



Minutes of a meeting of the Board of Governors held on Thursday, February 14, 2019 at 4:00 p.m. in room 301 of the James Administration Building, 845 Sherbrooke Street West, Montreal.

Present:

Amon Daniel (<i>Observer</i>)	Mansdoerfer, Richard (Tre)	<i>Resource Persons:</i> Beauchamp,
Babinski, Bob (<i>by phone</i>)	Matuszewski, Pierre	Yves
Bertrand, Maryse (<i>by phone</i>)	Meighen, Michael A.	Manfredi, Christopher
Critchley, Ronald	Nystrom, Derek	Rogowska, Edyta (<i>Secretary-General</i>)
Desnoyers, Alan (<i>by phone</i>)	Panda, Ram (<i>Chair</i>)	<i>General</i>
Fortier, Suzanne	Turcotte, Martine (<i>by phone</i>)	Dobie, Kevin (<i>Associate</i>
Harpp, David	Zakrzewski, Helena (<i>by phone</i>)	<i>Director</i>)
Lotayef, Ehab (<i>by phone</i>)	Zorychta, Edith	Duarte, Sandra
		(<i>Governance Officer</i>)

Regrets: Darin Barney, Michael Boychuk, Peter Coughlin, Claude Généreux, Stephen Halperin, Tina Hobday, Samuel Minzberg, Sean Murphy (*Observer*), Maarika Paul, Cynthia Price-Verreault, Samira Sakhia.

Guests: Dr. John McCall MacBain; Dr. Marcy McCall MacBain; Ms. Franca Gucciardi President of the McCall MacBain Scholarships at McGill, Kristina Ohrvall, Director of Strategic Initiatives (Office of the Vice-Principal (Research and Innovation)); Professor Christopher Buddle, Dean of Students.

7. Chair’s Remarks

Governor Ram Panda, Chair of the Board of Governors (*Chair*), welcomed members to the third regular meeting of the Board of Governors for the 2018 – 2019 governance year.

He reminded members that the annual Board-Student Forum was taking place on February 28, 2019, noting that this was an opportunity for students and Board members to engage in dialogue on matters of interest to both groups. He also mentioned that the retreat of the Board of Governors was being held on the morning of the same day on the topic of McGill’s Bicentennial and Campaign.

8. Consent Items

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

- *Agenda and Minutes (Open Session) of December 13, 2018.*

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

- Report of the Executive Committee [GD18-31]
- Report of the Human Resources Committee [GD18-32]

9. Business Arising from Open Session Minutes

There was none.

10. Principal's Remarks (Continued)

Principal Fortier began her remarks by discussing the next steps regarding the Redmen name. She stated that she had received a considerable volume of messages and comments from the McGill community, which she would read over the coming weeks to understand and reflect upon the points of view expressed. She reiterated her plans to announce her decision by the end of the current academic term and invited Board members to contact her should they wish to provide their input on the subject.

Principal Fortier informed members that the University had participated in pre-budget consultations in advance of the federal and provincial budgets. At the provincial level, McGill had met with the Quebec's Minister of Finance and made the case for:

- Increasing operating funding for the Quebec university network;
- Putting in place the funding for the Royal Victoria Hospital (RVH) Redevelopment project; and
- Increasing funding for deferred maintenance in the university network.

Principal Fortier reported on her participation in a U15 meeting, which provided an opportunity to meet with the Federal Minister of Finance and the Federal Minister of Science. During those meetings, the University called for enhanced investments in scholarships and fellowships, and increased funding for the indirect costs of research.

Discussing external relations, the Principal stated that she and Professor Isabelle Bajoux (Dean, Desautels Faculty of Management) participated in the 2019 edition of the World Economic Forum annual meeting in Davos, Switzerland, from January 22 to 25, 2019. She mentioned that several federal and provincial government officials participated, including a number of federal ministers and the Premier of Quebec.

Regarding community relations, Principal Fortier reported that the University was celebrating its third annual Black History Month, which was co-organized by the Black Students' Network and the Social Equity and Diversity Education Office. She also mentioned that the Institute of Islamic Studies was launching a new Arabic Summer Program, aimed at teaching the Arabic language to students, researchers, and professionals.

Principal Fortier then highlighted the historic \$200-million gift by Drs. John H. and Marcy McCall MacBain to establish the McCall MacBain Scholarships for outstanding graduate students at McGill.

The Principal closed her remarks by congratulating members of the McGill community, who had recently earned external recognition. In summary, she reported that:

- McGill genomics research projects received \$10 million in federal and provincial funding.
- McGill researchers will receive more than \$10 million from the federal government to support research projects, and SSHRC doctoral, master and postdoc awards.
- Eight McGillians were appointed to the Order of Canada.
- Tomislav Friščić, professor of Chemistry, received the prestigious Steacie Prize for Natural Sciences.
- Researchers received extensive international media coverage for their discovery of an extragalactic signal. These were the first results from the Canadian Hydrogen Intensity Mapping Experiment (CHIME), a revolutionary radio telescope project that includes scientists from McGill University.
- McGill was named among Montreal’s Top Employers for the 11th consecutive year.

In response to a question regarding the possibility of any future changes to the provincial funding formula for universities, the Principal explained that the Minister of Education reported to her that the Government was not currently revisiting elements related to deregulation of fees for international students, and that current discussions focused on government investments in infrastructure.

11. Presentation on University Gift

The Chair welcomed guests, Drs. John McCall MacBain and Marcy McCall MacBain to the meeting and invited the Principal to speak to their recent gift to the University.

Principal Fortier informed members that on February 13, 2019, McGill received a historic \$200-million gift from John McCall MacBain and Marcy McCall MacBain to establish the McCall MacBain Scholarships for graduate students at the master’s level. The Principal explained that the McCall MacBains and their Foundation were long-time supporters of higher education around the world and that McGill would benefit from their expertise to make the McCall MacBain Scholarships a great success. The Principal also announced that Ms. Franca Gucciardi had been appointed as the President of the McCall MacBain Scholarships at McGill and would be responsible for administration of the program. She noted that Ms. Gucciardi was recognized as an expert on merit scholarships, having served as CEO of the Loran Scholars Foundation and Founding Director of Canada’s Millennium Excellence Awards.

Principal Fortier invited Dr. John McCall MacBain and Dr. Marcy McCall MacBain to speak to the McCall MacBain Scholarships program. John McCall MacBain highlighted some key elements of the program, noting that it addressed a gap in the Canadian higher education ecosystem to support scholars enrolled in master’s and professional degree programs. He also described how the program aimed to invest heavily in developing a robust selection process to recruit students with exceptional leadership and academic potential. Dr. McCall MacBain underlined the high level of student support in the form of personalized advising and mentorship to provide a comprehensive learning experience to

students. The Chair thanked the McCall MacBains for their transformative gift and extended an invitation for them to speak to the Board of Governors on the progress of scholarship program in the future.

12. Strategic Research Plan

[GD18-33]

Professor Martha Crago, Vice-Principal (Research and Innovation), presented the Strategic Research Plan (SRP) for the Board’s endorsement. Professor Crago explained that an institutional SRP was required for nominations of Canada Research Chairs and Canada Excellence Research Chairs, as well as for applications to the Canada Foundation for Innovation. She noted that the SRP was based on five core commitments towards research:

- Fostering creativity
- Promoting innovation
- Problem solving through collaboration and partnership
- Promoting equity, diversity and inclusion
- Serving society

Vice-Principal Crago commented on the breadth of these core commitments, which provided a flexible framework for carrying out research activities at McGill. Describing the development process of the SRP, Professor Crago mentioned that her office had undertaken a robust study of key performance indicators with respect to research activity and funding awarded to McGill. She stated that following this study, there was room to further enhance industry partnerships and funding received from industry and that this is addressed in the SRP. The Vice-Principal also mentioned that the SRP was unanimously endorsed by Senate on January 16, 2019.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Vice- Principal (Research and Innovation), endorsed the McGill Strategic Research Plan (2019 to 2024).

13. Report from Senate

[GD18-34]

The Principal presented the Report from Senate, arising from a meeting held on January 16, 2019. She indicated that the Report contained several informational items and three items requiring approval by the Board.

13.1 Proposed Revisions to the Regulation on the Conduct of Research

Principal Fortier stated that Senate reviewed a recommendation of the Academic Policy Committee to approve revisions to the *Regulation on the Conduct of Research*. She stated that the recommended revisions were primarily updates to terminology, which were of a housekeeping nature.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the proposed revisions to the Regulation on the Conduct of Research.

13.2 Creation of the Institute of Health Sciences Education

The Principal presented Senate's recommendation to create the Institute of Health Sciences Education within the Faculty of Medicine. She explained that the Institute would replace Centre for Medical Education (CME) and have a broader role, reflective of the expanding field of health sciences education.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the creation of the Institute of Health Sciences Education / Institut d'éducation en sciences de la santé.

13.3 Renaming of the Département de langues et littératures françaises

The Principal presented a recommendation to change the name of the *Département de langues et littératures françaises* within the Faculty of Arts to the *Département des littératures de langue française, de traduction et de création*. She explained that the proposed name was a more accurate reflection of the current research and teaching activities of the Department. She also commented that the proposed name underscored that translation and creative work were now essential components of the Department.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the renaming of the Département de langues et littératures françaises to Département des littératures de langue française, de traduction et de création.

In a discussion that followed, Governor Critchley asked if there were any costs associated with the renaming of the *Département de langues et littératures françaises* to *Département des littératures de langue française, de traduction et de création*. The Principal responded that as most materials that would require replacement (such as stationery) were produced electronically, costs would be minimal.

In light of recent media coverage of Concordia University's handling of sexual misconduct allegations, Governor Desnoyers requested clarification on McGill's capacity to address similar allegations from an external relations perspective, should they arise. The Principal responded that McGill's Policy Against Sexual Violence was approved in 2016 and assigned resources to assist and support survivors. She added that two ad hoc committees were involved in reviewing this Policy, which would be presented to the Board in the near

future. The Provost and Vice-Principal (Academic) added that McGill had robust resources in place, including an independent investigator for reported incidents of sexual violence.

14. Progress Report on Key Performance Indicators [GD18-35]

The Principal presented the Report on Key Performance Indicators (KPIs) for information, mentioning that the indicators had been initially developed with input from the provincial government. Governor Mansdoerfer requested clarification on KPI 6, Total Financial Aid & Awards for Undergraduate Students, noting that growth had been relatively flat in recent years. The Provost and Vice-Principal (Academic) responded that as the University's financial situation has improved, an increase in aid and awards could be expected in the near future.

15. Board Committee Reports

15.1 Report of the Building and Property Committee (Part II) [GD18-36]

Professor Yves Beauchamp presented the Report of the Building and Property Committee (BPC), arising from the Committee's meeting of January 29, 2019. He stated that Board approval, in principle, was sought to proceed with the Human Pain Genetics (Canada Excellence Research Chairs - CERC) Renovation Project at the Lyman Duff Medical Building. Professor Beauchamp stated that the Lyman Duff Medical Building housed labs and facilities for several departments, and that this renovation project was in-line with McGill's objective to bring together researchers from different disciplines into a single location dedicated to pain research.

The Vice-Principal stated that construction of the project was being divided into two work packages (lots), and specified that Board approval was sought for the fees associated with the completion of construction phase of Lot 1 (which consists of interior demolition work) and the design phase for Lot 2.

The Vice-Principal noted that based on tender results, the funding requested to proceed with the construction phase of Lot 1 and complete the design phase of Lot 2 is \$1,834,420. With respect to funding sources for the project, Professor Beauchamp stated that the project would be funded through the *Programme de soutien à la recherche, volet 2: Soutien au financement d'infrastructures de recherche (PSRv2)* of the *Ministère de l'Économie, de la Science et de l'Industrie (MESI)* (for a total contribution of \$9.2M) as well as McGill contributions from the Deferred Maintenance Fund. Members reviewed and subsequently approved the recommendation, as note below.

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Building and Property Committee, approved, in principle, the Human Pain Genetics (CERC) Renovation Project with a total budget of \$15,000,000, subject to approval of each lot when tender results are available.

The Board of Governors, on the recommendation of the Building and Property Committee, also approved funding for design completion and to proceed with Lot 1 of the Human Pain Genetics (CERC) Renovation project at the Lyman Duff Medical Building (project 14-176), at an amount of \$1,834,420, to bring the total project budget funded thus far to \$2,964,920.

The Board of Governors also authorized the Vice-Principal (Administration and Finance) or the Associate Vice-Principal (Facilities Management and Ancillary Services) 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.

15.2 Finance Committee

[GD18-37]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee, arising from the Committee's meeting of February 12, 2019. He reviewed with the Board the key matters considered by the Committee at the meeting, including a review of financial aspects related to the development of the Master Plan. Governor Matuszewski stated that topic would be discussed in more detail at an upcoming working session of the Finance Committee scheduled for March 28, 2019.

15.2.1 Budget Planning 2019 – 2020: Report II

Professor Christopher Manfredi, Provost and Vice-Principal (Academic) presented the Budget Planning Report II, stating that revenue and expense estimates were becoming clearer at this stage of the planning process. He commented that due to better than projected revenues, the deficit for FY2019 was expected to total approximately \$7.5 million, a substantial improvement from the initial projections of \$15 million. Professor Manfredi specified that the Government of Quebec's revised funding policy resulted in some advantages for the University. He also stated that it was difficult to determine how long this revised policy was going to remain in place in its current form, and that there were other variable factors, such as interest and exchange rates that impact the University's ability to set viable long-term projections.

15.3 Audit Committee

[GD18-38]

Professor Yves Beauchamp presented the Report of the Audit Committee, arising from the Committee's meeting of February 5, 2019. He informed the Board that the Audit Committee approved the External Audit Plan for the year ending April 30, 2019, presented by the University's external auditors Deloitte LLP. He also stated that the Audit Committee

approved the Initial Risk Management Plan concerning risks in contract management processes (Phase One) to the *Secrétariat du Conseil du trésor du Québec* (Quebec Treasury Board). Professor Beauchamp added that the Audit Committee received progress reports on three Internal Audits, as well an assessment and annual report on the Enterprise Risk Management (ERM) initiative. He stated that pursuant to the assessment, recommendations concerning the ERM structure would be presented to the Audit Committee at its next meeting scheduled for May 2019.

16. Annual Report of the Committee on Student Discipline (2017-18) [GD18-39]

Professor Christopher Buddle, Dean of Students, presented the Annual Report of the Committee on Student Discipline for 2017-18. He explained that the Code of Student Conduct and Disciplinary Procedures (CSCD) governed students' responsibilities, and outlined the process the University followed to address academic or non-academic incidents. He noted that, consistent with previous years, academic incidents outnumbered non-academic incidents. He also highlighted that while informal resolutions were not captured by the data in the report, there was evidence of several such resolutions in the past year.

Chancellor Meighen asked if incidents that occurred off-campus could be captured by the CSCD. Professor Buddle responded by clarifying that the CSCD contained a clause regarding the "university context", and that incidents were judged on the impact they would have on the University community. As such, it was possible that incidents occurring off-campus could be captured, as the university context was not limited to University property. Governor Lotayef inquired as to the training that the Dean of Students' Office received to apply and enforce the CSCD. Professor Buddle responded that regular, specialized training sessions were offered and were supported by the University's Legal Services and Security Services.

17. Other Business

There was none.

The meeting was adjourned at 6:10 p.m. and was followed by a community session.

END

SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON FEBRUARY 14 AND APRIL 11, 2019.

1. Decision concerning the Redmen Name

The Board of Governors, on the recommendation of the Chair of the Board of Governors, endorsed the Principal's decision that McGill University's men's varsity teams will cease to be called the Redmen.

2. Board Committee Recommendations: BPC and IT

The Board of Governors approved, on the recommendation of the Building and Property Committee the sale of a McGill University property. The property in question is not suitable for academic purposes due to its design and municipal zoning regulations.

The Board of Governors approved, on the recommendation of the IT Committee, a revised Recruitment to Retirement (R2R) project consisting of a minimum viable product.