



Minutes of the 18th meeting of the Faculty Council held on May 19, 2020 at 4:30 p.m. via Zoom.

FACULTY COUNCIL MEMBERS PRESENT

- | | | |
|---------------------------------|---------------------------|--------------------------|
| Adams, Annmarie | Funnell, Robert | Sagan, Selena |
| Allard, Robert | Gonnerman, Laura | Saunders, Sara Elizabeth |
| Arora, Anish | Habib, Rami (MSS) | Schmitz, Norbert |
| Backman, Steven | Henry, Melissa | Tonin, Patricia |
| Barnett, Tracie | Khalil, Elene | Tourian, Leon |
| Biskin, Robert Simon | Krishnamurthy, Srinivasan | Toussaint, Paule-J. |
| Boillat, Miriam | Levental, Mark | Tsimicalis, Argerie |
| Cambrosio, Alberto | Marelli, Ariane | Venne, Gabriel |
| Daniel, Sam | Mondou, Mélanie | Wein, Francine |
| Duff-Murdoch, Valerie | Nardini, Sonia | White, John |
| Eidelman, David | Patoucheas, Chrisoula | Wilson, Heather |
| Evans, Timothy | Robaire, Bernard | Xiang, Lucille |
| Farmer, Jean-Pierre | Robbins, Shawn | |
| Filion, Françoise | Rohlicek, Charles | |
| Fuhrer, Rebecca (EBOH delegate) | Sacre, Lauralicia | |

REGRETS

Marc Afilalo, Sanah Alani, Melanie Au, Jake Barralet, Christopher Barrington-Leigh, Chantal Bernard, Ali Bessissow, Maxime Bouchard, John Chen, Robert Gagnon, Richard Gosselin, Carmen Loiselle, Scott Nordstrom, Brent Richards, George Roumeliotis, Edward Ruthazer, Alan Spatz, René St-Arnaud, Catherine St-Cyr, Robert Sternszus, Ursula Stochaj, Michel Tremblay, Jean-Marc Troquet, Sophie Vaillancourt, Javier Vargas, Lucy Vieira, Stephen Yang.

SECTION I

(D. Eidelman)

1. Welcoming Remarks from the Chair

The Chair began by welcoming Faculty Council members and guests to the 18th Faculty of Medicine Faculty Council meeting, noting that it is an unusual one. He expressed appreciation for all the efforts being made despite the current challenges due to COVID-19. A recording of the meeting will be available for reference.

2. Approval of the agenda

The agenda was reviewed and members were asked for comments, corrections or additions. The Chair noted that voting would still be required, for which L. Moss requested that it be made via the chat within the zoom link. To that end, a motion to propose the agenda was first and seconded, and passed. There being no changes to the agenda, the Chair proceeded to welcome new members,

including staff and students, both to Faculty Council and to the Steering Committee (see presentation for list of names).

3. In Memoriam

As per McGill tradition, a moment of silence was observed to remember all who have died as a result of the COVID-19 pandemic, including several family members and friends of our Faculty community, and Faculty members who had recently passed: Drs. Edward Monaghan, Marie Quintal, Peter Hechtman and Keith Drummond.

SECTION II

4. Student leadership: update on what students have been doing (*Student leadership*) to support their peers, the frontline workers, the research during this time:

The Chair welcomed each student as follows:

L. Xiang, incoming President, POTUS mentioned that the initiatives her group has been focusing on are mainly student mental health and wellbeing, and on enhancing current skillsets to become better healthcare professionals. With regards to the first aspect, she explained POTUS is focused on staying connected to each cohort that they represent. They will be undergoing student cohort consultations over the coming weeks to better understand how to help each student and to plan for the coming semester in terms of bonding events. She further mentioned working closely with faculty in their School to voice their concerns in terms of improving the current curriculum, with various meetings being held and results then being shared with students. This received a lot of positive feedback from students as it is reassuring to hear about the work faculty and administrators are undertaking to prepare for the upcoming semester and it gives them a better idea of what to expect, and she suggested that more regular, direct communication with students would be beneficial to do Faculty-wide. As for skillset enhancement, she expressed many students are volunteering in CHSLDs, conducting research, brushing up on their French language skills, and engaging in other special projects.

R. Habib then provided an overview of general activities and initiatives that MSS students have undertaken since the onset of COVID (see slides for list of activities). He provided a few examples, notably “Making Zoomers out of Boomers,” an initiative made up of volunteer medical students helping faculty members adapt to delivering healthcare and instruction remotely. Another example he discussed was “Never Alone,” a youth chat line which is available from 4-7 p.m., Monday-Friday, and is run by volunteers who offer referral services for resources available in Montreal during COVID-19. He then outlined some remote tutoring services whereby medical students came together to help tutor healthcare professionals’ children (from grade 1 to Cegep). Several other initiatives were explained and may be referred to in the presentation.

A. Arora provided a brief update on initiatives the postgraduate student community (PGSS) have been involved in. He explained having reached out to his three networks, which include students associated with the PGSS, graduate students in general and students affiliated with the McGill Association of Students in Healthcare. Of these, five initiatives were discussed, one of which was Zoom socials, an activity that helps students engage with one another and stay connected. A. Arora outlined four additional initiatives in the community at large (see slide for details).

The Chair thanked the students for their presentations, adding these are only three of our student organizations. He expressed a hope to hear an update from the others in the fall.

Before proceeding with regular scheduling, the Chair welcomed S. Benaroya who provided an update on the McGill health network. He started his report by first thanking students for all they have done during these turbulent times. He mentioned that the Quebec government had asked McGill to promote a temporary paid employment opportunity to all McGill students to work in the province's long-term care institutions. This resulted in close to 1,000 students applying, with hundreds hired and positive feedback received. He also thanked medical residents who were re-deployed to work on COVID wards and in ICUs in our major teaching hospitals. He stated it is time to ensure all our trainees are un-deployed, so they can restart their curricular activities, complete their curriculum and graduate on time, in compliance with accreditation requirements. He noted there will likely be challenges because activities at many of our teaching sites have not restarted at the same capacity as before the pandemic; they are, however, expected to in the coming months.

He explained that one way to facilitate clinical training would be via on-campus clinical labs and simulation, noting that the Faculty had reached out to the government to request permission to re-open our clinical labs and simulation centres. This has been granted and there are currently discussions with University leadership with respect to safety measures, which are being developed as we speak, as well as new teaching methods using technology available. Because Montreal is a hot zone, he mentioned the need to also look at other opportunities outside Montreal for training, namely our training partner in Outaouais, where we will open the Faculty's new Campus Outaouais this year. He noted that some institutions in that area are open to having McGill trainees do some of their rotations there. He concluded by stating that the major challenges over the coming weeks and months will be the re-commencement of training of our healthcare professional students and medical residents in a world that has changed dramatically. The Chair thanked S. Benaroya for his leadership in this area.

5. Working towards innovative remote strategies *(A. Majnemer)*

A. Majnemer provided an overview of what is being planned for teaching and learning for the fall term, which was recently confirmed to be held remotely, for the most part. She explained there are two groups, one led by Chris Buddle who put together a Task Force on Remote Delivery with Teaching & Learning Services (TLS), and the second led by Leigh Yetter who also has a committee comprised of representatives from all the Faculties as well as Enrolment Services. Both are working

toward gathering data to better understand needs (e.g., how to make courses more engaging for students) and what resources are needed (e.g., videography). See presentation for further details regarding TLS webinars and the Faculty's approach, which involves three primary groups of learners and three work groups made up of the following: 1-Biomedical Sciences Undergraduate, led by A. Guarné and T. Hebert, is an inter-Faculty working group between the Faculties of Medicine and Science; 2-Graduate Programs, led by A. Ryan, looks at course requirements and how to optimize course delivery and enrolment; 3-Health Professions, led by L. Moss, deals with the hands-on clinical skills required prior to clinical placements. A Majnemer then outlined the innovation currently in progress, which includes virtual clinical training in the Health Professions, all clinically oriented but with no patient contact (see presentation). She thanked everyone involved for their efforts in this area, noting this is a unique opportunity to rethink teaching and learning approaches being used and to retain valuable elements of online learning for the future.

The Chair thanked A. Majnemer and mentioned a comment had come up in the chat from D. Bernard who suggested polling PIs to see who has decided not to take on new graduate students, noting reduced enrolment will reflect both students and staff choices. The Chair invited him to explain his point. D. Bernard indicated that he will not be taking on new students this year due to the uncertainty, and additionally would like to ensure those currently in his lab are well served before taking on new people, thus if enrolment appears to be down, he offered that it may not reflect that students are deciding to delay enrolment but rather because they cannot find placement. A. Gordon then asked what will happen to undergraduates who need to do a third year honours project in a lab. A. Majnemer replied that the working group is looking at all requirements and alternate strategies. A. Guarné added that, for the summer, we will not have undergraduates, so some students doing research projects then have been moved to remote work (no wet lab). As for the fall, they are still looking into whether some students can return or not, albeit cautiously, and expect to resume in the winter term. Some programs are thinking about doing more research activities remotely and perhaps moving the research portion to the winter. Other comments ensued in the chat, including one suggestion from T. Hebert for working on different types of research projects online and the possibility that some of these may be education research projects. The Chair agreed this was a good point and encouraged those involved in educational research to explore this possibility by doing a set of experiments and seeing how they turn out.

6. Update on Campus Outaouais and introduction of core team (G. Brousseau)

G. Brousseau a commencé par expliquer le plan de sa présentation, qui commence par un bref historique et le contexte du campus, suivi par une mise à jour, la présentation de son équipe, et une courte vidéo (campagne promotionnelle). Il a souligné les objectifs du campus, notamment de former les futurs médecins plus tôt et plus longtemps dans le milieu – on forme des résidents en médecine familiale dans la région depuis plusieurs années – et pour attirer les étudiants et les résidents en médecine en Outaouais afin de recruter des ressources en enseignement et en soins de santé pour la population. Il a confirmé que le début des activités est prévu pour août 2020 (ouverture dans 90 jours à compter d'aujourd'hui) et rappelé que McGill est en Outaouais depuis 1987. Il a

partagé le mandat initial et le mandat bonifié du projet, suivi par l'introduction de l'équipe (voir la présentation) et la vidéo. Après la vidéo, G. Brousseau a indiqué que le recrutement des étudiants a commencé ces deux dernières années. Plusieurs félicitations ont été partagées par clavardage suivant le vidéo. Le doyen a noté que l'effectif étudiant du Campus Outaouais vient s'ajouter à celui de Montréal. Il a remercié G. Brousseau et son équipe pour tous leurs efforts.

7. Roundtable updates from Dean's Operations Committee (DOC) (*DOC members*)

The Chair then asked each of the members of the Dean's Operations Committee to provide brief updates.

S. Baum provided a brief research update, firstly reporting that the Strathcona building opened last week and, so far, everyone is cooperating and abiding by the guidelines of 2-metre distance. She noted that health network research institutes have their own schedules for reopening, but that most are planning to begin gradual ramp-up next week. She added that her group is now considering resumption plans for the next set of buildings (i.e., Bellini, Goodman Cancer Research Centre and the McIntyre), after approval is received from department Chairs; however, there is no set date as yet. She expects they will hear from the University's Emergency Operations Committee (EOC) by end of week. As for those who conduct research with human participants, she expressed a plan to host a Town Hall in conjunction with the VPRI Office to address ethical issues and alternative means of conducting certain kinds of studies and other requirements (e.g., PPE, etc.)

L. Fellows then provided a brief update regarding the Academic Affairs Office. Firstly, she thanked her team for pivoting to remote work and finding ways to streamline, as well as the AECs for working closely with them. She then acknowledged the Provost's hiring freeze as of April through to November; however, she was pleased to confirm that many Tenure Track searches that had already been underway throughout the winter months are now at various stages of conclusion, having been finalized virtually. Thirdly, she noted faculty members are dealing with a lot and changing how they teach and do research, causing us to focus on collegiality and helping each other. Given faculty peer mentorship has been a goal for the past several years, they were able to take this experience and expand it into an emergency response faculty peer mentorship. They are now into week 7 of weekly drop-ins for all faculty, which take place on Wednesdays at 3:30 p.m. She noted there have been several interesting exchanges relating to the upheavals and challenges so far and stated that the next few weeks will comprise interesting programming ranging from how to set up new routines in a changed world to how to find the spark of engagement as a teacher in the virtual environment. She provided [this link](#) via the chat and welcomes any faculty who wish to join.

D. Kafantaris provided an update on administration and operations, noting that since the beginning of the pandemic, we have all nimbly moved to remote work, with most of the more than 800 administrative and support staff working effectively from home. She thanked all administrative and support staff for their hard work and wished them continued good health. She pointed out that,

with regards to the hiring suspension, an exercise is being led with our Human Resources Office to identify essential requests for positions that are currently vacant. An ad hoc committee will review the hiring requests, which will then be presented for review to and endorsement by the Dean's Operations Committee. This list will then be sent to the Provost's Office for approval. There are currently 6 positions under consideration. She further commented on ongoing staff mobility and change despite the COVID context, and we are working with the Faculty's HR team and management leadership, to effectively manage movement of staff into new temporary opportunities, without leaving units vulnerable. She outlined the need to undertake a budgeting exercise for fiscal year 2021 (for a 2nd year in a row), to address the projected deficit and COVID impact on the Faculty, noting we are looking at a 3% reduction in non-salary spending (as requested by the Provost), while tracking lost revenues, lost research grants, and new costs related to COVID. On a relative positive note, we will have some cost avoidance (less travel).

D. Kafantaris was pleased to report that many key initiatives continue to advance during these uncertain times, one of which is Workday, our new Recruitment to Retirement (R2R) system. She briefly described the new system as a 21st century HR system and modern cloud solution that will replace current end-of-life systems (see presentation) used by the university. Unfortunately, this much overdue modernization effort is being implemented at the inopportune time of this pandemic. The process to upgrade our HR System began some four years ago, and Workday was selected two years ago. It will replace Banner, POPS, Minerva self-serve functions as well as a few local apps. The improvements are numerous and relate to employee/academic information, recruiting, benefits, payroll, absence management and time tracking. The tool will be used most heavily by Academic Affairs and HR professionals; however, everyone will be responsible for keeping their own personal information up-to-date (e.g. CVs, etc.). Faculty of Medicine champions include D. Kafantaris, M. Roy (HR) and C. Dolden (Academic Affairs), who have advanced implementation. Training is set to run from May through July, with August 4 as the official launch date (see presentation). She provided [this link](#) for further details. The Chair acknowledged the HR and Academic Affairs teams and those who have been working tirelessly to ensure this project meets the needs of its users.

D. Colby spoke briefly about two topics pertaining to the Communications Office. On the COVID front, she stated the Communications strategy remains low-profile to avoid filling inboxes unnecessarily. That being said, the team continues to ensure the excellent work being conducted despite the challenges – the research, all the Faculty's success stories and good news – are featured on our media platforms (e.g., Med e-News, the web, etc.). As well, the Communications Office continues pitching to external media and supporting other Faculty priorities, such as research ramp-up and soon R2R.

Secondly, she shared a heads-up regarding the Faculty rebrand, which will roll out over the next few months, to begin in early July (soft launch). She indicated that the new Faculty name comes with a story that they are looking forward to telling and reflects all the different schools as well as the new campus that makes up the Faculty of Medicine and Health Sciences. September is when

the official launch will occur. She confirmed that everyone will get a new logo particular to each unit as McGill has updated the font (see presentation for 4 phases of launch). The Chair thanked D. Colby for her leadership on this.

SECTION III

8. Report from the Steering Committee *(D. Eidelman)*

The Chair confirmed that at its April 6 meeting, the Steering Committee welcomed new member Dr. Tracie Barnett to Faculty Council, reviewed open positions on the Steering and Nominating Committees, as well as approved the February 25, 2020 Faculty Council minutes and the agenda for today's meeting. Their Report was made available to all Faculty Council members and is posted online.

9. Consent Agenda
i. Faculty Council Minutes (February 25, 2020)

Minutes from the February 25, 2020 Faculty Council meeting were presented as the only item on the consent agenda. The Chair asked for a motion to approve, for which S. Daniel & A. Tsimicalis expressed their approval by first and seconding in the chat, and with no one expressing notice against, the minutes were approved.

10. Business Arising/Dean's updates
i. Membership & Committee volunteers

The Chair announced that there are two open positions on the Steering Committee as follows: 1) Clinical - CAS rep, as well as 2) Graduate student rep.

There are also three elected representative positions to fill on the Nominating Committee. Following the last meeting, two volunteers came forward: Tracie Barnett and Sam Daniel. As such, the Chair asked for two members to propose their elections. With two proposals and no negations, the two volunteers were elected. With their elections confirmed, the Chair stated there is now only one open elected position on the Nominating Committee.

SECTION IV

11. Kudos *(D. Eidelman)*

The Chair presented a robust list of accomplishments by faculty and staff members and students. He congratulated all who were recognized for their achievements since the previous Faculty Council meeting. Please refer to the presentation for named award recipients. The Chair noted that since there are no in-person Convocation ceremonies this year, he wished to take a moment to congratulate all of the graduates from all of our programs who worked so hard to reach this point.

SECTION V

Open Session/Town Hall

The Chair invited Faculty Council members and guests to put forward any questions or issues they wished to discuss. D. Bernard proposed opening the McIntyre and the Life Sciences Complex. Matthew Brett, Communications Administrator, wished to express gratitude, noting everyone has been going through a tough time and it has been an emotional time. He acknowledged the sense of community within the Faculty despite being worried about the fiscal context in Quebec and the world. There being no other business to address, the Chair extended thanks to all for attending and for all they are doing during this difficult time; the meeting ended at 5:48 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](#):