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Minutes of the 7<sup>th</sup> meeting of the Faculty Council held on September 26, 2017 at 4:30 p.m. in the Redpath Museum Auditorium, (859 Sherbrooke Street West)

### FACULTY COUNCIL MEMBERS PRESENT

Abrahamowicz, Michal	Karanofsky, Mark	Robaire, Bernard
Bergman, Howard	Larose, Michele	Robbins, Shawn
Boillat, Miriam	Levental, Mark	Saunders, Sara
Bouchard, Maxime	Loiselle, Carmen	Schlich, Thomas
Chen, Liang	Monica, Maria	St-Arnaud, René
Eidelman, David	Morales, Carlos	Tonin, Patricia
Filion, Francoise	Mori, Yondu	Tremblay, Michel
Fortier, Suzanne	Mutter, Christine	Tsimicalis, Argerie
Funnell, Robert	Nichol, Jarrod	
Gonnerman, Laura	Noel, Geoffroy	
Kafantaris, Demetra	Nordstrom Scott (virtually)	

### REGRETS

Armand Aalamian, Jasmine Alami, Robert Allard, Gillian Bartlett, Jill Baumgartner, Mary Genevieve Belzile, Fadi Brimo, Karen Brown, Daniel Chartrand, John Chen, Evelyn Constantin, Sean Cory, Beth Cummings, Sam Daniel, Nicholas Distasio, Marc Fabian, Nahal Fansia, Alyson Fournier, Robert Gagnon, Robert Hemmings, Caroline Hosatte-Ducassy, Anmar Khadra, Leonora Lalla, Stephen Liben, Craig Mandato, Christopher P. Manfredi, Rami Massie, René Michel, Joseph Rochford, Selena Sagan, Erwin Schurr, Ernest Seidman, April Shamy, Behrang Sharif, Ewa Sidorowicz, Donatella Tampieri, Gustavo Turecki, Sophie Vaillancourt, Francine Wein.

### SECTION I

(D. Eidelman)

#### 1. Welcoming Remarks from the Chair

The Chair began by welcoming Faculty Council members and guests to the 7<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 faculty members who had recently passed: *René Crépeau*, *Peter Roper* and *Richard Emery*. A moment of silence was then observed.

## **SECTION II**

### 4. Principal's Remarks

(S. Fortier)

The Principal began by welcoming all in attendance, acknowledging the vital role the Faculty of Medicine plays in McGill's reputation, a role built by people doing hard work and being visionaries. She then congratulated the Faculty on its accomplishments related to successfully resolving the MDCM accreditation probation status. She also mentioned how impressed she was by the accreditation model adopted by the Faculty, one that has moved us away from an approach of tasks performed every so often to one that allows us to think about quality improvements continuously.

She went on to discuss research achievements, highlighting CFREF. Conversely, the flattening of funds over the last 7 years within the Faculty, across McGill and throughout Canada, including significant decreases in CIHR funding, have put McGill in a difficult position. Often asked about what the administration is doing on this matter, she replied that some of her work is public, other less so, and much is done behind the scenes to influence government. Some of the messages are being heard.

In addition to research funding, another major challenge is space. Medicine is particularly lacking in quality and quantity of space for teaching, research labs, etc. and the University is looking for better facilities. She assured members and guests that Medicine has an important place in the Downtown Campus Master Real Estate Plan and encouraged everyone to visit the Campus Master Plan Open House taking place on lower campus in October. The RVH plan will also be on display. As the University nears completion of its feasibility study, a final decision is expected in Spring 2018.

The Principal also mentioned that as a result of the University leadership working with Montreal peers and leaders, including the *Chambre de Commerce de Montreal*, they have made the case with government regarding the importance of attracting more students from outside Quebec. The government has begun to change its position, now supporting the idea of universities attracting more out-of-province students. She noted that while Montreal is ranked as the best city to attract students, financial constraints prevent us from doing all that we would like to. Finances and new developments must be planned together. Related to finances, the Principal noted VP University Advancement, Marc Weinstein's work on the countdown to McGill's 200<sup>th</sup> anniversary major campaign.

In response to a question regarding IP and generating funding from government, the Principal replied that more could be done in innovation and in creating partnerships with other sectors. Research findings and expertise could be more strongly linked with, for example, the private sector where development and implementation will take place. A limiting factor is the lack of resources, in particular human resources, to create and nurture such partnerships, due to the lack of investment in this area. For example, the average percentage of research overhead from the Federal Government for research-intensive universities is 19%, which is inadequate for supporting an effective partnership infrastructure. On a final note, the Principal underscored McGill's ongoing strong philanthropic support, with \$170M million raised in 2017, citing as an example the Larry Tanenbaum gift (\$20M) for Open Science at the Neuro. Upon review of other universities with large research and innovation

portfolios (e.g. Stanford, MIT), it was noted that the proportion of funds raised with IP and royalties is considerably less than the amount attracted with philanthropy.

5. The Naylor Report

*(A. McKinney)*

A. McKinney began by noting that the VP Research and Innovation, Martha Crago, was slated to speak today on this topic, but was called away to Ottawa. A. McKinney presented this topic on her behalf, indicating that Prof. Crago was heavily involved in the Fund Science Review Committee. Its mandate was to test program gaps in Canada's fundamental research funding ecosystem and find out whether they can learn anything from other countries that could provide a useful example for the Government of Canada in addressing such gaps. In terms of research, Canada is a relatively small country and will not be able to invest as much as NIH. One finding in the Naylor Report indicated that while Canada remained above average in citations, performance in certain fields is falling and Canada needs to improve the quality of its research output (please see presentation for further details). Research competitiveness has been eroded and we need to improve our ability to compete. Our research ecosystem needs proper stewardship and additional federal resources are critical. In light of Canada's performance trending down, sharp corrections are needed, particularly in innovation performance as a means of improving our economic growth.

Several recommendations have been put forward. One is for the creation of a National Advisory Council on Research and Innovation to provide advice on the innovation ecosystem. Another is to have a Chief Science Advisor (N.B. Mona Nemer was appointed today in Ottawa; M. Crago was invited to attend the announcement). Lastly, creating a four-agency coordinating board would bring the necessary focus and action to efforts to improve coordination.

Providing adequate resources and ensuring proper infrastructure were deemed to be important objectives. A. McKinney ended on some good news: Prime Minister Trudeau's launch of AI; this means more money for research.

### **SECTION III**

The Chair then noted he had skipped over the section of incoming and outgoing members, and thus welcomed: Thomas Schlich returning from sabbatical, Social Studies of Medicine (SSOM), relieving George Weisz from his interim representation; Carmen Loiselle, representing Oncology while Robin Cohen is on sabbatical; Yondu Mori, replacing the School of Communication Sciences and Disorders (SCSD) representative Lisa Martignetti, and Nahal Fansia representing the Nursing Undergraduate Society, replacing Elize Cucca. He thanked all outgoing members.

6. Report from the Steering Committee

*(D. Eidelman)*

The Chair noted that the Steering Committee report had been circulated and posted online. After review of several items of business, the Chair asked for a motion to authorize the Steering Committee

to name its membership replacements over the summer, later bringing names to Faculty Council for approval, to avoid delays. The motion was duly authorized and passed. He then sought approval to attain Faculty Council renewal at a future Senate meeting, reminding Faculty Council members that he had promised to report back to Senate on the status of the Faculty Council two years after its launch (January 2016). After a motion made and seconded, a vote with all in favour passed. Lastly, he requested approval of the Faculty Council agenda. This was also approved.

7. Consent Agenda (D. Eidelman)

*i. Faculty Council Minutes (June 7, 2017)*

Minutes from the June 7, 2017 Faculty Council meeting were presented as the only item on the consent agenda. The Chair asked if there were any objections, comments or corrections. There being none, the consent agenda was approved unanimously.

8. Business Arising/Dean's updates (D. Eidelman)

*i. Accreditations*

1. *MDCM Program*
2. *Physical Therapy – Professional Master's (6 years)*
3. *Undergraduate Nursing – all 3 programs and the undergraduate educational unit (7 years)*

The Chair congratulated the UGME team and the accreditation office for their incredibly hard work that allowed our MDCM program to be taken off probation. The Chair also congratulated the Ingram School of Nursing and the Occupational Therapy Program in the School of Physical and Occupational Therapy, for their recent outstanding accreditation achievements.

*Next up for important accreditation visits:*

- *Postgraduate Medical Education.* Accreditation of Residency training programs will be challenging with the introduction of an entirely new set of standards.
- *Continuing Professional Development*
- *Nurse Practitioner Programs*

*ii. MUHC Board*

The Chair noted the appointment of 10 new independent members of the MUHC Board to replace the 10 members who had resigned in June 2017.

The law required the Minister to ensure that the Board includes representatives of the different regions served by the institution, as well as the sociocultural, ethnocultural, linguistic or demographic makeup of the community of users served, and to aim for a

Board that is 50% female, 50% male. Members were selected based on specific competencies or experience, as per government requirements.

With experience/competencies in governance or ethics:

- Mr. Peter Kruyt, President
- Dr. Sarah Prichard

With experience/competencies in risk management, finance and accounting:

- Mrs. Samira Sakhia

With experience/competencies in Real Estate, IT or Human Resources:

- Mrs. Mary-Anne Carignan
- Mr. Kevin O'Farrell
- Mr. Michal Piotr Kuzmicki
- Mr. Thomas Pitfield

With experience/competencies in audit, performance or quality management:

- Mr. James Cherry
- Mrs. Dale MacCandlish-Weil

With experience as a user of social/health services:

- Mr. Deep Khosla

Additionally, the university needs to name a replacement as their McGill representative. A process to do so is currently under way.

*iii. Bicentennial Planning- Capital Campaign- Grand Challenges*

The Chair mentioned a Bicentennial Planning Town Hall planned for October 24. With regards to the “Road to 200” (Capital) Campaign, many themes are emerging. One key project for the Faculty of Medicine which has also been selected by the University as a Grand Challenge priority (one of four) to be pursued is the Interdisciplinary Initiative in Infection and Immunity, led by Don Sheppard. This initiative brings together many strengths, from microbial to global health. Educational programs, graduate studies and Basic Science departments will have an opportunity to identify their fundraising priorities.

## **SECTION IV**

9. Project Renaissance: Updates Strategic Research Plan (P. Gros)

P. Gros began by noting this update was prepared along with S. Baum and that all related documents are available online. In 2014, a new Strategic Research Plan (SRP) was approved, with four major strategic initiatives prioritized and subsequently implemented: Global Health initiative, School of Population and Global Health, Initiative in Computational Medicine and Restructuring the MD/PhD Program. Major funding initiatives included Technology Platforms and Core Facilities (\$2.1M; 2015-2017) and Merck Translational Research Fund (\$1.8M; 2014-2018).

In 2017, all Chairs and Research Directors were invited to provide input on new strategic priorities and new implementation initiatives. Of 18 suggestions submitted, only 5 were retained. A new Standing Committee of Research was also put in place. An overview of the updated SRP was presented at a Project Renaissance Retreat in June, and approval was obtained for an updated draft by the Standing Committee of Research. The proposal was also reviewed and approved by the Dean's Operations Committee. There are 5 major foci for new initiatives: i) stem cells and regenerative medicine, ii) BioX, iii) Translational Research/Knowledge Translation, iv) Life Sciences Complex: Bioinformatics, and v) MI4 (McGill Interdisciplinary Initiative in Infection and Immunity). Major funding initiatives include Technology Platforms and Core Facilities (\$1.3M; 2018-2020) and Birth Cohort Genome Sequencing Pilot (\$700K; 2017-2019) McGill/U de Sherbrooke/GQ/FRQ-S.

The Chair mentioned this updated strategic research plan requires approval from Faculty Council. He thus asked members for a motion, which was passed and unanimously approved following a vote.

10. Downtown Campus Real Estate Master Plan (C. Charlebois/A. Bendix)

C. Charlebois presented work in progress for the Downtown Campus Real Estate Master Plan, mentioning an Open House event that will take place on lower campus the week of October 13. He further noted an important premise of this presentation is acquisition of the RVH site. An important component of the plan relates to rental of commercial properties; costs not funded by the government. Furthermore, the university must pay taxes on such properties.

A. Bendix continued the discussion by noting there is a lot of rental space along Sherbrooke that the University should not maintain in the long term due to high cost, as well as a large number of University owned buildings with high deferred maintenance that the Real Estate Master Plan proposes to release from the academic inventory. Several buildings have been identified for "adaptive reuse" (e.g., the Stewart Biology Building, currently under renovations due to asbestos). In terms of new builds and acquisitions, the Powell site development is currently projected to accommodate the departments of Anatomy, Biomedical Engineering and Microbiology as well as general use teaching

labs, classrooms and student space. Proposed acquisitions include the RVH site and 680 Sherbrooke, whose acquisition was completed.

A. Bendix further outlined core developments (see PowerPoint presentation for details). The Chair mentioned some aspects that remain challenging for our Faculty and are a work-in-progress. An audience member noted that many of the old buildings to be removed from McGill's inventory of buildings belong to the Faculty of Medicine, further noting Plan A is to build the RVH; should the RVH site not be acquired, is there a plan B? A. Bendix replied that indeed most of the old buildings being proposed for removal are used by Medicine, further adding that should the RVH project not go forward, we will have to make do with what we have. With respect to the Lyman Duff Building, it was noted that it will not be directly addressed in the current planning exercise, but will be included at a later stage. Specific mention was made of the Strathcona building and the need to find innovative solutions. Such old heritage buildings are of tremendous cost to the University with respect to maintenance and repair.

Taken aback by the potential closure and sell-off of an overwhelming number of buildings used by the Faculty of Medicine, Faculty Council members and guests voiced grave concerns with respect to the impact this would have on the Faculty of Medicine and its capacity to carry out its education and research missions effectively, let alone plan for the future. An audience member asked how the University envisaged working with the Faculty of Medicine regarding the buildings affected and the development of the Powell site. A. Bendix responded that they are at a point now to sit down with separate groups and determine what is needed, mentioning great strides that were made with moving the Ingram School of Nursing to 680 Sherbrooke. She further noted that the current schedule projects that no one would be moving to the RVH until at least 2025. Regarding the Powell's timeline, that is dependent upon finalization of the functional, technical and business plan. Government requirements are another factor to consider, as it would certainly proceed faster if we funded the project on our own.

A final comment came from a student who asked how the University real estate master planning sought to promote inter-professionalism. He mentioned that this topic is raised every semester but students remain segregated "by Faculty" for learning and study space. Everyone concurred with this need. C. Charlebois and A. Bendix agreed that we have few spaces that allow for inter-professional studies, noting that this type of space, in shape of general use teaching labs, classrooms and student spaces, will be part of the planning exercise for the lower levels of the Powell site development as well as potentially in the Strathcona and 680 Sherbrooke. The Chair added that inter-professionalism is one of the Education Strategic Plan initiatives identified by the Faculty of Medicine as a priority and this is closely linked with the need to maximize joint space for students. He encouraged Faculty Council members to continue following the progress of the Downtown Campus Real Estate Master Plan and voice their ideas. The Universities of Alberta and Toronto were mentioned as peer institutions with excellent inter-professional spaces for their students.

11. Other Project Renaissance updates (D. Eidelman)  
i. *Faculty of Medicine Space strategies; Powell*

ii. *“Physicians of Tomorrow”*

The Chair indicated a need for specific governance of the Faculty’s medical education portfolio, commenting that the Faculty is working towards creating a Committee for Medical Education Governance that would look specifically at medical programs (Undergraduate, Postgraduate and CPD).

iii. *June 19 McGill academic health network retreat*

The Chair described the inaugural Faculty retreat, bringing people together to discuss important topics. In light of its success, a follow-up retreat is planned for December 11. One key topic will be about patient-centred care. Thomas Hutchinson has been invited to lead this initiative. The aim is to address negative patient experiences that translate to our mentors exhibiting poor behaviors to our learners.

## **SECTION V**

12. Kudos (D. Eidelman)

The Chair went on to provide Kudos to various Faculty members, including Michel Tremblay and Bernard Robaire (Faculty Council members), and students alike. Please refer to the presentation for further award recipients. He congratulated all who were recognized for their achievements.

## **SECTION VI**

### **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 6:25 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>*