



## Minutes of Open Session

Thursday, April 20, 2023 22-23 BR:04

Minutes of a meeting of the Board of Governors held on Wednesday, April 20 2023 at 4:00 p.m. at Room 301 of the James Administration Building, and via the Zoom Conferencing Application.

### Present:

Abdalazez, Osman	Hakim, Joseph	Prando, Diletta
Babinski, Bob	Halperin, Stephen	Rohrbach, Petra
Bertrand, Maryse (Chair)	Headon, Fred	Saini, Deep (Principal)
David, Gregory	Jabalpurwala, Inez	Sakhia, Samira
Deckelbaum, Ariel	Matuszewski, Pierre (Vice-Chair)	Sigler, Jonathan
D'Iorio, Luciano	Panda, Ram	Thovinakere, Naga
Généreux, Claude	Paul, Maarika	Wright, Risann
Gilbert, Lucy	Piggott, Adrienne	Zorychta, Edith
Greenwood, Celia		

**Regrets:** John McCall MacBain

*Secretary-General:* Edyta Rogowska, supported by Pietro Mastromatteo (Associate Director) and Emily Barriere (Governance Officer), Secretariat.

*Resource Persons:* Professor Yves Beauchamp, Vice-Principal (Administration and Finance); Professor Christopher Manfredi, Provost and Vice-Principal (Academic).

*Guests:* Professor Fabrice Labeau, Deputy Provost (Student Life and Learning); Mr. Don Lewtas, Chair of the Investment Committee; Ms. Sophie Leblanc, Chief Investment Officer, Office of Investments; Dr. Richard Martin, Executive Director, Analysis, Planning and Budget; Mr. Charles Lavergne, Senior Project Director, Provost & Vice-Principal (Academic); Dr. Martha Crago, Vice Principal (Research and Innovation); Professor Bruce Lennox, Dean, Faculty of Science.

### 9. Chair's Remarks

Governor Maryse Bertrand, Chair of the Board of Governors, welcomed members to the fourth regular meeting of the Board of Governors for the 2022 – 2023 governance year.

She welcomed Professor Deep Saini to his first meeting as Principal and Vice-Chancellor.

### 10. Consent Items

*On a motion duly proposed and seconded, the Board of Governors approved the following as consent items:*

#### 10.1 Minutes (Open Session) of February 8, 2023

The following items were received by the Board of Governors, as consent items, for information:

#### 10.2 Report of the Equity, Diversity and Inclusion Committee

[GD22-63]

- 10.3 Report of the Sustainability Committee [GD22-64]
- 10.4 Report from Senate [GD22-65]
- 10.5 Report of the Joint Meeting of the Executive Committee and Senate Steering Committee [GD22-66]
- 10.6 Annual Report on Enrolment and Strategic Enrolment Management [GD22-67]

In response to a question about whether McGill actively recruited international students, Professor Christopher Manfredi, Provost and Vice-Principal (Academic), noted that the University did recruit, but did not need to rely on third party recruiters as it had its own recruiters who were in contact with international schools.

In response to a follow-up question about whether a drop in international student enrolment was a concern that was specific to McGill, Professor Manfredi stated that it was a Canada-wide concern affecting all U15 universities, largely as a result of delays in the processing of visas by the federal government.

## **11. Business Arising from Open Session Minutes**

There was none.

## **12. Principal's Remarks (Continued)**

Professor Deep Saini, Principal and Vice-Chancellor, began his remarks by noting his excitement to be back in Montreal, and thanked members for welcoming him. He stated that it was a privilege to serve as McGill's 18th Principal and Vice-Chancellor.

On the topic of government relations, the Principal reminded members that both the federal and provincial governments had tabled their budgets in March. He stated that the Quebec government had added an additional \$300 million to previously announced investments in Quebec universities of \$1.3 billion and noted that the funds would be allocated over five years to existing priorities, including the improvement of student access to higher education, student retention, and graduation rates. The Principal also noted that the Quebec government had reconfirmed its intention to compensate universities for the shortfall of revenues resulting from a gap between the anticipated 5% increase in regulated tuition rates, based on economic indicators, and the increase of 3% announced for the next four years with the adoption of Bill No 1 by the National Assembly in December 2022. He informed members that the government had also announced an increase to the Québec Infrastructure Plan, whereby McGill would receive a total of \$890 million, including the previously announced \$620M for the New Vic project. With regard to the federal budget, the Principal noted that the 2023 budget centered around investments in the transition to clean energy and targeted inflationary relief measures for low-income households. He stated that, due to the uncertain economic climate, the federal government was aiming to minimize new spending commitments, which had consequences for the higher education sector- notably, a lack of new investments in major priority areas and no additional funding

to support graduate students. On a brighter note, the Principal informed members that the Report of the Advisory Panel of the Federal Research Support System, also known as the Bouchard report, that had been released earlier in April contained a call for urgent funding increases of 10% per year for a period of five years to Canada’s research funding ecosystem to ensure that it remain globally competitive in research. He added that McGill would support collective efforts through Universities Canada and the U15 to ensure that the Bouchard Report funding recommendations are adequately addressed in future budgetary cycles.

With regard to external relations, the Principal noted that he had attended the spring membership meeting of The Association of American Universities (AAU), an organization of 60 leading public and private research universities in the United States and Canada. He noted that the association, comprised mostly of American institutions, was undertaking a re-conceptualization that focused specifically on lobbying for American universities, and stated that McGill would continue monitoring the situation to assess its position in the organization.

The Principal completed his remarks by delivering select kudos, beginning with a note that the Canadian Mathematical Society had selected Professor Johanna Nešlehová of the Department of Mathematics and Statistics as the 28th recipient of the Krieger-Nelson Prize. In addition, he noted that Professor Annmarie Adams, who held a joint appointment with the Peter Guo-hua Fu School of Architecture and the Department of Social Studies of Medicine, had been named a Fellow of the Society of Architectural Historians. Finally, the principal congratulated student swimmers Pablo Collin and Isabel Sarty, who were named male and female athletes of the year, respectively, at the 45th annual McGill University varsity sports awards gala, as well as team MVPs.

### **13. Board Committee Reports: Part II**

#### **13.1 Report of the Finance Committee**

[GD22-68]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee arising from the Committee meeting of April 13, 2023, for approval.

##### **13.1.1 Proposed McGill University Budget 2023-2024**

Governor Matuszewski, assisted by Professor Yves Beauchamp, Vice-Principal (Administration and Finance) and Professor Christopher Manfredi, Provost and Vice-Principal (Academic) presented the proposed FY2024 Budget.

Governor Matuszewski noted that the Finance Committee had received a summary of the proposed budget at its April meeting and stated that the forecast suggested that

FY2023 would end with a balanced budget. He reminded members that there had been a \$9.4M deficit the previous year and commended management for their work.

Professor Manfredi noted the preparation of the proposed FY2024 budget had been a team effort, and that he supported the budget as presented, as he would be responsible for its execution. He noted that management was presenting a balanced budget to the Board for FY2024 but emphasized that, while some of the risks caused by the pandemic had eased, other risks and uncertainties needed to be considered, particularly regarding inflation. He stated that difficult decisions had to be made in order to arrive at a balanced budget, noting that the team would need to compress expenses, meet enrolment targets, and recalibrate expectations for international undergraduate students, which would continue to be a challenge for the next few years.

In response to a question about the current percentage of international students within McGill's total student enrolment, Professor Manfredi stated that this number would be approximately 30%.

To conclude, Professor Manfredi noted that achieving balanced budgets was an ongoing requirement beyond FY2024, which would be challenging over the next few years. He stated that, over the past few years, the University had been able to accelerate contributions to the sinking fund but would now have to add calculations to make these payments moving forward. He added that the team would have to undertake a structural review of budget processes to ensure balanced budgets moving forward.

In response to a question about whether the University had an ongoing cost optimization plan in place to deal with challenges to achieve a balanced budget, and if any benchmarking exercise was being done with other institutions, Professor Manfredi noted that McGill was aiming to engage in the UniForum global benchmarking program, which was used by many other universities. He added that there was an incremental and historically-based budget in place but that it was time for a review of those processes. He added that tenure-track salaries were the biggest driver of faculty budgets, and that the University would need to take a close at how it allocated those tenure-track positions. Professor Saini noted that he had witnessed the positive effects of participating in the UniForum benchmarking exercise on other institutions and expressed that McGill would benefit from the program.

In response to a question about whether McGill had opportunities to increase revenue from tuition, Professor Manfredi noted that the University had capacity issues in some programs but stated that there was capacity to add students to certain graduate programs. In response to a follow-up question about whether lowering the standards for admission would help, Professor Manfredi noted that McGill had an exceptionally high threshold and large numbers of highly qualified applicants. He added that McGill was offering a number of online courses which provided an opportunity to

generate revenue. In response to a question about whether there were any government constraints on the provision of online classes by the University, Professor Manfredi stated that McGill was free to deliver its programs as it saw fit, and that government approval would only be needed if a new [online?] program was created.

The Board approved the following motion:

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved the proposed FY2024 Budget, as described in Appendix A.*

### **13.1.2 Maximum Borrowing Resolution for June 1, 2023, to May 31, 2024**

Governor Matuszewski presented a recommendation for Board approval of an annual short-term borrowing limit of \$400 million from June 1, 2023 to May 31, 2024, as required by the *Ministère de l'Enseignement supérieur* (MES).

Following the presentation, the Board approved the recommendation, as presented.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved a maximum borrowing of up to \$400 million, for the twelve-month period from June 1, 2023 to May 31, 2024.*

*On a motion duly proposed and seconded, the Board of Governors authorize the Vice-Principal (Administration and Finance) or the Associate Vice-Principal, Financial Services or the Chief Investment Officer and Treasurer to sign contracts, documents, or any instruments pertaining to these borrowings.*

## **13.2 Report of the Investment Committee**

[GD22-69]

Mr. Don Lewtas, Chair of the Investment Committee, assisted by Ms. Sophie Leblanc, Chief Investment Officer, Office of Investments, presented the Report of the Investment Committee arising from the Committee meeting of March 14, 2023, for information.

Mr. Lewtas noted that the Report on McGill's socially responsible investing (SRI), which was prepared annually in accordance with the recommendations contained in the CAMSR Report presented to the Board of Governors on December 5, 2019, was presented to the Investment Committee at its March meeting. He stated that the Report had first been presented to the CAMSR, which had resulted in a few adjustments from the original version. He stated that the Report highlighted two particular achievements—that the portfolio's carbon footprint was 36.6% below benchmark as of December 31, 2022, already ahead of the 2025 target of 33%, and that the percentage of MIP assets in impact investments was 7.8%, including unfunded commitments, ahead of the 2025 target of 5%.

On behalf of the Investment Committee, he thanked Ms. Leblanc and her team for their hard work in implementing the SRI strategy.

The Committee discussed McGill's SRI achievements. It was noted that the University's SRI report and achievements served as an example to many other institutions.

### **13.2.1 Outcome of Consultations regarding Review Period for SRI Practices**

The Chair of the Board of Governors, assisted by Ms. Sophie Leblanc, Chief Investment Officer, Office of Investments, presented a recommendation for Board approval regarding the University's review period of SRI practices.

The Chair reminded members that, at its last meeting, the Board had authorized her to undertake consultations with the administration, CAMSR and the Investment Committee on the question of accelerating a review of McGill's SRI practices. She stated that she had attended a meeting of the Investment Committee and participated in discussions about this topic, noting that the Investment Committee felt that it was important for the Board to be aware of the potential impact on investment returns. The Chair stated that, ultimately, the Investment Committee, along with CAMSR and management, agreed that the University should accelerate the review period, adding that members of the senior administration felt confident that they would have enough time to prepare materials for CAMSR to review in the fall, with a view to presenting CAMSR's recommendation to the Board in December 2023. The Chair stated that a great deal of work had been done during the 2018-2020 review so another 2-year review would not be needed, particularly since the University had made exceptional progress in the implementation of its SRI strategy and that there had been an almost complete divestment (99.1%) of the McGill Investment Pool from holdings with exposure to fossil fuel companies named in the Carbon Underground 200™.

Following the presentation, the Board approved the recommendation, as presented.

*On a motion duly proposed and seconded, the Board of Governors, pursuant to the Board Chair's consultation with the senior administration, the Committee to Advise on Matters of Social Responsibility (CAMSR) and the Investment Committee, authorized CAMSR to accelerate the 2025 review of SRI practices to take place effective immediately, on the understanding that CAMSR will submit a report, with any recommendations stemming from this review, to the Board of Governors by the end of the calendar year 2023.*

### **13.3 Report of the Nominating, Governance and Ethics Committee [GD22-70]**

*Secretary's note: Governor Stephen Halperin, Chair of the Nominating, Governance and Ethics (NGE) Committee, and Governor Claude G n reux recused themselves for this item.*

*The Chair of the Board presented the Report of the NGE Committee arising from the Committee meeting of April 13, 2023, for approval, on Governor Halperin’s behalf.*

**13.3.1 Recommendation for the Appointment to the Rank of Governor Emeritus: Claude Généreux**

The Chair of the Board presented the recommendation to appoint Governor Claude Généreux to the rank of Governor Emeritus, effective July 1, 2023, as Governor Généreux’s term of office will end on June 30, 2023.

Following the presentation, the Board approved the recommendation, as presented.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approved the appointment of Governor Claude Généreux to the rank of Governor Emeritus, commencing July 1, 2023.*

**13.3.2 Recommendation for the Appointment to the Rank of Governor Emeritus: Stephen Halperin**

The Chair of the Board presented the recommendation to appoint Governor Stephen Halperin to the rank of Governor Emeritus, effective July 1, 2023, as Governor Halperin’s second five-year term of office will end on June 30, 2023.

Following the presentation, the Board approved the recommendations, as presented.

The Chair thanked Governor Halperin and Governor Généreux for their contributions to the Board.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approved the appointment of Governor Stephen Halperin to the rank of Governor Emeritus, commencing July 1, 2023.*

**14. Annual Reports**

**14.1 Annual Progress Report on Key Performance Indicators [GD22-71]**

The Principal presented, for information, the Annual Progress Report on Key Performance Indicators (KPIs).

The Principal noted that this year’s report features a new KPI in the Research and Innovation section, and stated that two other KPIs in that section, related to Tri-Council funding and funding from *Fonds de Recherche du Québec*, had been reworked. He added

that the latter KPI, which was flagged as yellow last year to indicate that it was not on track, was green to indicate that it was trending in the right direction. He highlighted several academic KPIs that were off target compared to the last year, including the percentage of “satisfied” course evaluations and the mean salary of Associate Professors.

In response to a question about what caused the KPI related to the hiring of tenured and tenure-track professors to be off target, Professor Manfredi, noted that the University had put a pause on tenure-track hiring at the start of pandemic and only started hiring again once things began to return to normal. He stated that there was also an uptake in retirements, possibly due to the pandemic.

In response to a question about McGill’s mean salary of Associate Professors being under target, Professor Manfredi noted that McGill near the median when compared to other U15 universities and was working hard to move up in those standings. The Principal noted that universities with higher salaries tended to be located in cities with a higher cost of living than Montreal.

## **14.2 Annual Report on Research and Innovation**

[GD22-72]

Professor Martha Crago, Vice-Principal (Research and Innovation), presented, for information, the Annual Report on Research and Innovation.

Professor Crago began her presentation by highlighting McGill’s top placement in the 2023 rankings from Maclean’s university rankings, QS World university rankings, and Times Higher Ed world university rankings. She noted that a new movement had emerged in research stemming from the signing of the San Francisco declaration on Research Assessment (DORA), which emphasized a focus on aspects of research beyond numbers, including stories from students and researchers. In contrast, Professor Crago noted the importance of industry partnerships in propelling innovation, citing McGill’s partnership with Moderna as an example of McGill’s potential to tap into industry. In terms of impact, Professor Crago commended Professor Cindy Blackstock, winner of the Social Sciences and Humanities Research Council’s (SSHRC) Gold Medal, for her tremendous impact in the granting of government funding for indigenous children’s rights and welfare.

In terms of numbers, Professor Crago noted that the bulk of research funding came from the federal government, adding that provincial funding and donor contributions also accounted for significant amounts. She informed members that the University’s research intensity, calculated by dividing research funding by the faculty count, was third amongst U15 schools, and that it was also third in terms of tri-agency funding. With regard to CIHR project grants, Professor Crago noted that the total amount as of Fall 2022 was up from previous years, as more researchers had been encouraged to request apply for funding, and in turn, received it.

In response to whether industry sponsored research funding was being driven by industry or by McGill reaching out, Professor Crago noted that both were true, adding that McGill had liaisons working to identify opportunities in industry.

In response to a question about Canada Research Chairs, Professor Crago noted that McGill currently had a Canada Excellence Research Chair in Genomic Medicine. She added that the allocation of Chairs was based on the research grant funding received by researchers at a given institution.

**15. Faculty Presentation: Science** [GD22-73]

Professor Bruce Lennox, Dean of the Faculty of Science, delivered a presentation highlighting activities, initiatives and developments within the Faculty.

Dean Lennox began his presentation by noting that the Faculty of Science was well-positioned with the strong academic staff hired over the past ten years, across ten departments. He highlighted that every researcher within the faculty also had teaching responsibilities and added that there had been a 24% increase in undergraduate course registrations in the faculty since 2015. and, within the same time frame, a 29% increase in enrolments by graduate students and postdoctoral fellows. Dean Lennox noted that this large number of students caused challenges for the faculty but emphasized that it still continued to attract immensely qualified students. He concluded by highlighting several teaching and learning initiatives, including the Offices for Science Education, Science Research, and Science and Society, respectively, and new courses and concentrations in integrative, thematic science.

In response to a question about whether it was difficult for the faculty to attract graduate students, Dean Lennox noted that that was not the case.

**16. Other Business**

In response to a question about the communication plan for the New Vic project moving forward, the Chair noted that the Board would receive an overview of this communication plan at its next meeting.

The meeting ended at 7:12 p.m.

**END.**

## **SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON APRIL 20, 2023**

### **I. CLOSED SESSION OF APRIL 20, 2023**

#### **1. Recommendation Arising from a Decanal Advisory Committee Process**

The Board of Governors, pursuant to the advice of the decanal advisory committee, approved the Principal's recommendation to appoint of Dr. Lesley Fellows to the role of Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine and Health Sciences for a five-year, renewable term commencing August 1, 2023 and ending July 31, 2028.

#### **2. Report on New Appointments**

The Board of Governors approved the appointment of one candidate to the rank of Full Professor with Tenure, four candidates to the rank of Associate Professor with Tenure, and the promotion of eleven candidates to the rank of Full Professor.

#### **3. Grant Agreements**

##### **3.1 Health Canada Contribution Agreement**

The Board of Governors approved, on the recommendation of the Vice-Principal (Research and Innovation), the Contribution Agreement between McGill University and Health Canada in support of the "Dialogue McGill - Training and Retention of Health Professionals" project.

##### **3.2. Interinstitutional Agreement - CFI BRIF**

The Board of Governors approved, on the recommendation of the Vice-Principal (Research and Innovation), the inter-institutional agreement between McGill University and the McGill University Health Centre in support of the project entitled, "CL3 Capacity for Innovative Research and Training on Emerging and Reemerging Pathogens" awarded by the Canada Foundation for Innovation under the program Biosciences Research Infrastructure Fund Phase 1 (CFI BRIF-1).

#### **4. Board Committee Reports**

##### **4.1 Report of the Building and Property Committee and Finance Committee**

On the recommendation of the Building and Property Committee, the Board approved Lot 1 of 2 for the electrical distribution and infrastructure upgrade in Burnside Hall.