordinarily possesses and performs in relation to the University as a whole, together with such other and further duties and powers as may be specially assigned to or conferred from time to time by the Board of the College in relation to the separate interests of the College.
- 11.6 The Secretary-General of the University shall be the Secretary of the College, and shall possess the like powers and perform the like duties in relation to the affairs of the College as to the affairs of the University and its various constituent bodies.
- 11.7.1 The warden of the College and the treasurer thereof shall each be appointed by the Board of Governors of the College, upon the recommendation of the Principal of the University. The warden, subject always to the supervision and authority of the Principal and to the provisions of these Statutes, shall have and possess all powers and perform all duties necessary and incidental to the following purposes:
- 11.7.2 To advise and assist all students of the College on all matters affecting the progress of their education and training.
- 11.7.3 To make and administer subject to the enactments of Senate all rules and regulations for the comfort, good health, and discipline of the students resident in the College, and for the preservation of the good character and name of the College.
- 11.7.4 To make and administer all rules, regulations, and orders for the efficient household management and maintenance of the College residence and of all premises and places occupied by the College.

Article Twelve: Macdonald Campus

12.1 Macdonald Campus is an integral part of McGill University. Except as hereinafter or in any statute or agreement or deed of gift provided, all statutes and regulations of McGill University and of the Royal Institution for the Advancement of Learning shall have full force and effect in the government and administration of the said Macdonald Campus.

Article Thirteen: Degrees

- 13.1 The University may offer degrees-in-course in any field of knowledge as shall be approved from time to time in accordance with these Statutes. The official record of degrees granted by the University shall be maintained by the Secretary General.
- 13.1.1 Any degree may be granted jointly with another institution of higher learning as a single degree, as established from time to time by Senate.
- 13.1.2 Any degree may be granted jointly with a degree granted by another institution of higher learning, as established from time to time by Senate.

- 13.2.1 The University may grant the degree of Doctor of Laws, Doctor of Letters, Doctor of Science, Doctor of Music, and Doctor of Divinity *honoris causa*, and such other honorary degrees as may from time to time be approved by the Senate.
- 13.2.2 Proposals for honorary degrees shall be made to and considered by a committee appointed by the Senate, and having the Chancellor as chair. Those proposals approved by this committee shall be referred to the Senate for final decision; but no honorary degree shall be granted unless two-thirds of the members of the Senate present and entitled to vote shall vote for it.

Article Fourteen: Convocation

14.1 Convocation shall be a general meeting of all members and graduates of the University, or of one or more faculties of the University, called by the Principal and Senate, for any public ceremonial function of the University. The Chancellor, or, if absent, the Principal and Vice-Chancellor, or in the absence of both, such persons as the Chancellor or the Principal may name for the purpose, shall preside and shall confer such degrees as may have been granted by the Senate.

Article Fifteen: Statutory Amendments

- 15.1 The Senate may, by a two-thirds vote of its members who are present and entitled to vote, recommend to the Board of Governors amendments to these Statutes, provided that due notice of the proposed amendments shall have been given in writing at a previous meeting of the Senate by its Secretary.
- 15.2 Nothing herein contained shall be construed as in any way limiting or impairing the power of the Board of Governors to amend, modify, or repeal the foregoing Statutes or any of them; the notice convening any meeting of the Board of Governors at which such amendment, modification, or repeal is to be considered shall declare the purpose of the meeting in that respect and shall be sent in writing to each member of the Board five clear days before the date fixed for the holding of the meeting.

Date of posting to the Visitor of the University, in accordance with the Enacting Clause:

Enactment

May 9, 1972

Amendments: Article 1

Article 2

Article 3

Article 4

Article 5

Article 6

June 14, 1972 February 27, 1974 March 28, 1974 April 1, 1975 June 1, 1977 February 2, 1978 January 31, 1979 May 30, 1979 October 22, 1980 January 18, 1984 November 20, 1990 June 3, 1994 January 19, 1995 May 29, 1997 May 29, 1998 March 26, 1999 February 7, 2000 April 18, 2001 January 29, 2003 May 28, 2003 October 9, 2003 September 28, 2004 February 7, 2005 November 3, 2005 June 8, 2007 June 9, 2009 June 2, 2010 May 30, 2011 February 28, 2013 May 25, 2017 February 10, 2022 December 15, 2022 November 20, 1990 February 10, 2022 February 25, 1975 October 1, 1975 June 1, 1977 November 20, 1990 February 19, 1991 March 1, 1996 April 18, 2001 May 17, 2002 October 9, 2003 November 3, 2005 October 13, 2010 November 20, 1990 October 9, 2003 November 3, 2005 September 29, 1972 November 29, 1973 February 27, 1974 March 16, 1982 February 27, 1974 June 1, 1977

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Article 8	June 1, 1977 November 22, 1988 November 21, 1989 November 20, 1990 May 17, 2002 May 30, 2011
Article 9	November 20, 1990 April 25, 2001
Article 10	September 27, 1973 February 25, 1975 April 18, 1988 November 21, 1989 May 30, 2011
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September 27, 1973 February 25, 1975 November 20, 1990 November 3, 2005

Article 14

Article 15



Secretariat 845 Sherbrooke Street West, Room 313 Montreal, Quebec H3A 0G4 Tel.: (514) 398-3948/Fax: (514) 398-4758

To Whom It May Concern:

McGill University is a corporation incorporated by royal charter granted by the Crown of Great Britain on March 31, 1821, as amended and confirmed by royal charter on July 6, 1852, under the name "The Governors, Principal and Fellows of McGill College". It is recognized as a university under the laws of the Province of Quebec under the name "The Royal Institution for the Advancement of Learning /McGill University" in virtue of the *Act respecting educational institutions at the university level*, enacted by the National Assembly in 1989 (R.S.Q., c. E-14.1, 1 April 2003). McGill belongs to the Association of Universities and Colleges of Canada (AUCC), and was a founding member of that association.

The Royal Institution for the Advancement of Learning was first incorporated by statute of the former Province of Lower Canada, by an Act for the of Free Schools and Establishment the Advancement of Learning in this Province, 41 Geo. III, 1802, chapter 17. That statute was revised by an Act respecting the Royal Institution for the Advancement of Learning, Consolidated Statutes for Lower Canada, 1861, chapter 17; An Act to amend the Act chapter seventeen of the Consolidated Statutes for Lower Canada, respecting the Royal Institution for the advancement of Learning, 26 Vict., 1863, chapter 6, Statutes of the Province of Canada; An act to amend the act 26 Victoria, chapter 6 respecting the Royal Institution for the Advancement of Learning, 1 Geo. V, 1910, chapter 91 (Statutes of Quebec); An Act to amend the Act, chapter XVII of the Consolidated Statutes for Lower Canada, respecting the Royal Institution for the Advancement of Learning, 17 Geo. V, 1927, chapter 43 (Statutes of Quebec); and An Act respecting the Royal Institution for the Advancement of Learning, 23 Geo. V, 1933, chapter 56 (Statutes of Quebec).

Secrétariat 845 rue Sherbrooke ouest, suite 313 Montréal, Qc H3A 0G4 Tel.: (514) 398-3948/Téléc: (514) 398-4758

L'Université McGill est une corporation privée créée en 1821 par charte royale sous la désignation "The Governors, Principal and Fellows of McGill College". Sa charte royale lui fut octrovée par la Couronne britannique le 31 mars 1821, et fut amendée et confirmé le 6 juillet 1852 par une seconde charte royale. Selon les lois de la province de Ouébec, elle est reconnue comme étant une université au nom de « l'Institution royale pour l'avancement des sciences/Université McGill » en vertu de la Loi sur les établissements d'enseignement de niveau universitaire, adoptée par l'Assemblée nationale en 1989 (L.R.Q., c. E-14.1, 1er avril 2003). L'Université McGill est accréditée en tant qu'université par l'Association des universités et collèges du Canada « AUCC », et elle était un membre fondateur de cette association

L'Institution royale pour l'avancement des sciences fût incorporée aux termes d'une loi de la province du Bas-Canada, à savoir l'Acte pour l'établissement d'écoles gratuites, et l'avancement des sciences dans cette province, 41 Geo. III, 1802, chapitre 17. Cette loi a été modifiée par l'Acte concernant l'institution royale pour l'avancement des sciences, Statuts refondus pour le Bas Canada, 1861, chapitre 17 ; l'Acte pour amender le chapitre dix-septième des statuts refondus pour le Bas Canada, concernant l'institution royale pour l'avancement des sciences, 26 Vict., 1863, chapitre 6 (Statuts de la Province du Canada) ; la Loi amendant la loi 26 Victoria, chapitre 6, concernant l'institution royale pour l'avancement des sciences, 1 Geo. V, 1910, chapitre 91 (Statuts du Québec) ; la Loi modifiant le chapitre XVII des Statuts refondus du Bas-Canada, concernant l'institution royale pour l'avancement des sciences, 17 Geo. V, 1927, chapitre 43 (Statuts du Québec); et la Loi concernant l'institution royale pour l'avancement In 1962, an *Act to grant certain powers to the Royal Institution for the Advancement of Learning* (10-11 Eliz. II, 1962, c. 101) granted additional authority to the Royal Institution for the Advancement of Learning to facilitate its development.

As of the date of this certificate, McGill University is in existence under the laws of the United Kingdom, and the Royal Institution for the Advancement of Learning/McGill University is in existence under the laws of Quebec.

The Royal Institution for the Advancement of Learning/McGill University holds and is vested with all property, moveable or immovable, of McGill University, which operates a university in Montreal, Quebec.

des sciences, 23 Geo. V, 1933, chapitre 56 Statuts du Québec).

En 1962, la *Loi accordant certains pouvoirs à l'Institution royale pour l'avancement des sciences* (10-11 Eliz. II, 1962, c. 101) accorda à l'Institution royale pour l'avancement des sciences des pouvoirs supplémentaires visant à favoriser son expansion.

À la date des présentes, l'Université McGill existe en bonne et due forme en vertu des lois du Royaume Uni et l'Institution royale pour l'avancement des sciences/l'Université McGill existe en bonne et due forme en vertu des lois du Québec.

L'Institution royale pour l'avancement des sciences /l'Université McGill détient et conserve tous les biens mobiliers et immobiliers de l'Université McGill, laquelle poursuit ses activités d'institution d'enseignement universitaire à Montréal (Québec).

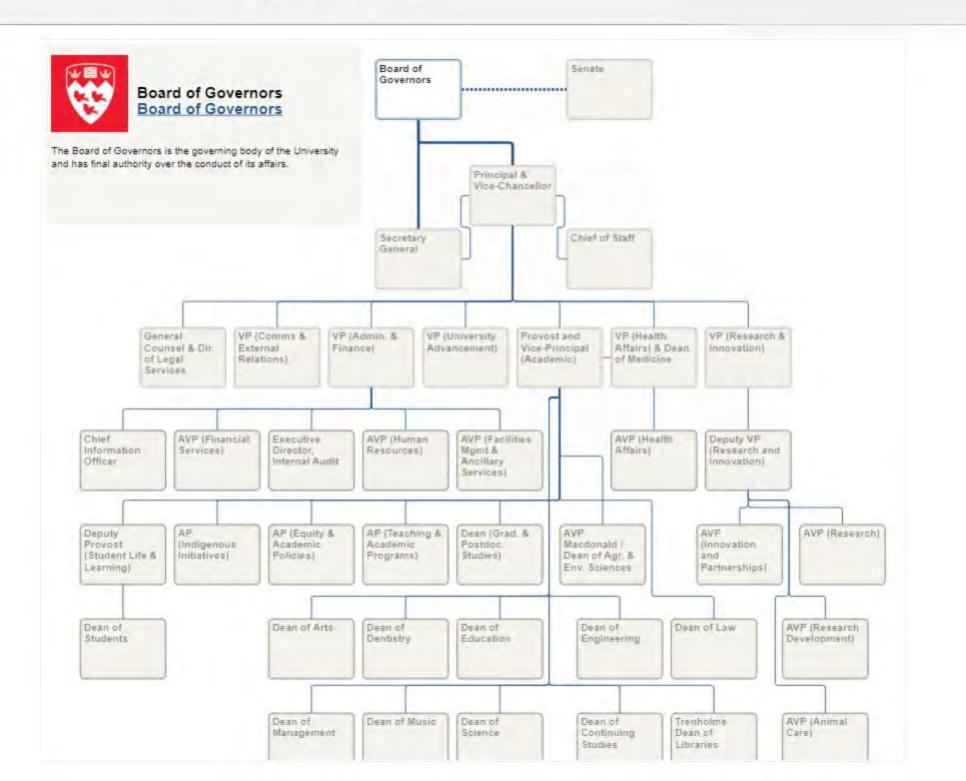
Edyta Rogowska Secretary-General Secrétaire général

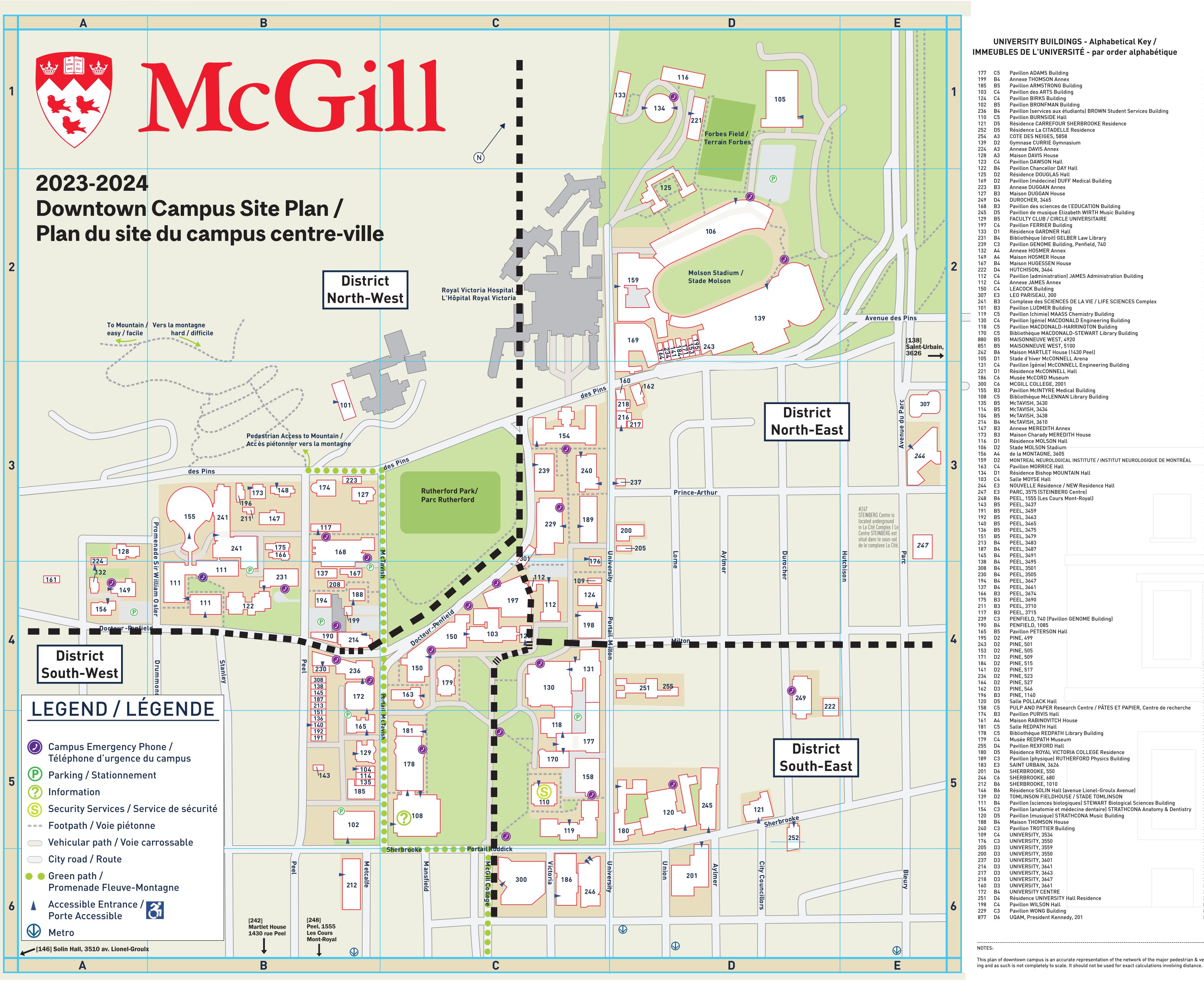


Administration and Governance

Organization Chart

(Currently under review)



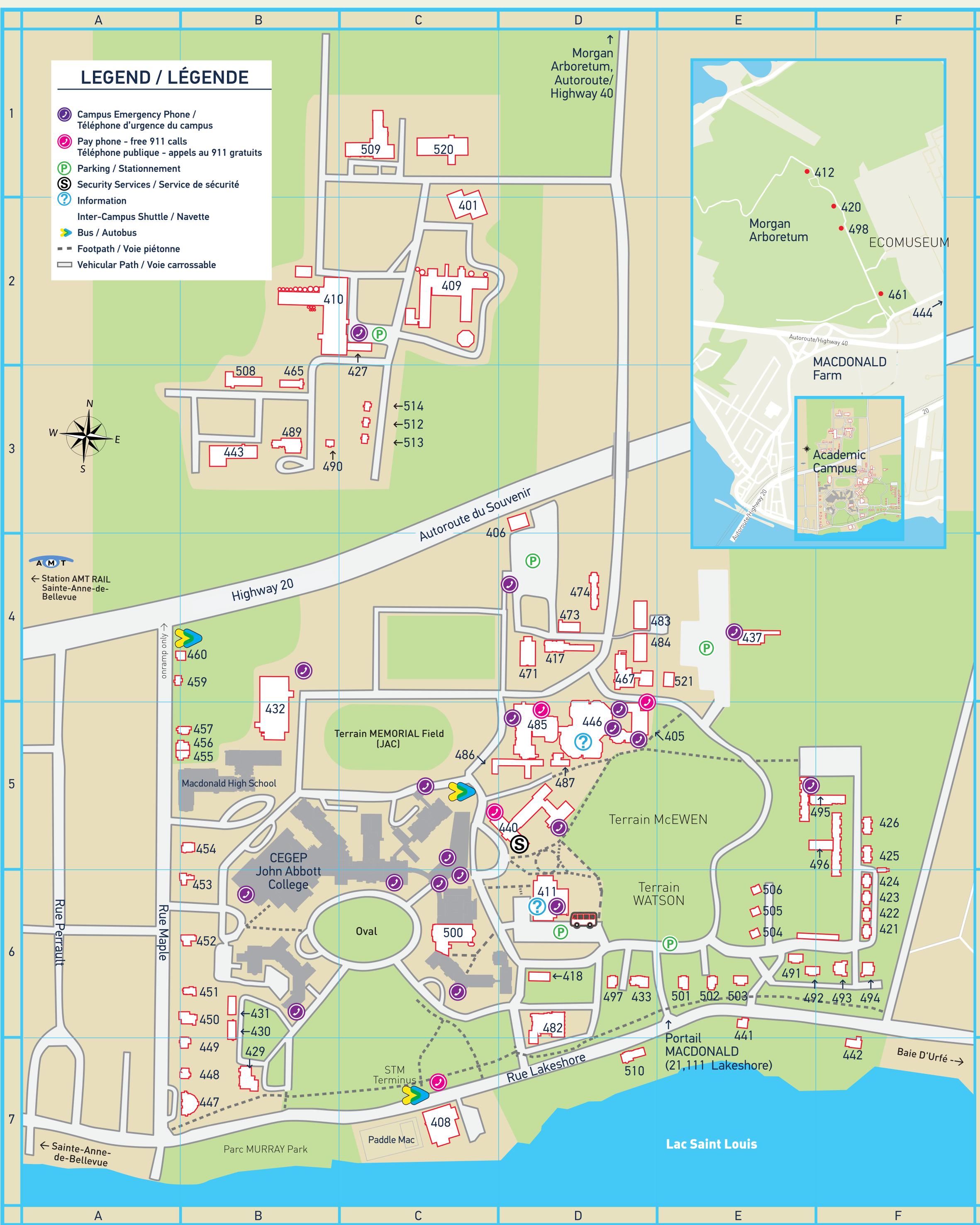


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e de recherche 216 217 218 221 222 223 224 229 230	B4	4 PEEL, 3483
218 221 222 223 224 229 230	D3	3 UNIVERSITY, 3641
222 223 224 229 230	D3	3 UNIVERSITY, 3647
224 229 230	D4	4 HUTCHISON, 3464
229 230		
	C3	3 Pavillon WONG Building
231 234	B4	4 Bibliothèque (droit) GELBER Law Library
236	B4	4 Pavillon (services aux étudiants) BROWN Student Services Building
237 239	C3	3 PENFIELD, 740 (Pavillon GENOME Building)
240 Building 241	C3	3 Pavillon TROTTIER Building
my & Dentistry 242 243	Bé	6 Maison MARTLET House (1430 Peel)
244	E3	3 NOUVELLE Résidence / NEW Residence Hall
245 246	Cé	6 SHERBROOKE, 680
247 248	E3	
249 251		4 DUROCHER, 3465
252	B8 D4	4 Résidence UNIVERSITY Hall Residence
255	B& D4 D4 D5	5 Résidence La CITADELLE Residence
300 307	B6 D4 D5 A3 D4	 5 Résidence La CITADELLE Residence 3 COTE DES NEIGES, 5858 4 Pavillon REXFORD Hall
308 851	B& D4 D5 A3 D4 C& E3	 5 Résidence La CITADELLE Residence 3 COTE DES NEIGES, 5858 4 Pavillon REXFORD Hall 6 MCGILL COLLEGE, 2001 3 LEO PARISEAU, 300

This plan of downtown campus is an accurate representation of the network of the major pedestrian & vehicluar paths and McGill buildings and their names. The layout presented is designed for wayfind-

This document has been specially formatted to fit A0-A9 sized paper, with a resolution of 14043x9933 pixels. Campus Planning and Development McGill



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UNIVERSITY BUILDINGS - Alphabetical Key / IMMEUBLES DE L'UNIVERSITÉ - par ordre alphabétique UNIVERSITY BUILDINGS - Numerical Key / IMMEUBLES DE L'UNIVERSITÉ - par ordre numérique									
484 D4 Grange AVIAN MAIN Barn	471	D4	Centre de recherche PLANT	401	C2	Édifice TECHNICAL SERVICES	467	D4	Pavillon PARASITOLOGY
483 D4 Grange AVIAN WINTERING Barn			Research Centre			Building			Building
405 D5 Pavillon BARTON Building	467	D4	Pavillon PARASITOLOGY	405	D5	Pavillon BARTON Building	471	D4	Centre de recherche PLANT
417 D4 Pavillon C.I.N.E. Building			Building	406	D3	25KV Electrical Entrance			Research Centre
409 C2 Vielle grange CATTLE BARN	498		Chalet PINES Cottage (insert)	408	C7	Bâtiment FACILITIES	473	D4	
410 B2 Complexe CATTLE Complex	473	D4	Maison POULTRY BROODER	(00		MANAGEMENT Building			House
411 D6 Centre CENTENNIAL Centre			House	409	C2	Viellegrange CATTLE BARN	474		Chalet POULTRY Cottages
412 Chalet PRUCHE (insert)	474	D4	Chalet POULTRY Cottages	(10			482		Centrale SOUTH Power House
418 D6 Chalet CLUSTER Cottage	485	D5	Pavillon RAYMOND Building	410 411	B2 D6	Complexe CATTLE Complex Centre CENTENNIAL Centre	483		Grange AVIAN WINTERING Barn
455 B5 Maison CONKLIN House	486	C5		411		Chalet PRUCHE (insertion)	484 485		Grange AVIAN MAIN Barn Pavillon RAYMOND Building
(19 Maple)	489	B3	Maison REFORD House	412	D4		486		Serre RAYMOND Greenhouse
420 Centre CONSERVATION Centre		E6	RIVERMEAD TERRACE 3-4	418		Chalet CLUSTER Cottage	400		Serre SUMMERBY Greenhouse
linsert) //7 P7 Macdanald Campus DAVCAPE	493 494	F6	RIVERMEAD TERRACE 5-6 RIVERMEAD TERRACE 7-8	420		Centre CONSERVATION Centre			Maison REFORD House
447 B7 Macdonald Campus DAYCARE421 F6 chalet EAST Cottage 1-2	494	го E5	Résidence ROBERSTSON	720		(insertion)			
421 F6 chalet EAST Cottage 3-4	47J	LJ	ECO- RESIDENCE 1	421	F6	Chalet EAST Cottage 1-2	493		RIVERMEAD TERRACE 5-6
422 F6 chalet EAST Cottage 5-4 423 F6 chalet EAST Cottage 5-6	496	F5	Résidence ROBERSTSON		F6	Chalet EAST Cottage 3-4	494		RIVERMEAD TERRACE 7-8
424 F6 chalet EAST Cottage 7-8	470	10	ECO- RESIDENCE 2	423		3	495	E5	Résidence ROBERSTSON ECO-
425 F5 chalet EAST Cottage 9-10	497	D6	Maison ROWLES House	424		5			RESIDENCE 1
426 F5 chalet EAST Cottage 11-12	520	C1	Complexe SHAVER POULTRY	425	F5	Chalet EAST Cottage 9-10	496	F5	Résidence ROBERSTSON ECO-
408 C7 Bâtiment FACILITIES		•	Complex	426	F5	Chalet EAST Cottage 11-12			RESIDENCE 2
MANAGEMENT Building	456	B5		427	C2	Centre FARM Centre	497	D6	Maison ROWLES House
427 C2 Centre FARM Centre			Maple)	430	B6	GLENALADALE TERRACE 1-4	498		Chalet PINES Cottage (insertion
508 B3 Bâtiment FARM STORAGE	482	D6	Centrale SOUTH Power House	431	B6	GLENALADALE TERRACE 5-8	500	C6	Complexe STEWART ATHLETIC
Building	500	С6	Complexe STEWART ATHLETIC	432	B5	Stade d'hiver GLENFINNAN			Complex
430 B6 GLENALADALE TERRACE 1-4			Complex			Rink	501	E6	STEWART PARK, 3 (Centre
431 B6 GLENALADALE TERRACE 5-8	450	Β6	Maison STEWART House	433	D6	Maison HARRISON House			BRACE Center)
432 B5 Stade d'hiver GLENFINNAN			(7 Maple)	437	E4	Bâtiment HORITCULTURAL	502	E6	STEWART PARK, 4
Rink	501	E6	STEWART PARK, 3 (Centre			SERVICES Building			(Conservatoire MUSIC Conservatory)
433 D6 Maison HARRISON House 437 E4 Bâtiment HORITCULTURAL	502	E6	BRACE Center) STEWART PARK, 4	440		Salle LAIRD Hall	503		STEWART PARK, 5,6
437 E4 Bâtiment HORITCULTURAL SERVICES Building	502	ΕO	(Conservatoire MUSIC Conservatory)	441		Rue LAKESHORE Road 21048	504		STEWART PARK, 7
440 D5 Salle LAIRD Hall	503	E6	STEWART PARK, 5,6	442	F7	Rue LAKESHORE Road 20846	505		STEWART PARK, 8
440 DJ Salle LAIRD Hall 442 F7 Rue LAKESHORE Road 20846	503		STEWART PARK, 5,6	443	B3	Centre de Recherche LARGE ANIMAL Research Unit	506 508		STEWART PARK, 9 Bâtiment FARM STORAGE
441 E6 Rue LAKESHORE Road 21048	505		STEWART PARK, 8	444			000	DJ	
443 B3 Centre de Recherche LARGE	506			444		Centre de recherche LODS Research Centre (insertion)	509	C1	Building Complexe SWINE Complex
ANIMAL Research Unit	450	B6	Maison STEWART House	446	D5	Pavillon MACDONALD-	510		Salle TADJA Hall
444 Centre de recherche LODS			(7 Maple)	-+40		STEWART Building			Chalet WHITE Cottage 2
Research Centre (insert)	487	D5	Serre SUMMERBY Greenhouse	447	B7	Macdonald Campus DAYCARE			Chalet WHITE Cottage 3
446 D5 Pavillon MACDONALD-	509	C1	Complexe SWINE Complex	450		Maison STEWART House	514		Chalet WHITE Cottage 1
STEWART Building	510	D7	Salle TADJA Hall		_ 0	(7 Maple)	520		Complexe SHAVER POULTRY
461 Observatoire radar MARSHALL	401	C2	Édifice TECHNICAL SERVICES	455	B5				Complex
Radar Observatory (insert)			Building			(19 Maple)	521	E4	Centrale NORTH Power House
521 E4 Centrale NORTH Power House	514	С3	Chalet WHITE Cottage 1	456	B5	Maison SNELL House (21 Maple			
465 B3 Grange NUTRITION Barn	512	С3	Chalet WHITE Cottage 2	461		Observatoire radar MARSHALL			
	513	С3	Chalet WHITE Cottage 3			Radar Observatory (insertion)			
	406	D3	25KV Electrical Entrance	465	B3	Grange NUTRITION Barn			
ADMINISTRATION, STUDENT ASSOCIATIONS, SERVICES, ETC. ADMIN				NIST	RATION, ASSOCIATIONS ÉTUDIANTES	5, SER	VICES	S, ETC.	
			Services Musées, fermes, etc.						
411 D6 Macdonald Campus Graduate Students'		-	acdonald Farm Centre	411 477		brarie Macdonald entre de la petite enfance Macdonald	412 429		rboretum Morgan (insertion) entre agricole du ferme Macdonald

6	ADMINISTRATION, STUDENT ASSOCIATIO	NS, SERVICES, ETC.	ADMI
	 Services 411 D6 Macdonald Bookstore 411 D6 Macdonald Campus Graduate Students Society (MCGSS) 411 D6 Macdonald Campus Students' Society (MCSS) 477 B7 Macdonald Daycare 440 D5 Security Services and Parking 500 C6 Stewart Athletic Complex 440 D5 Student Affairs Office 440 D5 Student Housing 411 D6 Student Services Office 	 Museums, Farm, etc. 411 D6 Lyman Entomological Museum 429 C2 Macdonald Farm Centre 437 E4 Mac Market (Horticultural Centre) 485 D5 McGill Herbarium 409 C2 Montreal Aviation Museum (MAM) 412 Morgan Arboretum (insert) Ecomuseum Zoo: 21125, Chemin Ste-Marie (insert) 514-457-9449 	Servi 411 [477 E 411 [411 [440 [500 (440 [440 [440 [411 [

Faculty Administration

485 D5 Faculty of Agriculture and Environmental Sciences

PUBLIC NOTICE

All persons entering McGill property are advised that the by-laws and regulations concerning dress, behaviour and activities that are applicable to Saint-Anne-de-Bellevue municipal parks are also enforced on this campus by security personnel.

The public is invited to assist in the preservation of the university grounds. The campus is open for use from 7am to 11 pm daily, and only for pedestrian passage at other times. Macdonald Campus Security: 514-398-7700

AVIS AU PUBLIC Il est rappelé aux usagers du campus de McGill que tous les règlements concernant la Le public est invité à respecter la propreté des terrains de l'Université qui sont ouverts tenue vestimentaire, le comportement et les activité s dans les parcs de la ville de Saint-Anne-de-Bellevue sont également en vigeur à McGill et que des agents de sécurité sont chargés de veiller à leur application.

2023-2024 Macdonald Campus Map / Plan du campus Macdonald Sainte-Anne-de-Bellevue, QC

- B7 Centre de la petite enfance Macdonald
- D6 Association des étudiants du campus Macdonald (AÉCM) D6 Macdonald Campus Students' Society
- (MCSS)
- D5 Service sécurite et stationnement C6 Complexe Sportif Stewart
- D5 Bureau des affaires étudiante
- D5 Service de logement étudiant D6 Bureau de services aux étudiants

Administration des facultés

- 485 D5 Faculté des sciences de l'agriculture et de l'environnement
- 429 C2 Centre agricole du ferme Macdonald
- 485 D5 Herbier McGill
- 437 E4 Marché Mac (Centre de services horticoles)
- 409 C2 Musée de l'Avation de Montréal (MAM)
- 411 D6 Musée d'entomologie Lyman

Zoo Ecomuseum:

21125, Chemin Ste-Marie (insertion) 514-457-9449

à tous de 7 h à 23 h tous les jours de la semaine et réservés au passage des piétons la nuit. Securité de Macdonald Campus: 514-398-7700



Sustainability at McGill

Definition

The term 'sustainable development' was for the first time officially defined in the 1987 Brundtland Report by the World Commission on Environment and Development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs."¹

Since this influential beginning, the concept of sustainability now recognizes the interconnections between the environmental, social, and economic dimensions, also referred to as the three pillars of sustainability. In the past decades, many definitions of sustainability have been brought forward. These pluralistic views and definitions each contribute to shape a holistic understanding of our environment.

McGill's Approach to Sustainability

McGill's Sustainability Policy

The Sustainability Policy states McGill's commitment to achieve the highest possible standards of sustainability and to become an institutional model of sustainability for society. The Policy also states that McGill will, among others:

- Undertake the activities and operations of the University in a manner that strikes an appropriate balance between the needs and aspirations of current and future generations of the McGill and broader communities, and;
- Consider the economic, environmental and social impacts of the activities carried out by or on behalf of the University in order to guide decision-making.

It applies to all students, faculty and staff.

McGill's Sustainability Strategy

McGill's Climate & Sustainability Strategy 2020-2025 lays out a framework for achieving the highest possible standards of sustainability on our campuses. The Strategy was endorsed by the Board of Governors in December 2020 after an extensive consultation process that engaged students, staff, and faculty across McGill. The Strategy highlights McGill's commitment to three long-term sustainability targets, including a newly approved target to become a zero-waste campus. The targets are:

¹ United Nations. 1987. *Our Common Future*. World Commission on Environment and Development.



- Achieve carbon neutrality by 2040
- Become a zero-waste by 2035
- Attain a Platinum sustainability rating by 2030

To support the achievement of these three long-term targets, the content of the Strategy examines the University's activities across eight categories:

- i. **Research & Education** encompasses the research activities conducted on and off campus, as well as the learning outcomes that shape all McGillians.
- ii. **Buildings & Utilities** focuses on the built physical spaces, as well as activities involved with heating and cooling.
- iii. Waste Management addresses waste collection, sorting, reduction, and diversion efforts on campus, including recycling and composting.
- iv. **Travel & Commuting** encompasses the ways in which members of the University move to, from, and between campuses, including business-related travel.
- v. **Food Systems** involves the full cycle by which food is produced, distributed, and consumed at McGill.
- vi. **Procurement** considers the environmental, social, and economic impact in the selection and purchase of goods, resources, and services.
- vii. Landscapes & Ecosystems emphasizes effective management and responsible stewardship of the University's outdoor spaces.
- viii. **Community Building** addresses how the University builds connection amongst its people and integrates social sustainability.

Each category is headlined by one flagship action, with another 54 complimentary actions distributed throughout the Strategy. Additionally, each category highlights ways students, staff, and faculty can get involved and contribute to a sustainable McGill.

Sustainability in Reporting

The Board of Governors receives an annual report on McGill's key performance indicators (KPIs). McGill's KPI framework—a set of metrics developed to chart the University's progress on core activities—includes KPIs related to sustainability. These KPIs report progress on implementation of the Climate & Sustainability Strategy and McGill's three long-term sustainability targets.



- **Greenhouse Gas Emissions:** McGill's greenhouse gas emissions (tonnes of CO2e) are reported to the Board yearly and indicate progress towards the target of achieving carbon neutrality by 2040.
- **Waste Diversion Rate:** Aligning with McGill's new commitment to become a zero-waste university by 2035, the waste diversion rate is reported annually.
- **Sustainability Rating:** McGill's sustainability rating evaluated through Sustainability Tracking, Assessment, and Rating System (STARS) is reported every three years and tracks progress towards attaining a Platinum Sustainability rating by 2030.
- Climate & Sustainability Strategy: McGill's progress on Strategy implementation is reported annually.

In addition, the Board of Governors receives an annual report on the University's sustainability and climate-related activities.

Sustainability in Decision-making

Since 2016, Board members are also encouraged to take into account sustainability in their deliberations and decision-making. To that end, a section entitled "Sustainability Considerations" is included in the memorandum accompanying every dossier that is submitted to the Board of Governors.

Examples of Sustainability Achievements

Here are some examples of achievements that highlight McGill's commitment to sustainability:

Sustainability Projects Fund: The Sustainability Projects Fund (SPF) mandate is to build a culture of sustainability on McGill campuses through the development and seed-funding of interdisciplinary projects. It creates opportunities for the McGill community to actively engage in sustainability initiatives on campus, empowering individuals to be change agents in their own studying and work environment. The SPF is the largest fund of its kind in Canada, valued at more than \$1 million annually. It is supported by a student fee of \$0.55 per credit to be collected from each Students Society of McGill University (SSMU), Macdonald Campus Students Society (MCSS), and Post-Graduates Students' Society (PGSS) student, matched, dollar-to-dollar, by the University.

CAUBO Award: In 2022, the McGill Sustainable Workplace Certification was recognized with a Quality and Productivity Award, Canadian Association of University Business Officers. CAUBO is a non-profit professional organization representing the chief administrative and financial officers at over 100 universities and affiliated colleges in Canada. Since 1987, CAUBO's Quality and Productivity Awards have recognized "effective and



innovative practices that enable excellence in the management of risk, and human, financial, IT and physical resources on our Canadian campuses." The Sustainable Workplace Certification program was recognized "as a strong enabler of excellence in optimizing technology," CAUBO explained.

Procurement: McGill received the 2020 Electronic Product Environmental Assessment Tool (EPEAT) Purchaser Award from Green Electronics Council. The award recognizes leading institutions which follow the EPEAT guidelines for IT procurement. For several years, McGill has shown continued dedication to environmentally sound electronics purchases, a large part of its overall strategy for sustainable IT asset management.

Phase-out of single-use plastic water bottles. Since May 1st, 2019, non-carbonated water is no longer sold in retail and vending machine locations on the downtown and Macdonald campuses, which represents approximately 85,000 bottles/year.

Relevant McGill Plans and Policies pertaining to Sustainability

- Climate & Sustainability Strategy (2020-2025)
- Procurement Policy (adopted in 2018)
- Strategic Academic Plan
- Strategic Research Plan
- Sustainability Policy (updated in 2018)



Glossary of Acronyms

I. McGill University

Senior Administration

- PVC Principal and Vice-Chancellor
- PVPA Provost and Vice-Principal (Academic)
- DPSLL Deputy Provost (Student Life and Learning)
- VPAF Vice-Principal (Administration and Finance)
- VPUA Vice-Principal (University Advancement)
- VPCER Vice-Principal (Communications and External Relations)
- VPHA Vice-Principal (Health Affairs) and Dean of Medicine and Health Sciences
- VPRI Vice-Principal (Research and Innovation)
- SG Secretary-General
- GS General Counsel and Director of Legal Services

Student Associations

- PGSS Post-Graduate Students' Society
- SSMU Students' Society of McGill University
- MCSS Macdonald Campus Students' Society
- MACES McGill Association of Continuing Education Students

Unions and Associations

- AGSEM Association of Graduate Students Employed at McGill (Invigilators, Teaching Assistants)
- PSAC Public Service Alliance of Canada
- AMURE/PSAC Association of McGill University Research Employees (Postdoctoral Fellows, Research Associates)
- AMUSE/PSAC Association of McGill University Support Employees (Floor Fellows, Nonacademic Casuals)
- MUNACA/PSAC McGill University Non-Academic Certified Association (Clericals, Laboratory/IT Technicians, Support Staff and Library Assistants)
- MCLIU McGill Couse Lecturers & Instructors Union
- SEU Service Employees' Union (Computing Centre, Facilities Management/Residences/Faculty Club, Powerhouse Downtown, Printing Services, Trades Downtown, Trades and Powerhouse Macdonald Campus_
- MAUT McGill Association of University Teachers (Professors) (not a union)
- MUNASA McGill University Non-Academic Staff Association (M-Level Administrative Staff and Managers) (not a union)

II. Canadian Associations

- CAUT Canadian Association of University Teachers
- CUBA Canadian University Boards Association
- CAUBO Canadian Association of University Business Officers
- Universities Canada, formerly the Association of Universities and Colleges of Canada (AUCC)
- U15 Group of 15 Research Intensive Canadian Universities (formally known as the G10 and G13)



- G5 – Canada's Five Leading Research Universities (University of Alberta, University of British Columbia, McGill University, Université de Montréal, University of Toronto)

III. American Associations

- AGB Association of Governing Boards of Universities and Colleges
- AAU Association of American Universities

IV. Research Programs and Agencies

FEDERAL	QUEBEC	USA
CIHR - Canadian Institutes of	FRSQ - Fonds de la	CDRMP - Congressionally
Health Research	recherche en santé du	Directed Medical Research
	Québec	Programs
NSERC - Natural Sciences	FRQSC - Fonds de recherche	NIH - National Institutes of
and Engineering Research	du Québec - Société et	Health
Council of Canada	culture	
SSHRC - Social Sciences and	FRQS - Fonds de recherche	
Humanities Research	du Québec - Santé	
Council of Canada		
NCE - Networks of Centres	CRIBIQ - Consortium de	
of Excellence	recherche et innovations en	
	bioprocédés industriels au	
	Québec	
CFI - Canada Foundation for	CRITM - Consortium de	
Innovation	recherche et d'innovation en	
	transformation	
CRC - Canada Research	PRIMA - Advanced Materials	
Chairs	Research and Innovation	
	Hub	
SIF - Strategic Investment	InnovÉÉ - Innovation en	
Fund	énergie électrique	
	CRIAQ - Consortium de	
	recherche et d'innovation en	
	aérospatiale au Québec	
	CQDM - Consortium	
	Québécois sur la découverte	
	du médicaments	

V. Provincial Ministres /Bodies

- MAPAQ Ministre de l'Agriculture, des Pêcheries et de l'Alimentation
- MCC Ministère de la Culture et des Communications
- MEI Ministère de l'Économie et de l'Innovation et de l'Energie
- MES Ministère de l'Enseignement supérieur
- SQI- Société québécoise des infrastructures



1. General Duties and Obligations of the Members During Their Term in Office (from Code of Ethics)

During their term of office, the Members:

- 1.1. shall carry out their functions with integrity, independence, and good faith, and shall act in the best interests of the University;
- 1.2. shall act responsibly and fairly with the care, diligence, loyalty, and prudence of a reasonable individual;
- 1.3. shall carry out their functions in such a way as to maintain confidence in the University;
- 1.4. shall make every reasonable effort to avoid real or perceived conflicts of interest;
- 1.5. shall make a full disclosure of a real or perceived conflict of interest in writing as soon as they are aware of it and shall resolve it in the best interests of the University;
- 1.6. shall respect the confidentiality of information received in the performance of their duties as well as the confidentiality of the deliberations in which they participate.

2. Specific Duties of Members During Their Term of Office

Without limiting the generality of any of the foregoing, but subject to provision 2.5, the Members, during their term of office:

- 2.1. shall not assist any person or any organization in its dealings with the University when such intervention may result in real or perceived preferential treatment to that person or organization by the University;
- 2.2. shall not use, for their personal benefit or advantage, or for the benefit or advantage of any family member, or any other person or organization, any information acquired in the exercise of their office that is not otherwise generally available to the public;
- 2.3. shall not use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than expressly approved by the University; and
- 2.4. shall not use any information that is made known to them and that is not known to the general public to transact shares or other securities in corporations or other entities involved in transactions that are under consideration, have been approved, or have been rejected;
- 2.5. will not be precluded, as employees or students of the University and elected to the Board by due process in accordance with the Statutes of the University, from activities appropriately associated with their roles.

3. Duties and Obligations of Members After Leaving Office

After leaving office, the Members:

- 3.1. shall respect the confidentiality of information received in the performance of their duties, as well as the confidentiality of the deliberations in which they participated;
- 3.2. for a period of two years, shall not make use of any information obtained in their capacity as a Member that is not generally available to the public, in order to derive therefrom a benefit or advantage for themselves or that of any family member, or any other person or organization;
- 3.3. for a period of two years, shall not give advice nor act in the name of or on behalf of someone else in negotiations with or in regard to contracts with the University, except as outlined in provision 2.5.



Sanctions

Should a Member be found to have failed to comply with the duties and obligations stipulated in the present Code, the Chair of the Board of Governors shall have the power to issue a warning, to suspend the said Member for a period of time, or, in serious cases, to ask the Member to resign.

CODE OF ETHICS AND CONDUCT FOR MEMBERS OF THE BOARD OF GOVERNORS OF MCGILL UNIVERSITY AND TRUSTEES OF THE ROYAL INSTITUTION FOR THE ADVANCEMENT OF LEARNING

Preamble

The Code of Ethics and Conduct for Members of the Board of Governors of McGill University and Trustees of the Royal Institution for the Advancement of Learning (the "Code") applies to all members of the Board of Governors of McGill University, the Trustees of the Royal Institution for the Advancement of Learning, and to all members of committees established by the Governors and Trustees, whether or not the members of such committees are Governors or Trustees ("Member").

The Code is a mechanism for managing conflicts of interest, whether real or perceived, and for providing guidance to Members in the performance of their functions in an independent and objective manner, serving the University's best interests and the accomplishment of its mission. The Code also promotes public confidence in the University's commitment to integrity, impartiality and transparency in governance.

1. General Duties and Obligations of the Members During Their Term in Office

During their term of office, the Members:

- 1.1 shall carry out their functions with integrity, independence, and good faith, and shall act in the best interests of the University;
- 1.2 shall act responsibly and fairly with the care, diligence, loyalty, and prudence of a reasonable individual;
- 1.3 shall carry out their functions in such a way as to maintain confidence in the University;
- 1.4 shall make every reasonable effort to avoid real or perceived conflicts of interest;
- 1.5 shall make a full disclosure of a real or perceived conflict of interest in writing as soon as they are aware of it and shall resolve it in the best interests of the University;
- 1.6 shall respect the confidentiality of information received in the performance of their duties as well as the confidentiality of the deliberations in which they participate.

2. Specific Duties of Members During Their Term of Office

Without limiting the generality of any of the foregoing, but subject to provision 2.5, the Members, during their term of office:

- 2.1 shall not assist any person or any organization in its dealings with the University when such intervention may result in real or perceived preferential treatment to that person or organization by the University;
- 2.2 shall not use, for their personal benefit or advantage, or for the benefit or advantage of any family member, or any other person or organization, any information acquired in the exercise of their office that is not otherwise generally available to the public;

- 2.3 shall not use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than expressly approved by the University; and
- 2.4 shall not use any information that is made known to them and that is not known to the general public to transact shares or other securities in corporations or other entities involved in transactions that are under consideration, have been approved, or have been rejected;
- 2.5 will not be precluded, as employees or students of the University and elected to the Board by due process in accordance with the *Statutes* of the University, from activities appropriately associated with their roles.

3. Duties and Obligations of Members After Leaving Office

After leaving office, the Members:

- 3.1 shall respect the confidentiality of information received in the performance of their duties, as well as the confidentiality of the deliberations in which they participated;
- 3.2 for a period of two years, shall not make use of any information obtained in their capacity as a Member that is not generally available to the public, in order to derive therefrom a benefit or advantage for themselves or that of any family member, or any other person or organization;
- 3.3 for a period of two years, shall not give advice nor act in the name of or on behalf of someone else in negotiations with or in regard to contracts with the University, except as outlined in provision 2.5.

4. Rules Governing Conflicts of Interest

The following shall apply when considering situations of real or perceived conflict of interest:

- 4.1 A Member shall be considered to have a real conflict of interest when he/she holds a personal interest, whether direct or indirect, that he/she is or should be aware of and that would, in the opinion of a reasonably informed and well-advised person, be sufficient to put into question the independence, impartiality, and objectiveness that the said Member is obliged to exercise in the performance of his/her duties.
- 4.2 A Member shall be considered to have a perceived conflict of interest when he/she would appear to have, in the opinion of a reasonably informed and well-advised person, a personal interest, whether direct or indirect, that would be sufficient to put into question the independence, impartiality, and objectiveness that the said Member is obliged to exercise in the performance of his/her duties.

5. Management of Conflicts of Interest

- 5.1 Members are expected to have primary responsibility in the identification and management of their own conflicts of interest.
- 5.2 In order to manage one's conflict, a Member must endeavor to identify what is, or could be, a real or perceived conflict of interest. The Secretary-General shall serve as a resource person to all Members in helping to identify conflicts of interest.

6. Examples of Conflict of Interest

The following, without limitation, are examples of conflict of interest:

- 6.1 when a Member, whether directly or indirectly, has a personal interest in the outcome of deliberations of the Board; in a contract or a proposed contract to be entered into by the University or a University-related body; or is likely to obtain a personal advantage as a result of a discretionary decision made by the University or a University-related body;
- 6.2 when a Member is a member of the senior management personnel of a corporation, institution, or body, whether public or private in nature, whose interests may be in competition with those of the University;
- 6.3 when a Member accepts gifts, gratuities, or favours from a firm or corporation engaged in or wishing to engage in transactions with the University, except in the case of customary gifts of a purely nominal value.

7. Annual Declaration and Disclosure of Conflict of Interest

- 7.1 The Secretary-General shall distribute and request the annual completion by Members of the Declaration and Disclosure of Conflict of Interest Form, Appendix "A" to the Code ("Declaration").
- 7.2 The Secretary-General shall advise any Members, upon his/her request, on any question pertaining to the application of the rules of the said Code.

8. Compliance

Where a situation of real or perceived conflict of interest arises, the Member shall follow the steps outlined below.

8.1 Disclosure of Conflict of Interest

8.1.1 Where a situation of real or perceived conflict of interest not declared in the Declaration arises, Members shall make a full written disclosure of the conflict to the Secretary-General as soon he/she is aware of it, or verbally to the Chair of the meeting where the conflict arises. The disclosure of a conflict of interest will be retained by the Secretary-General and communicated to the Board Chair and the Nominating and

Governance Committee. The disclosure and resolution of any conflict of interest will be recorded in the minutes of the body in question.

8.2 Withdrawal from Deliberations and Abstention from Voting

A Member shall resolve the conflict in the best interests of the University by abstaining from voting and, at the Member's discretion or at the request of the Chair, withdrawing from the Board's or Committee's deliberations for which the Member has a conflict of interest. In the event that a Member is uncertain whether a situation constitutes a real or perceived conflict of interest, the Member is expected to voluntarily recuse herself/himself until such determination is made.

8.3 Resignation as Member

Any Member may, of her/his own accord or at the suggestion of the Chair of the Board or the Chair of the Committee to which the Member belongs, resign her/his position as a Member if her/his role as a member of a body, firm, or organization doing business with the University serves as a real or perceived source of continuing conflict of interest in a substantial and ongoing way such as to impede her/his role as a Member.

9. Ethics Committee

Where an allegation of conduct in breach of this Code is reported (by a Member about her/himself or another Member) every effort will be made to resolve the matter informally in collaboration with the Secretary-General. If however there are reasonable grounds to believe that a Member has breached the standard of conduct as set out in this Code and no such informal resolution is possible, the matter shall be referred to an Ethics Committee of the Nominating, Governance, and Ethics (NGE) Committee.

9.1 Composition and Mandate of the Ethics Committee

9.1.1 The Ethics Committee shall be composed of three (3) members, chosen by the NGE Committee, normally in consultation with the Chair of the Board, the Chancellor and the Principal. The NGE Committee shall appoint one of the three members to serve as Chair of the Ad-hoc Ethics Committee. The Secretary-General shall serve as Secretary to the Ethics Committee.

9.1.2 The Ethics Committee shall meet on an ad-hoc basis to examine in strict confidentiality any case referred to it, and formulate for the use of the NGE Committee any recommendation that it may deem appropriate.

9.2 Procedure

9.2.1 The Secretary-General shall receive the allegation in writing signed by the person who has brought the situation to the attention of the NGE Committee of the Board, provide a copy to the person complained against and shall forward it to the to the Chair of the NGE Committee for purposes of forming the Ethics Committee. In the event that the allegation concerns the Chair of the NGE Committee, the matter shall be referred to the Chair of the Board of Governors.

9.2.2 The Ethics Committee shall allow the parties concerned to be heard and to state their case, in accordance with the rules of natural justice. The Ethics Committee may undertake any consultation that it may deem useful for the purpose of examining the issues referred to it, and may request the assistance, on an ad hoc basis, of any Resource Person or consultant whose expertise may, in the Committee's judgment, be required to carry out its mandate.

9.2.3 After hearing the parties, the Ethics Committee shall prepare a reasoned written report to the Chair of the NGE Committee which shall inform the parties concerned of the content of the report and shall act on the Committee's findings.

10. Sanctions

Should a Member be found to have failed to comply with the duties and obligations stipulated in the present Code, the Chair of the Board of Governors shall have the power to issue a warning, to suspend the said Member for a period of time, or, in serious cases, to ask the Member to resign.

11. Dissemination of this Code and Reporting

- 11.1 The Secretary-General shall provide a copy of this Code to each Member in conjunction with the distribution of the annual Declaration; and shall promote, disseminate, and implement this Code.
- 11.2 The Secretary-General shall report annually to the Nominating and Governance Committee on the promotion, dissemination and implementation of the Code and on any cases necessitating the striking of an Ethics Committee.

12. Review

12.1 The NGE Committee shall review the Code at least once every five years and formulate any recommendations to the Board of Governors

[Sources: Executive Committee, Minute 3, January 18, 1999; Board of Governors, Minute 5, March 22, 1999; Amendments: Executive Committee, Minute 15, December 11, 2000; Board of Governors, Minute 4.4, April 7, 2008; Executive Committee, Minute 9.3, March 22, 2010; Nominating, Governance and Ethics Committee, Minute 10, May 12, 2016; Board of Governors, Minute 14.2.5, April 27, 2017]

Appendix "A" McGill University Board of Governors Declaration and Disclosure of Conflict of Interest Form (July 1, 2023 to June 30, 2024)

This declaration and disclosure is pursuant to the *Code of Ethics and Conduct for Members of the Board of Governors of McGill University*, applies to all members of the Board and Board Committees and should be completed with reference to the *Code*.

I acknowledge that, as a member of the Board of Governors and/or Board committee(s) of McGill University, I must adhere to the highest standard of conduct in carrying out my duties and responsibilities as a Governor and/or committee member.

I accept the obligation to act honestly, in good faith and in the best interests of the University.

I will avoid conflicts of interest and facilitate their management in accordance with the *Code of Ethics* and *Conduct for Members of the Board of Governors of McGill University and Trustees of the Royal Institution for the Advancement of Learning (the "Code").*

I undertake to disclose any real or perceived conflicts of interest as such conflicts arise and in accordance with the Code. I undertake to keep in strictest confidence all confidential or proprietary information communicated or disclosed to me as a member of the Board of Governors and/or a Board committee member.

1. Type of involvement on the McGill Board of Governors

Name _	
	PLEASE PRINT
Membe	er of the Board of Governors (please specify: YES or NO):
Membe	er of Board Committee(s):
2.	(Name of Board Committee(s) Principal occupation:
Employ	yer (Company Name):
Positio	n Title:
Occupa	ation:
3.	Type of involvement in other organizations (e.g. board member, president, member):
Name o	of Organization:
Type of	f Involvement:
	of Organization:
	f Involvement:
Name of	of Organization:
Type of	f Involvement:

4. Disclosure

Disclosure or identification of conflict is an important part of managing conflicts of interest. The management of conflicts of interest may take various forms and does not necessarily prevent individuals from serving as members of the Board of Governors or Board Committees.

Conflicts of interest may take various forms and may arise in various contexts. A potential conflict of interest will exist whenever a member is in a position to influence the conduct of governance or other matters in ways that could lead to personal gain for the member or a related party, or give improper advantage to others, to the detriment of the University or members of the University community (Regulation on Conflict of Interest).

A Member shall be considered to have a real or perceived conflict of interest when he/she holds, or would appear to have a personal interest, whether direct or indirect, that he/she is or should be aware of and that would, in the opinion of a reasonably informed and well-advised person, be sufficient to put into question the independence, impartiality, and objectiveness that the said Member is obliged to exercise in the performance of his/her duties (Code of Ethics).

Please check-off the box that corresponds to your situation:



I have no conflict of interest (real or perceived) to report. (Please skip to section 5 at the bottom of the page and return your completed form to the Secretary-General).



I have the following real or potential conflict of interest to report. Please describe below any relationships, contracts, transactions, gifts or circumstances that you believe could contribute to a conflict of interest (real or perceived), and then complete section 5.

Description of activity or transaction involving McGill in which I have a real or perceived conflict of interest:

5. Signature

I understand and agree that any conflict of interest will be managed in accordance with the terms of the Code.

Should I become aware of any additional conflict of interest (real or perceived) at any time, I will complete the "Supplemental Declaration and Disclosure of Conflict of Interest Form" and submit it to the Secretary-General.

With my signature I confirm that all of the information I have provided above is true and accurate and I declare myself in conformity with the Code of Ethics of the McGill Board of Governors.

Dated this _____ day of _____ 20____.

Signature _____ (App A: Primary Disclosure Form 06/2016)

MEMBERS OF THE BOARD OF GOVERNORS, GOVERNORS EMERITI:

MEMBERS OF THE BOARD OF GOVERNORS, GOVERNORS EMERITI:

The Board of Governors is composed of twenty-five voting members and two nonvoting student observers:

Members

- The Chancellor
- The Principal and Vice-Chancellor
- 12 members-at-large
- 3 representatives of the McGill Alumni Association
- 2 representatives of Senate
- 2 representatives of the academic staff
- 2 representatives of the administrative and support staff
- 1 representative of the Students' Society of McGill University
- 1 representative of the Post-Graduate Students' Society

Observers ("voice but no vote")

- 1 representative of the McGill Association of Continuing Education Students
- 1 representative of the Macdonald Campus Students' Society

[Source: *Statutes*, Article 1.1]

MEMBERS OF THE BOARD OF GOVERNORS AND TERMS OF OFFICE (SEPTEMBER 1, 2023)

The names of all current members of the Board of Governors appear below. The year in parentheses under the current term refers to the year of the individual's first or previous appointment to the Board.

MEMBERS OF THE BOARD OF GOVERNORS AND TERMS OF OFFICE

The names of all current members of the Board of Governors appear below. The year in parentheses under the current term refers to the year of the individual's first or previous appointment to the Board.

Name	TERM START DATE (prior terms)	TERM END DATE
The Chancellor		
*McCALL MacBAIN, John	July 1, 2021	June 30, 2024
The Principal & Vice-Chancellor		
SAINI, Deep Principal & Vice-Chancellor	April 1, 2023	June 30, 2028
Members-at-large		
Chair		
*BERTRAND, Maryse, Chair	Member-at large terms: July 1, 2021 (May 1, 2016 – June 30, 2021)	June 30, 2026
Served as Vice-Chair: (July 1, 2021-June 30, 2022) & (Oct. 1, 2018 – June 30, 2021)	Term as Chair: July 1, 2022	June 30, 2026
Vice-Chairs		
*PAUL, Maarika, <i>Vice-Chair</i>	July 1, 2023 (July 1, 2018) <i>Vice-Chair term:</i>	June 30, 2028
	July 1, 2023	June 30, 2025
*MATUSZEWSKI, Pierre, Vice-Chair	Member-at-large terms: July 1, 2022 (July 1, 2017) <i>Vice-Chair term:</i>	June 30, 2027
	July 1, 2022	June 30, 2024

Members-at-large		
*BAJAJ, Arun	July 1, 2023	June 30, 2027
*DAVID, Gregory	July 1, 2022	June 30, 2026
*DECKELBAUM Ariel J.	July 1, 2022	June 30, 2027
*DESNOYERS, Alan	July 1, 2023	June 30, 2027
*HEADON, Fred	July 1, 2020	June 30, 2025
*PANDA, Ram - Chair (July 1, 2017 - June 30, 2022)	July 1, 2019 (Jan 1, 2014 – June 30, 2019)	June 30, 2024
*PRANDO, Diletta	July 1, 2022	June 30, 2026
*SAKHIA, Samira	July 1, 2023 (July 1, 2018)	June 30, 2027
SIGLER, Jonathan	July 1, 2022	June 30, 2027
Alumni Association		
*BABINSKI, Bob	July 1, 2023 ('18)	June 30, 2024
*D'IORIO, Luciano	July 1, 2022	June 30, 2027
*JABALPURWALA, Inez	September 19, 2019	June 30, 2024
Academic Staff		
GILBERT, Lucy	July 1, 2022 (2019)	June 30, 2025
GREENWOOD, Celia	July 1, 2022	June 30, 2025
Administrative & Support Staff		
HAKIM, Joseph	July 1, 2022	June 30, 2025
PIGGOTT, Adrienne	July 1, 2021	June 30, 2024
Senate		
*ZORYCHTA, Edith	July 1, 2022 ('19) ('16) ('13)	June 30, 2025
* ROHRBACH, Petra	July 1, 2023 (Sept. 2, 2020)	June 30, 2026
Student Members		
ASHKIR, Alexandre (SSMU)	June 1, 2023	May 31, 2024
TUMULU, Satish Kumar	August 7, 2023	May 31, 2024
Student Observers ("voice but no vote")		
PAREY, Vaishnavi (MCSS)	June 1, 2023	May 31, 2024
ROSENBERG, Amanda (MACES)	June 1, 2023	May 31, 2024

* Members of the Board who graduated from McGill University

GOVERNORS *EMERITI*

The Statutes provide as follows with respect to governors emeriti:

- 1.1.8 Following the completion of a governor's term on the Board, the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, may appoint as governor emeritus/a, a governor who has served the University with exceptional distinction for a period of not less than six consecutive years on the Board.
- 1.1.8.1 The Nominating, Governance and Ethics Committee, in making a recommendation for appointment to the rank of governor emeritus/a, shall consider the nature and scope of the governor's contributions to the University and his or her capacity to continue to do so in the future.
- 1.1.8.2 The Principal, the Chair of the Board of Governors, and the Chancellor shall meet at least once each year with the governors emeriti.
- 1.1.8.3 Governors emeriti shall normally be appointed by the Board for an unlimited term, to recognize, in perpetuity, exemplary support and long-standing dedication to the institution.
- 1.1.8.4 Governors emeriti shall be entitled to receive all materials related to meetings of the Board of Governors. Governors emeriti, while not members of the Board, shall be eligible for appointment to the committees of the Board of Governors as well as to represent the Board on other bodies. When appointed to a committee of the Board of Governors, governors emeriti shall be full members of the committee, with both voice and vote, and their presence shall be considered in determining whether a quorum is present.
- 1.1.8.5 Governors emeriti shall be entitled to participate as members of the platform party at all convocation and installation ceremonies.

GOVERNORS EMERITI:	TERM BEGAN (updated to July 1, 2023)
BOYCHUK, Michael	2022
CEDRASCHI, Tullio	2005
CLEGHORN, John	2005
COBBETT, Stuart (Kip) (and Chair Emeritus – July 1, 2017)	2017
CORBER, Marvin	2002
COUGHLIN, Peter	2022
DAVIDSON, Margaret	1995
DE GRANDPRÉ, Lili	2014
EAKIN, Gael	2004
ECHENBERG, Gordon	2009
FAZEL, Kathy	2018
FORTIER, Suzanne (and Principal Emerita)	2022
GÉNÉREUX, Claude	July 1, 2023
GIGUÈRE, Marie	2007
HALPERIN, Stephen	July 1, 2023
KALIL, Alex	2005
KUSSNER, Sheila	2002
LAU, Arthur C.F.	2002
McDOUGALL, Sally	2008
MALDOFF, Eric	2011
MEIGHEN, Michael (Chancellor 2017 -2022) (and Chancellor Emeritus - July 1, 2021)	2011
MINZBERG, Sam	2022
MUNROE-BLUM, Heather (and Principal Emerita - July 1, 2013)	2013
NORRIS, Brenda	1996
PATERSON, Alex	2006
PEETERS, Jan	2010
POULIOT, Adrien	2006

POUND, Richard	2009
RABINOVITCH, Robert (and Chair Emeritus - Nov 2009)	2010
RIDDELL, Susan	1997
RICHARDS, Michael	2012
SHAPIRO, Bernard (and Principal Emeritus)	2003
SHEFF, Gerald	2011
SIMPSON, Warren	2009
STAIRS, Harriet	2005
TROTTIER, Lorne	2005
TURCOTTE, Martine	2020
VANDAL, Thierry	2017
VENNAT, Manon	2005
VERREAULT, Cynthia Price	July 1, 2022
PANDA, Ram – Chair Emeritus	July 1, 2022
Note:	
Mr. Ram Panda is currently serving as member at-large. His term ends June 30, 2024.	

BOARD OF GOVERNORS STANDING COMMITTEE MEMBERSHIP

[Dates] refer to the end of the Committee appointment, and the end date for the individual's Board or Emeritus appointment. "Non-member" indicates those serving on committees who are neither Board members nor Governors *Emeriti*.

AUDIT AND RISK MEMBERSHIP (as of September 1, 2023) Committee Committee Board/Emer.				
	Start term date	End term date	term End date	
Ms. Maarika Paul,	Jan. 1, 2013;	June 30, 2025;	June 30, 2028	
Chair	Jan 1, 2019	June 30, 2025		
Mr. Alan Desnoyers	Oct. 1, 2020	June 30, 2025	Non-Member	
Ms. Wendy Brodkin	Dec. 14, 2017	June 30, 2024	Non-Member	
Ms. Samira Sakhia	July 1, 2022	June 30, 2025	June 30, 2027	
Mr. Gino Cordi	Sept. 1, 2023	June 30 2026	Non-Member	
Ms. Maryse Bertrand, Chair, Board of Governors, ex officio				
Professor Deep Saini, Principal and Vice-Chancellor, ex officio				
Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Senior Steward				

COMMITTEE ON SUSTAINABILITY AND SOCIAL RESPONSIBILITY MEMBERSHIP (as of September 1, 2023)

	Committee Start term date	Committee End term date	Board/Emer. term End date
Ms. Cynthia Price Verreault, <i>Chair</i>	Sept 1, 2023 Sept 1, 2023	June 30, 2024; June 30, 2024	Gov Emerita
Mr. Ariel Deckelbaum	Sept 1, 2023	June 30, 2025	June 31, 2027
Alan Desnoyers, Vice-Chair	Sept. 1, 2023 Sept. 1, 2023	June 30, 2025; June 30, 2025	June 30, 2027
Ms. Marie Giguère	Sept 1, 2023	June 30, 2026	Governor Emerita
Mr. Joseph Hakim	Sept 1, 2023	June 30, 2025	June 30, 2025
Prof. Edith Zorychta	Sept 1, 2023	June 30, 2025	June 30, 2025
Ms. Amanda Rosenberg	Sept. 1, 2023	May 31, 2024	May 31, 2024
Mr. Sam Altman	Sept 1, 2023	June 30, 2024	Non-Member
Mr. Mathieu Bouchard	Sept 1, 2023	June 30, 2026	Non-Member
Mr. Réal Laporte	Sept 1, 2023	June 30, 2026	Non-Member

Professor Deep Saini, Principal and Vice-Chancellor, ex officio

Ms. Diana Dutton, Interim Vice-Principal (Administration and Finance), Senior Steward Professor Christopher Manfredi, Provost and Vice-Principal (Academic), Special Advisor

	Committee	Committee	Board/Emer.
	Start term date	End term date	term End date
Ms. Maryse Bertrand, Chair	July 1, 2022	June 30, 2026	June 30, 2026
Mr. Pierre Matuszewski,	July 1, 2017	June 30, 2025	June 30, 2027
Vice-Chair	July 1, 2023	June 30, 2024	
Mr. Jonathan Sigler	July 1, 2022	June 30, 2025	June 30, 2027
Ms. Maarika Paul	July 1, 2023	June 30, 2026	June 30, 2028
TBD	TBD	TBD	TBD
Mr. Fred Headon	July 1, 2022	June 30, 2025	June 30, 2025
Professor Edith Zorychta	Jan. 1, 2016; Aug 29, 2022	June 30, 2022; June 30, 2025	June 30, 2025
Professor Petra Rohrbach	Oct. 1, 2020	June 30, 2026	June 30, 2026
Ms. Adrienne Piggott	Aug. 29, 2022	June 30, 2024	June 30, 2024
Professor Deep Saini, Principal and Vice-Chancellor	Ex officio	Ex officio	Ex officio
Alexandre Ashkir (non- voting)	Sept. 1, 2023	May 31, 2024	May 31, 2024

FINANCE AND INFRASTRUCTURE COMMITTEE MEMBERSHIP (as of September 1, 2023)

	Committee Start term date	Committee End term date	Board/Emer. term End date
Mr. Pierre Matuszewski, <i>Chair</i>	Oct 8, 2015; July 1, 2017	June 30, 2025; June 30, 2025	June 30, 2027
Ms. Samira Sakhia	Oct. 15, 2018	June 30, 2026	June 30, 2027
Mr. Simon Lauzier	April 1, 2019	June 30, 2025	Non-Member
Adrienne Piggott	Oct. 7, 2021	June 30, 2024	June 30, 2024
Mr. Jonathan Sigler,	July 1, 2020	June 30, 2026	June 30, 2027
Vice-Chair	July 1, 2022	June 30, 2026	
Vaishnavi Parey	Sept. 1, 2023	May 31, 2024	May 31, 2024
Ms. Saloua Benkhouya	July 1, 2023	June 30, 2026	Non-Member
Saad Saade	July 1, 2023	June 30, 2026	Non-Member
Mr. Réal Laporte	July 1, 2022	June 30, 2026	Non-Member
Mr. Luciano D'Iorio	Oct. 6, 2022	June 30, 2025	June 30, 2027
Prof. Petra Rohrbach	Oct. 1, 2020	June 30, 2026	June 30, 2026
Mr. Ram Panda	July 1, 2022	June 30, 2024	June 30, 2024
Ms. Maryse Bertrand, Chair, Board of Governors, ex officio Professor Deep Saini, Principal and Vice-Chancellor, ex officio Ms Diana Dutton, Interim Vice-Principal (Administration and Finance), Senior Steward			

Professor Christopher Manfredi, Provost and Vice-Principal (Academic), Special Advisor

	Committee	Committee	Board/Emer.	
	Start term date	End term date	term End date	
Mr. Fred Headon,	Jan. 1, 2014;	June 30, 2025;	June 30, 2025	
Chair	July1, 2017	June 30, 2025		
Mr. Arun Bajaj	July 1, 2023	June 30, 2026	June 30, 2027	
Mr. Ram Panda	July 1, 2022	June 30, 2024	June 30, 2024	
Ms. Diletta Prando	July 1, 2019	June 30, 2025	June 30, 2026	
Ms. Debbie Fischer	July 1, 2023	June 30, 2026	Non-Member	
Ms. Inez Jabalpurwala	Sept. 1, 2023	June 30, 2024	June 30, 2024	
Mr. Bob Babinski	Sept. 1, 2023	June 30, 2024	June 30, 2024	
Ms. Maryse Bertrand, Chair of the Board of Governors, ex officio				

Professor Deep Saini, Interim Principal and Vice-Chancellor, ex officio Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Senior Steward Professor Christopher Manfredi, Provost and Vice-Principal (Academic), Special Advisor

INVESTMENT COMMITTEE MEMBERSHIP (as of July 1, 2023)					
	Committee	Committee	Board/Emer.		
	Start term date	End term date	term End date		
Mr. Don Lewtas,	July 1, 2021;	June 30, 2024;	Non-Member		
Chair	July 1, 2022	June 30, 2024			
Mr. Samuel Altman	Oct. 1, 2014	June 30, 2024	Non-Member		
Mr. Warren C. Smith	July 1, 2019	June 30, 2025	Non-Member		
Ms. Anik Lanthier	April 25, 2016	June 30, 2025	Non-Member		
Vice-Chair	July 1, 2023	June 30, 2025			
Mr. Mark Taborsky	July 1, 2023	June 30, 2026	Non-Member		
Mr. Greg David July 1, 2023 June 30, 2026 June 30, 2026					
Ms. Maryse Bertrand, Chair Board of Governors, ex officio					
Professor Deep Saini, Principal and Vice-Chancellor, ex officio					
Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Senior					
Steward					

Mr. Marc Weinstein, Vice-Principal (University Advancement), Special Advisor

(as of September 1, 2023)			
	Committee	Committee	Board/Emer.
	Start term date	End term date	term End date
Mr. Fred Headon	Sept. 1, 2023	June 30, 2025	June 30, 2025
Ms. Diletta Prando	Jan. 1, 2023	June 30, 2026	Mbr at large
Mr. Stephen Halperin,	July 1, 2020;	June 30, 2024;	Gov. Emeritus
Chair	July 1, 2022	June 30, 2024	
Mr. Joseph Hakim	Aug 29, 2022	June 30, 2025	June 30, 2025
Dr. Lucy Gilbert	Aug. 29, 2022	June 30, 2025	June 30, 2025
Mr. Luciano D'Iorio	July 1, 2023	June 30, 2026	June 30, 2027
Mr. Satish Kumar Tumulu	Sept. 1, 2023	May 31, 2024	May 31, 2024
	11 000 1		

NOMINATING, GOVERNANCE AND ETHICS COMMITTEE MEMBERSHIP (as of September 1, 2023)

Mr. John McCall MacBain, Chancellor, ex officio

Ms. Maryse Bertrand, Chair of the Board of Governors, ex officio

Professor Deep Saini, Principal and Vice-Chancellor, ex officio & Steward

EQUITY, DIVERSITY AND INCLUSION COMMITT	TEE (EDIC) – ME	MBERSHIP
as of Sept 1, 2023 * EDIC is joint committee of the Board	of Governors and S	Senate
	Start term date	End term date
One Board member (co-chair) appointed from among the	e Board's members-	-at-large or alumni
members		
- Ms. Inez Jabalpurwala	Dec. 16, 2021	June 30, 2024
One Faculty Dean (co-chair) appointed by the Secretary	General in consultat	tion with both (a)
the Director of EDI and (b) one Subcommittee Chair		
- Professor Robert Leckey		June 30, 2024
Two representatives appointed by the Board who will b	e McGill alumni an	d not current
McGill students, faculty, or staff		
-Mr. Bob Babinski	Dec. 16, 2021	June 30, 2024
-Ms. Diletta Prando	March 24, 2022	June 30, 2024
Two representatives appointed by Senate, (one full-time	e tenured or tenure-	track academic
staff member and one of Senator)		
Professor David Theodore	Nov. 17, 2021	Aug. 31, 2023
Dr. Diane Dechief	Nov. 17, 2021	Aug. 31, 2024
Three Associate or Assistant Deans from different Facult	ties whose portfolio	s include EDI
Professor Marc Pell	Sept 1, 2023	Aug. 31, 2026
Professor Terri Givens	Sept 1, 2023	Aug. 31, 2026
Professor Laura Nilson	Nov. 17, 2021	Aug. 31, 2024
Two Subcommittee Chairs (two-year, rotating term)		
- TBD		
-TBD		
Four students – one representing each SSMU, PGSS, MACES, MCSS		
Lidia Hachemi (SSMU)	Sept. 1, 2023	Aug. 31, 2023
TBD (PGSS)		
Marion Morrisette (MCSS rep)	Sept. 1, 2023	Aug. 31, 2024
Katherine Joseph (MACES – rep)	Sept. 1, 2023	Aug. 31, 2024



REGULATIONS OF THE COMMITTEES OF THE BOARD OF GOVERNORS OF McGILL UNIVERSITY: KEY POINTS

Full Regulations available here <u>https://www.mcgill.ca/boardofgovernors/other/regulations</u>

1. University Administration

The University administration is responsible for overseeing the University's operational and administrative activities. The mandate of Board committees relates to policy, strategy, and fiduciary matters that fall within the authority of the Board. Members of the administration shall nevertheless bring operational or administrative matters that raise issues of particular sensitivity or risk to the attention of the relevant Board committee or to the Board itself.

2. Committees of the Board

There are ten standing committees established by the Board of Governors (the "Board") of McGill University (the "University") and one joint committee of the Board of Governors and Senate:

Audit and Risk Chair: Maarika Paul	Committee on Sustainability and Social Responsibility Chair: Cynthia Price
Executive Chair: Maryse Bertrand	Finance and Infrastructure Committee Chair: Pierre Matuszewski
<u>Human Resources</u> Chair: Fred Headon	Investment Chair: Don Lewtas
Nominating, Governance and Ethics Chair: Stephen Halperin	Equity, Diversity and Inclusion Committee (EDIC) - Joint Board- Senate Committee Co-chairs: Professor Robert Leckey and Ms. Inez Jabalpurwala

Each Board committee assists the Board in fulfilling its governance responsibilities. The Board has specifically delegated to each committee the responsibility and authority to make decisions on certain matters on behalf of the Board in each committee's terms of reference. The Board has also assigned to each committee the responsibility to act in an advisory capacity on certain matters and to make recommendations to the Board.

3. Voting Rights

All committee members have the right to participate in the deliberations of the committee and voting members may vote on motions before the committee, subject to the <u>Code of Ethics and</u> <u>Conduct for Members of the Board of Governors of McGill University and Trustees of the Royal</u> <u>Institution for the Advancement of Learning ("Code of Ethics")</u>. The chair of the meeting of a committee votes only in the case of a tie.

4. Conflicts of Interest

A committee member who has a conflict of interest with respect to a matter being considered at a meeting as defined in the *Code of Ethics* must disclose this conflict and request to have it recorded in the minutes of the meeting. He or she may be asked to recuse him or herself from the meeting for the duration of the presentation of the item and to abstain from voting on that matter.

5. Quorum

A quorum for the transaction of business at a committee meeting is a **majority of all committee members.**

6. Motions and Resolutions

While committees will strive to reach consensus on decisions to be taken, committee business will be conducted by motions and resolutions. Motions shall be moved and seconded by committee members and shall be decided by a majority of members voting on the question.

7. Referral of specific issues

A committee may refer specific matters under its authority to another Board committee or to members of the University senior administration for review and advice, unless the Board expressly restricts such referral.

8. Subcommittees

A committee may establish a sub-committee or ad hoc committees to study particular issues. When doing so, the committee shall inform the Nominating, Governance and Ethics Committee and establish the terms of reference for the sub-committee or ad hoc committees as well as its composition and membership. The sub-committee or ad hoc committee shall report its recommendations to the committee for further approval and further action, as required.

9. Committee meetings

Meetings of Board committees shall be held in closed session unless the committee resolves to carry out a meeting or part of a meeting in open session. All matters discussed in closed session are considered confidential unless otherwise indicated by the chair. Only committee members,

the Secretary, the Senior Steward(s) and the Resource Person(s) will have access to the meeting.

10. In-camera sessions

All committees shall hold an *in-camera* session. *In-camera* is defined as a two-tiered session, the first part excluding any individuals employed by or studying at the University with the exception of the Principal, and the second part excluding any individuals employed by or studying at the University including the Principal.

11. Reporting to the Board/Executive Committee

Reports to the Board are normally made through the chair of the committee. Each committee will report to the next Board and/or Executive Committee meeting following the committee meeting on the business conducted and duties discharged by that committee. The Executive Committee shall report to the Board.

12. Senior Steward, Secretary, Resource Persons

Each committee is supported by one or more designated members of the senior administration, known as the "Senior Steward(s)" to the committee. The Senior Steward shall normally attend committee meetings in a supporting role and shall not have the right to vote. The Senior Steward is responsible for assisting the Secretary and committee chair in the preparation of the agendas and timely production of supporting documents for all meetings and for any follow-up on decisions taken by the committee. The Senior Steward may assign designated Resource Persons to provide staff support to the activities of the committee who shall not have the right to vote and who may participate in committee deliberations only when invited by the chair of the meeting to do so.

INSURANCE AND INDEMNIFICATION OF MEMBERS OF THE BOARD OF GOVERNORS

Indemnification of Governors, Directors Officers of McGill University, The Royal Institution for the Advancement of Learning and Royal Victoria College

Introduction

Governors of McGill University are protected from personal liability through a directors' and officers' liability insurance policy. A summary of the coverage provided by this policy is reproduced under VI.2, below. In addition, members of the Board benefit from comprehensive indemnification from liability not already covered by the insurance policy under a resolution adopted by the Board of Governors in 1994 and updated in November 2007.

Summary of Directors' and Officers' Liability Insurance Coverage

Primary Insurer:	Intact insurance;
Excess Insurers:	Revau TMK, Revau and Revau QBE;
	Coverage commenced July 21, 1986; renewable May 31 st each year. Renewed for May 31, 2023 – May 31, 2024

Directors' and Officers' Liability Insurance Coverage Tower

	Insurer	Limits of Liability
	Primary D&O: Intact	Up to \$2,000,000 each loss Up to \$2,000,000 each policy year
	Umbrella Liability: Revau (TMK)	Up to \$8,000,000 each loss Up to \$8,000,000 each policy year
	1 st Excess Liability: Revau	Up to \$2,000,000 each loss Up to \$2,000,000 each policy year
Limits of Liability:	2 nd Excess Liability: Revau (QBE)	Up to \$10,000,000 each loss Up to \$10,000,000 each policy year
	3 rd Excess Liability: Revau	Up to \$5,000,000 each loss Up to \$5,000,000 each policy year
	4 th Excess Liability: Revau	Up to \$20,000,000 each loss Up to \$20,000,000 each policy year
	5 th Excess Liability: Revau (QBE)	Up to \$5,000,000 each loss Up to \$5,000,000 each policy year
	TOTAL	Up to \$52,000,000 each loss Up to \$52,000,000 each policy year
Self-Insured Retention:	\$25,000 (Per Claim)	·
Insured Organizations:	The Royal Institution for the Advancement of Learning, McGill University and its Subsidiaries	

Insured Persons:	Any person who was, now is, or shall be a member of the Board of Directors of the Insured and who is or was appointed to be part of a university board, but only while acting within the scope of his duties as a university board Commissioner (includes elected members of the executive committee or assembly, commission, specific board or other committee legally constituted or according to bi-law, as well as all persons nominated, who have been nominated or shall be nominated to serve – while acting in the course of their duties as such).
Extension of Coverage:	Insured Person includes a claim against Insured Person's lawful spouse, estates, heirs and legal representatives

Resolution Regarding Indemnification of Members of the Board of Governors

Whereas McGill University, RIAL [the Royal Institution for the Advancement of Learning] and RVC [Royal Victoria College] ("Institutions") deem it fit to provide indemnification for any person who has been, now is or shall become a member of the Board of Governors, its committees, a Trustee, an Exofficio member of the Senate, Dean of Faculty, or Senior Administrative Officer ("Indemnitees") - acting in the course of their duties;

- **1.1**The Institutions shall indemnify each of the Indemnitees as well as their agents, heirs, successors and legal representatives, if any, from and against all costs, charges, and expenses incurred by that person:
 - a. in respect of any action, lawsuit, legal proceeding or claim of a civil or administrative nature instituted by a third party against that person, in relation to any act, deed or matter performed, done or authorized by that person in the exercise of the duties of, or as a result of holding office, including all sums of money paid in settlement of litigation or to execute a judgment, except in any case where that person has committed an act of gross negligence, an act of fault unrelated to the duties of office or fraud; the Institutions shall be entitled to advance funds in relation to all costs, charges and expenses so incurred, subject to the obligation of that person to reimburse the same in the event that person has committed an act of gross negligence, an act of gross negligence, an act unrelated to the duties of office or fraud; and
 - b. in respect of any action, lawsuit, legal proceeding or claim of a civil or administrative nature, instituted against that person by the Institutions, or by anyone acting for the latter and in its name in relation to any act, deed or matter performed, done or authorized by that person in the exercise of the duties of, or as a result of holding office unless the Institutions are successful therein; in the event the Institutions are successful only in part, the court or adjudicating body shall be entitled to establish the amount of costs, charges and expenses for which that person shall be indemnified;
 - c. in respect of any action, lawsuit, legal proceeding or claim of a penal or criminal nature, instituted against that person in relation to any act, deed or matter performed, done or authorized by that person in the exercise of the duties of, or as a result of holding office if that person has been freed of charges or acquitted or if there are reasonable grounds for believing that his or her conduct was in accordance with the law;

- **1.2** The Institutions hereby assume all obligations set out in paragraph 1.1 in relation to any Indemnitees who, upon their request, act as such for a legal person of which the Institutions are a shareholder or creditor;
- **1.3** This article constitutes an enforceable undertaking and its provisions are enacted for the benefit of Indemnitees who by the mere fact of acceptance of office are deemed to have consented hereto;
- **1.4** Any amendment or revocation of this article shall not have the effect of depriving any Indemnitees then in office, of any benefit conferred by this article.

[Source: Board of Governors, Minute 8182, November 21, 1994; Revised Executive Committee, November 19, 2007]



SUMMARY OF BOARD RULES OF ORDER AND PROCEDURE

This document is intended as a short reference guide to the Rules of Order and Procedure. The complete document is available at <u>https://www.mcgill.ca/boardofgovernors/governance/rules-order-and-procedures.</u>

You are also invited to consult the complete <u>Statutes of McGill University</u> as well as the <u>Code of</u> <u>Ethics and Conduct</u> for Members of the Board of Governors.

Scheduling and Logistics Basics

By now, you have received the schedule of regular meetings of the Board and its Standing Committees. It is possible that the Board or one of its Committees will call additional special meetings if there are time-sensitive items requiring consideration by the Board or one of its Committees.

Agenda, Supporting Documentation & Order of Business

The Secretary General will provide an agenda setting out items of business and meeting documents in support of the agenda items presented for approval or for information.

- Agenda and meeting documentation (such as memos and reports) are circulated in advance of the meeting, and generally no less than two (2) calendar days in advance of meetings.
- The agenda includes a time allotment for each item.
- Board and Committee members may attend meetings by teleconference or videoconference if they are unable to attend in person.

The Order of Business is usually comprised of the following items:

- Announcements
- Approval of the current meeting agenda and previous meeting minutes
- Business arising from past meeting(s)
- Items of business (presented for approval or for information)
- Consent agenda items
 - Routine or informational items may be bundled together for information or approval on the agenda as "consent agenda" items.

Conflict of Interest

Members are to review the agenda items to be discussed at a meeting and inform the Chair or Secretary General if they have a conflict prior to the meeting.

At each Board or Committee meeting, the Chair or Secretary General shall identify any conflicts of which they are aware. Depending on the nature of the conflict, a member may need to abstain from voting or withdraw from the Board's or the Committee's discussion of the matter.

Open Session / Closed Session / In-Camera Session

The terms "Open" and "Closed" distinguish between meetings (or parts of meetings), that include or exclude non-members of the Board. These non-members include visitors, members of the University community or media. Visitors, members of the University community and members of the media are welcome to attend open sessions of the Board. They may not, however, participate in debate or ask questions.

Committee meetings are usually held in closed session. However, the Committee may resolve to hold its meeting or a part thereof in open session.

In-camera sessions are held at the end of a Committee meeting, or at the end of the closed session of a Board meeting, and are distinct from closed sessions of the Board or Committee meetings.

In-camera sessions allow members an opportunity to express themselves in a more candid setting. They provide an opportunity for members to express themselves on matters of Board or Committee effectiveness including quality of information provided for meetings, overall performance of the Board or Committee and its management support, future topics for consideration, and other related matters.

In-camera sessions have two components:

- The first part excludes anyone employed by, or studying at McGill with the exception of the Principal.
- The second part excludes the Principal as well.

Quorum and Decorum

Board meetings require a quorum of 10 (ten) members. Committee meetings require a simple majority of members to be present. Presence by teleconference or videoconference counts towards quorum.

Normal rules of decorum apply to all parties present including members of the Board, visitors, members of the University community and media. Anyone present with a right to speak will be called upon and acknowledged by the Chair prior to speaking. No person present shall speak or act in a way that interferes with the orderly conduct of the meeting.

The recording of sound or images of a Board or Committee meeting is strictly prohibited.

Debate and Speaking

All members of the Board have equal rights to be heard without interruption; however, the Chair may use discretion in judging the relevancy of an argument or commentary, and may act in the interest of using time efficiently and bringing the discussion back into focus.

All remarks, including questions to other members, should be addressed to the Chair. The Chair will then invite the member to speak.

When several members wish to speak, the Chair, assisted by the Secretary General, will establish an order. Priority will be given to those who have not already addressed the matter being considered by the Board.

Motions, Amendments and Resolutions

Motions are presented to a meeting and recorded as either adopted or defeated. There should be only one motion presented at a time. A motion that has been adopted becomes a resolution of the meeting. Motions and resolutions are to be written in clear, unambiguous, affirmative language. The majority of motions require a simple majority of votes to be adopted.

An amendment may change a motion slightly, but may not alter the principle embodied in the motion in a material way.

If a substantial issue is to be raised affecting the constitution, policies or procedures of the Board, notice must be given at a preceding meeting that such issue will be introduced at a subsequent meeting. To be adopted, a motion to reconsider any decision previously taken requires a two-thirds majority vote.

After Meetings – Minutes & Follow-Ups

The Secretary General is responsible for producing and archiving meeting minutes. Minutes of open sessions and a summary of closed sessions are available to members of the Board and the public.

Reviewed August 2023



AUDIT AND RISK COMMITTEE

Mandate	• Assists the Board with respect to external audits, the financial statements, financial systems and controls, internal audits, risk management systems and mechanisms and other external audit activities and services as may be required
Composition	 3 – 5 members, including at-large, alumni, emeriti and members of the general public Chair of the Board - <i>ex officio</i> Principal - <i>ex officio</i> Vice-Principal (Administration and Finance) – <i>Senior Steward</i> Secretary-General – <i>Secretary & Governance Advisor</i>
Meetings	• 3 meetings/year

Audit and Risk Committee Functions	Functions under the Authority of the Board
 Review scope and results of annual audit of the University's financial statements and approve annual audit plan Review quarterly and audited financial statements Ensure effectiveness and independence of external auditors Appoint external auditors for specialized services Monitor compliance with external legalization and frameworks Monitor framework, policies and procedures for the reimbursement of senior administrative officer expenses; oversee risk management and major risk assessment Oversee internal audit functions and activities Review the appointment, reappointment or dismissal of the Executive Director, Internal Audit, and his or her annual performance assessment by way of a consultation between the Chair of the Committee and the Vice-Principal (Administration and Finance). Review annually the General Counsel's Report Review insurance coverage for University 	 Appointment of external auditors Approval of audited annual financial statements and auditor's report Revisions to the <i>Policy on the Approval of Contracts and Designation of Signing Authority</i> Approval of policy matters related to financial systems and controls Review of annual report summarizing internal audit functions and activities submitted by Audit Committee Approval of modifications to the University's Enterprise Risk Management program, policies and framework Decisions relating to matters that may pose a material or significant risk to the University

AUDIT AND RISK MEMBERSHIP (as of Se	ptember 1, 2023)
Member	End of term
Ms. Maarika Paul,	June 30, 2025;
Chair	June 30, 2025
Mr. Alan Desnoyers	June 30, 2025
Ms. Wendy Brodkin	June 30, 2024
Ms. Samira Sakhia	June 30, 2025
Mr. Gino Cordi	June 30 2026
Ms. Maryse Bertrand, Chair, Board of Governo	ors, <i>ex officio</i>
Professor Deep Saini, Principal and Vice-Chan	
Professor Yves Beauchamp, Vice-Principal (Ad	



SUMMARY - COMMITTEE ON SUSTAINABILITY AND SOCIAL RESPONSIBILITY

Mandate	 and in monitoring progree Taking due regard of the Board, advises the Board 	ing and achieving institutional priorities and goals, ess in the area of sustainability. University's mission and the fiduciary duties of the on matters concerning social responsibility related s within the mandate of the Investment Committee
Composition	 among at-large, alumni, Academic Staff or Senate Staff members of the Boa and up to 2 members of climate, the environment Chair of the Board – ex of Principal – ex officio Vice-Principal (Administr Provost and Vice-Principal 	1 member from the Investment Committee, 4 from , emeriti members of the Board, 3 from among members of the Board, Administrative and Support ard, or Student members or observers of the Board, the general public with expertise in sustainability, t, socially responsible investment or a related field <i>fficio</i> ation and Finance) – <i>Senior Steward</i> al (Academic) – <i>Special Advisor to the Committee</i> <i>etary & Governance Advisor</i>
Meetings	At least 4 times per gove	rnance year
On	behalf of the Board	Subject to Board Authority
indicator realizatio objective Provide g Universit national,	and assess key performance is established to support the on of institutional targets and es related to sustainability general oversight of the cy's compliance with regional, and international declarations rds to which the University is a	 Review and recommend to the Board institutional policies, plans, and strategies that relate to sustainability. Review, at least annually, questions and issues of social responsibility related to University investment policy within the mandate of the Investment Committee of the Board;
and socia out by or	the economic, environmental, al impacts of the activities carried on behalf of the University in guide decision-making	 Report to the Board within a reasonable time frame following each meeting and make recommendations with appropriate supporting evidence and documentation, concerning the following:
the Board	nd approve for submission to d, at minimum once per year, a n sustainability	 proposed revisions to existing policy, guidelines and practices concerning endowment investments
	ke studies on questions or best that relate to sustainability	 follow-up with a legal person concerning a matter which was the subject of the Committee's review or study, including



SUMMARY - COMMITTEE ON SUSTAINABILITY AND SOCIAL RESPONSIBILITY

proposed changes in corporate practice
 support for shareholder resolutions recommending changes in a legal person's management practice
 proposed alternate actions, other than divestment of holdings, as deemed appropriate by the Committee
 Undertake studies of socially responsible investment policies and best practices;
 Review information, data, analysis, reports and publications touching on issues of social responsibility;
 Seek input and feedback from the University community as deemed appropriate.

Current Membership	End of Term	
Ms. Cynthia Price Verreault, Chair	[06/30/2024]	
Mr. Sam Altman	[06/30/2024]	
Mr. Mathieu Bouchard	[06/30/2026]	
Mr. Ariel Deckelbaum	[06/30/2025]	
Mr. Alan Desnoyers, Vice-Chair	[06/30/2025]	
Ms. Marie Giguère	[06/30/2025]	
Mr. Joseph Hakim	[06/30/2025]	
Mr. Réal Laporte	[06/30/2025]	
Ms. Amanda Rosenberg	[05/31/2024]	
Prof. Edith Zorychta	[06/30/2024]	
Ms. Maryse Bertrand, Chair, Board of Governors	Ex-officio	
Prof. Deep Saini, Principal and Vice-Chancellor	Ex officio	

LINK TO FULL COMMITTEE TERMS OF REFERENCE: CSSR



EXECUTIVE COMMITTEE

Mandate	• Exercises all Board powers in between regular meetings with the exception of amending, modifying or repealing Statutes appointing the Chancellor or Principal, and dismissing a member of the teaching staff or senior administrative officer. In addition, the Committee assists the Board in fulfilling its governance responsibilities by serving as a forum for the discussion of institutional priorities relating to University advancement efforts, public affairs, external relations and strategic communications.	
Composition	10 voting members and one student member (voice, no vote) including the Chair of the Board (<i>ex officio</i>), Vice-Chair of the Board (<i>ex-officio</i>) and Principal (<i>ex officio & Senior Steward</i>)	
	Secretary-General – Secretary & Governance Advisor	
Meetings	Approximately 6 meetings/year	

EXECUTIVE COMMITTEE MEMBERSHIP (as of September 1, 2023)

Member	Term End Date
Ms. Maryse Bertrand, Chair	June 30, 2026
Mr. Pierre Matuszewski,	June 30, 2025
Vice-Chair	June 30, 2024
Mr. Jonathan Sigler	June 30, 2025
Ms. Maarika Paul	June 30, 2026
TBD	TBD
Mr. Fred Headon	June 30, 2025
Professor Edith Zorychta	June 30, 2025
Professor Petra Rohrbach	June 30, 2026
Ms. Adrienne Piggott	June 30, 2024
Professor Deep Saini, Principal and Vice-Chancellor	Ex officio
Alexandre Ashkir (non- voting)	May 31, 2024



FINANCE AND INFRASTRUCTURE COMMITTEE

Mandate	 Assists the Board in fulfilling its governance responsibilities with respect to financial planning and major infrastructure projects in order to ensure the sound stewardship of the financial, physical and digital assets of the University.
Composition	 8-12 members exclusive of ex officio members, including 5-9 members from at-large members of the Board (at least one); Alumni Association members of the Board; and Governors Emeriti; and Members of the general public and 3 members from Administrative and Support Staff members; Academic Staff and Senate members; and Students (members or observers). Chair of the Board - <i>ex officio</i> Principal - <i>ex officio</i> Vice-Principal (Administration and Finance) - Senior Steward Provost and Vice-Principal (Academic) - Special Advisor Secretary-General – Secretary & Governance Advisor
Meetings	At least 6 times during the governance year.

Approvals on behalf of the Board	Recommendations to the Board
Finance:	Finance:
 In extraordinary circumstances, grant final approval to the University's operating 	Review and recommend to the Board:The annual budget plan (operating and
budget Building and Property:	capital) together with the budget report and allocation of available resources from
Review and approve:	all sources
 Construction and renovation projects or amendments thereto in accordance with the Policy on the Approval of Contracts and Designation of Signing Authority Acquisition of immoveable property within the Committee's authority established in the Policy on the Approval of Contracts and Designation of Signing Authority, subject to reporting all such acquisitions to the Board. Leases of immoveable property in accordance with the Policy on the Approval of Contracts and Designation of Signing Authority Permits, regulatory requirements, servitudes, and other forms of encumbrances on immoveable property within the Committee's authority as established by the Policy on the Approval of Contracts and Designation of Signing Authority 	 Multi-year budget plans and projections, including potential tuition, residence, ancillary, and other fees Financial policy affecting the long-term stability and sustainability of the finances of the University Review the level of government funding (both operating and capital), and recommend related plans and strategies for addressing any deficiencies in funding Review the levels of funding from sources other than the government, and recommend related plans and strategies Plans to address the funding of any deficit Review and recommend the use and investment of the current balances, if any, of operating and restricted funds Take into account the levels and strates of status of



FINANCE AND INFRASTRUCTURE COMMITTEE

 IT-related projects and technology architecture initiatives, including educational software platforms, which require approval by the Committee pursuant to the Policy on the Approval of Contracts and Designation of Signing Authority

well as outstanding and anticipated commitments and obligations that have financial implications, and recommend to the Board the extent and methods of external borrowing for both operating and capital needs as well as, as the case may be, the approval of such borrowings, for amounts in excess of the limit of the Principal under the Policy on the Approval of Contracts and Designation of Signing Authority.

Building and Property:

Review and recommend to the Board:

- Principles, policies, guidelines and master plans relating to building and property matters
- Construction and renovation projects, or amendments thereto, of a value beyond the Committee's authority established in the Policy on the Approval of Contracts and Designation Signing Authority
- Proposals for the disposition of immoveable property
- Leases of immoveable property of a value beyond the Committee's authority as established in the Policy on the Approval of Contracts and Designation Signing Authority
- Permits, regulatory requirements, servitudes, and other forms of encumbrances on immoveable property of a value beyond the Committee's authority established by the Policy on the Approval of Contracts and Designation Signing Authority
- IT-related projects and technology architecture initiatives, including educational software platforms, which require approval by the Board pursuant to the Policy on the Approval of Contracts and Designation of Signing Authority
- Strategic plans, principles and policies relevant to information technology, including but not limited to information technology management and data governance.



FINANCE AND INFRASTRUCTURE COMMITTEE

Current Membership	End of Term
Mr. Pierre Matuszewski, Chair	[06/30/2025]
Ms. Saloua Benkhouya	[06/30/2025]
Mr. Luciano D'Iorio	[06/30/2025]
Mr. Réal Laporte	[06/30/2025]
Mr. Simon Lauzier	[06/30/2025]
Mr. Ram Panda	[06/30/2025]
Ms. Vaishnavi Parey	[06/30/2025]
Ms. Adrienne Piggott	[06/30/2025]
Mr. Saad Saade	[06/30/2025]
Ms. Samira Sakhia	[06/30/2025]
Mr. Jonathan Sigler, Vice-Chair	[06/30/2025]
Ms. Maryse Bertrand, Chair, Board of Governors	ex officio
Professor Christopher Manfredi, Interim Principal and	ex officio
Vice-Chancellor	



HUMAN RESOURCES COMMITTEE

Mandate	• Assists the Board with respect to HR matters for University employees
Composition	 5 – 8 members including at-large, alumni, emeriti and up to 3 members of the general public Chair of the Board - <i>ex officio</i> Principal - <i>ex officio</i>
	 Frincipal - ex officio Vice-Principal (Administration and Finance) – Senior Steward Provost and Vice-Principal (Academic) – Special Advisor Secretary-General – Secretary and Governance Advisor
Meetings	• 4 meetings/year

Responsibilities delegated by the Board	Recommendations to the Board
 Mandates for negotiation of collective agreements Employee benefit plan coverage and benefit rate renewal Framework for expenditures for the payment of gratuities, retirement allowances, pensions, life insurance or other insurance (including health insurance) for the benefit of employees Annual salary policy (for executive, management, academic staff) Matters concerning executive compensation (Principal and senior administrators) Senior administration succession plans Plans for recruitment and changes in overall staffing levels (Staffing Report) Policies and processes ensuring compliance with health and safety regulations, standards and codes of practice Health and safety matters (based on Health and Safety Report) 	 Material policies governing the University's human resources and amendments Design of the McGill University Pension Plan (MUPP) and other pension matters within the authority of the Board

Member	Term End Date
Mr. Fred Headon,	June 30, 2025;
Chair	June 30, 2025
Mr. Arun Bajaj	June 30, 2026
Mr. Ram Panda	June 30, 2024
Ms. Diletta Prando	June 30, 2025
Ms. Debbie Fischer	June 30, 2026
Ms. Inez Jabalpurwala	June 30, 2024
Mr. Bob Babinski	June 30, 2024

Ms. Maryse Bertrand, Chair of the Board of Governors, ex officio

Professor Deep Saini, Interim Principal and Vice-Chancellor, ex officio

Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Senior Steward Professor Christopher Manfredi, Provost and Vice-Principal (Academic), Special Advisor



INVESTMENT COMMITTEE

Mandate	• Assists the Board with respect to the University's investments exclusive of the University's pension plan
Composition	 5 – 8 members including at-large, alumni, emeriti and members of the general public Chair of the Board - <i>ex officio</i> Principal - <i>ex officio</i> Vice-Principal (Administration and Finance) - <i>Senior Steward</i> Vice-Principal (University Advancement) - <i>Senior Advisor</i> Secretary-General - <i>Secretary & Governance Advisor</i>
Meetings	• 4 meetings/year
Subcommittees	Investment Subcommittee

Approvals on behalf of the Board	Recommendations to the Board		
 Investment contracts between 2.5% – 5% of the total value of the <i>McGill Investment Pool</i> (MIP) Appointment and termination of investment managers and other providers of investment services Investment manager mandates Quarterly review of all matters related to the MIP Annual review of the <i>Statement of Investment Policy</i> (SIP) Annual review of manager and service-provider performance Implementation of investment matters related to the SIP such as currency hedging and portfolio rebalancing Management fees on the MIP 	 Investment contracts over 5% of the total value of the MIP Approval of and modifications to investment policies, including the SIP Annual distribution rate from endowment income 		

Member	Term End Date
Mr. Don Lewtas,	June 30, 2024;
Chair	June 30, 2024
Mr. Samuel Altman	June 30, 2024
Mr. Warren C. Smith	June 30, 2025
Ms. Anik Lanthier	June 30, 2025
Vice-Chair	June 30, 2025
Mr. Mark Taborsky	June 30, 2026
Mr. Greg David	June 30, 2026
Ms. Maryse Bertrand, Chair Board of Governors	, ex officio
Professor Deep Saini, Principal and Vice-Chance	

Mr. Marc Weinstein, Vice-Principal (University Advancement), Special Advisor



NOMINATING, GOVERNANCE AND ETHICS COMMITTEE

Mandate	• Assists the Board with respect to nominations to the Board and its Committees, nominations to internal and external bodies, good governance practices and matters of ethics as related to governance
Composition	 7 members including 4 from among at-large, alumni, and emeriti members and 1 academic staff/senate member, 1 administrative and support staff member, and 1 student member Chair of the Board – <i>ex officio</i> Chancellor – <i>ex officio</i> Principal – <i>ex officio & Senior Steward</i> Secretary-General – <i>Secretary & Governance Advisor</i>
Meetings	• 4 meetings/year

Approvals on behalf of the Board	Recommendations to the Board
 Approvals on behalf of the Board Overseeing the development of guidelines and processes for the appointment of at-large members of the Board Nominations requested and determined by non-Board external bodies Appointments of Board representatives to Faculty Advisory Boards Board orientation and training sessions for new and ongoing members 	 Recommendations to the Board Appointments of at-large members of the Board, Chair and Vice-Chair of the Board and Board representatives to Advisory Committees Appointments to the Rank of Governors Emeriti and Honorary Governor, Board Standing Committees, internal non-Board bodies, and
 Annual evaluation of the Board, its Standing Committees and members' performance Compliance to the <i>Code of Ethics and Conduct</i> Review of the <i>Electoral Procedures of the Board of</i> <i>Governors</i> for the election of academic staff and administrative and support staff members to the Board Review of Board governance structure 	 external non-Board bodies Revisions to the University <i>Statutes</i> Review of Board Standing Committee Terms of Reference Review of <i>Code of Ethics and Conduct</i>

NOMINATING, GOVERNANCE AND ETHICS COMMITTEE MEMBERSHIP

Aember	Term End Date
Ar. Fred Headon	June 30, 2025
Is. Diletta Prando	June 30, 2026
Ir. Stephen Halperin,	June 30, 2024;
hair	June 30, 2024
r. Joseph Hakim	June 30, 2025
Dr. Lucy Gilbert	June 30, 2025
Ir. Luciano D'Iorio	June 30, 2026
Ar. Satish Kumar Tumulu	May 31, 2024
Ar. John McCall MacBain, Chancellor, ex officio	
As. Maryse Bertrand, Chair of the Board of Govern	ors exofficio

Protessor Deep Saini, Principal and Vice-Chancellor, ex officio & Steward



EQUITY, DIVERSITY, AND INCLUSION COMMITTEE

Mandate	• The Equity, Diversity, and Inclusion Committee (EDIC) is a joint standing committee of McGill's Senate and the Board of Governors, constituted under the authority of, and accountable to, these two governance bodies. The EDIC has principal responsibility for reviewing the University's progress in relation to equity, diversity, and inclusion (EDI) and advising on measures required to uphold the University's EDI commitments.
Composition	 One Faculty Dean (co-chair) appointed by the Secretary-General in consultation with both (a) the Director of EDI and (b) one Subcommittee Chair; One Board member (co-chair) appointed from among the Board's members-at-large or alumni members; Two representatives appointed by Senate, at least one of whom will be a full-time tenured or tenure-track academic staff member and at least one of whom will be a Senator; Two representatives appointed by the Board who will be McGill alumni and not current McGill students, faculty, or staff; Three Associate or Assistant Deans from different Faculties whose portfolios include EDI; Two Subcommittee Chairs appointed on a two-year, rotating term; Four students – one representing each of SSMU, PGSS, MACES, MCSS Supporting members; Secretary-General or delegate (Secretary to the Committee); Associate Provost (Equity and Academic Policies) (Senior Steward). Where necessary or appropriate, the Senior Steward or Secretary may invite University staff to serve as resource persons for items of business before the Committee. Membership will reflect gender and other forms of social diversity as well as a strong understanding of EDI issues. A member's term will be three years, renewable once. A co-chair's term will be three years, renewable once.
Meetings	• At least four meetings per year.



EQUITY, DIVERSITY, AND INCLUSION COMMITTEE

EQUITY, DIVERSITY AND INCLUSION COMMITTEE (EDIC) – MEMBERSHIP			
as of Sept 1, 2023 * EDIC is joint committee of the Board of Governors and Senate			
	Start term date	End term date	
One Board member (co-chair) appointed from among the Board's members-at-large or alumni me			
- Ms. Inez Jabalpurwala	Dec. 16, 2021	June 30, 2024	
One Faculty Dean (co-chair) appointed by the Secretary Gen Director of EDI and (b) one Subcommittee Chair	neral in consultation wi	th both (a) the	
- Professor Robert Leckey		June 30, 2024	
Two representatives appointed by the Board who will be McGill alumni and not current McGill students, faculty, or staff			
-Mr. Bob Babinski	Dec. 16, 2021	June 30, 2024	
-Ms. Diletta Prando March 24, 2022 June 30, 2			
Two representatives appointed by Senate , (one full-time temember and one of Senator)		cademic staff	
Professor Momar Ndao	Sept 1, 2023	Aug. 31, 2026	
Dr. Diane Dechief	Nov. 17, 2021	Aug. 31, 2024	
Three Associate or Assistant Deans from different Faculties	s whose portfolios inclu	ide EDI	
Professor Marc Pell	Sept 1, 2023	Aug. 31, 2026	
Professor Terri Givens	Sept 1, 2023	Aug. 31, 2026	
Professor Laura Nilson	Nov. 17, 2021	Aug. 31, 2024	
Two Subcommittee Chairs (two-year, rotating term)			
- TBD			
-TBD			
Four students – one representing each SSMU, PGSS, MACES, MCSS			
Lidia Hachemi (SSMU)	Sept. 1, 2023	Aug. 31, 2023	
TBD (PGSS)			
Marion Morrisette (MCSS rep)	Sept. 1, 2023	Aug. 31, 2024	
Katherine Joseph (MACES – rep)	Sept. 1, 2023	Aug. 31, 2024	

Promotion of Academic Staff and Librarians to the Rank of Full Professor

In accordance with section with the <u>University Statutes</u>, before recommending the appointment of an academic staff member to the rank of Full Professor or Full Librarian, the Principal must first have consulted a statutory selection committee (SSC). The SSC's mandate is to consider cases for the promotion of academic staff to the rank of Full Professor or Full Librarian.

1. Eligibility of Academic Staff for Promotion to Full Professor

Recommendation of an academic staff member ranked at the level of Associate Professor to the rank of Full Professor may occur at any time during the calendar year, with the consent of the academic staff member. Tenured academics and librarians, as well as contract academic staff (CAS), who have held the rank of Associate Professor at least 5 years, may request consideration for promotion to Full Professor by the departmental promotion committee. In addition, a member of the academic staff who has held the rank of Associate Professor for at least 10 years may request the Principal to consider the candidate's promotion dossier, if the regular route is considered unviable by the promotion candidate.

2. Criteria

2.1 Criteria for academics

2.1.1 Criteria for promotion are based on the performance of academic duties, including:

- Research and other original scholarly activities and professional activities;
- Teaching (e.g., undergraduate, graduate supervision, pedagogical or curricular innovations); and
- Other contributions to the University and scholarly communities ('service').

2.1.2 Candidates for promotion must demonstrate:

- A record of excellence in research and/or other original scholarly activities and professional activities, as evidenced by international recognition by peers;
- A record of high quality teaching;
- A substantial record of other contributions to the University and scholarly communities.

2.2 Criteria for librarians

2.2.1 Criteria for promotion are based on the performance of academic duties, including:

- Position responsibilities, which require the exercise of professional expertise or practice;
- Professional and scholarly activities, which may include research;
- Scholarly communities.

2.2.2 Candidates for promotion must demonstrate:

- A record of excellence in the performance of position responsibilities;
- A record of significant contributions in professional and scholarly activities;
- A record of significant contributions in scholarly communities.

3. Review Process

Each promotion dossier is reviewed:

- A. By the Departmental Promotion Committee (membership determined by the Department);
- B. By the Dean or Faculty Promotion Committee (membership is determined by the Faculty);
- C. By the Statutory Selection Committee (SSC), acting as an advisory to the Principal (membership is determined in accordance with article 3.4.3 of the University Statutes);
- D. By the Board of Governors for final approval, upon recommendation of the SSC.

The dossier includes external letters of assessment and moves to the next level of review (from A to D) if a positive recommendation is made at the earlier level of review.

4. Composition of the SSC

The Provost chairs the SSC as the Principal's delegate. Other members include:

- Two members of the Board of Governors, selected from current or emeriti members of the Board;
- One Vice-Principal and Dean(s) of the Faculty concerned;
- Two members selected by Senate, selected from a Senate-approved pool of members;
- Such other members as the Principal may see fit (usually, the Department Chair);
- Committee Secretary (from Secretariat).

Additional information available: https://mcgill.ca/secretariat/tenure-promotion/information-promotion

Approvals for the Grant of Tenure

In accordance with the University Statutes, the Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff and the Regulations Relating to the Employment of Librarian Staff, the Board of Governors shall have the final authority over the grant of tenure and any related promotions. Before recommending to the Board the grant of tenure for an academic or librarian, the Principal must first have been informed of the recommendations of internal committees at the department and faculty level.

1. Eligibility and Timing

At hiring, tenure-track academics and librarians are informed of the year of their mandatory consideration for tenure. For an Assistant Professor/Librarian, tenure consideration will be made during the 6th year of employment, for an Associate Professor/Librarian, tenure consideration will be made during the 5th year of employment and for a Full Professor/Librarian, tenure consideration will be made during the 4th year of employment. There are also possibilities for tenure-track academics and librarians to apply for early tenure consideration, 1-2 years prior to their mandatory year. In addition, certain delays, as prescribed by University Regulations, may be considered and granted, allowing for the adjustment of the timing of the mandatory year.

2. Criteria

Criteria for tenure are based on the performance of the following academic duties:

PROFESSORS	LIBRARIANS
Teaching	Position Responsibilities
Research	Professional and Scholarly Activities
Other Contributions(Service)	Other Contributions (Service)

The minimum outcome for a positive recommendation is for a candidate to obtain an assessment of "superior" performance in two categories and "reasonable" performance in the third. For librarians, one of two "superior" assessments must be for the category of Position Responsibilities.

3. Review Process

Each tenure dossier is reviewed by the following internal committees, in accordance with the Regulations:

- A. The Departmental Tenure Committee (DTC), with membership determined by the department;
- B. The faculty-level, University Tenure Committee (UTC), with membership derived in part through the "Senate List" and in part through the "Faculty List", as prescribed by the Regulations; and
- C. The Principal and her delegates.

Each level of review includes the dossier submitted by the candidate, 3 external letters of assessment, and may also include additional information provided by the candidate or the candidate's Dean. Each review committee provides a written recommendation, whether it be positive or negative, to the next level of review committee. The Principal's positive recommendations are submitted to the Board for its consideration.

4. Tenure with Promotion

Along with the grant of tenure, an Assistant Professor will earn a Promotion to Associate Professor.



Governance Meeting	Day	Date	Time
Audit and Risk Committee	Tuesday	26-Sep-23	1:30 - 3:30 pm
Audit and Risk Committee	Thursday	1-Feb-24	1:30 - 3:30 pm
Audit and Risk Committee	Friday	10-May-24	2:00 - 4:00 pm
Board Orientation	Monday	11-Sep-23	4:30 - 6:00 pm
Board of Governors	Thursday	5-Oct-23	4:00 - 7:00 pm
Joint Board of Governors and Senate	Wednesday	8-Nov-23	4:00 - 7:00 pm
Board of Governors	Thursday	14-Dec-23	4:00 - 7:00 pm
Board of Governors Cocktail	Thursday	14-Dec-23	7:00 - 8:30 pm
Board of Governors	Thursday	8-Feb-24	4:00 - 7:00 pm
Board of Governors Community Session	Thursday	8-Feb-24	7:00 - 7:20 pm
Board of Governors Retreat	Thursday	22-Feb-24	9:00 - 12:00 pm
Board of Governors Lunch	Thursday	22-Feb-24	12:00 - 1:30 pm
Board of Governors	Thursday	25-Apr-24	4:00 - 7:00 pm
Board of Governors Dinner	Thursday	25-Apr-24	7:00 - 9:00 pm
Board of Governors	Thursday	16-May-24	4:00 - 7:00 pm
Board of Governors Reception	Thursday	16-May-24	7:00 - 9:00 pm
	Thursday	10 Ividy-24	7.00 9.00 pm
Finance and Infrastructure Committee	Monday	25-Sep-23	2:00 - 5:00 pm
Finance and Infrastructure Committee	Thursday	30-Nov-23	9:00 am - 12:00 pm
Finance and Infrastructure Committee	Tuesday	23-Jan-24	1:00 - 4:00 pm
Finance and Infrastructure Committee	Monday	11-Mar-24	1:00 - 4:00 pm
Finance and Infrastructure Committee	Wednesday	10-Apr-24	1:00 - 4:00 pm
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Finance and Infrastructure Committee	Monday	10-Jun-24	1:00 - 4:00 pm
Committee on Sustainability and Social Despensibility	Frider	12 Oct 22	11.20 1.20 mm
Committee on Sustainability and Social Responsibility	Friday	13-Oct-23	11:30 - 1:30 pm
Committee on Sustainability and Social Responsibility	Friday	24-Nov-23	2:30 - 4:30 pm
Committee on Sustainability and Social Responsibility	Wednesday	31-Jan-24	1:30 - 3:30 pm
Committee on Sustainability and Social Responsibility	Tuesday	12-Mar-24	2:00 - 4:00 pm
Committee on Sustainability and Social Responsibility	Wednesday	3-Apr-24	2:00 - 4:00 pm
	E da	0.000.00	0.00.11.00
EDIC	Friday	8-Sep-23	9:00 - 11:00 am
EDIC	Thursday	23-Nov-23	2:00 - 4:00 pm
EDIC	Monday	5-Feb-24	2:00 - 4:00 pm
En eviti Detve et Lunch	Thursday	22 14 24	12.00 12.20
Emeriti Retreat Lunch	Thursday	23-May-24	12:00 - 12:30 pm
Emeriti Retreat	Thursday	23-May-24	12:30 - 3:30 pm
Evenutive Committee	Tuesday	22 4.15 22	1.20 2.20 pm
Executive Committee	Tuesday	22-Aug-23	1:30 - 3:30 pm
Executive Committee	Friday	27-Oct-23	9:00 - 11:00 am
Executive Committee	Tuesday	30-Jan-24	1:30 - 3:30 pm
Executive Committee	Thursday	21-Mar-24	2:00 - 4:00 pm
Joint Executive & Senate Steering Committees	Thursday	21-Mar-24	4:00 - 5:30 pm
Executive Committee	Wednesday	12-Jun-24	10:00 - 12:00 pm
Executive Committee	Tuesday	16-Jul-24	1:30 - 3:30 pm
Executive Committee	Tuesday	27-Aug-24	1:30 - 3:30 pm
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Human Resources Committee	Thursday	12-Oct-23	3:00 - 5:00 pm
Human Resources Committee	Thursday	18-Jan-24	8:00 - 10:00 am
Human Resources Committee	Tuesday	19-Mar-24	9:00 - 11:00 am
Human Resources Committee	Friday	24-May-24	9:00 - 11:00 am
Investment Committee	Wednesday	27-Sep-23	1:30 - 4:30 pm
Investment Committee	Tuesday	5-Dec-23	2:00 - 5:00 pm
Investment Committee	Wednesday	13-Mar-24	2:00 - 5:00 pm
Investment Committee	Tuesday	11-Jun-24	2:00 - 5:00 pm
	Tuesday	11 Jun-24	2.00 3.00 pm



Nominating, Governance & Ethics Committee	Wednesday	13-Sep-23	9:00 - 11:00 am
Nominating, Governance & Ethics Committee	Tuesday	28-Nov-23	2:00 - 4:00 pm
Nominating, Governance & Ethics Committee	Thursday	14-Mar-24	9:00 -11:00 am
Nominating, Governance & Ethics Committee	Tuesday	7-May-24	2:00 - 4:00 pm



Contact List

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Ms. Maria Kontzidis, Governance Administrator; Tel.: (514) 398-5658 or via email at maria.kontzidis@mcgill.ca