



Minutes of Open Session

Thursday, December 10, 2020 20-21 CR:02

Minutes of a meeting of the Board of Governors held on Thursday, December 10, 2020 at 4:00 p.m. via the Zoom Conferencing Application.

Present:

Babinski, Bob	Headon, Fred	Paul, Maarika
Bertrand, Maryse	Jabalpurwala, Inez	Pilote, Louise
Boychuk, Michael	Lotayef, Ehab	Price-Verreault, Cynthia
Coughlin, Peter	Louisa, Rod	Rohrbach, Petra
Desnoyers, Alan	Matuszewski, Pierre	Sciortino, Karen
Earle, Jemark	Meighen, Michael A.	Scruton, Keel
Fortier, Suzanne	Minzberg, Samuel	Tippler, Maria
Halperin, Stephen	Panda, Ram (<i>Chair</i>)	Zorychta, Edith

Regrets: Claude Généreux, Lucy Gilbert, Samira Sakhia.

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: Mr. Louis Arseneault, Vice-Principal (Communications & External Relations); Dr. Martha Crago, Vice-Principal (Research and Innovation); Dr. David Eidelman, Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine and Health Sciences; Professor Fabrice Labeau, Deputy Provost (Student Life and Learning); Mr. Marc Weinstein, Vice-Principal (University Advancement); Dr. Richard Martin, Executive Director, Analysis, Planning and Budget, Office of the Provost and Vice-Principal (Academic); Ms. Veronique Belanger, Chief of Staff, Office of the Principal and Vice-Chancellor; Mr. Stuart (Kip) Cobbett, Chair of the Committee on Sustainability; Dr. Laura Winer, Director, Teaching and Learning Services; Mr. Francois Miller, Executive Director of Sustainability.

8. Chair's Remarks

Governor Ram Panda, Chair of the Board of Governors (Chair), welcomed members to the second meeting of the Board of Governors for the 2020 – 2021 governance year.

The Chair welcomed and introduced a new Governor, Ms. Maria Tippler, Secretary-General of the Post Graduate's Student Society (PGSS), noting that she was succeeding Dakota Rogers who served on the Board last year and for a brief period this year. He mentioned that Ms. Tippler would also serve on the Nominating, Governance and Ethics (NGE) Committee and the Finance Committee.

The Chair announced that during the Closed Session, the Board approved the reappointment of Governor Maryse Bertrand as member-at large and Vice-Chair of the Board of Governors and as a member on the Board Standing Committees on which she currently served, namely the Committee to Advise on Matter of Social Responsibility

(CAMSR), the Building and Property Committee, and the Human Resources Committee. On behalf of the Board, the Chair thanked Governor Bertrand for continuing to serve the Board in this capacity.

On behalf of the Board of Governors, the Chair congratulated Professor Yves Beauchamp, Vice-Principal (Administration and Finance), on his appointment to the Order of Canada, noting that he had been recognized for expanding the *École de technologie supérieure* (ETS) and Montréal's *Quartier de l'innovation*, and for his devotion to post-secondary education. He mentioned that a dozen of other members of the McGill community, including current and former administrators and professors, and alumni, had also been honoured for their "contributions to making Canada a better country", including Dr. Guy Rouleau, Director of The Neuro (Montreal Neurological Institute-Hospital) of McGill University and the McGill University Health Centre, Dr. Alice Benjamin, Department of Obstetrics & Gynecology, and Professor Elliot Lifson, Desautels Faculty of Management.

9. Consent Items

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

- Minutes (Open Session) of October 1, 2020
- Report of the Nominating, Governance and Ethics Committee* [GD20-21]

* Governor Lotayef requested that the informational item concerning the Administrative and Support Staff Representation on Board Standing Committees of the Report of the NGE Committee be withdrawn from the Consent Items. The Chair indicated that this item would be addressed under agenda item 13 (Board Committee Reports). The rest of the recommendations contained in the Report were approved by the Board of Governors, as consent items.

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

- Report from Senate [GD20-22]
- Report of the Executive Committee [GD20-23]
- Report of the Investment Committee [GD20-24]
- Report of the Joint Board of Governors and Senate Meeting [GD20-25]

10. Business Arising from Open Session Minutes

There was none.

11. Principal's Remarks (Continued)

Professor Suzanne Fortier, Principal and Vice-Chancellor, opened her remarks with an update on campus developments in light of the COVID-19 pandemic, noting that the Quebec government had extended the red-zone restrictions into the new year, which meant that McGill would continue to operate in the same manner as it had been for the past weeks. She highlighted the successful efforts to keep the campuses safe, noting the very low number of cases of transmission on campus.

The Principal reported that on December 2, 2020, Senate approved a motion to change the Winter 2021 Academic Calendar to help students meet the exceptional demands of the pandemic, noting that the University would open as planned on January 4, but that the Winter semester classes would now begin on Thursday, January 7, 2021. She specified that this decision applied to all Faculties, with the exception of the Faculty of Medicine and Health Sciences and the Faculty of Dentistry, both of which could not accommodate such a delay due to accreditation obligations. She mentioned that if public health directives allowed, the University would progressively increase on-campus operations and resume on-campus activities, with some employees gradually returning to the University in January 2021.

The Principal explained that planning for the Fall 2021 had already begun, noting that the University was planning to use the Winter 2021 term as an opportunity to slowly and safely increase activities on the McGill campuses.

Concerning government relations, the Principal mentioned that the federal and provincial governments remained focused on their efforts to combat the second wave of the pandemic, and that the University administration was thankful for the support received from the Quebec government, who had agreed to provide grants equivalent to the 2018-19 enrolment, thereby providing stability to the University system.

The Principal informed members that McGill had continued its advocacy efforts through the U15 in support of students and the research enterprise efforts, as well as in support of the universities in their effort to achieve carbon neutrality in their operations. She also mentioned that since the end of October 2020, McGill was permitted to welcome new international students, following their 14-day quarantine period upon arrival in Canada. She pointed out that Immigration, Refugees and Citizenship Canada had identified McGill as one of the designated learning institutions with an approved COVID-19 readiness plan.

The Principal reported that members of the senior administration had attended meetings with Quebec Minister of Higher Education, Danielle McCann, as well as with Finance Minister, Eric Girard, and the Mayor of Montreal, Valérie Plante, to discuss major projects at McGill, including the New Vic Project and Fiat Lux Library.

The Principal then turned to university rankings. She reported that the Maclean's University Rankings had named McGill as Canada's top medical/doctoral university for the 16th year in a row. She noted that McGill had been recognized for, among other things,

its sustainability efforts, campus diversity, student wellness initiatives, and its rigorous research program.

Concerning community relations, the Principal informed members that in October 2020, McGill received a \$15M gift from McGill alumni Marc and Marie Bieler, highlighting that this transformative gift would build resources for the Bieler School of Environment to tackle critical environmental and social issues. She noted that it was the largest gift ever from a graduate of the Macdonald Campus.

The Principal then announced that the winning book of this year's Cundill History Prize had been 'Fifth Sun: A New History of the Aztecs' by Camilla Townsend, noting that the international prize had been founded in 2008 by the late Peter Cundill to recognize and promote literary and academic achievement in history.

She announced that the 2020 McGill-Centraide Campaign, co-chaired by Professor Robert Leckey, Dean of the Faculty of Law, and Mr. Louis Arseneault, Vice-Principal (Communications and External Relations), would continue until the end of December, highlighting the great participation and support from the McGill community, and noting that the Campaign was very close to reaching this year's target of \$400,000.

The Principal informed members that Mr. Geoffrey Phillips had been appointed as the new Senior Director of Athletics and Recreation, effective December 14, 2020. He was currently McGill's Director of Sport Programs. She thanked Mr. Philip Quintal, who had served as Interim Senior Director since Mr. Marc Gélinas' retirement in December 2019.

The Principal concluded her remarks with examples of external recognition of members of the community. She highlighted that several McGillians had been among the newest appointments to the Order of Canada, including Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Dr. Guy Rouleau, Director of The Neuro, Dr. Alice Benjamin, Associate Professor in the Department of Obstetrics & Gynecology, and Elliot Lifson, Professor of Practice, Desautels Faculty of Management. She noted that several McGill alumni had also been appointed to the Order of Canada, including Mr. Howard Alper and Prof. Emeritus Robin Poole who had been promoted to the rank of Companion. The Principal then announced that McGill had two new Rhodes Scholars, namely Abdel Dicko, a Joint Honours Political Science and African Studies student, and Ffion Hughes, an Honours History student, highlighting that McGill had the most Rhodes Scholars in Canada at 147. The Principal informed members that Computer Science student Jasmine Wang had been one of 154 new recipients of the Schwarzman Scholarship, which was a distinguished program at Beijing's Tsinghua University, and that Professor Myriam Denov (School of Social Work) had received the SSHRC Impact Insight Award for her research on children and families affected by war. The Principal then announced that thirteen McGill researchers had been named on Clarivate's annual Highly Cited Researchers 2020 list of scientists from around the world who had published papers that ranked in the top 1% by citations in their fields over the past decade. Lastly, she highlighted that Sports Illustrated had named McGill alumni Laurent Duvernay-Tardif as one of its five Sportspersons of the Year for putting his professional football career on hold to work on

the frontlines of the COVID-19 pandemic as a volunteer at a local long-term care facility. She pointed out that Laurent Duvernay-Tardif had also recently been named co-winner of the Lou Marsh Trophy, sharing the honour of being Canada's athlete of the year.

The Principal then called on Mr. Marc Weinstein, Vice-Principal (University Advancement), to briefly speak about McGill 24, the University's annual day of giving to be held in March 2021.

In response to a question about two recent gifts to the Faculty of Education, the Principal informed members that the Faculty had recently received \$7.3 million in philanthropic support. She noted that the first gift, totalling \$4.8 million, had been a bequest from the late Mary (Marie) Marsh, in support of needs-based and merit-based funding available to student teachers and to support students working on inclusive education projects. The second gift of \$2.5 million came from the Molson Foundation, in support of the CoLab, a new partnership between the Faculty of Education and Montreal's Trafalgar School for Girls.

In response to a question about the mental health of students, the Principal indicated that since the start of the pandemic, the Quebec government had considered this issue a priority and had contributed funding to universities for the treatment and prevention of mental health problems. She mentioned that the Emergency Operations Centre (OEC) was paying close attention to the mental health of students, faculty and staff, noting that these were difficult times for everyone.

Professor Fabrice Labeau, Deputy Provost (Student Life and Learning), mentioned that in collaboration with the student associations, a new service, called Keep.meSAFE, that specialized in student mental health support, had been introduced in the Spring 2020, noting that it was available to all McGill students. He noted that this new service was complementary to other supports and services provided by McGill, such as the Student Wellness Hub.

13. Board Committee Reports: Part II

13.1 Report of the Committee on Sustainability

[GD20-26]

Mr. Stuart (Kip) Cobbett, Chair of the Committee on Sustainability, presented the Report of the Committee on Sustainability arising from the Committee meetings of October 15 and November 24, 2020. He mentioned that this was the first Report of the Committee on Sustainability, which had been established in December 2019 in order to assist the Board in setting and achieving institutional priorities and goals, and in monitoring progress in the area of sustainability. He then indicated that the Report contained one item requiring approval by the Board.

13.1.1 Climate and Sustainability Strategy 2020-2025

Mr. Cobbett presented the proposed new Climate and Sustainability Strategy 2020-2025, assisted by Professor Yves Beauchamp, Vice-Principal (Administration and Finance), Professor Christopher Manfredi, Provost and Vice-Principal (Academic), and Mr. François Miller, Executive Director of Sustainability. He noted that it would be McGill's second climate and sustainability strategy, following Vision 2020, which was launched in 2014, and had consisted of two action plans for the periods from 2014 to 2016 and 2017 to 2020.

Mr. Cobbett explained that an extensive stakeholder consultation process for the development of the Strategy had been undertaken in 2020 that captured the diverse interests of McGill and its constituencies. He noted that the Strategy involved three long-term targets, namely: (i) Achieve Carbon Neutrality by 2040; (ii) Attain Platinum Sustainability Rating by 2030; and (iii) Become Zero-Waste by 2035. He highlighted that the progress toward each target would be measured, monitored and reported on periodically to the Committee and the Board, and that community engagement and participation would be key elements of the Strategy's implementation.

Mr. Cobbett indicated that two Committee meetings had been held where the Committee reviewed and provided feedback on the Strategy, which was taken into account and incorporated into the final version that was being presented to the Board today.

Vice-Principal Beauchamp and Provost Manfredi continued the presentation, highlighting that the Strategy had three principal axes: (i) Empowering our Community; (ii) Advancing our efforts; and (iii) Transforming our campuses. They noted that the Strategy included a framework that would ensure the active participation of the McGill community in the achievement of its sustainability goals and objectives and indicated that the Strategy would advance the University's efforts by leveraging the success of Vision 2020 and maintain its leadership position among universities with respect to climate and sustainability. They highlighted the new long-term target to become a Zero-Waste institution by 2035, which meant achieving a waste diversion rate of 90%.

Mr. Miller then presented an overview of the proposed Climate and Sustainability Strategy 2020-2025, noting that it was structured around 8 key categories, with each category defined by a single short-term, 5-year objective and consisting of a flagship action item and other complementary action items. He highlighted that the Strategy was well aligned with the Government of Quebec's recently released "*Plan pour une économie verte 2030*" as well as the City of Montreal's Climate Plan.

In response to a question about whether the targets were ambitious enough, Mr. Miller explained that the goals were ambitious and at the same time realistic, noting that the University would continue being a leader in sustainability by having a clear plan and committed investments and by maintain an ambitious timeline for

achieving its targets. He also mentioned that the Strategy benefitted from the support and leadership of the senior administration, highlighting that taking action on sustainability and climate change was a priority for the University.

Following the discussion, members approved the recommendation, as presented below.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Committee on Sustainability, endorsed the Climate and Sustainability Strategy 2020-2025, as presented in Appendix A.

Mr. Cobbett then presented the informational items included in the Report, noting that the Committee had approved, for submission to the Board of Governors, the 2019-2020 Annual Report on Climate and Sustainability Activities at McGill University. He also reported that the Committee reviewed the sustainability key performance indicators (KPI) for 2020 and discussed tracking tools that the University would use to evaluate its performance toward its strategic sustainability-related priorities.

13.2 Report of the Building and Property Committee [GD20-27]

Governor Peter Coughlin, Chair of the Building and Property Committee, presented the Report of the Building and Property Committee (BPC) arising from the Committee meeting of December 4, 2020. He noted that the Report included two items requiring approval by the Board.

13.2.1 Southwest-Northeast Smart Energy Grid Project: Request for Budget Increase

Governor Coughlin presented the request to increase the total funded budget of the Southwest-Northeast Smart Energy Grids Project by \$1,139,000, from \$8,900,000 to \$10,039,000, in order to complete the project's construction phase. He reminded Governors that in March 2019, the Board had approved to proceed to the construction phase with a budget of \$7,909,850, bringing the total project budget, including taxes, rebates, soft costs and contingencies to \$8,900,000. He noted that the construction phase had begun in May 2019 and was expected to be completed by March 2021.

Professor Yves Beauchamp, Vice-Principal (Administration and Finance), explained that this project would modify existing heating systems and install heat recovery systems with the view to create an energy recovery loop to link the main 18 buildings of the south-west and north-east districts of the downtown campus. He highlighted that the project was expected to generate annual energy savings in the order of \$280,000 (12% below reference) and reductions in greenhouse gas emissions of 1,669 tCO₂e (24% below reference).

Vice-Principal Beauchamp further explained that the additional \$1,139,000 of requested funding would cover: (i) an increase in the construction contingency (mainly involving costs related to modifications due to unforeseen site conditions); (ii) security costs related to the COVID-19 pandemic; and (iii) internal project management recovery fees.

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 Building and Property Committee, approved a funded budget increase of \$1,139,000 to complete the construction phase of the Southwest-Northeast Smart Energy Grids Project (Project 17-133), to bring the total funded budget from \$8,900,000 to \$10,039,000.

The Board of Governors also approved that the Vice-Principal (Administration and Finance), the Associate Vice-Principal (Facilities Management and Ancillary Services) or the Director, Project Management, be authorized to sign contracts pertaining to this project on behalf of The Royal Institution for the Advancement of Learning/McGill University, provided that the total amount of the contracts does not exceed the total budget amount, and that the contracts are reviewed by Legal Services.

13.2.2 Boiler Conversion at Ferrier Power House

Governor Coughlin presented the request to approve, in principle, to proceed with the project in the Downtown Powerhouse involving the replacement and electric conversion of Boiler #2. He indicated that the total project budget was estimated at \$23.8 million, noting that the project would mainly be funded by the *Ministère de l'Enseignement supérieur* (MES) in the form of capital allocations for deferred maintenance projects as well as funds allotted through an internal loan, which would be repaid over time through savings from energy conservation. He mentioned that the project would also receive external funding of \$1M from the Low Carbon Energy Fund (LCEF) along with various provincial climate action programs.

Governor Coughlin explained that the BPC had also reviewed the request to proceed with Lot 1A of the project involving the pre-purchase of the boilers and the completion of the project design phase in order to proceed to tender. He noted that the funding required for Lot 1A was \$5,335,276.

Vice-Principal Beauchamp explained that the existing boiler (#2) located in the Downtown Powerhouse was experiencing structural issues, and as a result, a replacement was required to address the situation. He specified that the existing boiler, which was fueled by natural gas, would be replaced by two (2) electric boilers, highlighting that this project would allow the University to reduce its GHG emissions by 13% per year, consequently making this project one of the most important elements of McGill's Energy Management Plan to become carbon

neutral by 2040. He mentioned that the project was divided into two main work packages, noting that the construction phase was expected to begin in the Spring 2021 with completion anticipated for the Spring 2022.

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 Building and Property Committee, approved, in principle, Downtown Powerhouse: the replacement and electric conversion of Boiler #2 (Project number 18-125), with an estimated total budget of \$23.8M, subject to approval of each lot/sublots when tender results are available.

The Board of Governors, on the recommendation of the Building and Property Committee, approved Lot 1A of the project, Downtown Powerhouse: the pre-purchase of the boilers for the replacement and electric conversion of Boiler #2 (Project number 18-125), at a total cost of \$4,294,580 and \$1,040,276 in design phase funding, to bring the total amount committed to this project thus far to \$6,335,138.

The Board of Governors also approved that the Vice-Principal (Administration and Finance), the Associate Vice-Principal (Facilities Management and Ancillary Services) or the Director, Project Management, be authorized to sign contracts and any other agreements relating to this project on behalf of The Royal Institution for the Advancement of Learning/McGill University, provided that the total amount of the contracts does not exceed the total budget amount, and that the contracts are reviewed by Legal Services.

13.3 Report of the Finance Committee

[GD20-28]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee, arising from the Committee's meeting of November 19, 2020. He indicated that the Report included one item requiring approval by the Board.

13.3.1 FY2021 Final McGill University Budget

Governor Matuszewski, assisted by Professor Christopher Manfredi, Provost and Vice-Principal (Academic), presented the FY2021 Final McGill University Budget. He reminded Governors that at its meeting in April 2020, the Board had adopted a provisional budget with the understanding that a final budget plan for FY2021 would be presented to the Finance Committee in November 2020 and to the Board in December 2020. He noted that this decision was made in light of the extraordinary circumstances resulting from the COVID-19 pandemic and, more notably, the particular uncertainties with respect to FY2021 revenues, which were heavily dependent on student enrolments. He further explained that at its meeting held on November 19, 2020, the Committee reviewed the final budget for fiscal

year 2020-2021. This budget included an anticipated unrestricted funds deficit of \$13.1M. He indicated that the development of this budget presented challenges given the current circumstances, and confirmed the Finance Committee support of the final version being presented to the Board.

Provost Manfredi then reviewed with members key elements of the FY2021 Final Budget, noting that as of the Fall 2020, the University's primary revenues for FY2021, which were heavily dependent on student enrolment, had not been severely impacted, except for the self-funded programs. He noted, however, that projected sales of goods and services were down considerably. He highlighted the cooperation of faculty and staff, noting that the deferred June 2020 merit increases for all non-unionized academic and administrative and support staff, had been postponed to December 2020, with no retroactive payment, providing one-time savings in excess of \$4M.

Governors reviewed the updates for FY2021 as well as the Final Budget, noting the extraordinary circumstances resulting from the COVID-19 pandemic. Following discussion, the Board approved the recommendation, as presented below.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved the proposed FY2021 Final Budget, as presented in Appendix A.

Governor Matuszewski then reviewed with members the informational items of the Report. He provided an update on the Financing Plan for Deferred Maintenance and IT Initiatives, noting that as at September 30, 2020, a total of \$103.5M of the \$190M allocation had been spent on the listed capital projects and a total of \$78.1M of the \$210M allocation had been spent on the listed IT initiatives and projects.

13.3.2 Budget Planning 2021-2022 Report I

Governor Matuszewski informed members that the Finance Committee had received the first of three presentations regarding the budget planning exercise for FY2022. He then called on the Provost and Vice-Principal (Academic) to present the Budget Planning 2021-2022 Report I, which outlined the major considerations shaping the budget for the upcoming fiscal year.

Provost Manfredi reviewed with members key elements of the presentation. He mentioned that in planning for FY2022, there would be continued COVID-driven uncertainty impacting all the University's major revenue sources, including Quebec government funding, tuition and fees, sales of goods and service, all of which were expected to be unstable. He noted that it was expected that expense reduction measures and contingency plans would have to continue and be adjusted accordingly this year. He informed members that planning meetings were taking place with the faculties, noting that different scenarios were being developed and

that an overview of the analysis would be presented to the Board at its meeting in February 2021.

**13.4 Report of the Building and Property Committee & Finance Committee:
Implementation of the McGill University Master Plan: Executive Summary** [GD20-29]

Governor Peter Coughlin, Chair of the Building and Property Committee, and Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Building and Property Committee (BPC) and Finance Committee arising from the BPC and Finance Committee meetings of December 4 and November 19, 2020, respectively.

**13.4.1 Implementation of the McGill University Master Plan:
Executive Summary for the Board of Governors**

Governor Coughlin reminded members that on May 23, 2019, the Board of Governors approved the McGill University Master Plan, with the understanding that, among other things, the Building and Property Committee (BPC) would review, on a semi-annual basis, the status of the plan's implementation, and that the Finance Committee would review, on a semi-annual basis, the status of the five-year financial plan. He reported that several semi-annual reports had been presented to the Building and Property Committee and Finance Committee since then, and that it had been requested that the Board of Governors receive an executive summary on the implementation of the Master Plan from both a financial perspective and a construction and renovation project perspective.

Governor Coughlin reminded members that the McGill University Master Plan was a dynamic document and framework that guided the physical evolution of McGill over the short, medium and long term. He then indicated that the Executive Summary Report to the Board of Governors highlighted what had been achieved as part of the Master Plan to date, along with financial information relating to each objective.

Governors Coughlin and Matuszewski presented an overview of the Executive Summary and highlighted key elements of the progress being made in the following three areas: (i) Master Plan Real Estate Strategy and Governance; (ii) Master Plan Key Transformations; and (iii) Deferred Maintenance and Greening Projects.

13.5 Report of the Nominating, Governance and Ethics Committee [GD20-21]

The Chair called on Governor Lotayef to explain the question he had concerning the administrative and support staff representation on Board Standing Committees. Governor Lotayef thanked the Committee for discussing his request to consider increasing the number of Administrative and Support Staff Representatives on the Board of Governors from two to four, in line with the number of students and academic staff. He explained that his request was timely considering that the Board

had added two new Board Standing Committees, increasing the number of committees which required an Administrative and Support Staff Representative to seven.

Governor Sam Minzberg, Chair of the Nominating, Governance and Ethics Committee, explained that this question could not be considered separate to the larger matter of ensuring the proper functioning of the Board. He indicated that the NGE Committee would review this matter in the context of a broader discussion on the Board's composition, at the Committee's Retreat scheduled for March 29, 2021.

14. Presentation: Teaching & Learning Services (TLS) [GD20-30]

Dr. Laura Winer, Director, Teaching and Learning Services, presented an overview of activities, initiatives and developments of the Teaching & Learning Services (TLS) unit.

Dr. Winer reviewed with members key elements of the presentation, which covered the following topics: (i) Mandate and change in reporting structure; (ii) Selected activities pre-COVID; (iii) COVID response: Remote Delivery Task Force; and (iv) University and Unit challenges post-COVID.

Dr. Winer highlighted that TLS was comprised of about 30 academic, professional, and administrative staff with expertise in different areas, noting that the unit was also supported by more than 30 students. She explained TLS' mandate and structure, noting that since January 2020, the unit reported to the newly created position of Associate Provost (Teaching and Academic Programs). She highlighted key activities that the TLS was involved with before the COVID-19 pandemic and then presented an overview of the main undertakings since the pandemic had started, including working closely with senior academic leadership and Associate Deans from all Faculties, as well as redeploying and hiring more staff to provide enhanced support to instructors and students.

Dr. Winer highlighted key opportunities for the post-COVID University, including the removal of divisions between physical and virtual teaching and learning, new ways of assessing students, increased focus on issues concerning equity, diversity and inclusion (EDI), accessibility, Anti-Black racism, Indigenous communities, and health and wellness, as well as the development of approaches to manage community expectations.

15. Closing Remarks

The Chair provided closing remarks, noting that in light of the virtual format of the meeting, there would not be a holiday cocktail reception as had been the custom over the years to mark the end of the academic semester and calendar year.

The Chair thanked Governors for their contributions over the year. He noted that in light of the COVID-19 pandemic, governance practices had been modified, highlighting members' patience and adaptability in moving to a virtual format. The Chair indicated that

despite the many challenges the University faced with the COVID-19 pandemic, it had been a productive year, with many important decisions made.

The Principal then expressed her appreciation for Board members' efforts during the year and thanked, in particular, the Chair for all his support.

Lastly, the Chair and the Principal wished everyone a safe holiday season and a happy New Year.

16. Other Business

There was none.

The meeting ended at 7:00 p.m.

END.

SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON DECEMBER 10, 2020

1. Report on New Appointments, Promotions and Tenure

The Board of Governors approved the promotion of five Associate Professors to the rank of Full Professor.

2. 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.

3. Recommendation Arising from Statutory Advisory Committee Process

The Board of Governors approved, on the recommendation of the Principal and Vice-Chancellor, and pursuant to the advice of an Advisory Committee, the reappointment of Professor Robert Leckey as Dean of the Faculty of Law of McGill University for a second five-year term, commencing July 1, 2021 and ending on June 30, 2026.

4. Board Committee Reports: Part I

4.1 Report of the Nominating, Governance and Ethics Committee

The Board of Governors approved, on the recommendation of the Nominating, Governance and Ethics Committee, the appointment of Mr. John McCall MacBain as Chancellor of McGill University for a three-year term starting July 1, 2021 and ending on June 30, 2024.

The Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approved the reappointment of Governor Maryse Bertrand as a member-at-large of the Board of Governors of McGill University for a five-year term commencing July 1, 2021 and ending on June 30, 2026, and as Vice-Chair of the Board of Governors for a two-year term commencing July 1, 2021 and ending on June 30, 2023. The Board also approved her reappointment as a member on the Board Standing Committees on which she currently serves, namely member and Vice-Chair of the Committee to Advise on Matter of Social Responsibility (CAMSR), and member of the Building and Property Committee and Human Resources Committee.

4.2 Report of the Building and Property Committee

The Board of Governors, on the recommendation of the Building and Property Committee, approved a lease agreement for 24,765 ft² of new space at 2001 McGill College, on the 6th floor and the 9th floor for a term of 12 years and 11 months at a cost of \$16,166,572, the whole subject to approval from the Quebec government as required.

The 9th floor space will be used for a federally funded Serology research project, directly tied to the recent COVID-19 pandemic. The 6th floor space is planned for use to relocate Faculty of Science's academic and administrative staff, an anticipated multi-disciplinary Canada Foundation for Innovation (CFI) project attached to the Center for Research on Brain, Language and Music (CRBLM) and two researchers from the Department of Psychology.