



Minutes of a meeting of the Board of Governors held on September 15, 2009 at 4:00 p.m., in the Salon Ville-Marie, Best Western Ville-Marie Hotel and Suites, 3047 Peel Street, Montreal.

**PRESENT:**

Cobbett, Stuart (*Vice-Chair*)  
(*by phone*)  
De Grandpré, Lili  
Entwistle, Darren  
Fazel, Kathy  
Flood Consedine, Morna  
Garland, Trevor  
GowriSankaran, Kohur  
Guitton, Daniel  
Harpp, David Noble  
Kindrat, Alexandra  
Maldoff, Eric  
Munroe-Blum, Heather  
Neilson, Ivan

Pekeles, Gary  
Rabinovitch, Robert (*Chair*)  
Richards, Michael  
Roy, Yves  
Simeone, Daniel  
Steinberg, H. Arnold  
Vandal, Thierry  
Vroom, Ann  
Youster, Allan

**Resource Persons**

Benaroya, Samuel  
Dowie, Vaughan  
Gervais, Lynne

Mendelson, Morton J.  
Moreau, Pierre  
Nicell, Jim  
Roy, François R.  
Thérien, Denis  
Weinstein, Marc

Susan Aberman

Line Thibault (*Secretary*)  
Black, Lee (*Secretariat*)

**REGRETS:** Roshi Chadha, Michael Meighen, Jan Peeters, Gerald Sheff.

**GUESTS:** Stephen Strople

The meeting began in open session at 5:10 p.m.

**Chair's Remarks**

The Chair welcomed to the meeting the new Chancellor, H. Arnold Steinberg, and the new student members and observer to the Board, Mr. Daniel Simeone, Mr. Ivan Nielson, Mr. Yves Roy, and Ms. Alexandra Kindrat.

**1. Approval of the Agenda**

Mr. Garland asked that an additional item be added to the agenda of the open session: a petition from MUNACA.

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

**2. Petition of MUNACA**

Mr. Youster presented the petition, which protested proposed benefits cuts. The Chair received the petition and remitted it to the Principal for appropriate consideration.

The Principal stated that consultations between Ms. Gervais, the Associate Vice-Principal (Human Resources), and various groups were ongoing, and expressed her hope that MUNACA would continue to provide advice and counsel. She noted that the Board had passed a budget and the process was ongoing as to how cuts would be expressed.

Ms. Gervais informed the Board that advisories to examine potential benefits cuts were made up of staff and administration, and that suggested cuts had been tabled.

The Chair noted that the Board approves the budget and will hold management accountable in reaching the goals set in the budget.

**3. Approval of the minutes (open session), meeting of May 21, 2009 [08-09 BR:04]**

On motion duly proposed and seconded, the minutes of the open session of the meeting of May 21, 2009 were approved.

Mr. Weinstein, Vice-Principal (Development and Alumni Relations) introduced Marcus Diamond, a new colleague at DAR.

**4. Principal's Remarks**

The Principal welcomed the Board and guests to the new academic year. She thanked Mr. Steinberg and the new student representatives and observers for agreeing to serve in their new capacities and welcomed the new Secretary-General, Stephen Stropole, and Mr. Diamond to the meeting. She also expressed her appreciation to Me. Thibault, the Interim Secretary-General, for taking on the additional role.

The Principal spoke of the facelifts to many of the older buildings on campus and recognized Professor Nicell, Chuck Adler, Mr. Richards, and the Building and Property Committee for their hard work in getting this accomplished. She noted that McGill was currently undergoing the largest infrastructure project in its history, and emphasized the symbolism of the Arts Building now looking as it once did when first constructed.

The Principal thanked participants in Discover McGill and other programs designed to enhance McGill's visibility and reputation.

The Principal addressed pandemic planning, and informed the Board that it was taken very seriously, as there are many elements that are unpredictable and unknowable. She noted that McGill was doing all it could do to be prepared for situations that might arise in the Fall.

The Principal next addressed the financial situation of the University. She stated that the University must stay disciplined to reach targets and responsibly manage assets. She stressed the need to be prepared for hard decisions, noting that the next 2 years will be difficult and that good communication with the McGill Community was essential.

Moving to governance issues, the Principal commended those who had presented to the government on or who had become involved with the governance legislation. She informed the Board that she would be presented the CREPUQ position and that Quebec universities would not be making individual presentations.

Ms. de Grandpré asked how the Governors could provide support regarding the governance legislation. The Principal replied that the Board could make the universities' case to anyone they happen to meet with who is involved with this legislation, especially its effect on the economy and the undue cost of overly restrictive legislation. She noted that no highly regarded international university existed well in a bureaucratic environment.

Mr. Garland informed the Board that MUNASA and MAUT had confirmed that they had a date for their presentation.

The Principal addressed the news story that had recently appeared regarding the "Big 5" Canadian research universities. She informed the Board that the universities had met with the publisher and that what the publisher stated the universities had said was indeed not the position of the universities.

The Principal urged all members of the Board to accept invitations to the leadership summit scheduled to take place during homecoming festivities in the Fall.

**5. Principal's Report**

**[GD09-01]**

The Principal informed the Board that rather than present the entire Report she would take comments and questions. The Chair asked her to highlight a few aspects of the Report.

The Principal began by stating that if there is a goal to continue the McGill mission in an under-resourced environment, there was a need to be very clear on priorities. Size was one area to think about, as McGill is considered a medium-sized university in Canada and in the G13. She noted that the University was preparing to increase the number of graduate students but it was also increasing the commitment to undergraduate students. She highlighted that McGill was the only public university with 55% of student from Quebec and representation from every region of Canada and the world. She informed the Board that priorities would be presented to the Board later in the Fall.

Mr. Simeone inquired as to plans to increase funding and support for graduate students, if the plan was to increase their number. The Principal replied that McGill had improved in this area, and Deputy Provost Mendelson added the University was offering graduate students what they wanted and therefore was able to recruit preferred students.

The Chancellor asked how widespread the Principal's Report was distributed. Mr. Dowie, Executive Head, Public Affairs, replied that it was distributed to faculty and students, and a weblink will be provided. He also informed the Board that a French version would also be available.

**6. Research Performance Report**

**[GD09-02]**

Professor Therien, Vice-Principal (Research and International Relations), presented this Report. He emphasized the progress that had been made in the area of research since 2005, including the integration of the different units.

Professor Therien noted the decrease in some forms of funding, but also the increase in total revenues following 3 years of decreasing revenues. He also noted that the decreases over 5 years reflected recent increases in funding but that they were still below previous levels.

Professor Guitton noted that success in research should not be measured only in dollars, and that many researchers had great international success without drawing significant funding. The Chair asked how the University fares in citations, and requested that this information be circulated to the Board in the future.

Professor Therien highlighted prizes and awards as a good measure of success in research. He noted that 9 of the last 25 Killam Prizes went to McGill researchers and that the University had received to prizes in all sectors of the University.

Professor Therien next informed the Board of upcoming priorities, such as the preparation of 4 Canada Excellence Research Chair proposals that could define research priorities for the next generation.

The Principal stated that without dominating in research funding, the University could not focus on other areas; the ability to compete for many of the prizes is determined in part by success in obtaining research funding.

The Chair stated that the Board would like to see the University move towards more relationships with industry and asked for the development of methods to measure these relationships. The Principal replied that success in research might be measured in per capita funding, awards and prizes, and participation in enterprises.

**7. Notice/Reminder: Joint Senate/Board Meeting [GD09-03]**

Me. Thibault reminded the Board of the Joint Senate/Board meeting on October 26, 2009 and informed them that a steering group was preparing for the meeting and that documents would be distributed.

The Chair reminded the Board of the special meeting of the Board scheduled for September 21, 2009.

The Board of Governors moved into Closed Session to consider the following matters:

- 8. Contract of Affiliation with the McGill University Health Centre (MUHC) [GD09-04]**
- 9. Report from the Building and Property Committee [GD09-08]**
- 10. Approval of Minutes (closed session), meeting of May 21, 2009 [08-09 CR:05]**
- 11. Report from the Nominating and Governance Committee [GD09-05]**
- 12. Report from Senate [GD09-06]**
- 13. Report from the Executive Committee [GD09-07]**
- 14. Board of Governors Handbook 2009-2010**

The meeting was adjourned at 7:20 p.m.

**END**