



Minutes of a meeting of the Board of Governors held on March 15, 2011 at 4:00 p.m., in the main Dining Room, Faculty Club, 3450 McTavish Street, Montreal.

**PRESENT:**

Cobbett, Stuart ( <i>Chair</i> )	Newburgh, Zach	Masi, Anthony C.
Bishop, Alexandra	Raz, Amir	Mendelson, Morton J.
Butts, Gerald	Richards, Michael	Goldstein, Rose
Chan, Ian	Steinberg, H. Arnold	Weinstein, Marc
Critchley, Ronald	( <i>Chancellor</i> )	
Coughlin, Peter	Turcotte, Martine	
de Grandpré, Lili	Vroom, Ann	Strople, Stephen (Secretary-General)
Fazel, Kathy	Youster, Allan	
Harpp, David Noble		Maria Kontzidis (Secretariat)
Hastings, Kenneth	<b>Resource Persons</b>	Edyta Rogowska (Secretariat)
Minzberg, Samuel	Di Grappa, Michael	
Munroe-Blum, Heather	Dowie, Vaughan	

**Invited Guests:** Paul Allison, Dean (Faculty of Dentistry), Jim Nicell, Associate Vice-Principal (University Services); Ian Soutar (Governor Emeriti and Chair, Investment Committee), Susan Aberman, Chief of Staff.

**REGRETS:** Roshi Chadha, Darren Entwistle, Daniel Gagnier, Claude Généreux, Morna Flood Consedine, Gary Pekeles, Thierry Vandal.

**Chair's Remarks**

The Chair welcomed all members and guests to the third meeting of the Board of Governors for the 2010-11 governance year. He introduced Mr. Peter Coughlin, Mr. Gerald Butts, Dr. Kenneth Hasting, Mr. Samuel Minzberg, four new Board members to their first meeting of the Board.

The Chair reported on special meetings that took place in the New Year. These included a joint meeting of the Human Resources, Finance and Audit Committees on the University Pension Plan as well as a strategic session of the Investment Committee in January and a follow-up meeting in February 2011.

The Chair reminded members that the next Board meeting, scheduled for April 27, 2011, would be mainly dedicated to considering the University's budget for the 2011-12 fiscal year.

**OPEN SESSION**

- Approval of the Agenda and Minutes (open session) of November 30, 2010** [10-11: BR-02]

*On a motion duly proposed and seconded, the Agenda and the open session minutes of November 30, 2010 were approved.*

**2. Principal's Remarks**

The Principal informed the Board of a recent letter sent by a retired faculty member that highlighted the University's engagement with its alumni.

The Principal informed the Board of an initiative in which she recently participated to advise the Ontario and the Quebec Ministers of Economic Development on how both provinces could work together in order to increase productivity and adopt best practices in order to construct a sustainable partnership.

The Principal reported that the provincial government had fined the University \$2 million for its decision to increase tuition fees for MBA the program. She expressed her disappointment with the provincial government's decision given the high rankings of the program and the high employment rate of its graduates.

The Principal extended congratulations to the Martlet women's hockey team for its gold medal win at the Canadian Intercollegiate Sports national championships. She also congratulated the Faculty of Law for having 6 of its students appointed as clerks of the Supreme Court of Canada.

Members discussed the government's decision to fine the University for shifting to a self-funded MBA model.

**3. Annual Report on Student Life and Learning**

[GD10-25]

Professor Morton J. Mendelson, Deputy Provost (Student Life and Learning), presented the 2011 report on student life and learning, noting that it summarized some of the early results of the McGill Student Diversity Survey, which asked students to evaluate perceived forms of discrimination. Professor Mendelson indicated that although the results of the Survey illustrated a low incidence of discrimination felt by students, the results would help the administration to understand student perceptions and would serve as indicators of student related matters that need to be addressed. Professor Mendelson noted that another survey on diversity was anticipated in the future.

Members discussed some of the details of the report including the need to distinguish between the use of "local" and "sustainable" food mentioned in the report, student participation rate in the Survey and the ethnic and cultural backgrounds represented therein.

**4. Report and Proposed Recommendations of the *Principal's Task Force on Diversity, Excellence and Community Engagement***

[GD10-26]

The Principal presented the report for information, noting that the Principal's Task Force on Diversity, Excellence and Community Engagement was launched in 2009 and created a forum to consider ideas, initiatives, and mechanisms to better achieve excellence in pursuing the University's academic mission. The Task Force was mandated to assess the University's strengths and weaknesses in achieving excellence, inclusiveness and community contributions and to formulate concrete strategies for improvement.

The Principal referred members to the aspirational statement contained in the report and noted that 77 recommendations from 5 working groups had been developed to respond to various areas of need in the University. The Principal requested input from the Board of Governors.

Members raised the following points:

- There is a need to use more sophisticated measures for evaluating the value of McGill's research to other institutions;
- There are possible avenues for partnerships with other sectors and communities in and beyond Quebec;

To indicate its encouragement of the work done by the Task Force, the Board of Governors passed the following resolution:

*On a motion duly proposed and seconded, it was resolved that the Board of Governors approve a resolution of support and encouragement for the continued work of the Principal's Task Force on Diversity, Excellence and Community Engagement.*

The Principal thanked the Board of Governors for its encouragement. She also extended her gratitude to the members of the workforce and informed the Board that the administration had prepared its response to the Task Force's report and recommendations. This would be presented at a future meeting.

## **5. Strategic Reframing Initiative Progress Report**

[GD10-27]

The Principal updated the Board on the progress of the Strategic Reframing Initiative (SRI), noting that this Initiative was launched in the fall of 2009 to help McGill find more resources in support of its strategic goals, and its position as one of the world's best universities. In particular, the Principal outlined that the SRI aimed to accelerate progress in closing the funding gap between McGill and peer universities and in improving levels of quality, performance and efficiency in operations. The Principal added that the SRI would help in evaluating five key areas that are vital to McGill's success. These include: Cost efficiencies, enrollment mix, performance enhancement, philanthropy and transformative research and innovation.

The Principal expressed her gratitude to Governor Claude Généreux and Alumnus Mr. Eric Lamarre for their work on the SRI file and informed the Board that an update on the SRI would be communicated at a future meeting.

A question related to the process behind the SRI was raised and the extent of consultation with community members. The Principal reported that the SRI was based on an extensive consultation process that engaged various McGill community members. She added that the high level of consultation spoke to the degree of the University's transparency in implementing this process.

## **6. Annual Report on Safe Disclosure**

[GD10-28]

The Secretary-General presented the Annual Report of the Policy on Safe Disclosure for 2009-2010, in accordance with the provisions of the Policy. He noted that a review of the Policy had been conducted by a working group chaired by the Associate Provost (Policies, Procedures and

Equity). In summary, there were no complaints pursuant to the policy for the most recent review. While no changes were proposed, it is expected that the Policy undergoes a further review within the next three years.

**7. Report from Senate**

[GD10-29]

The Principal presented the Report from Senate for approval, which contained a resolution requesting that the Board approve several name changes within the Centre of Continuing Education and its Program Areas.

*On a motion duly proposed and seconded, it was resolved that the Board of Governors, on the recommendation of Senate, approve the following:*

- 1) that the name of the Centre for Continuing Education be changed to School of Continuing Studies (SCS) - École d'éducation permanente (EEP),*
- 2) that the name of Career and Management Studies be changed to Career and Professional Development – Développement de carrière et perfectionnement professionnel,*
- 3) that the name of General Studies be changed to Faculty Partnerships and Summer Studies – Partenariats universitaires et études d'été,*
- 4) that the name of English and French Language Programs be changed to Language and Intercultural Communication – Langue et communication interculturelle,*
- 5) that the name of Translation Studies be changed to Translation and Written Communication – Traduction et expression écrite,*
- 6) that a program area called Personal and Cultural Enrichment - Programmes de perfectionnement personnel et culturel - be created, which would include the McGill Community for Lifelong Learning, formerly known as McGill Institute for Learning in Retirement.*

**8. Presentation on Academic Initiatives**

The Dean of the Faculty of Dentistry delivered a presentation that informed members about current developments in the Faculty. His presentation focused on the vision, goals and values of the Faculty of Dentistry, student and faculty composition, types of programs available, research training as well as funding and certain program priorities. He highlighted the recent opening of the community dental clinic.

The Board of Governors moved into closed session to consider the following matters:

9. **Approval of Minutes (closed session) of November 30, 2010** [10-11: CR-02]
10. **Report of the Advisory Committee for the Dean of the Faculty of Arts** [GD10-30]
11. **Recommendations from the Building and Property Committee** [GD10-31]
12. **Recommendation from the Investment Committee** [GD10-32]
13. **Report of the Finance Committee: Budget Planning 2011-2012 Report II** [GD10-33]
14. **Other Board Committee Reports**
  - 14.1 Report of the Executive Committee [GD10-34]
  - 14.2 Report of the Nominating and Governance Committee [GD10-35]
  - 14.3 Report of the Audit Committee [GD10-36]  
*Information*
  - 14.4 Report of the Human Resources Committee [GD10-37]  
*Information*
15. **Report on Promotions and Tenure** [GD10-38]
16. **Transfer of Liquor Permit at Gault Nature Reserve** [GD10-39]
17. **Other Business**