



Meeting of September 1, 2021 at 9:00 a.m.
Zoom Conferencing Application

Present: Angela Campbell, Eleanor Elstein, Anja Geitmann, Terry Hébert, Mary Hunter, Kristi Kouchakji, Bruce Lennox, Jeffrey McKenzie, Christopher Manfredi (Chair), Josephine Nalbantoglu, Momar Ndao, Laura Nilson, Derek Nystrom, Dilson Rassier, Brenda Ravenscroft, Nellie Voudouris.

Regrets: Sébastien Breau, Nikulas Dworek, David Eidelman, Ipek Türeli.

PART II. FOR THE APPROVAL OF SENATE

1.1 APPOINTMENTS TO SENATE STANDING COMMITTEES

1.1.1 Academic Policy Committee

RECOMMENDATIONS

*Approve the appointments of **Addy Parsons**, **Arshiyah Ahsan** and **Alexandra Mircescu** to the **Academic Policy Committee**, each for terms beginning immediately and ending August 31, 2022.*

MEMBERSHIP

Provost and Vice-Principal (Academic), Chair: Professor Christopher Manfredi
Associate Provost (Teaching & Academic Programs), Vice-Chair: Professor Christopher Buddle
The Deputy Provost (Student Life and Learning): Professor Fabrice Labeau
The Vice-Principal (Research and Innovation) or delegate: Professor Debra Titone, AVP(RI)
Director of Libraries or Trenholme Dean of Libraries or delegate: Ms. Carole Urbain
Dean of Graduate and Postdoctoral Studies or delegate: Professor Josephine Nalbantoglu
Dean of Continuing Studies or delegate: Professor Carola Weil
Board of Governors Representative: Mrs. Manon Vennat - 2022
Chairs of APC Sub Committees
The Director, Teaching and Learning Services or delegate: Dr. Laura Winer

One member from each of the faculties (named by Senate Nominating Committee):

Professor Emine Sarigöllü (MANAGEMENT) – 2022
Professor Tina Piper (LAW) – 2022
Professor Monzur Murshed (DENTISTRY) – 2023
Professor Christopher Moraes (Chemical Engineering, ENGINEERING) – 2023
Professor Heather Durham (Neurology and Neurosurgery, FMHS) – 2023
Professor Joann Whalen (Natural Resource Sciences, AES) – 2023
Professor Susan Ballinger (Integrated Studies in Education, EDUCATION) – 2023
Professor Isabelle Cossette (Music Research, MUSIC) – 2024
Dr. Axel Hundemer (Mathematics and Statistics, SCIENCE) – 2024
Professor Michael Fronda (History and Classical Studies, ARTS) – 2024

Three Undergraduate Student Members:

Addy Parsons (MUSIC)
Arshiyah Ahsan (MANAGEMENT)
Alexandra Mircescu (SCIENCE)

One Graduate Student: TBD
One Alternate Graduate Student: TBD
One Macdonald Campus Student: Shannon Huo
One Continuing Studies Student: Dahlia Dias

Member with voice but no vote: University Registrar and Director of Enrolment Services

Secretary: Ms. Paola Colapelle

1.1.2 Committee on Enrolment and Student Affairs

RECOMMENDATIONS

*Approve the appointments of **George Qiao** and **Alexander Beaulieu-Shearer** to the **Committee on Enrolment and Student Affairs**, each for terms beginning immediately and ending August 31, 2022.*

MEMBERSHIP:

Deputy Provost (Student Life and Learning): Professor Fabrice Labeau [Chair]
Associate Provost (Graduate Education) and Dean, Graduate and Postdoctoral Studies or delegate:
Professor Russell Steele, Associate Dean (Graduate and Postdoctoral Studies)
The Dean of Students or delegate: Professor Robin Beech, Dean of Students

Three delegates of Deans from among the large faculties:

Dr. Aimee Ryan (Associate Dean, Biomedical BSc, Graduate and Postdoctoral Affairs, FMHS) – 2022

Professor Michael Fronda (History, ARTS) – 2022

Professor Valérie Orsat (Bioresource Engineering, AES) – 2022

One delegate of a Dean from among the small faculties:

Professor Rosalie Jukier (LAW) – 2022

One representative of Senate from the administrative and support staff, on the recommendation of Senate Nominating Committee:

Ms. Nellie Voudouris (Faculty Adviser, Faculty of Arts) – 2022

Three representatives of Senate from the academic staff on the recommendation of Senate Nominating Committee:

Dr. Axel Hundemer (Mathematics and Statistics, SCIENCE) – 2022

Professor Meredith Young (Institute of Health Sciences Education) – 2023

Professor Melissa Vollrath (Physiology, FMHS) – 2024

One representative named by the Alumni Association: Ms. Susan Czarnocki – 2022

Student members:

Undergraduate: George Qiao (ENGINEERING)

Undergraduate: Alexander Beaulieu-Shearer (FMHS)

Graduate: TBD

Macdonald Campus: Muhammad Shariq Imran (AES)

Secretary: Mr. Jonathan Nordland

1.1.3 Honorary Degrees and Convocations Committee

RECOMMENDATION

*Approve the appointment of **Alexander Beaulieu-Shearer** to the **Honorary Degrees and Convocations Committee** for a term beginning immediately and ending August 31, 2022.*

MEMBERSHIP:

Chancellor, Chair [Mr. John McCall MacBain]
Principal [Professor Suzanne Fortier]
Provost and Vice-Principal (Academic) [Professor Christopher Manfredi]
Chair of the Board or delegate [Mr. Ram Panda]
A University Co-Marshal [Professor Edith Zorychta]
President of the Alumni Association [Mr. Luciano D'Iorio]

Six representatives of Senate:

Professor David Lowther (Electrical and Computer Engineering, ENGINEERING) – 2022
Professor Catherine Desbarats (History and Classical Studies, ARTS) – 2022
Professor Nigel Roulet (Geography, SCIENCE) – 2023
Professor Petra Rohrbach (Parasitology, AES) – 2023
Ms. Genevieve Gore (LIBRARIES) – 2023
Professor Loydie Majewska (Pediatrics, FMHS) – 2024

Student members:

Graduate: TBD
Undergraduate: Alexander Beaulieu-Shearer (FMHS)

Secretary: Ms. Edyta Rogowska (Secretary-General)

1.1.4 Committee on Libraries

RECOMMENDATIONS

*Approve the appointments of **Paola Pineda Del Real** and **Jasleen Kaur** to the **Committee on Libraries**, each for terms beginning immediately and ending August 31, 2022.*

*Approve the appointment of **Dakota Rogers** to the **Committee on Libraries** for a term beginning immediately and ending December 31, 2021.*

MEMBERSHIP:

The Provost (or delegate) – Chair: Professor Christopher Buddle, Associate Provost (Teaching & Academic Programs)

The Trenholme Dean of Libraries [Professor C. Colleen Cook]

Chairs of the Library Advisory Committees (including Macdonald Campus):

Professor Andrea Bernasconi (Life Sciences)

Professor Valérie Gravel (Macdonald Campus)

Professor Michael Fronda (Humanities and Social Sciences)

Professor Allison Christians (Law)

Professor Robert Funnell (Schulich)

Professor Julie Cumming (Music)

Three faculty members appointed by Senate:

Professor Rachel Langevin (Educational and Counselling Psychology, EDUCATION) – 2022

Professor Brendan Gillon (Linguistics, ARTS) – 2022

Professor Elizabeth Elbourne (History and Classical Studies, ARTS) – 2023

Two librarians appointed by Senate:

Mr. Joseph Hafner (Associate Dean, Collection Services, LIBRARIES) – 2022

Ms. Natalie Waters (Head librarian, Schulich Library of Physical Sciences, Life Sciences, and Engineering)

One administrative and support staff member from the University Libraries appointed by Senate:

Mr. Carlo Della Motta (Library Supervisor, Humanities and Social Sciences Library) – 2023

Student Members:

Undergraduate: Paola Pineda Del Real (Library Improvement Fund Commissioner)

Undergraduate: Jasleen Kaur (ARTS)

Graduate: Dakota Rogers (Physiology)

Continuing Studies: Giorgia Howe

Macdonald Campus: Chloe Garzon (AES)

Secretary: Ms. Paola Colapelle

1.1.5 Senate Committee on Physical Development

RECOMMENDATION

*Approve the appointment of **Professor Judith Mandl** to the **Senate Committee on Physical Development** for a term beginning immediately and ending August 31, 2024.*

MEMBERSHIP:

Associate Vice-Principal (Facilities Management and Ancillary Services) or delegate: Mr. Denis Mondou

The Provost or Delegate: Dr. Leigh Yetter (Senior Director, Strategy and Operations)

The Associate Vice-Principal (Macdonald Campus): Professor Anja Geitmann

Gault Nature Reserve: Ms. Maria Babiak (Gault Executive Committee Member)

The Trenholme Dean of Libraries or delegate: Ms. Diane Koen (Senior Director, Planning and Resources)

The Director of the Office of Sustainability: Mr. Francois Miller

Eight Representatives of Senate:

Professor Angela Campbell (LAW / Associate Provost (Equity and Academic Policies) – 2022

Mr. Mark Michaud (Director of Administration, MANAGEMENT) – 2022

Professor Christopher Ragan (Economics, ARTS) – 2022

Professor Eric Galbraith (Earth & Planetary Sciences, SCIENCE) – 2023

Professor Benoît Côté (Natural Resource Sciences, AES) – 2023

Professor Alba Guarné (Biochemistry, FMHS) – 2024

Professor Nik Luka (Architecture/Urban Planning, ENGINEERING) – 2024

Professor Judith Mandl (Physiology, FMHS) – 2024

Four student members:

Undergraduate: TBD

Undergraduate: TBD

Graduate: TBD

Macdonald Campus: Nikulas Dworek

Secretary: Erica Goldstein and Karina Hébert

1.1.6 Committee on the Rights of Senate

RECOMMENDATION

*Approve the appointment of **Nikulas Dworek** to the **Committee on the Rights of Senate** for a term beginning immediately and ending August 31, 2022.*

MEMBERSHIP:

Faculty of Law: Professor Geneviève Saumier (Dec. 31, 2021)

Academic Staff Members:

Professor Petra Rohrbach (Parasitology, AES) – 2022

Professor Joan Bartlett (School of Information Studies, ARTS) – 2023

Professor Daniel Weinstock (Philosophy, ARTS) – 2024

Administrative & Support Staff: Ms. Debbie Eperjesi (Group 2) – 2022

Student Senator: Nikulas Dworek (MCSS)

1.1.7 Committee on Student Services

RECOMMENDATIONS

*Approve the appointments of Professors **Aimee Ryan, Manuel Balan** and **Nathan Hall** to the **Committee on Student Services** for a term beginning immediately and ending August 31, 2024.*

*Approve the appointments of **Sean Clarke, Claire Downie, Karla Heisele Cubilla, Darshan Daryanani, Christian Tonnesen** and **Zeke Bertrand** to the **Committee on Student Services**, each for terms beginning immediately and ending August 31, 2022.*

*Approve the appointments of **Farah Abdalbari** and **Emmanuel Boateng** to the **Committee on Student Services**, each for terms beginning immediately and ending December 31, 2021.*

MEMBERSHIP:

Executive Director, Services for Students (co-Chair) - Ms. Martine Gauthier
Associate Dean (Student Affairs) Macdonald Campus - Professor Valerie Orsat
Two Directors of Student Services

- Darlene Hnatchuk (Director, Career Planning Service)
- Cara Piperni (Director Scholarships and Student Aid)

Two Associate Deans (Student Affairs) or equivalent

- Dr. Aimee Ryan (Biomedical BSc., Graduate and Postdoctoral Affairs, FMHS) – 2024
- Professor Manuel Balan (Associate Dean, Student Affairs, Faculty of Arts) – 2024

Three representatives of Senate:

- Professor Bassam Khoury (Educational and Counselling Psychology, EDUCATION) – 2022
- Ms. Nancy Czemmle (Manager of Student Services, MUSIC) – 2022
- TBD

Senior Representative from GPS:

- Professor Nathan Hall (Associate Dean, Graduate and Postdoctoral Studies) – 2024

Three graduate students of the Downtown Campus:

- Farah Abdalbari (FMHS) – Dec. 31, 2021
- Emmanuel Boateng (EDUCATION) – Dec. 31, 2021
- TBD

One graduate or undergraduate student of the Macdonald Campus:

- Sean Clarke (AES)

Five undergraduate students of the Downtown Campus:

- Claire Downie (ARTS)
- Karla Heisele Cubilla (ARTS)
- Darshan Daryanani (ARTS)
- Christian Tonnesen (SCIENCE)
- Zeke Bertrand (ARTS)

Committee Secretary: Ms. Caroline Arpin

1.2 APPOINTMENTS TO COMMITTEES ARISING FROM UNIVERSITY REGULATIONS

1.2.1 Advisory Council on the Charter of Students' Rights

RECOMMENDATION

Approve the appointment of Sean Clarke to the Advisory Council on the Charter of Students' Rights for a term beginning immediately and ending August 31, 2022.

MEMBERSHIP:

Professor Jacob Levy (Political Science, ARTS) – 2022 - Chair
Professor - Sheryl Smith-Gilman (DISE, EDUCATION) – 2023
Professor Saji George (Food Science, AES) – 2023
Undergraduate Student: Sean Clarke (AES)
Graduate Student: TBD

1.2.2 Committee on Student Discipline

RECOMMENDATIONS

Approve the appointments of Arshiyah Ahsan, Avinash Arvind Krishendeholl, Nadia Dakdouki, James Osborne, Eve Cable and Kristi Kouchakji to the Committee on Student Discipline, each for terms beginning immediately and ending August 31, 2022.

MEMBERSHIP:

The Dean of Students (Professor Robin Beech)
The Associate Dean of Students (Mr. Glenn Zabowski)

Chair: Professor Richard Leask (Chemical Engineering, ENGINEERING) - 2024
Vice-Chair #1: Professor Lisa Starr (Integrated Studies in Education, EDUCATION) – 2023
Vice-Chair #2: Professor Lara Khoury (LAW) – 2024

Eight members of the academic staff:

Professor Elsbeth Heaman (History and Classical Studies, ARTS) – 2022
Professor Michael Hoover (Educational and Counselling Psychology, EDUCATION) – 2022
Professor James Martin (Medicine, FMHS) – 2022
Professor Tamara Western (Biology, SCIENCE) – 2022
Professor Vrinda Narain (LAW) – 2023
Ms. Kathy Roulet (School of Environment, AES) – 2024
Professor Brian Robinson (Geography, SCIENCE) – 2024
Professor James Engert (Medicine, FMHS) – 2024

Three or more legal assessors:

Professor Ram Jakhu – 2022
Mr. Mirosław Sadowski – 2023
Ms. Salima Djerroud - 2023

Five SSMU representatives

Arshiyah Ahsan (MANAGEMENT)
Avinash Arvind Krishendeholl (MUSIC and ARTS)
Nadia Dakdouki (SCIENCE)
James Osborne (EDUCATION)
Eve Cable (ARTS)

Three PGSS representatives:

Kristi Kouchakji (ARTS)
TBD
TBD

Two MCSS representatives: Anais Pierre-Estime and Jacques Gross

Two MACES representatives: Dahlia Dias and Roubina Karaminassian

Secretary: Mr. Glenn Zabowski

1.2.3 **Committee on Student Grievances**

RECOMMENDATIONS

*Approve the appointments of **Alessia Zenga** and **Sean Clarke** to the **Committee on Student Grievances**, each for a term beginning immediately and ending August 31, 2022.*

*Approve the appointments of **Sophie Osiecki** to the **Committee on Student Grievances** for a term beginning immediately and ending December 31, 2021.*

MEMBERSHIP:

Chair: Ms. Anna Dysert (Cataloguing Librarian, Collection Services, LIBRARIES) - 2024

Four other academic staff:

Professor Ashraf Ismail (Food Science, AES) - 2022

Professor Reza Sharif Naeini (Physiology, FMHS) – 2023

Professor Jonathan Britt (Psychology, SCIENCE) - 2023

Professor Jake Burack (Educational and Counselling Psychology, EDUCATION) – 2024

Two Legal Assessors:

Mr. Brian Peebles (Assistant Dean, Strategic Planning, Faculty of Law) – 2022

Ms. Amy Preston-Samson (Faculty of Law) -2023

Two graduate student members:

Sophie Osiecki (ARTS) – Dec. 31, 2021

TBD

Two undergraduate student members:

Alessia Zenga (LAW)

Sean Clarke (AES)

Secretary: Ms. Bonnie Borenstein

1.2.4 Appeal Committee for Student Discipline and Grievances

RECOMMENDATIONS

*Approve the appointments of **Darelle Agtang, Savleen Kaur Sur, Jamie Depolla and Michael Lang** to the **Appeal Committee for Student Discipline and Grievances**, each for terms beginning immediately and ending August 31, 2022.*

MEMBERSHIP:

Academic staff:

Professor Miranda Hickman (English, ARTS) - 2022 - *Chair*
Professor Lisa-Marie Münter (Pharmacology & Therapeutics, FMHS) - 2022
Professor Simon Tran (DENTISTRY) – 2023
Professor Heidi Wendt (Religious Studies/History and Classical Studies, ARTS) – 2023
Professor Nicole Ventura (Anatomy and Cell Biology, FMHS) – 2023
Professor Jaswinder Singh (Plant Science, AES) - 2024
Professor Karine Auclair (Chemistry, SCIENCE) - 2024
Professor Ada Sinacore (Educational and Counselling Psychology, EDUCATION) -2024
Professor Stefano Algieri (Music Performance, MUSIC) – 2024

Legal Assessors:

Ms. Katarina Daniels (Liaison Librarian, Nahum Gelber Law Library) - 2022
Mr. Seyed Zavarei (McGill Institute of Comparative Law) – 2023

Three undergraduate student members:

Darelle Agtang (FMHS)
Savleen Kaur Sur (LAW)
Jamie Depolla (AES)

Three graduate student members:

Michael Lang (FMHS)
TBD
TBD

Secretary: Ms Bonnie Borenstein

1.2.5 Alternate Chairs for University Tenure Committee (Faculty of Arts)

RECOMMENDATION

*Approve the appointment of Professor **Michel Biron** (Département des littératures de langue française, de traduction et de création) as the **alternate chair** for the **University Tenure Committee (Faculty of Arts)**, for a one-year term beginning immediately and ending May 31, 2022.*

ALTERNATE CHAIRS

(June 1, 2021 and ending May 31, 2022)

Agricultural and Environmental Sciences: Valerie Gravel

Arts UTC #1: Michael Smith

Arts UTC #2: Michel Biron

Dentistry: Monzur Murshed

Education: David Pearsall

Engineering: Mihriban Pekguleryuz

Libraries: Megan Chellew

Management: Samer Faraj

Medicine and Health Sciences: Lesley Fellows

Medicine and Dentistry (Joint UTC #1): Lesley Fellows

Medicine and Dentistry (Joint UTC #2): Lesley Fellows

Music (for Performance candidates): Sean Ferguson

Music (for Research candidates): Jean-Sébastien Vallée

Science UTC #1: Andreas Warburton

Science UTC #2: Lauren Chapman

1.3 JOINT BOARD-SENATE COMMITTEE ON EQUITY

1.3.1 Proposed Revisions to Terms of Reference

RECOMMENDATION

Approve the proposed revisions to the Joint Board-Senate Committee on Equity's Terms of Reference, as presented in Appendix B.

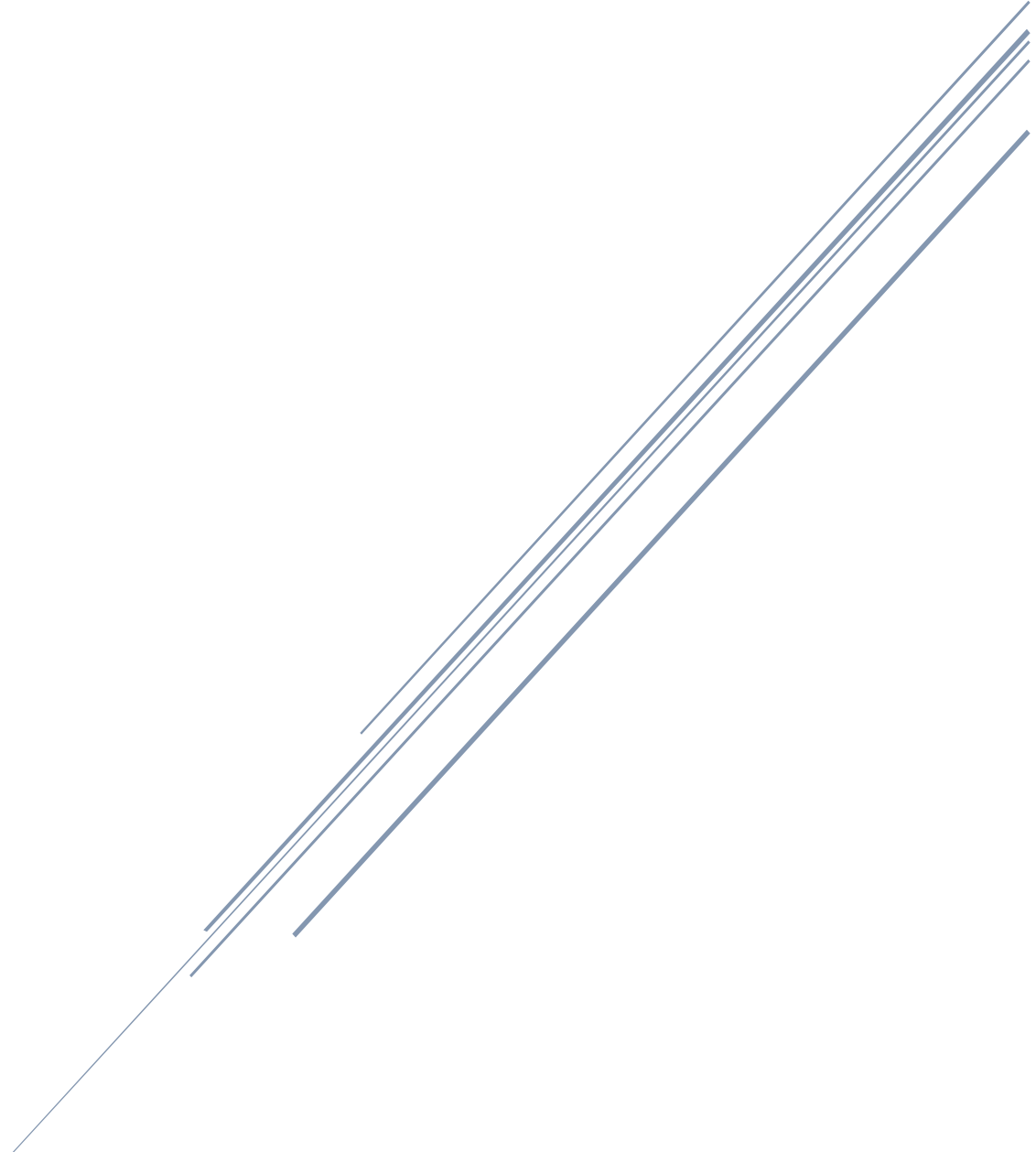
APPENDICES

- Appendix A: Final Report of the Joint Board-Senate Committee on Equity (JBSCE) Working Group
- Appendix B: Proposed Revisions to the JBSCE Terms of Reference
- Appendix C: Current JBSCE Terms of Reference



FINAL REPORT

Working Group to Review the Terms of Reference of the
Joint Board Senate Committee on Equity



Submitted to the Secretariat of McGill University
30 June 2021

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1. Background and Context

The [Joint Board Senate Committee on Equity](#) was established in 1994. While it is often known as the JBSCE, we refer to it in this document as “the Committee,” or at times, to emphasize proposed changes, “the reconstituted Committee.” At present the Committee is charged with the following mandate:

McGill's Joint Board-Senate Committee on Equity shall recommend University policy that strives to promote fair access to academic and employment opportunities, and full participation in the McGill community, for all individuals, particularly for those from social groups that have historically encountered or continue to face systemic barriers. Such groups include, but are not restricted to women, racialized and ethnic persons, Indigenous peoples, persons with disabilities, persons of diverse sexual orientations or gender identities and/or persons with significant care responsibilities. To this end, it shall assess the recruitment and support of such groups at the University and recommend ameliorations, including through developments to regulations and policies, to Senate and the Board of Governors.

As a joint committee of Senate and the Board of Governors, the Committee reports and its accountable to these two central governance bodies of McGill University.

The Committee’s terms of reference have never been reviewed. They have been amended only to update the list of underrepresented groups represented by Subcommittees (in 2013 and 2016).

Given the University's enhanced commitments to equity, diversity, and inclusion (EDI), particularly through institutional policies and plans, Senate and the Board of Governors struck a working group to Review the JBSCE's Terms of Reference ("Working Group"). The mandate of this working group was approved by Senate and the Board in the Winter 2021 term:

- [Report to Senate of the Senate Nominating Committee February 2021](#)
- [2.3.1 Report of the Executive Committee to the Board of Governors April 2021](#)

This document sets out the final report of the Working Group. The report consists of four succeeding parts, followed by two appendices. The second part summarizes our consultative process. The third part sets out our key observations and a brief analysis of them. Part four lays out our recommendations. Part five consists of our proposed draft revised Terms of Reference. Appendix 1 consists of the Working Group's Terms of Reference, including its membership. Appendix 2 consists of a chart presenting a range of EDI activities being carried out across the University, including within the reconstituted Committee, and indicates where responsibility for them lies.

2. Process

The Working Group met seven times between March and June 2021, including one meeting convened to hear from the Subcommittees. It reviewed Terms of Reference of other standing committees of Senate and the Board, as well as governance structures to promote EDI within the academic mission of U15 institutions and two others.

The Working Group also held two consultations open to all members of the McGill community. These were advertised through the *what'snew@mcgill* (WN@M) newsletter, and by targeted email invitations to current and past JBSCE members, and to associations across campus that represent students, faculty, and staff from groups that continue to face barriers to equity and inclusion, including:

- Dr. Kenneth Melville McGill Black Faculty Caucus
- Black Students' Network
- Interim Director, Indigenous Initiatives
- Office for Students with Disabilities
- Black Law Students' Association of McGill
- Pan-Asian Collective
- McGill Muslim Law Students' Association
- Hillel McGill
- Queer McGill
- PGSS Slack channel
- PGSS Equity & Diversity Committee
- BIPOC Graduate Network Committee

Twenty-six members of the McGill community participated in the consultations (11 participants on May 3 and 15 participants on May 13). The discussion on both occasions was rich and informative. The Working Group had set a third consultation date in the event of

community demand, but it was not used given the relatively low attendance at our first two sessions.

The Working Group received written comments and feedback from four members of the McGill community and consulted with the co-chairs of the five active JBSCE Subcommittees (the Subcommittee for Indigenous Peoples has not met for over a year) and a former chair of the Committee.

The Working Group advised the Chairs of the active Subcommittee that it was considering a model for the Committee's composition that would have the Chairs of two Subcommittees serve as regular members, with all Subcommittee Chairs participating in an Annual General Meeting. When this proposal raised a concern, the Working Group invited all Subcommittee Chairs to a meeting on June 4 to discuss the issue. Two Subcommittee Chairs participated and provided helpful feedback. Later, four Subcommittee Chairs wrote, expressing concerns that the Committee met too infrequently, agendas were often tight, and they wished to provide greater input regarding policies that affect underrepresented groups. They opined that all Subcommittee Chairs should retain seats on the reconstituted Committee.

3. Observations and Analysis

Several observations emerged during the Working Group's deliberations and consultations, which have guided its recommendations. These are organized under the following three headings.

i. *Changing Landscape and Broadened Scope*

While the Committee's official focus is on "equity" that of McGill and many other organizations has shifted to include equity, diversity, and inclusion ("EDI"). Multiple understandings of this term circulate. As shared definitions are an important starting point, in this Report the Working Group draws on definitions set out in McGill's 2020 [Strategic EDI Plan](#):

Equity, unlike the notion of equality, is not about sameness of treatment. It denotes fairness and justice in process and in results. Equitable outcomes often require differential treatment and resource redistribution to achieve a level playing field among all individuals and communities. This requires recognizing and addressing barriers to opportunities for all to thrive in our university environment.

Diversity describes the presence of difference within any group. In discussions of social equity, diversity addresses differences in social group membership related, for example, to race, Indigenous identity, class, gender identity or expression, sexuality, disability, ethnicity, and religion. Discussions about diversity linked to access and equity require knowledge and understanding of historical and contemporary experiences of oppression and exclusion.

The term calls upon us to appreciate both differences and interconnectedness, and to recognize and respond to systemic and institutionalized discrimination.

Inclusion refers to the notion of belonging, feeling welcome and valued, having a sense of membership. It also speaks to a capacity to engage and succeed in a given institution, program, or setting. Inclusion calls for recognizing, reducing, and removing barriers to participation created by social disadvantage or oppression, and can result in the reimagination of an institution, program, or setting.

The EDI landscape has shifted dramatically since the Committee's creation. Whereas previously, there was minimal structure and few resources devoted to equity, the [Equity Team](#) housed within the Office of the Provost and Vice-Principal (Academic) (PVPA) is now dedicated to developing and implementing EDI initiatives anchored to university-level policies, strategic plans, and reports. These initiatives are complemented by fulltime EDI positions in other units (e.g., Student Services, Enrolment Services, the Faculties). Increased EDI resourcing and activity at McGill might lead to some uncertainty about where responsibility and accountability for EDI-related work should lie. Thus, clear distinctions between the role and mandate of the Committee, and those of McGill offices charged with advancing EDI, are needed.

At the same time, and possibly perceptible as a counterweight to this thrust towards EDI, McGill's focus on the notion and rhetoric of "excellence" and "merit" may create or unintentionally sustain inequities. This is especially the case when these concepts are invoked without accounting for the systemic barriers to access and success that members of underrepresented groups continue to encounter.

ii. *JBSCE Subcommittees*

Since its inception, the Committee has offered a venue for some members of the University community who have not always felt heard and represented within McGill's other governance structures to share experiences and raise concerns. This important function of the Committee must continue. That is, the Committee must remain a forum where policy-based considerations are raised in relation to the experiences of groups that have faced – and continue to face – barriers to equity and inclusion.

The Subcommittees have been especially important to this "grassroots" element of the Committee. Currently there are six Subcommittees, which represent the following: women, persons with disabilities, persons with family care responsibilities, First Peoples, racialized and ethnic persons, and Queer persons. Because they have "an ear to the ground" on many EDI matters, Subcommittee members and their Chairs are well placed to flag concerns to the Committee and to disseminate information shared and decisions made in the Committee to their constituencies. The Working Group thus recognizes the significance of these Subcommittees as sites of awareness-raising.

The Working Group also noted some challenges to the structure and function of the Subcommittees:

- The current Subcommittees do not serve all members of vulnerable and underrepresented groups at McGill (e.g., those who self-identified as “neuro-diverse” but not as persons with disabilities, persons from economically disadvantaged backgrounds, and members of religious minorities may not feel represented by the current Subcommittees structure).
- Subcommittee themes may be overly general (e.g., the Subcommittee for Racialized and Ethnic Persons represents numerous groups with distinct histories and experiences) or might represent a contested conception of identity (e.g., the Subcommittee on Women may not capture some contemporary conceptions and expressions of gender).
- The current Subcommittee structure might not reflect intersecting identities.
- Knowledge about the Subcommittees is not widespread across our campuses. Subcommittees thus could benefit from support to generate increased engagement and participation, an outcome that additional institutional support to the Subcommittees would facilitate.
- While there is a range of vibrant associations and groups advocating for the interests of equity-seeking groups, these are not all reflected in the six groups that have the status of Subcommittee to the Committee.

iii. *Unique in the U15*

Aside from McGill, U15 institutions do not have Senate or Board committees dedicated to EDI. One institution has a committee advising its provost on equity (Waterloo) and many institutions charge a person in senior leadership with EDI. The Working Group viewed McGill’s distinctive approach as positive and worth maintaining, with a view to strengthening the place of EDI in the University’s governance framework.

In sum, the Working Group’s observations lead to the conclusion that a reconstituted university governance committee on equity must reflect the dramatic expansion in McGill’s EDI ambitions since the Committee’s establishment 27 years ago. Its mandate must be composed of more than the sum of the individual mandates and objectives of the Subcommittees which may foreseeably evolve. As such, this Committee requires a new name, structure, and composition that will not only permit it to make policy recommendations but also to hold the university administration to its EDI responsibilities and commitments, notably by evaluating the way those responsible for EDI at McGill develop and execute EDI policies and plans.

4. Recommendations

- The Committee’s mandate should be strengthened so that it can establish a viable venue for consultation on university policies and plans that have EDI implications. This requires a composition that blends commitment to EDI and institutional knowledge and expertise, and which represents multiple University Faculties and units.

- The Committee should monitor and report on progress in relation to EDI commitments as set out in key plans and policies at the institutional level (both centrally and within Faculties and units). Doing so will better align the Committee with other governance bodies at McGill, namely, other standing committees of Senate and the Board.
- While it will be important for the Committee to include members with institutional authority and influence, there is also a concern that this change might lead to a lack of representativeness. This risk arises from the lack of evident diversity among those holding formal leadership positions. Efforts must be made to ensure social diversity when the composition of the Committee is determined.
- The Working Group advises departing from having the Provost or the Provost's delegate chair the Committee. Doing so would avoid foreseeable conflicts of interest (both real and apparent) since the EDI portfolio rests with the Office of the Provost and Vice-Principal (PVPA), which will regularly report into the Committee.
- Representatives from Senate and the Board should co-chair the Committee. The Board representative would be a governor appointed from the members-at-large or alumni members. The Working Group recommends that the Senate representative be a Faculty Dean. Such decanal involvement would send a strong signal to our campus community that senior academic leadership is assuming responsibility for EDI.
- This Committee's full membership should be representative and have capacity and competence in relation to EDI. A carefully designed program of iterative training for this Committee will be necessary.
- The Committee should be involved in the review of policies and procedures that relate to matters such as the following: employment equity (recruitment and hiring); tenure and promotion of academic staff; student assessment; and accommodations for faculty, staff, and students.
- Greater clarity is needed to clarify the Committee's role vis-à-vis those of institutional actors who advance EDI at McGill (see Appendix 2). **The Working Group recommends that the Committee, as a governance site, should review and evaluate University and Faculty-level EDI policy and plans. In contrast, McGill EDI offices, as sites responsible for strategy and operations, are charged with developing and executing these plans and policies.**
- To reflect the nature and scope of our institutional commitments in this area, the Committee should be renamed the *McGill EDI Committee (EDIC)*.

Recommendations on and an Invitation to the Subcommittees

In view of the observations set out in Part 3 of this Report, the Working Group offers the following two recommendations with a view to clarifying and strengthening the role of the JBSCE Subcommittees.

- **First**, the Subcommittees' formal engagement and participation in the Committee's activities should consist of:
 - a. two asynchronously rotating seats on the Committee for Subcommittee Chairs;
 - b. participation of all Subcommittee Chairs in an Annual General Meeting; and
 - c. consultation of the Subcommittees on EDI-related proposed policies and plans that come to the Committee for review.

In so recommending, the Working Group seeks to strike a balance between maintaining the Subcommittees' voices and perspectives in the activities of the EDIC and developing a revised agile composition that will allow for stronger support of the University's EDI-related policies and plans within the governance structure.

- **Second**, the Working Group recommends that the Subcommittees benefit from increased resources to help them realize greater impact. Specifically, the Working Group recommends an increase to the Subcommittees' budget from its current allocation of \$1000/an per Subcommittee, as well as funding two student research assistants who could work with all Subcommittees to support with activities such as: organizing meetings, taking minutes, updating websites, and periodically convening all Subcommittees to identify and raise common issues and interests and to ensure greater recognition of intersecting identities, experiences, and axes of exclusion. Shared concerns can be brought to the Equity Team in the Provost's office (operational items) or the Committee (policy or governance matters). These specific steps to support the Subcommittees have been welcomed by four of the Subcommittee chairs that the Working Group was able to consult, despite concern about proposed decreased representation in the reconstituted Committee membership.

In addition to formulating these two recommendations regarding the Subcommittees, the Working Group reflected at length on the tension that it noted between the Subcommittees' organizational structures and activities, which are grassroots- and community-oriented, and the Subcommittees' situation within McGill's larger institutional governance framework. The Working Group understood the Subcommittees' desire for grassroots consultation mechanisms. While the reconstituted Committee would not, as a governance committee that reviews proposed institution-wide EDI policies and plans, be that mechanism, it would be helpful to have the Subcommittees' perspective on what a more satisfactory model might be. The Working Group thus invited the Subcommittees to provide this feedback through a process distinct from the short-term mandate of the Working Group, for eventual consideration by the reconstituted Committee.

5. Proposed Terms of Reference

McGill Committee on Equity, Diversity, and Inclusion (EDIC)

Mandate

The EDIC is a joint standing committee of McGill's Senate and the Board of Governors, constituted under the authority of, and accountable to, these two governance bodies. The EDIC has principal responsibility for reviewing the University's progress in relation to equity, diversity, and inclusion (EDI) and advising on measures required to uphold its EDI commitments.

The EDIC's specific responsibilities include:

- Review and advise on proposed University Strategic Plans that have an EDI component
- Receive and review annual reports from the Office of the Provost and Vice-Principal (Academic) and other units as appropriate about EDI plans, measures, and outcomes in relation to the following areas:
 - education and awareness-raising
 - student enrolment and retention
 - student services and support
 - representation and equity within the workforce (including academic staff)
 - preventing and responding to discrimination, harassment, and sexual violence
 - Indigenous Studies and Indigenous Education
 - addressing anti-Black racism
 - alignment between central and Faculty-/unit-level EDI strategies & activities
- Provide advice and recommendations to the University to address apparent EDI-related gaps or needs and to strengthen EDI efforts
- Advise on policy initiatives and proposed regulations and policies that have EDI implications
- Receive input from the EDIC Subcommittees on matters of relevance to the groups these Subcommittees serve, including via annual reports.
- Propose EDI-related recommendations to Senate and the Board, which are aligned with institutional priorities and objectives. A recommendation from the EDIC is presented to Senate first and, subject to Senate's approval, then to the Board, unless otherwise determined by the Board. In case of disagreement, the Board will refer the matter back to Senate for review.

The EDIC will also have the following responsibilities vis-à-vis its Subcommittees¹:

- establish and review, at least once every three years and beginning in the first year of the EDIC's new mandate, the Terms of Reference of the EDIC's Subcommittees. These Terms of Reference will set processes to establish the appointment of a Subcommittee's Chair or co-Chair, support a reasonable alignment among all Subcommittees' mandates and the mandate of the EDIC, and set a minimum number of annual meetings;

¹ Currently, these subcommittees represent the following groups: Indigenous persons, racialized and ethnic persons, persons with disabilities, women, Queer persons, and persons with family care responsibilities.

- support the Subcommittees' efforts to boost participation and engagement;
- receive annual reports from the Subcommittees;
- hold an Annual General Meeting open to all Subcommittee Chairs; and
- consult all Subcommittees, regardless of whether their Chairs sit on the EDIC at a given time, on EDI-related policies that the EDIC is asked to review.

Additionally, the EDIC may establish a new Subcommittee or determine that Subcommittee status from an existing Subcommittee should be withdrawn (though membership of a former Subcommittee might continue to associate in a different form). This authority will be exercised based on the needs and best interests of the McGill community, as determined by reference to University EDI policies and plans, and in consultation with members of the equity-seeking group represented by the Subcommittee in issue.

The EDIC also may consider any other matter referred to it by Senate or the Board, a co-Chair, or the Senior Steward. In so doing, the EDIC may strike working groups or taskforces to study and make recommendations, the membership of which will have the expertise necessary to review and analyze the matter in question.

The EDIC shall report annually to Senate and the Board on its activities. This report will record activities and recommendations to the University to address apparent EDI-related gaps or needs and to strengthen EDI efforts.

The EDIC will meet at least four times per year, which will include one Annual General Meeting open to all Subcommittee Chairs.

Composition

Nominations of all members to the EDIC are subject to the review and approval of Senate and the Board, and their respective Nominating Committees.

- One Faculty Dean appointed by the Secretary General in consultation with the Director of EDI and one JBSCE Subcommittee Chair (*co-chair*)
- One Board member appointed from among the Board's members-at-large or alumni members (*co-chair*)
- Two representatives appointed by Senate, at least one of whom will be a full-time tenured or tenure-track academic staff member and at least one of whom will be a Senator
- Two representatives appointed by the Board who will be McGill alumni and not current McGill students, faculty, or staff
- Three Associate or Assistant Deans from different Faculties whose portfolios include EDI
- Two Subcommittee Chairs appointed on a two-year, rotating term
- Four students – one representing each of SSMU, PGSS, MACES, MCSS

Supporting members

- Secretary-General or delegate (Secretary to the Committee)

- Associate Provost (Equity & Academic Policies)* (Senior Steward)

Where necessary or appropriate, the Senior Steward or Secretary may invite University staff to serve as resource persons for items of business before the Committee.

Membership will reflect gender and other forms of social diversity as well as a strong understanding of EDI issues.

A member's term will be three years, renewable once.

A co-chair's term will be three years, renewable once.

The EDIC will review its terms of reference once every three years and submit recommendations for their review to Senate and the Board, and their respective Nominating Committees.

Members will receive training, at least annually, on McGill's EDI priorities and commitments, and on topics such as:

- systemic discrimination and barriers in higher education
- EDI, anti-racism, and reconciliation in practice, particularly in higher education settings
- employment equity
- implicit bias

* The Senior Steward provides the Committee with information necessary to carry out its mandate effectively. This position has voice but no vote.

Appendix 1

TERMS OF REFERENCE

Working Group to Review the Joint Board Senate Committee on Equity's Terms of Reference

MANDATE

A Working Group to Review the Joint Board Senate Committee on Equity ("JBSCE")'s Terms of Reference ("Working Group") is struck to review and make recommendations for the JBSCE's Terms of Reference. This Working Group will investigate and respond to the following questions:

- Can the JBSCE's mandate and composition – as currently framed – support, from a governance perspective, McGill's institutional commitments to equity?
- Do the JBSCE's Terms of Reference reflect best practices for central equity governance committees, as determined through a benchmarking study of peer (U15) institutions?
- Do the JBSCE's Terms of Reference align with those of other Senate and Board committees?

The Working Group will conduct its review and submit a report that responds to these questions and includes recommendations no later than 30 June 2021.

COMPOSITION

- Associate Provost (Equity & Academic Policies) (Chair): Angela Campbell
- 1 Senator appointed by Senate: Ipek Türeli
- 1 Governor or Governor Emeritus/Emerita appointed by the Board: Inez Jabalpurwala
- 2 current or past JBSCE members, one of whom is academic staff and one of whom is administrative staff, appointed by the Chair of the JBSCE: Thomasina Phillips, Robert Leckey
- PGSS and SSMU Equity Commissioners: Mike Fan, Abeer Almahdi

Appendix 2

Distribution of EDI Responsibilities and Activities at McGill

The chart below sets out key EDI-related activities and signals where responsibilities for these should lie. Note that O-PVPA refers to “Office of the Provost & Vice-Principal Academic”, which is the home of the Equity Team and the Office for Indigenous Initiatives. The O-PVPA is also the institutional home for offices such as Enrolment Services and Student Services, which will have some connections to the activities described here.

Responsibility	EDIC	O-PVPA
Develop and implement EDI-related measures within student enrolments and student services		X
Develop and deliver equity + anti-racism/anti-oppression training across campus, including to hiring and promotion committees and senior administration		X
Develop and implement strategies to set and meet employment equity objectives, in consultation with relevant public bodies (e.g., Quebec Human Rights Commission, Canada Research Chairs Program)		X (with Human Resources)
Determine and oversee capital projects to enhance campus accessibility		X (with Campus Planning & Development Office)
Track and report to Senate and the Board on progress on University EDI commitments made through general (e.g., Strategic Research Plan, Strategic Academic Plan) and specific plans or reports (e.g., EDI Strategic Plan, Taskforce Report on Indigenous Studies & Indigenous Education, Anti-Black Racism Action Plan)		X
Support Faculties and administrative units in the development of their local EDI plans		X (with Human Resources)
Develop education and awareness-training initiatives related to harassment, sexual violence, and discrimination prohibited by law.		X
Develop and implement effective mechanisms for responding to reports of harassment, sexual violence and discrimination prohibited by law and to supporting those harmed.		X
Report annually to Senate and the Board on EDI-related Policies (e.g., Policy on Sexual Violence, Policy on Harassment & Discrimination, Employment Equity Policy)		X
Develop communities of practice that engage participants from across units (administrative and academic) to develop strong, shared EDI principles and practices		X
Review and advise on University Strategic Plans that have an EDI component	X	
Receive annual reports from the Office of the Provost and other units as appropriate about EDI plans, measures, and outcomes in relation to the following areas: <ul style="list-style-type: none"> education and awareness-raising student enrolment and retention student services and support representation and equity within the workforce (including academic staff) 	X	

<ul style="list-style-type: none"> • preventing and responding to harmful conduct • Indigenous Studies and Indigenous Education • addressing anti-Black racism • alignment between central and Faculty-/unit-level EDI strategies & activities 		
Provide advice and recommendations to the University (notably the Equity Team in the O-PVPA), through Senate and the Board, to address apparent EDI-related gaps or needs and to strengthen EDI efforts	X	
Review and advise on policy initiatives or on proposed regulations and policies that have EDI implications	X	
Report annually to Senate and the Board on the activities of the EDIC, recording activities and recommendations to the University to address apparent EDI-related gaps or needs and to strengthen EDI efforts	X	
Receive input from the EDIC Subcommittees on matters of relevance to the groups these subcommittees serve, including via annual reports.	X	
Establish and review, at least once every three years, the Terms of Reference of the EDIC Subcommittees. These Terms of Reference will set minimum number of meetings of the Subcommittees and set strategies for publicizing the role of Subcommittees to boost participation and engagement.	X	
Receive annual reports from the EDIC Subcommittees	X	
Meet annually with EDIC Subcommittee Chairs to receive feedback.	X	
Propose EDI-related recommendations to Senate and the Board, which are aligned with institutional priorities and objectives.	X	



<p>McGill Committee on Equity, Diversity, and Inclusion (EDIC)</p>

Mandate

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- support the Subcommittees' efforts to boost participation and engagement;
- receive annual reports from the Subcommittees;
- hold an Annual General Meeting open to all Subcommittee Chairs; and

¹ Currently, these subcommittees represent the following groups: Indigenous persons, racialized and ethnic persons, persons with disabilities, women, Queer persons, and persons with family care responsibilities.

- consult all Subcommittees, regardless of whether their Chairs sit on the EDIC at a given time, on EDI-related policies that the EDIC is asked to review.

Additionally, the EDIC may establish a new Subcommittee or determine that Subcommittee status from an existing Subcommittee should be withdrawn (though membership of a former Subcommittee might continue to associate in a different form). This authority will be exercised based on the needs and best interests of the McGill community, as determined by reference to University EDI policies and plans, and in consultation with members of the equity-seeking group represented by the Subcommittee in issue.

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- Two representatives appointed by the Board who will be McGill alumni and not current McGill students, faculty, or staff
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- Associate Provost (Equity & Academic Policies) * (Senior Steward)

Where necessary or appropriate, the Senior Steward or Secretary may invite University staff to serve as resource persons for items of business before the Committee.

Membership will reflect gender and other forms of social diversity as well as a strong understanding of EDI issues.

* The Senior Steward provides the Committee with information necessary to carry out its mandate effectively. This position has voice but no vote.

A member's term will be three years, renewable once.

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The EDIC will review its terms of reference once every three years and submit recommendations for their review to Senate and the Board, and their respective Nominating Committees.

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- systemic discrimination and barriers in higher education
- EDI, anti-racism, and reconciliation in practice, particularly in higher education settings
- employment equity
- implicit bias



Joint Board-Senate Committee on Equity

McGill's Joint Board-Senate Committee on Equity shall recommend University policy that strives to promote fair access to academic and employment opportunities, and full participation in the McGill community, for all individuals, particularly for those from social groups that have historically encountered or continue to face systemic barriers. Such groups include, but are not restricted to: women, racialized and ethnic persons, Indigenous peoples, persons with disabilities, persons of diverse sexual orientations or gender identities and/or persons with significant care responsibilities. To this end, it shall assess the recruitment and support of such groups at the University and recommend ameliorations, including through developments to regulations and policies, to Senate and the Board of Governors.

Composition

Provost or delegate, Chair
 Director of the Office for Students with Disabilities
 Associate Vice-Principal (Human Resources) or a delegate
 Coordinator of the First People's House
 Associate Director of the Social Equity and Diversity Education Office
 Chairs of Subcommittees
 One representative of the academic community appointed by Senate
 One representative of the administrative and support community appointed by Senate
 One representative of the Board of Governors
 SSMU Equity Commissioner
 PGSS Equity Commissioner
 One Macdonald Campus student
 One Continuing Studies student

Source: Senate Minute 129, March 23, 1994
 Executive Committee Minute 8297, April 11, 1994
 Senate Minute IIB3, February 19, 2013
 Board of Governors, Minute 7.1, April 26, 2013
 Senate Minute IIB3, November 23, 2016
 Board of Governors, Minute 14.2.1, December 1, 2016