



Minutes of the 6<sup>th</sup> meeting of the Faculty Council held on June 7, 2017 at 4:30 p.m. in the Martin Amphitheatre, (Room 504, McIntyre Medical Building)

### **FACULTY COUNCIL MEMBERS PRESENT**

Abrahamowicz, Michal	Khadra, Anmar
Alami, Jasmine	Kornisch, Myriam
Allard, Robert	Liben, Stephen
Bouchard, Maxime	Massie, Rami
Chartrand, Daniel	Mutter, Christine
Chen, John	Nichol, Jarrod
Chen, Liang	Noel, Geoffroy
Cohen, Robin	Sagan, Selena
Cummings, Beth	Sharif, Behrang
Eidelman, David	Tonin, Patricia
Filion, Francoise	Tsimicalis, Argerie
Funnell, Robert	Wein, Francine
Gonnerman, Laura	Weisz, George
Kafantaris, Demetra	

### **REGRETS**

Armand Aalamian, Gillian Bartlett, Jill Baumgartner, Mary Genevieve Belzile, Howard Bergman, Miriam Boillat, Fadi Brimo, Karen Brown, Evelyn Constantin, Sean Cory, Elize Cucca, Sam Daniel, Nicholas Distasio, Marc Fabian, Suzanne Fortier, Alyson Fournier, Robert Gagnon, Caroline Hosatte-Ducassy, Robert Hemmings, Mark Chad Karanofsky, Leonora Lalla, Michele Larose, Mark Levental, Craig Mandato, Christopher P. Manfredi, Lisa Martignetti, René Michel, Carlos Morales, Scott Nordstrom, Bernard Robaire, Shawn Robbins, Joseph Rochford, Sara Elizabeth Saunders, Erwin Schurr, Ernest Seidman, Ewa Sidorowicz, April Shamy, René St-Arnaud, Donatella Tampieri, Michel Tremblay, Gustavo Turecki, Sophie Vaillancourt.

### **SECTION I**

#### 1. Welcoming Remarks from the Chair

The Chair began by welcoming Faculty Council members and guests to the 6<sup>th</sup> Faculty Council meeting.

#### 2. Approval of the agenda

The agenda was reviewed and members were asked for comments or corrections. There being no changes to the agenda, the agenda was approved unanimously.

3. In Memoriam

As per McGill tradition, a moment of silence was observed to remember various members of the Faculty who had recently passed: James Baxter, Sean Murphy, Andrew Gonda, Zafer Ali-Khan, Mark Wainberg and Mostafa Elhilali. A moment of silence was then observed.

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

The Chair indicated that the Steering Committee report had been circulated and posted online, and mentioned the names of new incoming members as well as outgoing members: Liang Chen as the new MSS President replacing Xin Mei Liu; Jasmine Alami, Nursing Graduate student replacing Kiesha Dhaliwal; Maria Monica, P&OT undergraduate student replacing Ivona Yordanova; Lennie Lalla, Faculty Leadership Commons replacing Raj Aggarwal; and Jarrod Nichol, Faculty administration – Management replacing François Girard. He indicated that a physician representative for the Steering Committee was still required. Stephen Liben volunteered. There being no others, Faculty Council members confirmed his appointment.

5. Consent Agenda (D. Eidelman)

i. Faculty Council Minutes, *revised* (March 13, 2017)

The only item being brought by the Steering Committee for a consent agenda is the revised minutes from the March 13, 2017 Faculty Council meeting. The Chair asked members whether anyone had any objections, comments or corrections. There being none, the minutes were approved unanimously.

## **SECTION II**

6. Computational Medicine (G. Bourque)

G. Bourque explained that the motivation behind this initiative was the previous strategic research plan (SRP). Since the elaboration of the SRP, a small working group was established and they have tried to push this forward through faculty engagement and promotion. As much of the data is being collected in hospitals, they need to find ways to harness the information into specialized medicine (please refer to slides for further details). The McGill initiative in Computational Medicine sits somewhere between Life Sciences Research and Clinical Research. A lot of development already exists in this area at McGill and we need to identify additional people interested in this research activity as well as those who can benefit from it.

Three main goals of the Computational Medicine Strategic Plan (2017-2022) are to: 1) *strengthen collaborative research in Computational Medicine*; 2) *develop and support education programs in quantitative life sciences*, noting a new project in Computational Medicine that bridges Life Sciences

with quantitative methods; and 3) *build strategic partnerships with major stakeholders*. In the Fall, workshops will be organized to finalize the plan (target date: Fall 2017). An Advisory Committee has been formed to support this initiative. Feedback or suggestions from the broad Faculty of Medicine community are invited.

An audience member asked about possible collaboration with the Biostatistics group. The Chair reiterated that the purpose of this presentation to Faculty Council is to communicate this initiative in the hopes of reaching out to new potential participants or interested members. Another member stated that this project seems mostly focused on big data analysis, and wondered if there was any plan to expand this to other areas, e.g., Physiology, modelling. G. Bourque replied that the more people involved, the better. The degree of overlap with other existing programs or initiatives was duly noted.

7. CFREF (A. McKinney)

A. McKinney offered an overview and update on “Healthy Brains for Healthy Lives” (HBHL). She reminded everyone that the CFREF grant was received in the amount of \$84M, with an additional \$18M from the provincial government, which is a strategic grant and not a typical operating grant. Workshops are underway by the 4 main theme leaders and subcommittees to develop more focus for the funding calls for research operating grants. The PIs were encouraged to reach out to the theme leaders or the managing director, Ronald G. Lafrenière, to see if/how their research fits into the theme. Next, McKinney highlighted that the first HBHL call for graduate students, post-doctoral HBHL fellowships was launched and the results will be released end of June/first week of July. The next call in fall for trainees will be full salary and benefits for postdocs for 2 years. The Managing Director of HBHL, Ronald G. Lafrenière, is the person to contact if anyone has questions.

8. Research Space Allocation Guidelines (S. Baum)

S. Baum explained that the Dean mandated a space audit within the Faculty of Medicine with the goal of determining a mechanism to optimize equitable utilization of research space. Guidelines were developed from this space audit, including criteria for both wet and dry lab research space. The audit indicated that current space is quite adequately and equitably allocated.

The algorithm used to calculate potential available wet lab space is used to identify outliers and to act as a tool for Chairs to identify inequities within their departments. The Faculty Space Committee (see presentation), who reports to the Dean and VP (Health Affairs), would be consulted if ever a situation of controversy arises, or should collaboration across two departments/units be suggested. The guidelines have been approved by: the Basic Science Chairs Committee, the Deanery Executive Committee and the Professional School Directors. They are posted on the Research website. The Chair commented that a similar process was originally undertaken at the RI-MUHC. McGill’s version was revised to ensure greater flexibility. In response to a question, the Chair replied that all space belongs to the University, but all Deans are expected to allocate space in an equitable manner, noting serious deficiencies in space for the educational mandate.

### **SECTION III**

9. State of the Faculty

*(D. Eidelman)*

The Chair then provided a “Year in Review” summary, outlining some of the Faculty’s highlights (see presentation).

He discussed the budget of the Faculty of Medicine, acknowledging Pascale Mongrain, Batchimeg Zuend and the Finance team for their excellent support. He went on to explain the difference between “hard, soft and flow-through” money. The Faculty receives a “1A budget”, primarily based on enrolment, which is governed by a confidential *agreement* signed by the Dean and Provost. Pascale Mongrain and the Finance team are responsible for proposals relating to administrative issues, and Mara Ludwig and her Academic Affairs team are responsible for academic hiring. One issue that persists is our inability to know how much money is actually generated by enrolments. Several budget anomalies have been corrected, including inadequate funding for the Ingram School of Nursing. The Provost clearly needs to balance demands and resources for the entire university and all money received from the government is pooled and allocated to different sectors, based on these needs. For this past academic year, some Faculty of Medicine requests were supported and others are not. For example, the Provost took over \$1M in rental costs and fully supported the launch of our Indigenous Health Professions (IHP) Program. However, we did not get approval for the Computational Medicine initiative presented by G. Bourque, but we were invited to resubmit next year.

The Faculty has been sustained and supported by “soft money” for the last few years, and reserves are swiftly dwindling. Indeed, based on financial projections, the Faculty will have depleted its soft funds within the next two years. Hence, we are working hard to generate new revenue sources. Included in our “soft funds” is the Middle East money received for training medical residents. Much of this money goes back to postgraduate training, but also supports many other units as well as educational programs, research, etc. The Dean’s Discretionary fund covers undesignated operating expenses including Administrative Excellence Centres (AECs), the RI-MUHC Tenure Track agreement, Rossy Cancer Network activities, etc. Faculty financial decision-making is led by the Dean and his Dean’s Operations Committee (DOC) members: Vice-Dean Health Affairs, Vice-Dean Research, Vice-Dean Academic Affairs, Vice Dean Education, the Faculty Executive Director, and Deanery staff person who decide on how to allocate the budget and other operational decisions. The Faculty’s budget is approximately \$170 million, most of which is salaries. The Chair also mentioned the new Capital Campaign that will soon be launched, in preparation for McGill’s 200<sup>th</sup> anniversary. The target is \$1.5 billion.

He then continued with an outline of the Project Renaissance strategic planning process, comprised of five areas of focus: Health Affairs, Education, Academic Affairs, Research, and Governance & Space. A. Majnemer (Vice-Dean, Education) is advancing on the Education Strategic Plan, which includes identification of space needs with help from a consultant, Michael Shapiro. For Research, P. Gros and S. Baum are finalizing the updated version of the Strategic Research Plan (SPR); The

Academic Affairs strategic plan, led by M. Ludwig, continues to be developed, and will include a careful review of CAS appointments to their promotion, as well as ensuring more emphasis on performance as it relates to the education mission and graduate students. For Health Affairs, S. Benaroya will pursue strategic planning for the Campus Médical Outaouais. A special June 19 meeting of the Faculty of Medicine will focus on academic integration in our healthcare network and the impact healthcare changes and reform are having on our academic mission. The Chair noted that the Campus Médical Outaouais project has received government funding to launch a “remote” Undergraduate Medicine program in Gatineau, to begin in 2020. With regards to Governance and Space, the Chair noted that as Dean, he would be responsible for this.

Part of the governance mandate will address if fundamental change in the nature and name of the Faculty (Health Sciences vs Medicine) is appropriate, together with the creation of a School of Medicine. This specific Project Renaissance effort is entitled Physicians of Tomorrow. Another School-like entity may also be created with the Basic Science Departments. A committee mandated by the Dean to review governance of Basic Sciences was struck, led by J. Orłowski, who will submit recommendations to the Dean. He concluded by inviting members to think strategically about our Faculty investments, noting that our biggest challenge is space. The Faculty has received confirmation of one major space initiative: the Powell Building. The search for support from donors for this initiative will soon begin. Should McGill ever decide to close old Faculty of Medicine buildings, this would certainly limit what the Powell building could be used for. If this is the only capital development project in the Faculty of Medicine, it will not be enough to meet all of our ongoing space needs.

10. Kudos

*(D. Eidelman)*

The Chair went on to provide Kudos to various Faculty members (please refer to the presentation). He congratulated all who were recognized for their achievements.

## **SECTION IV**

### **Open Session/Town Hall**

The Chair invited Faculty Council members and guests to put forward any questions or issues they wished to discuss, for which there were none.

There being no other business to address, the meeting ended at 6:00 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>*