



Minutes of a meeting of the Board of Governors held on Monday November 17, 2008 at 4:00 p.m., Princess Patricia Room, Mount Royal Club, 1175 Sherbrooke Street West, Montreal.

**PRESENT:**

Burgoyne, John Ashley  
Chadha, Roshi  
Cobbett, Stuart (*Vice-Chair*)  
de Grandpré, Lili  
Entwistle, Darren  
Fazel, Kathy  
Garland, Trevor  
Goto, Hana  
GowriSankaran, Kohur  
Maldoff, Eric  
Munroe-Blum, Heather

Pekeles, Gary  
Pound, Richard W.  
Rabinovitch, Robert (*Chair*)  
Richards, Michael  
Ruocco, Maria  
Turner, Kay

**Resource Persons**

Norris, Brenda

Dowie, Vaughan  
Levin, Richard I.  
Masi, Anthony C.  
Roy, François R.  
Thérien, Denis  
Weinstein, Marc

Benaroya, Sam  
Limeburner, John  
Thibault, Line

Pelletier, Johanne (*Secretary*)

**REGRETS:** Daniel Guitton, Morna Flood Consedine, Michael Meighen, Jan Peeters, Jeremy Reitman, Gerald Sheff, Thierry Vandal.

The meeting began in open session.

**Chair's Remarks**

The Chair welcomed all to the second meeting of the Board for the 2008-2009 academic year. He reminded Board members of the annual gathering to take place immediately following the meeting and invited all to attend.

**1. Approval of the Agenda**

On motion duly proposed and seconded, the agenda was approved.

**2. Approval of the Minutes**

*On motion duly proposed and seconded, the minutes of the open session of the meeting of September 22, 2008 were approved.*

**3. Principal's Remarks**

The Principal invited the Vice-Principal (Research and International Relations) to inform the Board of the upcoming Bravo gala (February 10, 2009) celebrating researchers. He stated that invitations would be sent to all Board members as well as other members of the McGill community and the government.

The Principal spoke of the current economic difficulties around the world, stating that McGill and other Canadian universities appeared to be relatively well-positioned to face these financial challenges, compared to peers in the United States. She explained that McGill's operating funds came from a combination of provincial funding, tuition, provincial and federal research grants, research contracts and grants, investment income and donations. She noted that universities which depended on their payout from their endowments and on tuition fees were facing more difficult times. While McGill's conservative endowment investment practices may have lowered returns in recent years of high

economic growth, they had allowed McGill's endowment losses to be lower than some other institutions. McGill would continue to rely on its ability to attract strong support from public and private sources. The Principal noted that difficult economic times were good times to broaden the base of philanthropic support, even if the gifts would not increase in terms of amounts, and McGill would continue its efforts in this regard. She noted that the Provost, the Vice-Principal (Administration and Finance) and herself believed that the best approach in these times was for the Provost to work with Deans to restrict spending, but that there would not be cuts in spending. The Provost added that the momentum would be sustained but that he would be working closely with Deans and Directors of administration to budget according to these difficult times. The Vice-Principal (Administration and Finance) added that he was closely monitoring world markets.

#### **4. Business Arising**

##### **4.1 Provincial legislation on governance**

The Principal spoke to this item, reminding Board members that the General Counsel had reviewed the legislation and that we have had some success in obtaining changes to the legislation from its first iteration to the version that was tabled. The Principal informed Board members that the legislation contained a number of detailed provisions in relation to reporting requirements, transparency of operations, and the ways that the Board conducts its business, which amount to micromanagement. Once the Quebec election was called, the law died, but it was expected that legislation on university governance would come forward after the election, whether or not it would be this specific bill. McGill and CREPUQ were hoping to make further specific recommendations regarding this bill. The Principal thanked the Interim Vice-Principal (Public Affairs) and the General Counsel for their efforts in this file.

The Chair noted that the legislation that had been tabled was better than had been anticipated, but that it still resulted in micromanagement. He noted that a new Education Minister would hopefully allow universities the opportunity to discuss the bill with the government after the election.

The Principal informed the Board that Convocations were celebrated the week prior, and congratulated the Secretary-General and her team on the success of this event. She informed the Board that Mrs. Mary Walsh and Mrs. Sheila Fraser were conferred honorary degrees. She noted that the Principal's awards for teaching and for administrative and support staff were also awarded. She also noted that the Annual Chancellor's Dinner was held, the 10<sup>th</sup> edition of this event for our current Chancellor, Mr. Pound.

The Principal noted that the fall Town Hall was held at Macdonald campus, and that a Board meeting would likely be held on the campus in the spring.

The Principal reminded Board members that at its retreat in early November, she suggested that Board members contribute to Centraide through McGill, and that McGill's goal was \$295,000.

In closing, the Principal informed the Board of Governors that Professor Roderick Macdonald, former Dean of the Faculty of Law, was elected President of the Royal Society of Canada.

##### **4.2 Update on deferred maintenance**

The Vice-Principal (Administration and Finance) presented this update to members of the Board. He reminded the Board that approximately \$650 million worth of projects was required, that these had been prioritized, and that \$110 million of projects (140 in total) had been initiated. The projects underway were classified as urgent and an external contractor, Genivar, had been hired and reported directly to McGill's Facilities Management. The Vice-Principal updated the Board on the progress of the Ferrier/McConnell Tunnel project, which was slated to be completed next summer with the landscaping to be completed next fall, and informed the Board that when projects arise, the deferred

maintenance component was being incorporated into their budgets. The Vice-Principal noted that at the request of Minister Courchesne, McGill was preparing a report regarding McGill's specific deferred maintenance needs.

**5. Contract of Affiliation with the Jewish Rehabilitation Hospital [GD08-11]**

The Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine introduced this item. He noted that there were no extraordinary terms regarding the contract, and in response to a question from the Board, confirmed there was no substantial change from the previous agreement. The Board discussed whether this relationship was McGill's primary affiliation with a rehabilitation centre, to which the Associate Vice-Principal (Health Affairs) responded that there was also a relationship with the Centre de Réadaptation Constance-Lethbridge. The Board also discussed the use of the McGill logo in the course of this affiliation. The Board agreed that the University needed to be more vigilant in the use of the McGill brand and logo, since they are valuable and should they be misused, the University needed to request that the misuse stop.

*On motion duly proposed and seconded, it was resolved that the Board of Governors, on the recommendation of the Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine, approve the renewal of the Contract of Affiliation between the Royal Institution for the Advancement of Learning/McGill University and the Jewish Rehabilitation Hospital under the terms and conditions proposed in Appendix A*

*It was further resolved that the Board of Governors approve that the Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine be authorized to sign the Contract of Affiliation on behalf of McGill University after the approval of the Minister of Health and Social Services has been obtained.*

**6. Nomination to the Agence de la santé et des services sociaux de Montréal [GD08-12]**

The Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine introduced this item. He informed the Board that the current member on the Board was an Associate Dean of Medicine at Université de Montréal (U de M), and that there may or may not be interest in rotating the membership between U de M and McGill. Dr. Levin noted that there was a desire for the member not to be a member of a board of a hospital. In response to a question from the Board, the Vice-Principal confirmed that the candidate could speak French.

*On motion duly proposed and seconded, it was resolved that the Board of Governors, on recommendation of the Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine, approve the submission of the candidacy of Dr. Joyce Pickering, Associate Dean (Medical Education and Student Affairs), Faculty of Medicine, to the Agence de la santé et des services sociaux de Montréal for a position representing the university sector on the board of directors of the Agence.*

The Board considered the following matters in Closed Session:

- 7. Approval of Minutes (confidential session), September 22, 2008**
- 8. Contract of Affiliation with the McGill University Health Centre (MUHC) [GD08-13]**
- 9. Report on Campaign McGill**
- 10. Report on Endowment Performance [GD08-15]**

- 11. **Report from the Nominating and Governance Committee** [GD08-14]
- 12. **Report on Promotion and Tenure** [GD08-16]
- 13. **Report from the Executive Committee** [GD08-17]

**END**