



Minutes of Open Session

Thursday, April 23, 2020 19-20 CR:04

Minutes of a meeting of the Board of Governors held on Thursday, April 23, 2020 at 4:00 p.m. via the WebEx Conferencing Application.

Present:

Babinski, Bob	Halperin, Stephen	Price-Verreault, Cynthia
Bertrand, Maryse	Jabalpurwala, Inez	Rogers, Dakota
Buraga, Bryan	Lotayef, Ehab	Sakhia, Samira
Boychuk, Michael	Matuszewski, Pierre	Sciortino, Karen
Desnoyers, Alan	Meighen, Michael A.	Turcotte, Martine
Dworek, Nikulas	Panda, Ram (<i>Chair</i>)	Zorychta, Edith
Généreux, Claude	Paul, Maarika	
Fortier, Suzanne	Pilote, Louise	

Regrets: Peter Coughlin, Lucy Gilbert, David Harpp, Samuel Minzberg, Sean Murphy.

Secretary-General: Edyta Rogowska, supported by Nicole Dobbie (Associate Director) and Sandra Duarte (Governance Officer), Secretariat.

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

Guests: Professor Angela Campbell, Associate Provost (Equity & Academic Policies); Ms. Sophie Leblanc, Chief Investment Officer & Treasurer; Dr. Leigh Yetter, Interim Executive Director, Analysis, Planning & Budget; Mr. Serge Bergeron, Budget Director, Office of the Provost and Vice-Principal (Academic).

9. Chair's Remarks

Governor Ram Panda, Chair of the Board of Governors (Chair), welcomed members to the fourth regular meeting of the Board of Governors for the 2019 – 2020 governance year.

10. Consent Items

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

- *Minutes (Open Session) of February 13, 2020*

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

- Report of the Executive Committee [GD19-51]
- Report of the Joint Executive – Senate Steering Committees [GD19-52]
- Annual Report on Research and Innovation [GD19-53]

11. Business Arising from Open Session Minutes

There was none.

12. Principal's Remarks (Continued)

Professor Suzanne Fortier, Principal and Vice-Chancellor, opened her remarks with an update on the situation concerning COVID-19, informing members that it had been over a month since the McGill campus had been closed. All University classes had moved online to ensure that students could complete their academic year. She specified that the winter term had wrapped up via remote teaching with over 2,000 classes having been delivered online. She thanked all those who had mobilized quickly to make this possible.

She mentioned all in-person events had been cancelled until at least June 5, 2020, noting that, regrettably, the in-person Spring Convocation ceremonies had to be cancelled. She stressed that the University was committed to finding ways to celebrate graduates and their accomplishments in a significant way, and announced that this year's graduating class would be celebrated virtually over the course of the summer, as well as in-person, should circumstances permit, in the spring 2021.

The Principal highlighted that the McGill community had come forward in a remarkable way to assist students who were being financially affected by the crisis. She shared that more than \$1 million had been made available to those in need through the McGill Student Emergency Support Fund.

The Principal then highlighted examples of research initiatives being led by McGill top experts and researchers in the fight against the COVID-19 pandemic. She informed members of the Board that the Federal Government had announced more than \$1 billion in support of a national medical research strategy to fight COVID-19 that included vaccine development, the production of treatments, and the tracking of the virus. She highlighted that the initiative included a COVID-19 Immunity Task Force to be led by an Executive Director, Dr. Timothy Evans, Associate Dean and Director of McGill's School of Population and Global Health, and noted that Dr. Catherine Hankins would co-chair the Leadership Group with Dr. David Naylor of the University of Toronto. She indicated that this serological testing initiative would be used to measure the scope of coronavirus infection in Canada and would provide information needed to manage the COVID-19 pandemic in order to safely get Canadians back to work.

The Principal then shared that the Québec COVID-19 Biobank, a province-wide initiative in collaboration with the *Fonds de recherche du Québec (FRQ)* and *Génomique Québec*, had been launched and would enable the collection, storage and sharing of samples and data related to the COVID-19 pandemic. She noted that the task force that had been mobilized to take on this role would be led by McGill's Dr. Vincent Mooser, with additional medical and scientific expertise from McGill and several other Quebec institutions.

She then mentioned that the McGill Interdisciplinary Initiative in Infection and Immunity (MI4), which brought together a network of more than 250 researchers, was also focusing their expertise and efforts in looking at every aspect of COVID-19, and acquiring the essential knowledge to defeat it.

With regard to government relations, the Principal informed members that McGill was working very closely with the Federal government as well as Universities Canada and the U15, and focusing on supporting local and international students, and on providing support for research and innovation, and infrastructure. She then reported that the Federal government had announced this week \$9 billion in funding for the new Canada Emergency Student Benefit (CESB), which would provide income support to post-secondary students who had lost work opportunities due to COVID-19.

The Principal mentioned that in light of COVID-19, the Federal 2020-21 Budget, which initially had been scheduled to be tabled on March 30, 2020, had been postponed to a future date yet to be determined.

She then shared that at the provincial level, the Quebec government had decided to redo their Budget, which had been tabled on March 10, 2020. She stated that the new Budget was expected to be presented before the end of June 2020 and, in noting that the government had reaffirmed its commitment to education, she indicated that it was prudent to plan for less generous funding than what had previously been announced.

She informed members that McGill had been working very closely with the *Bureau de coopération interuniversitaire* (BCI) to identify the range of challenges universities were facing as a result of COVID-19 to ensure that the impact was communicated to the Quebec government. She mentioned that a new ad hoc committee that brought together representatives of the universities and the government had been working to identify financial issues as well as potential solutions. She noted that Professor Fabrice Labeau, Deputy Provost of Student Life and Learning, was representing McGill on this ad hoc committee.

She also informed members that the Government Relations Team was in touch with officials at Immigration, Refugees and Citizenship Canada and the *Ministère de l'Immigration, de la Francisation et de l'Intégration* to seek clarification on travel restrictions, and to advocate on behalf of current and prospective international students as well as temporary foreign workers.

Concerning community relations, the Principal reported that this year, McGill24, the University's fifth annual day of giving, had taken place on March 11, 2020, highlighting that McGill alumni, faculty, staff, students, parents and friends had come together to raise a new record of \$2,956,106.

The Principal concluded her remarks with the external recognition of members of the community. She mentioned that it was with sadness and pride that she announced that Professor Daniel Jutras was leaving McGill to take up the role of rector at the *Université de Montréal*, noting that he would begin his five-year term on June 1, 2020, and succeed

Dr. Guy Breton. She then highlighted that Professor Sujata Madan from the Desautels Faculty of Management was named one of ten 2020 3M National Teaching Fellows, the highest recognition of teaching excellence at the university level. Finally, she shared that Dr. Guy Rouleau had been recognized by the Gairdner Foundation with the Canada Gairdner Wightman Award for being a driving force in neurological disease research and his leadership in Open Science.

In response to a question about this spring's Convocation ceremonies, the Principal explained that a Convocation Subcommittee had been established to explore the feasibility of both virtual ceremonies and postponed in-person celebrations. She noted that the Subcommittee had been gathering feedback and ideas from the McGill community and encouraging students to share their thoughts. She then mentioned that the University was planning for the postponement of the spring 2020 in-person Convocation ceremonies until spring 2021, which was also McGill's Bicentennial year, provided that government and local health authorities' recommendations would allow them. She noted that the awards of this year's honorary degrees would also be postponed.

In response to a question about the Canada Emergency Student Benefit (CESB), the Principal stated that the CESB would probably be available to Canadian students, not international students.

In response to a question about the different scenarios for reopening the University, the Principal explained that McGill's situation is similar to other universities, which were having conversations and assessing different options. She noted that McGill was not anticipating a full re-entry in the fall 2020, and that many scenarios were being explored at this time.

Governors commented on McGill's resilience during these difficult times and highlighted the excellent work being done in the sharing of information.

13. Board Committee Reports

13.1 Report of the Finance Committee

[GD19-54]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee arising from the Committee's meeting of April 16, 2020. He mentioned that the Report included four items for approval and several items for information.

13.1.1 Maximum Borrowing Resolution for Fiscal Year 2021

Governor Matuszewski explained that the *Ministère de l'Éducation et de l'Enseignement supérieur* (MEES) requires annual borrowing authorization limits to be confirmed by the University. He then stated that the Committee had reviewed the extent and methods of external borrowing for both operating and capital needs, noting that given the uncertainty surrounding the financial impacts of the COVID-19 pandemic on the University's financial operations, the Committee recommended

that the Board approve an annual short-term borrowing limit of \$400 million from June 1, 2020 to May 31, 2021.

Following the presentation, members 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, 2020 to May 31, 2021.

The Board of Governors also authorized 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.

13.1.2 Recommendation regarding Rate Locks for Last Tranche (\$150M) of \$400M Bond

Governor Matuszewski explained that the Committee was presented with several options regarding the use of derivative instruments for hedging the interest rate risks associated with the University's financing plan for deferred maintenance and information technology initiatives. He stated that following a review of the options, the Committee recommended proceeding with Option 1, which was to continue to roll-over the rate locks (on \$150 million total) and use a portion (\$90 million) to hedge the financing costs of the possible purchase of a property, while keeping the balance to hedge a portion (\$60 million) of the last tranche (\$150 million) in support of financing IT initiatives.

Following the presentation, members approved the recommendation, as presented:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, further and pursuant to the relevant provisions of Board of Governors resolutions GD15-21 and GD14-17 and Executive Committee resolution ED14-14, approved and authorized the Chief Investment Officer and Vice-Principal (Administration and Finance) to continue to roll over the interest rate locks (on \$150 million total) and use a portion (\$90 million) to hedge the financing costs of the purchase of 2001 McGill College while keeping the balance to hedge a portion (\$60 million) of the last tranche (\$150 million) in support of financing IT initiatives subject to the receipt of any required government approvals.

13.1.3 Revisions to the Long Term Investment Policy Relating to the Sinking Fund

Governor Matuszewski stated that the Finance Committee had reviewed a proposed amendment to the University's *Investment Policy – Sinking Fund for Debt from the Deferred Maintenance Financing*, which sought to include the financial considerations of the first phase of the financial plan in support of the McGill University Master Plan. He explained that the Policy dealt with a specific purpose account and mechanisms for the orderly reserve of funds and the appropriate investment of such funds in order to allow the University to meet its debt repayments.

Following the presentation, members approved the recommendation, as presented:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved to rename and amend the Politique de Placement – Fonds d'amortissement des emprunts découlant du plan de financement d'entretien différé, (Investment Policy – Sinking Fund for Debt from the Deferred Maintenance Financing) to "Politique de Placement, Afférente aux actifs détenus dans le fonds d'amortissement des emprunts à long terme de l'Université McGill, (Investment Policy – Sinking Fund for Repayment of McGill University Long-Term Debt)".

The Board of Governors also authorized the Vice-Principal (Administration and Finance) to amend Schedules A and B of the Politique de Placement, Afférente aux actifs détenus dans le fonds d'amortissement des emprunts à long terme de l'Université McGill, (Investment Policy – Sinking Fund for Repayment of McGill University Long-term Debt), from time to time, subject to receipt of any required authorizations from the Ministère de l'Éducation de l'Enseignement supérieur and the Ministère des Finances.

13.1.4 Proposed Provisional McGill University Budget 2020 – 2021

Governor Matuszewski provided an introduction to McGill's Budget 2020 – 2021 by explaining that in light of the extraordinary circumstances resulting from the unprecedented COVID-19 pandemic and, more notably, the particular uncertainties with respect to FY2021 revenues, which were heavily dependent on student enrolment, the Finance Committee was recommending proceeding with the adoption of a provisional budget. He noted that this provisional budget plan was presented for approval in anticipation of the new fiscal year starting on May 1, 2020 and stated that a second budget plan for FY2021 would be presented to the Committee in November 2020.

Professor Christopher Manfredi, Provost and Vice-Principal (Academic), then reviewed with members key elements of the Proposed Provisional McGill University Budget 2020 – 2021. He started by highlighting that fiscal year 2020

ended very close to what the Board had approved in April 2019. He informed members that Quebec Universities were in discussions with the Quebec Government to assess the extent of lost revenues and extraordinary expenditures in the last months of FY2020. He explained that the extent of any subsidy for lost revenue or reimbursement of costs remained to be determined.

He summarized the Budget 2020-21 assumptions and enrolment considerations, and presented the enrolment planning scenarios. He reviewed with members key expense reduction measures, including the establishment of a \$20M contingency fund to brace against unknown enrolment decline, extraordinary costs associated with alternate program delivery, a reduction of the FY2021 sinking fund payment from \$11.5M to \$8.5M, the deferral of some planned expenditures for FY2021 across all sectors of the University, and the implementation of additional expenditure reductions. He also noted that the University was suspending tenure-track and contract academic hiring as well as administrative and support staff hiring until further notice as well as deferring merit increases for all non-unionized academic and administrative and support staff (including University executives) until December 2020.

In response to a question about salary reductions, the Provost mentioned that the University had decided to freeze the salaries of senior administrators, and that an economic increase for Management-level staff would be implemented across the board on June 1, 2020, with the merit increases being delayed to December 2020.

In response to a question about the 2% contingency fund (equivalent to \$20M), the Provost agreed that this fund could be larger, noting that more precise cost estimates would be made available at a later time but before the presentation of the final budget in November 2020.

In response to a question about enrolment, the Provost noted that the number of new students who had confirmed their acceptance of the University's offer of admission as of early April 2020 were broadly comparable to those from April 2019, and highlighted that the confirmations from CEGEPs and US high schools had increased and that those from Ontario high schools were similar to last year. In noting that confirmations from international (non-US) high schools were down slightly, the Provost mentioned that the University was expecting to admit more students from the U.S. this year, which was to compensate for the decline in non-US international students.

In response to a question about the quality of the students being admitted, Professor Manfredi confirmed that the University had not changed its admission standards.

In response to a question about programs being delivered remotely, the Provost mentioned that the University was over-admitting in some programs in order to achieve the enrolment targets, noting that there would not be any restrictions in classroom sizes if courses were delivered online. The University's priority in such a situation would be to ensure quality and instructor capacity.

In response to a question about key upcoming dates, the Provost noted that June 1, 2020, was the deadline to confirm enrolment. He indicated that, in the meantime, the University was holding many virtual activities and fairs.

In response to a question about travel restrictions and tuition fees, Professor Manfredi explained that the quality of the programs would not be compromised and that McGill was committed to high quality programming, noting that tuition fees would not be reduced. He stressed that the University was putting in place robust financial assistance for students in need and specified that the cost of delivering the programs remotely was the same as in-person delivery. He also noted that the University would incur significant losses from not receiving revenues from the residences.

Governor Matuszewski congratulated the administration for the FY2020 financial results and mentioned that the Finance Committee would be kept informed of developments concerning the FY2021 Budget during the summer.

Following the discussion, members approved the recommendation, as presented:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved the proposed FY2021 Provisional Budget.

13.2 Report of the Committee to Advise on Matters of Social Responsibility (CAMSR) [GD19-50]

The Chair introduced the Report by reminding members that at its meeting on December 5, 2019, the Board approved CAMSR's recommendations with the understanding that an implementation plan, including quantifiable targets and timelines would be developed by CAMSR, in consultation with the Investment Committee, and presented to the Board at this meeting. The Chair acknowledged the work that went into this process and thanked members of CAMSR for giving the Board's request due consideration and for bringing forward a number of recommendations.

Governor Cynthia Price-Verreault, Chair of CAMSR, explained that following the approval of CAMSR's recommendations by the Board, CAMSR continued its work on this file and developed, in collaboration with the Investment Committee, an implementation plan supporting the operationalization of the December recommendations. She stated that the actions and targets proposed were the results of in-depth analysis of potential options and scenarios, which took into account the mission of the University and the Board's fiduciary duties, as required by CAMSR's mandate.

Governor Price-Verreault presented in detail the plan for the operationalization of the recommendations of the CAMSR Report (GD19-29), which were focused on the following eight areas:

- 1) Decarbonisation: the University will reduce the carbon footprint of the McGill Investment Pool (MIP) public equity portfolio by 33% relative to the MIP public equities benchmark. This decarbonisation will lead to removing investments from highly carbon intensive companies, in particular those in the fossil fuel industry, cement and steel producers, and coal and gas-fired power plants. Considering the value of the portfolio as of September 30, 2019, this approach will reduce the portfolio's carbon emissions by 38 tons of CO₂ per million dollars invested annually. The majority of this sustained reduction is to be achieved in the first two years of implementation, with the balance completed by 2025.
- 2) Impact investing: the University will commit over \$75 million by 2025 to renewable energy, clean technologies, energy efficiency, green building, pollution prevention, sustainable water and other low-carbon funds. This represents 5% of the MIP invested in low-carbon funds and funds that contribute to decarbonisation of the MIP.
- 3) Screening: within two years, the University will propose a target allocation for increasing the amounts invested in the fossil-fuel-free fund, and an appropriate mechanism for implementation.
- 4) Engagement: the Investment Committee will continue to increase the number of University fund managers who adhere to an environmental, social and corporate governance (ESG) policy and/or are signatories of the United Nations' Principles for Responsible Investment (UNPRI). Currently, 93% of the University's assets managed by investment managers meet this criterion, from just above 70% in 2016.
- 5) ESG integration: the Office of Investments will propose amendments to the Statement of Investment Policy (SIP), including modifying the Investment Objective section to consider ESG commitments.
- 6) Annual reporting: beginning in spring 2021, the Investment Committee will submit an annual socially responsible investing (SRI) report to CAMSR and the Board on the percentage of assets managed by managers who are signatories of the UNPRI and/or have an ESG policy, the MIP carbon emission absolute and relative measures, the impact investment exposure, and other initiatives relevant to SRI activities related to the MIP.
- 7) SRI review: beginning in spring 2025, the Board will review the current SRI practices on a five-year basis in order to determine the need for any adjustments or further SRI actions.
- 8) Institutional leadership: the University will commit to furthering its leadership role in evaluating and promoting, in collaboration with its peer U15 universities, policies and best practices in the area of SRI.

Governor Price-Verreault emphasized the Committee's view that the implementation plan supported the University's objectives and priorities as it worked to become a leader in the area of sustainability. She highlighted that the Committee was convinced that the plan was aligned with the University's priorities and objectives, and that it included ambitious, responsible and implementable actions that were needed to support collective efforts in the fight against climate change.

The Principal then acknowledged CAMSR's work and the recommendations that it was proposing to the Board as important signs of CAMSR's and the Board's enhanced commitment to playing a key role in helping the University's collective efforts in the area of climate change and sustainability. She stated that it was an aggressive plan based on thorough analysis that included concrete actions and deliverables.

In response to a question about the carbon footprint of the University's investments, Ms. Sophie Leblanc, Chief Investment Officer and Treasurer, explained that the Office of Investments had undertaken a detailed analysis that had helped CAMSR to develop its recommendations. She specified that the CAMSR Report showed that the impact of decarbonizing the McGill Investment Pool (MIP) would involve divesting from certain companies in the fossil fuel industry, and noted that decarbonization would have a more meaningful effect on reducing the MIP's carbon footprint than would have been achieved from the sole action of divesting from the 200 companies on the Carbon Underground list.

In response to a question about McGill's interactions with other universities, Professor Yves Beauchamp, Vice-Principal (Administration and Finance), stated that he and Ms. Leblanc had participated in a U15 meeting in January where the top Canadian universities showed great interest in learning what McGill was doing in this area. He noted that at this meeting, he and the Chief Investment Officer presented McGill's analysis and approach, which received a positive response from other universities.

In response to a question about McGill's investment managers, Ms. Leblanc reminded members that in March 2016, the Investment Committee undertook the objective to increase the percentage of assets in the MIP with managers that had adopted an ESG policy and/or were signatories of the UNPRI to a minimum of 80% by 2021, noting this percentage was currently at 93%, which was above the objective. She explained that the Office of Investments was working to continue to increase this percentage. She confirmed that with time, all McGill's investment managers would adopt an ESG policy and/or be signatories of the UNPRI.

Some members expressed the view that it would have been valuable to receive more information about the MIP's carbon emission generating investments. A discussion on the analysis undertaken with respect to the decarbonization target and the carbon footprint of the University's investments ensued. It was noted that MSCI was used

as it provided reliable and independent data on CO2 emissions. It was also clarified that Mercer may at times provide, if requested by McGill, investment advice on a variety of opportunities or investment matters.

Governor Buraga commented that while he was pleased that the University was moving in this direction, he empathized that full divestment was advisable as the University worked to become a leader on climate change. He mentioned the case of the University of Guelph that had recently announced that it was divesting from the fossil fuel industry.

In response to a question about the role of the newly established Sustainability Committee, Ms. Edyta Rogowska, Secretary-General, explained that this Committee would assist the Board in setting and achieving institutional priorities and goals, and in monitoring progress in the area of sustainability as related to, for example, University operations but not investments. She noted that CAMSR would maintain its current role of advising the Board on matters concerning social responsibility related to University endowment investments.

Following the discussion, members approved the recommendation, as presented, with Governors Buraga, Lotayef and Rogers abstaining.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Committee to Advise on Matters of Social Responsibility (CAMSR), approved the implementation plan contained in the CAMSR Report (GD19-50) supporting the operationalization of the CAMSR recommendations, approved by the Board of Governors on December 5, 2019.

14. Report from Senate [GD19-55]

The Principal presented the Report from Senate, arising from the electronic votes held by Senate on April 2 and April 15, 2020 and the Senate meeting held via videoconference on April 21, 2020. She mentioned that the Report included several items for information and two items for approval by the Board of Governors.

14.1 Proposed Revisions to the *Regulations Relating to the Employment of Contract Academic Staff*

The Principal presented the proposed revisions to the *Regulations Relating to the Employment of Contract Academic Staff*, which had been reviewed by Senate. She mentioned that these Regulations were first approved in May 2010 and last amended in 2018. She explained that through the implementation of the 2018 amendments, it became apparent that minor revisions were required to align the Regulations with the needs and interests of the academic community, including academic units and Contract Academic Staff, noting that these supplementary revisions were being proposed to ensure alignment.

Following the presentation, members approved the recommendation, as presented:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the proposed revisions to the Regulations Relating to the Employment of Contract Academic Staff.

14.2 Strategic Equity, Diversity & Inclusion (EDI) Plan

The Principal presented the Strategic Equity, Diversity & Inclusion (EDI) Plan 2020-2025, which had been endorsed by Senate at its meeting on April 21, 2020. She explained that, guided by the goal of centralizing EDI within the University's core activities and the pursuit of its academic mission, the Strategic EDI Plan articulated a series of measures within five principal themes (student experience; research and knowledge; outreach; workforce; and physical space), which mapped onto the Principal's Priorities.

Following the presentation, members endorsed the recommendation, as presented:

On a motion duly proposed and seconded, the Board of Governors endorsed the basic principles and broad outline of the Strategic Equity, Diversity & Inclusion (EDI) Plan 2020-2025 with the understanding that all items emanating from this plan that require academic governance oversight be returned to Senate for appropriate deliberation and action.

15. Other Business

There was none.

The meeting ended at 6:25 p.m.

END

SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON APRIL 23, 2020

1. Report on New Appointments, Promotions and Tenure

The Board of Governors approved the appointment of one new Associate Professor with tenure and the promotion of three Associate Professors to the rank of Full Professor.

2. Contracts of Affiliation with Quebec Health Care Institutions

The Board of Governors, on the recommendation of the Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine, approved the Contracts of Affiliation with the following six health care institutions in Quebec:

- McGill University Health Centre
- CIUSSS du Centre-ouest-de-l'Île-de-Montreal
- CIUSSS de l'Ouest-de-l'Île-de-Montreal
- CISSS de Laval (in relation to the Jewish Rehabilitation Hospital)
- CISSS de l'Outaouais
- Shriners' Hospital for Children

The terms of the Contracts of Affiliation are those set by the Ministry of Health and Social Services of Quebec. The contracts, which take into consideration the missions of both McGill and the health care institutions to advance knowledge and research and provide health care services to the community, will strengthen the links of affiliation with the University's health care partners.

3. Recommendation Concerning Honorific Naming Proposal

The Board of Governors, on the recommendation of the Principal and Vice-Chancellor, and pursuant to the advice of an ad hoc committee established under the *Policy Relating to the Naming of University Assets*, approved a naming proposal concerning a significant University asset. The naming of the asset will be announced publically in due course.