



Minutes of the 4<sup>th</sup> meeting of the Faculty Council held on December 6, 2016 at 4:30 p.m. in the Martin Amphitheatre, (Room 504, McIntyre Medical Building)

## FACULTY COUNCIL MEMBERS PRESENT

Abrahamowicz, Michal	Kafantaris, Demetra	Sharif, Behrang
Allard, Robert	Karanofsky, Mark Chad	St-Arnaud, René
Baumgartner, Jill	Khadra, Anmar	Tonin, Patricia
Boillat, Miriam	Kornisch, Myriam	Tremblay, Michel
Bergman, Howard	Levental, Mark (via live stream)	Vaillancourt, Sophie
Bouchard, Maxime	Liu, Xin Mei	Wein, Francine
Brown, Karen	Manfredi, Christopher P.	
Cohen, Robin	Martignetti, Lisa	
Constantin, Evelyn	Massie, Rami	
Cummings, Beth	Michel, René	
Dhaliwal, Kiesha	Mutter, Christine	
Eidelman, David	Nordstrom, Scott (via live stream)	
Filion, Francoise	Robaire, Bernard	
Funnell, Robert	Robbins, Shawn	
Gilbert, Lucy	Sagan, Selena	
Gonnerman, Laura	Saunders, Sara Lizabeth	

## REGRETS

Armand Aalamian, Rajesh Aggarwal, Gillian Bartlett, Mary Genevieve Belzile, Fadi Brimo, Daniel Chartrand, John Chen, Elize Cucca, Sean Cory, Sam Daniel, Nicholas Distasio, Marc Fabian, Suzanne Fortier, Alyson Fournier, Robert Gagnon, Francis Girard, Caroline Hosatte-Ducassy, Michele Larose, Stephen Liben, Craig Mandato, Carlos Morales, Geoffroy Noel, Joseph Rochford, Erwin Schurr, Ernest Seidman, April Shamy, Ewa Sidorowicz, Donatella Tampieri, Argerie Tsimicalis, Gustavo Turecki, George Weisz, Ivona Yordanova

## SECTION I

### 1. Welcoming Remarks from the Chair

The Chair began by welcoming Faculty Council members and guests.

### 2. Approval of the Agenda

The agenda was reviewed and members were asked for comments or corrections. There being none, the Chair motioned to vote on the approval of the agenda. There being no objections, the agenda was approved unanimously.

3. In Memoriam

As per McGill tradition, a moment of silence was observed to remember a member of the Faculty who had recently passed, Dr. Gus O’Gorman, former Associate Director of Radiology. The Chair further indicated that today’s date is also the anniversary of the École Polytechnique massacre which took place in 1989. A moment of silence was then observed.

4. Kudos

The Chair noted that there were many kudos to give, including several members of the Faculty Council. A list of names was presented to the Faculty Council.

5. Remarks and Q&A with Provost Manfredi

Provost Manfredi began by congratulating the Chair on his re-appointment as Dean of Medicine and Vice-Principal, Health Affairs. He went on to offer a few opening remarks related to his roles as Chief Budget Officer and Chief Academic Officer. On the budgetary front, in preparation for the fiscal year 2018 budget, he noted that they have almost completed the process of consulting with all faculties regarding their plans and needs for the coming year. The good 2016 fiscal-year ending allowed the University to reduce its accumulated deficit from a projected \$100 million to \$85 million.

On the academic side, the Provost mentioned that Principal Fortier has asked him to prepare a strategic plan. Given that the University is already involved in large-scale planning exercises related to Indigenous Studies in education, as well as the development of the Royal Victoria Hospital (RVH) site and campus master plan, he decided to develop a plan directly related to the Office of the Provost and Vice-Principal Academic, with priorities connected to the Principal’s vision for a University that is open, connected and purposeful. He also noted the need to develop a mission statement for the Provost’s Office to reflect its role as facilitator rather than gatekeeper. The plan will be circulated to the Deans for feedback before going to the Principal, and finally to Senate and the Board.

A question pertaining to Research Assistants (RAs) was then raised, related to a salary increase. The Provost replied that as a result of pay equity, RAs were allocated a 30% raise in salaries. This is currently under discussion with AMURE, as this will lead to Research Assistants earning more than Research Associates. The Provost is awaiting the conclusion of these discussions before proceeding.

Another question was then posed as to the University’s position on academic renewal and whether hiring more faculty is a foreseeable future goal. The Provost responded that we are restrained by both budgetary and physical capacities, and noted a particular need for administrative and support staff following the recent voluntary retirement packages accepted by almost 300 employees.

The Provost was asked how he envisioned dealing with the Faculty of Medicine’s major need for space in education and research. He replied that there is an important underdeveloped site (Powell Building) currently under discussion to support Medicine’s needs.

A Faculty Council member inquired about the efficiency of the Administrative Excellence Centre (AEC) system, noting it is a source of frustration for some investigators. The Provost replied that in his role as Dean of Arts, he was involved in a similar situation, indicating that this is more an issue at the Dean level. Dean Eidelman then confirmed he would speak to this issue later in the meeting, noting that the AECs have worked well in some areas and less so in others.

6. Report from the Steering Committee (D. Eidelman)

The Chair indicated that part of the Steering Committee's mandate is to prepare the agenda for Faculty Council meetings and mentioned that, in future, they will also prepare reports from their meetings to present to the Faculty Council.

7. Consent Agenda (D. Eidelman)

- i. Faculty Council Minutes (October 18, 2016)
- ii. UGME Governance Structure

The Chair asked if anyone wanted the consent agenda items to move to regular discussion items. There being none, the Chair then moved to adopt the consent agenda. Hearing no objections, but one abstention, the motion to adopt the consent agenda was approved.

8. Business Arising from Previous Minutes (D. Eidelman)

- i. Nominating Committee (Committee on Committees)

The Chair reminded everyone that this committee would consist of four (4) members appointed by the Dean and five (5) elected/volunteer members of the Faculty Council. He then presented the names of the proposed Nominating Committee membership, asking if there were any Faculty Council members interested in volunteering. Seeing no new volunteers, the five (5) Faculty Council members were approved by acclamation. The motion for creating this Committee was then passed and approved with the following membership: Elected – Xin Mei Liu, René St-Arnaud, Evelyn Constantin, Mark Levental and Jill Baumgartner; Appointed – Gordon Crelinsten, Susan Drouin, John Orłowski and Zachary Boychuk. The Chair confirmed administrative support in response to Dr. St-Arnaud's question.

- ii. MDCM Accreditation

The Chair was pleased to report that the Data Collection Instrument (DCI) document, which will serve as the basis of the review in February, was submitted today. He commended the Accreditation team for their hard work. The Chair noted that while there is no sure way of knowing whether we will be taken off probation, he did attest to the high level of professional and quality work done, praising students as well for the key role they played. Some key areas of focus remain for the coming months, namely: implementation of Entrada to improve curriculum mapping and launching the Learning Environment Advisory Panel (LEAP) to ensure, among other objectives, comprehensive oversight and monitoring of the time students spend in educational and clinical activities, so as to fully respect

workload policy (led by the Vice-Dean, Education). The Chair concluded by stating that the goal is to focus on continuous quality improvement, so that we are always ready for any accreditation. There is a clear focus in UGME to structure things properly so that students receive the most out of their educational experience. He thanked Dr. Cummings and the rest of her team.

9. Other Updates from the Dean *(D. Eidelman)*

i. School of Population and Global Health

The Chair confirmed that the School of Population and Global Health was approved by the Board of Governors, congratulating Dr. Gilles Paradis and his team on this accomplishment.

ii. Healthcare Consultation – Network Merger

The Chair indicated that in the course of a search for a new CEO at the MUHC (current CEO is interim), the Minister of Health asked Dr. Arvind Joshi to conduct a broad consultation process to gather input on possible options to improve services for patients and administrative efficiencies across McGill's major affiliated health organizations in the west of Montreal. Both the Dean and Dr. Samuel Benaroya have already met with Dr. Joshi, who was scheduled to meet with Principal Fortier the following day. In the New Year, a Faculty Council-Town Hall meeting with Dr. Joshi will be organized to ensure everyone has the opportunity to express themselves.

## SECTION II

10. Research Update *(P. Gros)*

Dr. Gros provided several updates and highlights are presented below.

**Merck funding for translational research:** A gift of \$4 million to the Faculty of Medicine 3 years ago, 93% of which stayed with the Faculty, the rest went to the University. The 93% was dispersed in two rounds of funding, according to two different grant mechanisms, one for mature projects (\$200,000-\$212,000, 15 dispersed) and four (4) smaller awards (1 year at \$50,000 each). A portion of the overhead was returned to the Faculty from the University to be used as strategic funds (\$200,000) for research. This money is non-renewable (Merck closed down their operations) but it had a significant impact given challenges with CIHR funding.

**Funding for the technology platform:** For CFI grants for large infrastructure, a portion of the money that comes with it is Infrastructure Operating Fund (IOF), split between the Faculty, researchers, departments and the University. Two years ago, the Vice-Principal, Research agreed to return a portion of their central funding to the Faculty of Medicine, which was used for technology platforms. Dr. Gros noted that one issue with CFI funding is, once it runs out, there is no envelope to continue running these operations without people being charged high user fees.

**CERC:** A couple of months ago, the federal government announced another Canada Excellence Research Chair (CERC) competition to recruit talent from outside Canada that is accompanied by an award of \$11 million over five years, with several positions to recruit at the Faculty level. McGill has had two CERCs in the past five years. To apply, notices of interest are sent to Dr. Baum's office. Those chosen are then forwarded to the V-P Research office. McGill is only allowed to submit 3 out of a total of 21.

**Canadian Foundation for Innovation (CFI9):** This has been very active. A total of 8 proposals moved forward in October, and all are McGill PI-led in the Faculty of Medicine (\$130M); a site visit for one inter-institutional application has since transpired and two more are planned at the Quebec-level in January.

**CFREF:** A website is being developed. CFREF will award \$84 million to McGill over 7 years in different program areas. Dr. McKinney will be invited to provide regular updates.

**McGill-RIKEN joint programs:** RIKEN is a network of 11 research institutes in Japan and was selected as a major partner in international collaboration. Three areas of activities were discussed: 1) joint symposia (two per year - one at McGill and the other at one of RIKEN's sites); 2) joint laboratory space at both partner sites for scientists to spend a month or two, for which funding will be allocated at 50% from each institution; 3) joint institute - RIKEN is looking to set up one institute in North America, and McGill is one option.

**Strategic Research Plan (SRP):** The SRP is now 3 years old. It included implementation strategies, most of which have been achieved. A new request to Department Chairs and School and Unit Directors was issued for information (one-pager) to update SRP (e.g., new research areas to add). The information must be sent to Dr. Baum's office by the end of January. The strategic research plan will thus be amended before submitting it to the SRP Steering Committee for approval. A question was posed regarding indirect costs and whether there were any plans for directing more of these funds back into the departments. The Chair replied that the indirect costs McGill receives are much lower than what it costs to do research (25-40%). The Government of Canada has capped indirect costs. McGill receives ~18%. The more successful the university, the lower the percentage, i.e., the University of Toronto gets the lowest percentage as they have the most research dollars, and McGill receives the second least. A mechanism will be put in place to look at these things in a more holistic way in the strategic plan.

11. Professionalism and Promoting Interdisciplinary Practice (K. Dhaliwal)

Ms Dhaliwal described a serious incident that occurred during an interdisciplinary student exercise conducted earlier in the year. Using the Wordle tool, students were asked to reflect on the first thing that came to mind when they thought of various professions. Several words that emerged on the word cloud were disconcertingly disrespectful and derogatory.

Students were prompted to think about why these behaviors were happening and began discussions in October on how to address this. The different schools had already come together early in the year to form an inter-professional association, “MASH,” (McGill Association for Students in Healthcare).

Ms Liu mentioned that although all healthcare professionals work together in clinical settings, the departments work in silos, also separating undergraduate and graduate students. Student leaders believe they can change this, hence the creation of MASH, by helping different healthcare professions connect at the learner level as a means to bridging gaps and building positive, respectful relationships.

MASH met for the first time in fall 2016 with representatives from 13 student associations in the Faculties of Arts, Education, Medicine and Dentistry. MASH representatives will be meeting with Dr. Joshi regarding the network merger consultation, and discussions are underway with the Office of Inter-professional Education (IPE) in the Faculty of Medicine to have student representation on their committee. MASH would like to create a research symposium in winter 2017 to involve students from varied professions. MASH is an easily accessible platform by which to consult learners in healthcare professions and to provide increased awareness about inter-professional education. Faculty Council members were encouraged to call on them as needed.

A request was made for clarification on the group of students involved. Ms Dhaliwal confirmed there were students from Medicine, Dentistry, Physical & Occupational Therapy, and Nursing.

One audience member noted there has always been a split between healthcare professionals and research scientists and suggested including graduate student associations in MASH from Biochemistry and Pharmacology and Microbiology (for instance), as this would help remove the gap. Ms Liu replied that inclusivity is one of the main driving values of MASH and mentioned one of the issues has been to reach out to those groups; she welcomed any contact information. The Chair closed this discussion by stating how proud he was of this student-led initiative.

### **SECTION III**

#### 12. Project Renaissance: Envisioning the Faculty’s Future *(D. Eidelman)*

The Chair indicated that, with the current strategic plan coming to an end in 2017, a new one is needed. Developed by Dr. Levin, “Thinking Dangerously” had a number of goals, one of which was a new MDCM curriculum, for which the first graduating class of the full 4-year curriculum is coming up in June 2017. This will mark the end of that plan. At that point, the new curriculum will need to be reviewed to determine if it is meeting the desired objectives. Several other goals that evolved from “Thinking Dangerously” were discussed, including the strategic research plan led by Dr. Gros, which is complete and due for review. The Institute for Computational Medicine, championed by Dr. Guillaume Bourque, is advancing in its conception with broad consultation imminent. Faculty Lifecycle criteria related to the promotion of hospital-based faculty, led by Dr. Ludwig, is almost complete with the updating of evaluation criteria for Clinical Chairs regarding Undergraduate Medical Education still in progress. Finally, Administrative Excellence Centres (AECs) have been implemented in full but follow-up assessment is needed.

“Project Renaissance” is the name of the next strategic planning cycle. The plan is divided into categories related to each of the Vice-Dean’s mandates, i.e., Education, Research, Academic Affairs, Health Affairs, and governance, finance and space. It will also include a special project in Outaouais to create a 4-year medical program.

For Education, led by Vice-Dean, Education Dr. Annette Majnemer, the focus for the next few years will be on being more student-centred. Inter-professionalism in education is also crucial. For scientific education, inter-disciplinarity is also critical in making scientific advances. He stressed the importance of preparing our learners for a wide variety of careers.

In Research, as presented by the Vice-Dean, Life Sciences Dr. Philippe Gros, many successes have been achieved (e.g., Neuroscience and CFREF). Emerging areas include: gene and cell therapy, precision medicine and knowledge translation.

In Academic Affairs, led by Vice-Dean Dr. Mara Ludwig, the Chair noted a need to align our resources for optimal recruitment. Although clinicians are well rewarded in our system, a gap remains in how we value them compared to those on tenure track. We need to be clear on what is expected from our professors.

With respect to Health Affairs, led by Vice-Dean Dr. Samuel Benaroya, strategies will depend largely on the outcomes of the healthcare consultations underway. We need to strengthen our relationships with the teaching hospitals, especially the MUHC, and adapt our training programs to address training that will increasingly occur outside the hospitals. The establishment of a satellite medical campus in the Outaouais is a key component of Project Renaissance. The program will have a cohort of 24 students per year and will be offered in French. As Outaouais is a significant part of our RUIS outside of Montreal, a strong link with the Faculty of Medicine Educational Leadership infrastructure is essential.

The Dean will lead the governance, space and administration components of Project Renaissance, with Executive Director Me Pascale Mongrain, with focus on finding new space and developing new revenue sources. The Faculty is currently exploring potential new spaces, including the Powell Building, on Peel between Dr. Penfield and Pine Avenue. This is a long-term goal.

Reflecting the scope of changes related to governance, the name of the “Faculty of Medicine” will be brought into question. It may be time to rename the Faculty to more accurately reflect our reality (e.g., we have more nursing than medical students). It might be time to become the Faculty of *Health Sciences*. We are evolving into a federation of schools and will need to create a “School of Medicine.” The Basic Science departments also need a clearer identity and representation.

A question was asked related to the creation of a School of Pharmacy, to which the Chair replied that he did not think approval would be given for a program that does not currently exist. Clarification was requested regarding the importance of education being more student-centred. The Chair responded that there is a need to organize programs according to student needs, for example, graduate programs that look at students’ needs when they graduate. Students are also asking for inter-professional

education but we still teach mostly in silos. Someone then asked whether the Dean envisioned the existence of Basic Science departments in 5 years. He replied in the affirmative, indicating that people need to belong to something and structures are needed from an administrative point of view. They may not function exactly as they do now, but that remains to be seen and will be part of the strategic planning exercise.

A member of the audience asked for further information regarding the Institute for Computational Medicine. The Chair responded that the objective is to build on our bioinformatics strengths at the Genome Centre and use big data we are generating in many disciplines to generate new discoveries. Dr. Bourque is co-leader with Dr. Peter Grutter in Physics. The Chair took note that Dr. Bourque should be asked to present to the Faculty Council.

The Chair then asked for the Council's approval to launch Project Renaissance, asking for someone to put forward a motion in favor of this strategic planning exercise. A motion was made and moved to a formal vote. With unanimous support, the launch of Project Renaissance was approved.

## **SECTION IV**

### Open Session/Town Hall

The Chair asked whether anyone had other questions or issues they wished to raise. There being none, he informed the Faculty Council members and guests that Dr. Samuel Benaroya would be the acting Dean while he is on leave through the holidays into January. He concluded the meeting by wishing everyone Happy Holidays.

There being no other business to address, on a motion duly proposed and seconded, the meeting ended at 6:20 p.m.

*The complete set of documents, including PowerPoint presentations made at the Faculty Council meetings and video links of the meeting, are kept as part of the official minutes and can be found on our Governance website: <https://www.mcgill.ca/medicine/about/governance/faculty-council>*

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