

**Minutes of Open Session**

Thursday, April 21, 2022 21-22 BR:04

Minutes of a meeting of the Board of Governors held on Thursday, April 21, 2022 at 4:00 p.m. via the Zoom Conferencing Application.

**Present:**

Babinski, Bob	Headon, Fred	Piggott, Adrienne
Bertrand, Maryse ( <i>Vice-Chair</i> )	Jabalpurwala, Inez	Pilote, Louise
Desnoyers, Alan	Kouchakji, Kristi	Price Verreault, Cynthia
Gilbert, Lucy	Matuszewski, Pierre	Rohrbach, Petra
Fortier, Suzanne	McCall MacBain, John	Sakhia, Samira
Halperin, Stephen	Panda, Ram ( <i>Chair</i> )	Sciortino, Karen
	Paul, Maarika	Zorychta, Edith

**Regrets:**

Michael Boychuk, Peter Coughlin, Nikulas Dworek, Claude Généreux (*Vice-Chair*), Rod Louisa, Samuel Minzberg.

*Secretary-General:* Edyta Rogowska, supported by Nicole Dobbie (*Associate Director*) and Emily Barriere (*Governance Officer*), Secretariat.

*Resource Persons:* Professor Yves Beauchamp, *Vice-Principal (Administration and Finance)*; Professor Christopher Manfredi, *Provost and Vice-Principal (Academic)*.

*Guests:* Mr. Louis Arseneault, *Vice-Principal (Communications & External Relations)*; Ms. Veronique Belanger, *Chief of Staff, Office of the Principal and Vice-Chancellor*; Mr. Marc Weinstein, *Vice-Principal (University Advancement)*; Dr. David Eidelman, *Vice-Principal (Health Affairs) and Dean of Medicine*; Dr. Martha Crago, *Vice-Principal (Research and Innovation)*; Joel Raby, *Chair, Investment Committee*; Ms. Sophie Leblanc, *CIO and Treasurer, Office of Investments*; Mr. Richard Martin, *Executive Director, Analysis, Planning, and Budget*, Mr. Francis Desjardins, *Director, Labour and Employee Relations, Human Resources*; Professor Angela Campbell, *Associate Provost, Equity and Academic Policies*; Dr. Elham Emami, *Dean of the Faculty of Dental Medicine and Oral Health Sciences*.

**7. Chair's Remarks**

Governor Ram Panda, Chair of the Board of Governors, welcomed members to the fourth regular meeting of the Board of Governors for the 2021 – 2022 governance year.

**8. Consent Items**

*On a motion duly proposed and seconded, the Board of Governors approved the following as consent items:*

8.1 *Minutes (Open Session) of February 10, 2022*

8.2 *Report from Senate*

[GD21-60]

*The following items were received by the Board of Governors, as consent items, for information:*

8.2	Report of the Committee on Sustainability	[GD21-61]
8.3	Report of the Joint Executive and Steering Committee	[GD21-62]
8.4	Report of the HR Committee	[GD21-63]

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

There was none.

**10. Principal’s Remarks (Continued)**

Professor Suzanne Fortier, Principal and Vice-Chancellor, preceded her remarks by speaking to the Open Discussion on the CAMSR report recommendations and implementation plan that took place at the April 18th Senate meeting. She thanked Ms. Sophie Leblanc, CIO and Treasurer, Office of Investments and Mr. Joel Raby Chair of the Investment Committee for delivering the opening presentation and noted that the ensuing discussion was collegial and respectful.

The Principal informed members that final exams were underway and emphasized that the winter term was closing off well, despite challenges. She noted that the campus was getting busy again but stated that the University’s focus on Covid-safety would continue, with the decision to keep masks mandatory on campus for the rest of the term. She noted that McGill would be holding spring convocations in-person on both the downtown and Macdonald campuses, including postponed celebrations for Spring and Fall 2020 and Spring 2021 cohorts. She added that a list of honorary degree recipients would be shared with the McGill community soon.

In terms of government relations, the Principal noted that the Deputy Prime Minister and Minister of Finance Chrystia Freeland had tabled the 2022 federal budget earlier in April. She emphasized that rising inflation and the current conflict in Ukraine had impacted the budget significantly, with only a few investments in the higher education sector to note. She specified that new research investments included \$38 million over 4 years to support up to 25 new Canada Excellence Research Chairs, \$40 million over five years for the federal granting councils to support Black student researchers, and \$20 million to CIHR for COVID-19 related research. The Principal added that the budget also created a new fund of \$160 million to support the implementation of research security guidelines in post-secondary institutions. She reminded members that the provincial budget had also been tabled a few weeks prior, with numerous highlights including the allocation of \$522.4 million in funding for the New Vic Project, bringing the government’s total contribution to \$620 million. She highlighted other parts of the budget, including an increase of 5.2 percent in direct funding to universities and \$1.2 billion in additional investments over the next 5

years to improve access and success of students in higher education. The Principal also mentioned that the Minister of Higher Education had recently tabled Bill 32, an Act respecting academic freedom in the university sector, and noted that McGill's administration was currently examining the bill to determine its implication for universities.

With regard to community relations, the Principal noted that the University's bicentennial celebrations would wrap up in the fall, and outlined key events happening in the spring and summer including McGill Space Week, featuring several astronauts who are alumni of McGill. Additionally, she noted the upcoming Global Health Week would be a good way for McGill to celebrate the opening of its new School of Global and Population Health.

The Principal concluded her remarks by offering select kudos to notable members of the McGill community, including professors Elena Bennett (Department of Natural Resource Sciences) and Marco Amabili (Department of Mechanical Engineering) for winning a prestigious Guggenheim Fellowship. She also noted that McGill Redbird swimmer and management student, Clement Secchi, was named swimmer of the year at the U SPORTS championships, winning four gold and two silver medals while breaking three national records. The Principal informed members that winners of the Principal's Prize for Public Engagement through Media would be announced shortly. To conclude, the principal noted that McGill had been named as one of Canada's Greenest Employers by Mediacorp Canada, for a fifth consecutive year.

**11. Progress Report on Key Performance Indicators** [GD21-64]

Professor Suzanne Fortier, Principal and Vice-Chancellor, presented, for information, Progress Report on Key Performance Indicators (KPIs).

The Principal reminded members that a report on KPIs, outlining the University's progress in terms of set targets and strategic priorities, was presented to the Board each year. She noted that the report highlighted certain areas where McGill needed to improve, in terms to meet the progress of other U15 universities.

In response to a comment about salary rankings with other U15 institutions, the Principal noted that, despite a lower ranking for the salaries of Associate Professors, McGill's salaries for Assistant Professors and Full Professors ranked well. She added that certain categories of assessment were highlight clustered, so percentages of the average mattered more than rankings in these cases.

**12. Board Committee Reports: Part II**

**12.1 Report of Finance Committee** [GD21-65]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee arising from the Committee meeting of April 14, 2022.

Before presenting the two items in the report for approval, Governor Matuszewski noted that the University anticipated ending the 2022 fiscal year with a balanced budget and commended the administration for this achievement.

### **12.1.1 FY2023 University Budget**

Governor Matuszewski called on Professor Yves Beauchamp, Vice-Principal (Administration and Finance) and Professor Christopher Manfredi, Provost and Vice-Principal (Academic) to present the proposed FY2023 Budget.

The Provost noted that, looking ahead to fiscal year 2023, there would be continued financial support by the Quebec government, and less risk anticipated from the COVID-19 pandemic. He added that the University would continue to monitor three key risk areas, notably the decline of internationally deregulated fee-paying students, inflationary pressures and geopolitical instability. He informed members that, to deal with these uncertainties, three scenarios had been created for selected revenue and expense categories, and a contingency of \$20 million had been included, higher than the previous year. The Provost noted that the FY2023 budget was being presented for Board approval with an anticipated unrestricted fund deficit of \$9.4 million, slightly better than the previous year's numbers.

In response to a question regarding the sale of student residences, Vice-Principal Beauchamp noted that his office had been reporting to the Finance Committee and Building and Property Committee on related developments and anticipated being able to go to market in the fall.

Following the presentation, the Board approved the recommendations, as presented.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved the proposed FY2023 Budget, as described in Appendix A.*

### **12.1.2 Maximum Borrowing Resolution for Fiscal Year 2023**

Governor Matuszewski presented a recommendation for Board approval of an annual short-term borrowing limit of \$400 million from June 1, 2022 to May 31, 2023, as required by the *Ministère de l'Enseignement supérieur* (MES).

Following the presentation, the Board approved the recommendations, as presented.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance Committee, approved a maximum*

*borrowing of up to \$400 million, for the twelve-month period from June 1, 2022 to May 31, 2023.*

*The Board of Governors also authorized the Vice-Principal (Administration and Finance) or the Associate Vice-Principal, Financial Services or the Chief Investment Officer and Treasurer to sign contracts, documents, or any instruments pertaining to these borrowings.*

## **12.2 Report of the Investment Committee** [GD21-66]

Mr. Joel Raby, Chair of the Investment Committee, presented, for information, the Report of the Investment Committee arising from the Committee's meeting of March 15, 2022. He informed members that the Committee had received the 2021 SRI report and had approved its submission of the report to the Board of Governors.

Mr. Raby noted that SRI report outlined key accomplishments in socially responsible investing across all asset classes of the McGill Investment Pool (MIP) and indicated that it highlighted eighteen months of work by the Office of Investments, with approvals and reviews by the Investment Committee. He emphasized that the progress to date over that short period of time was impressive, and that investment results had not suffered as a result. He noted that, by the end of 2021, the MIP listed equity portfolio emitted 30% fewer emissions than its benchmark. In addition, he noted that 99% of the MIP's assets were overseen by managers that had adopted ESG policies or are signatories of the United Nations internationally-recognized Principles for Responsible Investment. He commended Sophie Leblanc, CIO and Treasurer, and her team at the Office of Investments, for their hard work in implementing McGill's responsible investment practices.

Members agreed that the approach to decarbonization within the MIP listed equity portfolio that yielded impressive results, as demonstrated in the report.

## **13. Annual Reports**

### **13.1 Annual Report on Research and Innovation** [GD21-67]

Professor Martha Crago, Vice-Principal (Research and Innovation) presented, for information, the Annual Report on Research and Innovation, which outlined performance in areas related to innovation and partnership-building between the University and external communities.

Vice-Principal Crago began by stating that McGill's numbers in this year's report were good but emphasized that there were mitigating factors to consider when comparing institutions. For instance, she noted that, since total research funding divided by the faculty count provides a measure of research intensity for an institution, rankings are better for institutions with a lower common denominator. Vice-Principal Crago noted that funding for McGill was

going down overall, and assured members that her office was monitoring these changes across all categories.

### **13.2 Annual Report of the Policy on Harassment and Discrimination [GD21-68]**

Professor Angela Campbell, Associate Provost (Equity & Academic Policies) presented the Annual Report of the Policy on Harassment and Discrimination, which addressed activities, cases, and developments under or in connection with the Policy in 2020-21.

Associate Provost Campbell reminded members that the policy had been revised the previous year. She noted that these changes included the establishment of an office for mediation and reporting of all harassment and discrimination claims, as well as the start of a practice whereby all investigations are conducted by professionals with training in this area. Associate Provost Campbell informed members that reports of harassment and discrimination had gone up significantly, and posited that this might be due to a growing trend of people reporting behavior that they are uncomfortable with as harassment and discrimination. She also proposed that, in situations where an individual might anticipate having a complaint filed against them, they might respond by filing a claim of their own. She added that it was not possible to determine if this trend of increased claims would continue, or if numbers would be lower next year.

### **13.3 Annual Report on the Policy against Sexual Violence [GD21-69]**

Professor Angela Campbell, Associate Provost (Equity & Academic Policies) presented the Annual Report on the Policy against Sexual Violence, which addressed activities, cases, and developments under or in connection with the Policy in 2021.

Associate Provost Campbell noted that reports of sexual violence had gone down in the past year. She informed members that the policy was currently under a triennial review, noting that provincial legislation would be coming into effect in the fall that would require universities to share the outcome of decisions on discipline with the person who filed a complaint. She confirmed that, at the moment, the University was not able to share these details as a matter of protecting the personal information of the respondent.

In response to a question regarding McGill's ability to discuss the numbers presented in the annual report with other institutions, Associate Provost Campbell confirmed that the University had discussed the trends observed over the past years with other universities and noted that the same trends had been observed elsewhere.

In response to a question about whether the change in provincial legislation would affect how incidents of sexual violence occurring off-campus were investigated, Associate Provost Campbell noted that those changes had already been made to McGill's policies a few years ago. She noted that, since many incidents happen off-campus, the University

identified a need to redefine the university context to include any events off sexual violence where a complainant can prove that the events have an ongoing impact on their ability to enjoy the learning or work environment on-campus.

**14. Presentation: Faculty of Dental Medicine and Oral Health Sciences [GD21-70]**

Dr. Elham Emami, Dean, Faculty of Dental Health and Oral Sciences delivered a presentation highlighting activities, initiatives and developments within the Faculty. Her presentation put special focus on the Faculty's community initiatives, including the delivery of free treatment valuing \$1,201,601.00. She also informed members of new initiatives being undertaken within the Faculty, including the introduction of new research-based certificates and a new residency program. In addition, she highlighted the Faculty's commitment to working with local and Global leaders to create strategic initiatives to drive positive change on an international scale.

Members thanked Dean Emami for her presentation and praised the Faculty of Dental Health and Oral Sciences for its contributions to the community.

**15. Other Business**

There was none.

The meeting ended at 6:55 p.m.

**END.**

## **SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON APRIL 21, 2022**

### **1. Appointments and Reappointments**

#### **1.1 Recommendation Arising from Statutory Advisory Committee Process**

The Board of Governors, on the recommendation of the Principal and Vice-Chancellor, approved the appointment of Professor Lisa Shapiro as the next Dean of the Faculty of Arts, for a five-year, renewable term that will begin on October 1, 2022, and end on September 30, 2027.

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

The Board of Governors approved the appointment of three Professors to the Rank of Associate Professor with Tenure and the promotion of six Associate Professors to the rank of Full Professor.

### **3. Board Committee Reports**

#### **3.1 Report of the Nominating, Governance and Ethics (NGE) Committee (Part I)**

The Board of Governors approved the recommendation of the Nominating, Governance and Ethics Committee to reappoint Governor Samira Sakhia as a member-at-large on the Board of Governors for a further four-year term, and as a member of the Finance Committee for a further three-year term. The Board also approved the appointment of Governor Cynthia Price Verreault to the rank of Governor Emerita, commencing July 1, 2022.

#### **3.2 Report of the Building and Property Committee**

The Board of Governors approved Lot 2 of 3 of the Stratchcona Music building envelope rehabilitation project, and to proceed to tender for Lot 3 of 3 of the same project.

The Board also approved to proceed with the construction phase of a project to renovate basement classrooms, open areas and washrooms in Burnside Hall.

Lastly, the Board approved an extension to the deadline for the sale of Brittain Hall on Macdonald campus by an additional 12 months to April 27, 2023.

#### **3.3 Report of the Finance Committee and Building and Property Committee**

The Board of Governors approved the submission of the *Dossier d'affaires* for the New Vic Project to Quebec government, on the understanding that the respective contributions

of the Quebec government and the University would not exceed the agreed-upon thresholds.