



## Minutes of Open Session

Thursday, May 21, 2020 19-20 CR:05

Minutes of a meeting of the Board of Governors held on Thursday, May 21, 2020 at 4:00 p.m. via the WebEx Conferencing Application.

### Present:

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

**Regrets:** Lucy Gilbert, Sean Murphy.

*Secretary-General:* Edyta Rogowska, supported by 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); Mr. Marc Weinstein, Vice-Principal (University Advancement); Professor Angela Campbell, Associate Provost (Equity & Academic Policies); Mr. Marc Denoncourt, Chief Information Officer; Ms. Veronique Belanger, Chief of Staff, Office of the Principal and Vice-Chancellor.

### 7. Chair's Remarks

Governor Ram Panda, Chair of the Board of Governors (Chair), welcomed members to the fifth regular meeting of the Board of Governors for the 2019 – 2020 governance year. He noted that it was the final regular meeting for the year and thanked everyone for their contributions to the Board and its Standing Committees.

The Chair informed members that Governor Martine Turcotte was attending her final Board meeting as a Governor. He highlighted that Ms. Turcotte had been appointed Governor Emerita, effective July 1, 2020, and that she would be succeeded by Mr. Fred Headon, who was currently serving as the Chair of the Human Resources Committee. The Chair also mentioned that this was the final meeting attended by the student representatives: Bryan Buraga (SSMU), Dakota Rogers (PGSS), Nikulas Dworek (MCSS) and Sean Murphy (MACES). The Chair thanked them for their service on the Board and its Standing Committees.

The Chair then announced that during the Closed Session, the Board had approved the extension of Mr. Sam Minzberg and Mr. Peter Coughlin as members-at-large of the Board of Governors for one more year, starting July 1, 2021 and ending June 30, 2022. He commented that, in light of the extraordinary circumstances resulting from the

unprecedented COVID-19 pandemic, it was essential to maintain stability and ensure a continuity of leadership at the level of the Board of Governors. He also indicated that both Governors would continue to serve as members and Chairs on their respective Board Standing Committees, namely the Building and Property Committee (BPC) for Mr. Coughlin and the Nominating, Governance and Ethics (NGE) Committee for Mr. Sam Minzberg. The Chair thanked them for their willingness to continue serving as members-at-large of the Board and as both members and Chairs on their respective Standing Committees.

## **8. Consent Items**

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

- Minutes (Open Session) of April 23, 2020
- Report of the Nominating, Governance and Ethics Committee (Part II) [GD19-61]
- Report from Senate [GD19-62]

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

- Report of the Human Resources Committee [GD19-59]
- Report of the Investment Committee\* [GD19-60]
- Annual Report on Safe Disclosure [GD19-63]
- Annual Report of the Committee on Staff Grievances and Disciplinary Procedures [GD19-64]

\* Governor Dworek requested that the Report of the Investment Committee [GD19-60] be withdrawn from the Consent Items. The Chair indicated that this Report would be addressed under agenda item 11 (Board Committee Reports).

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

There was none.

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

Professor Suzanne Fortier, Principal and Vice-Chancellor, opened her remarks with an update on campus activities in light of the COVID-19 pandemic, highlighting that since the start of the pandemic, the McGill community had shown extraordinary resilience and strength. She thanked everyone for being both creative and agile during these difficult times. She then announced that McGill would celebrate the graduating class of 2020 during a virtual convocation ceremony in June 2020, noting that more details were forthcoming.

She provided an update on the plans for the Fall 2020 term, stating that, as had been previously announced, the semester would start as scheduled and the courses and programs

would be primarily delivered through remote participation. She noted that during the last few weeks, the Provost had hosted several Town Hall meetings to engage the community and to start preparing for the upcoming Fall 2020 semester. She mentioned that other Canadian universities had announced similar plans for the fall and emphasised that the University was planning for robust and high-quality teaching. She mentioned that, subject to public health restrictions on social gatherings, the University would examine the possibility of on-campus student life and learning activities in the fall.

The Principal then reported that the Quebec government had started to allow for the gradual return of research activities in the fields of health, natural sciences, agriculture, forestry, engineering, and seasonal exterior activities. She indicated that McGill would proceed carefully by following all public health guidelines and specified that Phase 1 would include the reopening of five buildings on the downtown and Macdonald campuses. She mentioned that the Emergency Operations Centre (EOC), along with the Research Planning Group, would coordinate the start of research activities with individual Faculties and determine the access to laboratories.

Concerning government relations, the Principal informed members that the University remained in regular contact with the Quebec and Federal governments, noting that they had had encouraging meetings with several ministers and senior officials, including the Quebec Minister of Education and Higher Education, Mr. Jean-François Roberge.

At the Federal level, the Principal reported that the Prime Minister had announced an additional \$450M to support university research, which included: wage support for industry or philanthropically funded researchers; and support to maintain essential research-related activities during the crisis and to increase activities to full research operations once physical distancing measures were lifted. She noted that this announcement built on previous investments of \$1.4B to support COVID-19 research, including \$173M through the federal granting councils and \$292M to support research personnel.

She also indicated that the University was working with the federal and provincial governments in order to provide support to international students and find ways to resolve the immigration difficulties during the pandemic.

At the Provincial level, the Principal mentioned that the budget for fiscal year 2020-21 was being reviewed, noting that the University had received positive indications from the Minister of Higher Education and the Minister of Finance, and that it was expected that the university sector would receive the same level of funding that had been announced in March 2020.

The Principal concluded her remarks with the external recognition of members of the community. She congratulated François Miller who had been appointed as McGill's first Executive Director of Sustainability and highlighted that McGill had won the International Sustainable Campus Network Award for the University's Vision 2020 Action Plan. She also announced that BA student, Neha Rahman, and two alumni, had been named recipients

of the Gates Cambridge Scholarships to study at the University of Cambridge. The Principal then mentioned that while McGill's Equity and Community Building Awards ceremony had not taken place in person in the Spring, the following two winners had been announced and celebrated for their efforts in championing equity, diversity, inclusion and engagement with communities: in the student category, Elena Lin who was the co-director of the McGill Student Chapter of Scientista, an organization that promoted women and underrepresented groups in Science, Technology, Engineering and Medicine (STEM); and, in the team category, the Graduate Engineering Equity Committee, which was composed of graduate students and postdoctoral fellows who were raising awareness and championing the cause of equity, diversity and inclusion (EDI) within the Faculty of Engineering. Finally, she shared that following a call to action from the Quebec Government, over 900 McGill students had volunteered to work in Québec's long-term care facilities. She highlighted that McGill's Super Bowl Champion, Laurent Duvernay-Tardif, had been putting his University medical degree to good use by volunteering in a Montreal long-term care facility, and that Olympic figure skater and recent medical graduate, Joannie Rochette, had also been working at a long-term care home in Quebec.

The Principal then called on Professor Christopher Manfredi, Provost and Vice-Principal (Academic), to provide an update on enrolment for the 2020-2021 academic year. Professor Manfredi reported that the vast majority of new and returning students had indicated the intention to rejoin the University in the fall. He noted that Enrolment Services, together with Faculty representatives, had been developing engagement plans to ensure that the University was connecting with as many students as possible. He mentioned that the administration was cautiously optimistic that the University would meet last year's enrolment and that it would be able to manage the financial situation. He then specified that for newly admitted Bachelors, the University had received about 75% of anticipated confirmations compared to the same time last year. He also noted that at the graduate level, the confirmations for Master's Thesis programs were higher when compared to the same point in time last year, while Master's Non-Thesis programs were slightly below last year, and newly admitted PhDs were at the same level compared to the same time last year.

In response to a question about the student fees, the Provost explained that the fees would not change, noting that the University was committed to delivering the same high quality academic programming.

In response to a question about the fall plans of other universities, Professor Manfredi indicated that most universities were planning on primarily delivering their classes remotely. He noted that the decision to deliver the programs by remote participation had provided certainty to students, which had been particularly welcomed by international students.

In response to a question about the potential risks to McGill with respect to the class action lawsuit filled by Quebec students that were requesting a refund of some of the fees for the semester that was disrupted by the COVID-19 pandemic, the Provost explained that McGill had not been included in the lawsuit.

In response to a question about ensuring high quality learning in 2020-21, Professor Manfredi stated that faculty members were receiving training and support to deliver robust teaching in the fall. Concerning the delivery of the curriculum in the winter term, the Provost indicated that the University had not made a decision yet, noting that an announcement would be made in the Fall 2020 to allow sufficient time for planning.

In response to a question about the laboratories, which were an integral part of many courses, the Provost explained that new technology allowed some lab work to be delivered remotely.

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

### **11.1 Report of the Information Technology (IT) Committee [GD19-65]**

The Chair presented the Report of the Information Technology (IT) Committee arising from the Committee's meeting of May 11, 2020. He mentioned that the Report included several informational items, one item for endorsement and two items for approval.

#### **11.1.1 ITS Strategic Plan 2020-2025**

The Chair, assisted by Mr. Marc Denoncourt, Chief Information Officer (CIO), presented the McGill IT Services (ITS) Strategic Plan and Roadmap 2020-2025. He highlighted that the Plan was in close alignment with the University's strategic objectives and priorities, notably the Principal's Priorities, the Strategic Academic Plan 2017-2022 and the Strategic Research Plan 2019-2024.

Mr. Denoncourt reviewed with members key elements of the Strategic Plan and Roadmap. He highlighted that the Plan was rooted on the following four foundational drivers:

- 1- Unified Digital Experience
- 2- Operational Efficiency
- 3- Strategic Decision Making
- 4- Sustainability & Security

Mr. Denoncourt then specified that the IT projects emanating from the Plan would be considered for approval in accordance with the University's policy and governance process.

In response to a question about the impact of the COVID-19 pandemic and whether increased past investment in IT would have helped the University during this time, Mr. Denoncourt explained that in many ways the University already had the technology, which was now being leveraged to meet the needs.

In response to a question about the process that was followed to develop the Plan, Mr. Denoncourt indicated that a full bottom-up consultative process with key University stakeholders was completed in the Fall 2019, and that the requirements

identified during the consultations, including their costs and impacts, were validated with senior leaders in the Spring 2020 and prioritized.

In response to a question about how the Plan would be monitored, Mr. Denoncourt explained that a report on IT projects was submitted to the IT Committee of the Board of Governors on a regular basis and scorecards were presented for the projects that were valued above \$1M. The Chair confirmed that the IT Committee closely scrutinized the IT projects and pointed out that the Audit and Risk Committee was also implicated in overseeing controls and risks related to IT projects.

Professor Yves Beauchamp, Vice-Principal (Administration and Finance), then mentioned that a recommendation from the *Bureau de coopération interuniversitaire* had been submitted to the provincial government requesting increased funding for IT projects for Quebec universities, noting that in light of the pandemic more funds may be expected in this area.

In response to a question about the student digital experience, Mr. Denoncourt explained that the University was investing in its network infrastructure and improving the Wi-Fi capabilities.

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 IT Committee, endorsed the ITS Strategic Plan and its 5 year Road Map, with the understanding that each IT project emanating from the ITS Strategic Plan will be considered for approval in accordance with the University's policies and governance process.*

### **11.1.2 Proposed New Policy on Enterprise Data Governance**

The Chair presented the proposed new *Policy on Enterprise Data Governance*. He stated that data was a strategic asset of McGill University and that sound principles of governance were required to ensure its quality, integrity, access, security, use, and destruction. He explained that the new Policy established roles and responsibilities for the University data, and standards for the management of data, and that it also assigned responsibility for data governance at the University to the Data Governance Steering Committee (DGSC).

The Chair highlighted key elements of the new Policy and noted that it was supported by two Standards, the Standard on Enterprise Data Governance and the Standard on Enterprise Data Classification.

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 IT Committee, approved the new Policy on Enterprise Data Governance.*

### **11.1.3 Revised Policy on the Responsible Use of McGill IT Resources**

The Chair presented the proposed revised *Policy on the Responsible Use of McGill Information Technology Resources*. He explained that the purpose of the Policy was to ensure that McGill IT resources were being used to advance the mission of McGill University and to support any related administrative, financial and operational activities. He noted that the Policy aimed to safeguard the security of all McGill IT resources, by establishing the responsibilities of the University and its community in the use of IT resources.

The Chair highlighted key elements of the revised Policy, noting that the updates responded to and reflected changes in technology, cyber security, and in IT governance in respect of the protection of confidential information and the integrity and availability of data.

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 IT Committee, approved the revised Policy on the Responsible Use of McGill Information Technology Resources.*

## **11.2 Report of the Investment Committee** [GD19-60]

The Chair called on Governor Dworek to explain his question concerning the Report of the Investment Committee arising from an electronic vote that concluded on May 5, 2020. In response to a request for more details regarding the investment in Crescent Credit Opportunities Fund, L.P., Professor Yves Beauchamp, Vice-Principal (Administration and Finance), mentioned that the COVID-19 pandemic situation had created some investment opportunities, which the University had taken advantage of. He noted that the University had invested in a pool of funds and no details of the exact investments were available.

## **11.3 Report of the Audit and Risk Committee** [GD19-66]

Governor Maarika Paul, Chair of the Audit and Risk Committee, presented Part II of the Report of the Audit and Risk Committee, arising from the Committee meeting of May 12, 2020. She indicated that the Report contained items for information, notably the Internal Audit (IA) Plan for Fiscal Year 2021, the Report on the Status of Management IA Action Items and an overview of University mechanisms supporting proper conduct and sound operations.

Governor Paul highlighted key elements of the Report, noting that the Committee had approved the Internal Audit Plan for Fiscal Year 2021, which would focus on nine audits

under two administrative units, the Office of the Vice-Principal (Administration and Finance) and the Office of the Provost and Vice-Principal (Academic). She also indicated that the Plan would include a post-implementation review of the Recruitment to Retirement (R2R) initiative.

Governor Paul then mentioned that the Committee had reviewed a summary, prepared by the Secretariat, of policies, procedures, guidelines and practices established by various units across the University. She noted that the Committee felt that it was important for the University to understand the types of policies and mechanisms in place that supported proper conduct and sound operations, which was key from a compliance and a risk perspective.

**12. Annual Report on the Policy against Sexual Violence** [GD19-67]

Professor Angela Campbell, Associate Provost (Equity & Academic Policies), presented the 2019-20 Annual Report on the *Policy against Sexual Violence*. She noted that the report addressed the activities, cases, and developments under or in connection with the Policy for the reference period from April 1, 2019 to March 31, 2020.

Professor Campbell reviewed with members key elements of the Annual Report, noting that the Policy required mandatory training and orientation sessions for all faculty, students, and staff. She highlighted that the University had fulfilled this obligation through the development and implementation of the ‘It Takes All of Us’ (ITAOU) online consent education program, which all students, faculty and staff were required to complete during the academic year 2019-20.

She then mentioned that during the reporting period, the Office for Sexual Violence Response, Support & Education (OSVRSE) had received 107 disclosures from members of the McGill community, stating that the disclosures were most commonly made by students. She also informed members that there had been 19 reports filed during the reference period and specified that as of September 2019, all reports of sexual violence at the University were investigated by a Special Investigator (SI) external to McGill, indicating that this decision had been made to ensure the impartiality and competence of sexual violence investigations.

In response to a question about the low completion rate by staff members of the compulsory online course (ITAOU), Professor Campbell explained that it was believed that the completion of the program had been impacted by the pandemic situation, and that the deadline for completion for all staff had been extended until May 31, 2020.

In response to a question about the Policy against Sexual Violence Working Group, Professor Campbell clarified that this Working Group was responsible for the review of the Policy. She specified that the Working Group had established a standing committee to oversee the implementation of the Policy, which was known as the Policy against Sexual Violence Implementation Committee. In response to a question about the disciplinary measures used, Professor Campbell explained that there was specific criteria for

determining the discipline to be imposed, which could be accompanied by administrative measures.

**13. Other Business**

There was none.

The meeting ended at 5:55 p.m.

**END**

## **SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON MAY 21, 2020**

### **1. Report on New Appointments, Promotions and Tenure**

The Board of Governors approved the granting of tenure to nine professors, the promotion of 48 members of the academic staff to the rank of Associate Professor with tenure, and the promotion of seven members of the academic staff to the rank of Full Professor.

### **2. Funding Agreement with the Public Health Agency of Canada in support of the *Biobanque Québécoise de la COVID-19* Initiative**

The Board of Governors, on the recommendation of the Vice-Principal (Research and Innovation), approved a funding agreement with the Public Health Agency of Canada (PHAC), valued at up to \$7,000,000, in support of the BQC19 (*Biobanque Québécoise de la COVID-19*) initiative.

BQC19 is a Québec wide biobank whose mission is to enable high-quality COVID-19 related research in partnership with five universities and eleven hospital sites. BQC19 samples and data will inform Canada's exit strategy from lock-down, diminish COVID-19 associated morbidity and mortality, and enable Canada to emerge from the current economic contraction.

Dr. Vincent Mooser, Professor in the Department of Human Genetics in McGill's Faculty of Medicine and Canada Excellence Research Chair in Genomic Medicine, is the Executive Director and scientific leader of the BQC19. He is also chairing the Executive Committee which is responsible for the biobank design, sample collection processes, and oversight of funding and activities.

### **3. Report of the Nominating, Governance and Ethics Committee**

The Board of Governors, on the recommendation of the Nominating, Governance and Ethics Committee, approved a one year extension to the terms of Mr. Sam Minzberg and Mr. Peter Coughlin as members-at-large of the Board of Governors, starting July 1, 2021 and ending June 30, 2022. To coincide with the extension of their terms as members-at-large, the Board also approved that they continue to serve as members and Chairs on their respective Board Standing Committees.