

**Minutes of Open Session**

Thursday, February 2, 2017 16-17 BR:03

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Minutes of a meeting of the Board of Governors held on Thursday, February 2, 2017 at 4:00 p.m. in room 301 of the James Administration Building, 845 Sherbrooke Street West, Montreal.

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**Present:**

Barney, Darin  
Bertrand, Maryse  
Bourque, Nathalie  
Chisholm, Victor  
Cobbett, Stuart (*Chair*)  
Corriveau, Jade (*Observer*)  
Critchley, Ronald  
Desnoyers, Alan (*by phone*)  
Fazel, Kathy  
Fortier, Suzanne  
Frankel, Victor  
Harpp, David Noble  
Hobday, Tina  
Meighen, Michael (*by phone*)  
Minzberg, Samuel

Murphy, Sean (*Observer*)  
Nystrom, Derek  
Panda, Ram  
Turcotte, Martine (*by phone*)  
Zorychta, Edith

*Resource Persons*  
Aberman, Susan  
Arseneault, Louis  
Beauchamp, Yves  
Dyens, Ollivier  
Goldstein, Rosie  
Manfredi, Christopher  
Yalovsky, Morty

Rogowska, Edyta  
(*Secretary-General*)  
Simard, Caroline  
(*Associate Director*)  
Arshad, Victor  
(*Governance Officer*)

**Guests:** Frédéric Bachand, Associate Professor, Faculty of Law; Pierre Barbarie, Director, Security Services; Chris Buddle, Dean of Students.

**Regrets:** Michael Boychuk, Peter Coughlin, Ben Ger, Claude Généreux, Stephen Halperin, Bryan Haynes, Thierry Vandal.

**9. Chair's Remarks**

Mr. Stuart (Kip) Cobbett, Chair of the Board of Governors, reconvened the meeting in Open Session. He reminded visitors that tape, video or other means of recording sound or images were not permitted prior to, during or after a Board meeting.

The Chair welcomed members to the third regular meeting of the Board of Governors for the 2016-2017 governance year. He welcomed and introduced two Governors who had begun their terms on the Board in January 2017: Mr. Alan Desnoyers as a representative of the McGill Alumni Association (MAA) and Professor Darin Barney as a representative of academic staff. He welcomed and introduced Professor Yves Beauchamp in his capacity as Vice-Principal (Administration and Finance) and expressed gratitude and appreciation to Professor Morty Yalovsky for his support and contributions as Interim Vice-Principal (Administration and Finance). He then welcomed and introduced Mr. Louis Arseneault in his capacity as Vice-Principal (Communications and External Relations). The Chair also informed members of a letter addressed to the Board from the McGill Communities Council (MCC) regarding governance best practices, which he noted referred to matters which would be reviewed by the Nominating, Governance and Ethics (NGE) Committee. Lastly, on behalf of the Board, the Chair thanked Governor Ben Ger for his letter of appreciation addressed to Board members.

The Chair informed members of the passing of Professor Emeritus Blema Steinberg, who was an affiliate in the Department of Psychiatry at the Jewish General Hospital as well as the spouse of the late Dr. Arnold Steinberg, Chancellor and Chancellor Emeritus. On behalf of the Board, he expressed sympathy to her family. The Chair also advised members of upcoming engagements including the first edition of the Community Sessions that followed the Board meeting and the Board-Student Forum to be held in March 2017.

**10. Approval of Minutes (Open Session) of December 1, 2016 (Consent Item)**

Ms. Edyta Rogowska, Secretary-General, signaled that Governor Victor Chisholm submitted input on the draft minutes, which intended to bring further clarification to sections 14.1.1, 15, and 17 of the minutes.

*On a motion duly proposed and seconded, the Open Session minutes of December 1, 2016 were approved as amended.*

**11. Business Arising from Open Session Minutes**

Professor Suzanne Fortier, Principal and Vice-Chancellor, noted that at the December 1, 2016 meeting, members had questions with respect to enrollment statistics from other universities as well as the results of the University's early admission policy. She provided members with figures for Université de Montréal, Université Laval and the Réseau de l'Université du Québec, released by the Bureau de coopération interuniversitaire (BCI), in terms of overall enrollment, international student enrollment, and female to male student ratios. The Principal highlighted that early admission primarily targeted the enrollment of international students, which saw an increase of 6.4%. In response to a question on the origin of international students, the Principal identified the top countries of origin as the United States, China, France, and India. Members noted the importance of clarifying public misconceptions regarding the University's ability to retain international student fees.

**12. Principal's Remarks (Continued)**

The Principal opened her remarks by extending the University's condolences to the families and friends of the six individuals who lost their lives during the fatal shooting at a mosque in Quebec City. She encouraged members of the McGill community in need of support to seek the University's counseling services. She indicated that Security Services reacted quickly to the Premier's order of increased security at mosques and Islamic Centres by increasing patrols and vigilance throughout campus.

The Principal reported that due to the executive order issued by the American government imposing restrictions on travel to the United States, she had requested that the Provost and Vice-Principal (Academic), establish a small working group to propose measures to support McGill's students and professors, potential McGill students, and colleagues in the broader academic community who may be affected by the travel ban. She communicated that many students, including a group of Law students who were providing legal

information to travelers at the Montreal airport, had launched their own initiatives in response to the ban. Furthermore, she indicated that the University had issued a statement in support of Universities Canada's declaration opposing the temporary ban and the suspension of all refugee admissions to the United States.

With respect to government relations, the Principal indicated that both she and the Provost and Vice-Principal (Academic) had participated in a meeting with the provincial Ministers of Finance and Higher Education during which they conveyed the necessity for the government to reinvest in universities. She informed members that both she and the Provost and Vice-Principal (Academic) had the opportunity to meet with the Minister of Finance to discuss the need for more funding and a revision of the current funding model in order to abolish the redistribution and equalization approach currently in place for regulated international and out-of-province student fees. She noted that the Minister of Finance would be coming to campus in the next few days to host a pre-budget consultation.

With regard to external relations, the Principal reported that McGill was the only Canadian university represented at the annual World Economic Forum meeting in Davos, Switzerland. She informed members that along with professors Elena Bennett, Andrew Gonzalez, and Graham MacDonald, she led an IdeasLab on shaping a sustainable world. She expressed the view that the World Economic Forum had become a priority international organization for the University as it was able to offer platforms for McGill professors, students, and alumni to engage in global academic, policy, and research networks. She also shared with members the announcement of a \$20 million gift from the Larry and Judy Tanenbaum Family Foundation to the Montreal Neurological Institute for the creation of the Tanenbaum Open Science Institute, which will facilitate the sharing of neuroscience findings worldwide.

The Principal reported on her participation in the Business-Higher Education Roundtable, during which a draft of the upcoming report on accelerating research partnerships between industry and post-secondary educational institutions in Canada was discussed. She also mentioned her participation at the U15 winter meeting, which included discussions with the federal Ministers of Science and Health and business leaders on university-private sector collaborations. She then noted that Advisory Council on Economic Growth was continuing its work and would provide additional recommendations prior to the next federal budget. Finally, the Principal announced her forthcoming participation at the Universities Canada Converge 2017 with students, entrepreneurs, community leaders, and university presidents to commence Canada's 150<sup>th</sup> anniversary celebrations.

The Principal concluded her remarks with examples of external recognition of members of the community including the nomination of student Beatrice Yeung as McGill 142<sup>nd</sup> Rhodes Scholar, the selection of students Neha Rahman and Simone Cavanaugh to serve on the Prime Minister's Youth Council, as well as McGill alumni and member of parliament Karina Gould's appointment as Minister of Democratic Institutions. She highlighted the second place nomination of students Aman Aroa, Santiago Monroy, Jose Nunez Gutierrez and Timothy Lane at an international MBA competition at the World

Economic Forum, the nomination of Professor Chao-Jun Li as a fellow of The World Academy of Sciences, and the nomination of student athlete Mélodie Daoust of the McGill Martlets women's hockey team as female athlete of the year by the Quebec Foundation for Athletic Excellence. She also noted the nominations of Professor Victoria Kaspi, the Honourable Morris Fish, Lorne Trottier, Katherine Carleton, Michael David Dan, John Parisella, and Isaac Schiff to the Order of Canada. Lastly, she recognized Professors Peter Grütter and Sylvain Williams for leading two of the breakthroughs on *Québec Science* magazine's annual list of 10 Discoveries of the Year, the University Advancement team's win of six awards at the CASE District I Excellence Awards and shared with members that the 2016 McGill-Centraide campaign had surpassed its \$500,000 target goal.

**13. Campus Public Safety** [GD16-31]

The Chair introduced and welcomed Mr. Pierre Barbarie, Director, Campus Public Safety, who delivered a presentation on the Campus Public Safety unit, comprised of Security Services, Fire Prevention, Emergency Management and Preparedness, as well as Parking and Transportation Services. Mr. Barbarie presented figures regarding staff levels and training within the unit. He discussed with members collaborations between the unit and external agencies, highlighting the University's positive relationship with local law enforcement. He then clarified the differences between private security agents and special constables, noting that no campuses in Canada allowed for the use of firearms for personnel. In addition, Mr. Barbarie discussed the University's emergency response protocol, safety and security in residences as well as challenges facing the unit such as fiscal constraints.

In response to a question concerning the extent to which the McGill community would be prepared in the event of an emergency, Mr. Barbarie noted that several emergency preparation measures were in place, including in-person training, literature, and videos. It was noted that Mr. Barbarie was a member of the International Association of Campus Law Enforcement Administrators (IACLEA), a body which shared best practices in emergency preparation. Members inquired into the number of calls received by the Security Operations Centre, which were stable for the 2015-2016 academic year but saw an increase at Macdonald Campus due to enhanced visibility and awareness of the Campus Public Safety unit. With respect to a question regarding the nature of calls received, Mr. Barbarie noted that the majority included false alarms, support for medical emergencies, and maintenance requests after business hours. On behalf of the Board, the Chair thanked Mr. Barbarie for his presentation.

**14. Grant Agreements**

**14.1 Canada First Research Excellence Fund: Healthy Brains for Healthy Lives** [GD16-32]

Dr. Rosie Goldstein, Vice-Principal (Research and Innovation), presented a recommendation to approve a grant agreement valued at \$84 million from the Canada First

Research Excellence Fund (CFREF) for a project entitled “Healthy Brains for Healthy Lives”. She reminded members that the Executive Committee of the Board of Governors had approved the submission of the University’s application to CFREF at its March 29, 2016 meeting. Vice-Principal Goldstein reported that the Social Sciences and Humanities Research Council, the Natural Sciences and Engineering Research Council and the Canadian Institutes of Health Research had awarded the CFREF agreement to the University in order to promote research and innovation in the field of neuroscience. Members reviewed and subsequently approved the recommendation.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Vice-Principal (Research and Innovation), approved the Canada First Research Excellence Fund Grant Agreement between The Royal Institution for the Advancement of Learning/McGill University and the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC) and the Canadian Institutes of Health Research (CIHR), in support of the Healthy Brains for Healthy Lives project, and authorized the Vice-Principal (Research and Innovation) to sign the Grant Agreement and any related documents, provided that where necessary, they are reviewed by Legal Services.*

#### **14.2 International Progressive Multiple Sclerosis Alliance**

[GD16-33]

Vice-Principal Goldstein presented a recommendation to execute a grant agreement valued at €3.8 million (\$5.4 million CAD) with the International Progressive Multiple Sclerosis Alliance (IPMSA). She indicated that the project, entitled “An MRI biomarker for disability progression for use in clinical trials”, aimed to develop new MRI outcome measures that could result in more efficient preliminary assessment of drug efficacy, potentially resulting in smaller, shorter, and less costly clinical trials. It was indicated that the project was one of three Collaborative Network Awards granted by IPMSA worldwide and that the University had been awarded the agreement in partnership with several collaborating institutions. Members reviewed and subsequently approved the recommendation.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Vice-Principal (Research and Innovation), approved the Grant Agreement between The Royal Institution for the Advancement of Learning/McGill University and the National Multiple Sclerosis Society, on behalf of the International Progressive Multiple Sclerosis Alliance, and authorized the Vice-Principal (Research and Innovation) to sign the Grant Agreement and any related documents, provided that where necessary, they are reviewed by Legal Services.*

**15. Board Committee Reports**

**15.1 Audit Committee** [GD16-34]

The Chair presented the Report of the Audit Committee, arising from the Committee's meeting of January 31, 2017, on behalf of Governor Michael Boychuk, Chair of the Audit Committee. He informed members of several informational items contained in the Report, notably of the Committee's decision to approve the external audit plan for fiscal year 2017 as prepared by the University's external auditors. He indicated that progress in implementing control measures was being made by way of internal audits.

**15.2 Human Resources Committee** [GD16-35]

The Chair presented the Report of the Human Resources Committee, arising from the Committee's meeting of January 12, 2017, on behalf of Ms. Cynthia Price Verreault, Chair of the Human Resources Committee. He informed members of several informational items contained in the Report, which included the 2015-2016 McGill University Staffing Report documenting staff counts and changes for fiscal years 2011 to 2016.

In response to a question on whether the Staffing Report was solely an internal document, Professor Christopher Manfredi, Provost and Vice-Principal (Academic), replied in the affirmative. The Provost and Vice-Principal (Academic) requested input from members on the format of the Staffing Report, to which members indicated that information highlighting significant risks and trends would be valuable.

**15.3 Executive Committee** [GD16-36]

The Chair presented the Report of the Executive Committee arising from the Committee's meeting of December 13, 2016. The Report summarized approvals made by the Committee in the name of the Board, which included renovations to Burnside Hall, Leacock and Education Buildings, as well as the establishment of the Information Technology (IT) Governance Subcommittee, which will report to the Building and Property Committee.

**16. Report from Senate** [GD16-37]

The Principal presented the Report from Senate arising from the meeting of Senate held on January 18, 2017. She informed members of several information items contained in the Report, which included Senate's receipt of the 477<sup>th</sup> Report of the Academic Policy Committee, the Annual Report of the Ombudsperson for Students, and the Report from the Board of Governors to Senate.

**17. Report and Response: Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment** [GD16-38]

The Provost and Vice-Principal (Academic) introduced the Report, indicating that the Report would be updated to clarify that the Board did not endorse the Report of the Committee to Advise on Matters of Social Responsibility (CAMSR)'s but the recommendations contained within the CAMSR Report. He then introduced and welcomed Professor Frédéric Bachand, Chair of the Open Forum, to present the Report of the Open Forum.

Professor Bachand reported that the Open Forum meetings, which were held at the downtown campus on September 23 and September 28, 2016 and at Macdonald Campus on September 30, 2016, sought input from the community regarding the recommendations of the CAMSR Report. He indicated active participation from the community. He thanked the Office of the Provost and Vice-Principal (Academic) for its support in ensuring that his work was conducted independently. He further clarified his mandate, which consisted of organizing the Open Forums and providing a summary of the discussions in the Report.

Members remarked on the clarity of the Report and noted the importance of raising awareness of the University's sustainability initiatives to the community. With regard to a question concerning whether the community had expressed interest in revisiting the CAMSR Report, Professor Bachand referred to the Open Forum Report, which he explained contained all the input provided by community members. On behalf of the Board, the Chair thanked Professor Bachand for his presentation and contributions.

**18. Annual Reports**

**18.1 Report on Research and Innovation** [GD16-39]

The Vice-Principal (Research and Innovation) presented the Report on Research and Innovation, which provided an overview of the University's recent research funding performance and an update on areas of innovation related to the commercialization of research and knowledge mobilization. Vice-Principal Goldstein indicated that despite the current constrained funding environment, the University had done reasonably well compared to peer institutions, noting an increase in provincial government funding. She reported on the University's success in the early stages of commercialization, such as new patent applications, but that improvement could be made in the later stages, such as licensing income.

Vice-Principal Goldstein highlighted the recent appointment of the University's first Associate Vice-Principal (Innovation and Partnerships). Members noted that the appointment had already made an impact to strengthen research collaborations with graduate students. In regard to a question regarding the model for ownership of intellectual property, Vice-Principal Goldstein explained that a 50-50 model between the researcher and the University is currently in place. Members also discussed the continuing

development of the *Quartier de l'innovation*, emphasizing the positive addition of new collaborators. On behalf of the Board, the Chair thanked Vice-Principal Goldstein for her presentation, noting this would be her last Report on Research and Innovation in her capacity as Vice-Principal (Research and Innovation).

## **18.2 Report of the Committee on Student Discipline**

[GD16-40]

The Chair welcomed and introduced Professor Christopher Buddle, Dean of Students, who presented the Report of the Committee on Student Discipline (CSD). Professor Buddle provided an overview of the student disciplinary process, indicating that the Report contained figures regarding the 286 cases from the 2015-2016 academic year. He noted no unexpected changes from the previous year, informing members that Disciplinary Officers handle most cases during individual interviews while a small number are considered by the CSD. He provided some details of the Report, notably that 30% of academic offences had been exonerated and 19% of non-academic offences had been exonerated.

Members engaged in a discussion on the formalized process by which complaints are brought forward for both academic and non-academic offenses as well as the evidence standard and analysis applied by Disciplinary Officers. They were informed that guidelines for reporting academic offences were readily made available to faculty. On behalf of the Board, the Chair thanked Professor Buddle for his presentation.

## **19. Other Business**

The meeting was adjourned at 6:40 p.m.

The first edition of the Board of Governors Community Sessions followed.

**END**

## **SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON FEBRUARY 2, 2017**

### **1. Honoric Naming Proposal Arising from Policy Relating to Naming of University Assets**

The Board of Governors approved, on the recommendation of the Principal, an honorific naming proposal in accordance with the *Policy Relating to Naming of University Assets*.

### **2. Report of the Nominating, Governance and Ethics Committee: Appointment of Member-at-large**

The Board of Governors approved, on the recommendation of the Nominating, Governance and Ethics (NGE) Committee, the appointment of Ms. Cynthia Price Verreault as a member-at-large of the Board, effective July 1, 2017.

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

The Board of Governors approved recommendations concerning new academic appointments and promotions.

### **4. Notice of Motion**

The Board of Governors received a notice of motion which requested that the Board rescind its March 23, 2016 endorsement of the recommendations contained in the Committee to Advise on Matters of Social Responsibility (CAMSR)'s Report. The motion will be presented to the Board at its April 27, 2017 meeting.