



Minutes of the meeting of Senate held on Wednesday, April 27, 2011 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

**PRESENT**

Abaki, Joshua  
 Aitken, Ellen  
 Allison, Paul  
 Barney, Darin  
 Blachford, Gregg  
 Boss, Valentin  
 Bray, Dorothy  
 Caplan, Eric  
 Cook, Colleen  
 Covo, David  
 Cuello, Claudio  
 Di Grappa, Michael  
 Doyle, Andrew  
 Dudek, Gregory  
 Etemad, Hamid  
 Everett, Jane  
 Fried, Gerald  
 Gale, Charles  
 Gonnerman, Laura  
 Grant, Martin  
 Grütter, Peter  
 Gyakum, John

Harpp, David  
 Hebert, Johanne  
 Hepburn, Allan  
 Hobbins, Joan  
 Hurtubise, Jacques  
 Janda, Richard  
 Johnson, Juliet  
 Jutras, Daniel  
 Kurien, John  
 Kuzaitis, Ruth  
 Lawson, Tyler  
 Lefsrud, Mark  
 Lowther, David  
 Madramootoo, Chandra  
 Manfredi, Christopher  
 Martin, James G.  
 Masi, Anthony  
 McCulloch, Mary Jo  
 Mendelson, Morton  
 Misra, Arun  
 Munroe-Blum, Heather  
 Newburgh, Zach  
 Pekeles, Gary

Perrault, Hélène  
 Peterson, Kathryn  
 Pierre, Christophe  
 Piper, Andrew  
 Possian, Amara  
 Potter, Judith  
 Raz, Amir  
 Reid, Matt  
 Richard, Marc  
 Robaire, Bernard  
 Saroyan, Alenoush  
 Sieber, Renee  
 Todd, Peter  
 Van Eyk, Helen  
 Wade, Kevin  
 Wapnick, Joel  
 Weinstein, Marc  
 White, Lydia  
 Wolfson, Christina  
 Zhang, Ji  
 Zorychta, Edith  
 Strople, Stephen  
 (*Secretary*)

**REGRETS:** Gillian Bartlett-Esquilant, Alexandra Bishop, Randall Blom, James Brophy, Renzo Cecere, Roshi Chadha, Stuart Cobbett, Philip Cutler, Alexandre Deguise, Elaine Doucette, Brian Driscoll, Gordon Foote, Evan Fox-Decent, Keith Franklin, Engelbert Gayagoy, Brendan Gillon, Rose Goldstein, Kyoko Hashimoto, Ashraf Ismail, Torrance Kirby, Martin Kreiswirth, Paul Lasko, Richard Leask, Richard Levin, Peter Li, Simon Liu, Annie Ma, Kevin McDonough, Roland Nassim, Catherine Ready, Mike Richards, Caroline Riches, Honora Shaughnessy, Laurie Snider, Arnold Steinberg, Claudette Van Zyl, Clare Wilkening.

## **SECTION I**

### **1. Report of the Steering Committee**

The report of the Steering Committee (10-11:08) was received.

*Item 1. Approval of Minutes of Senate.* On motion duly proposed and seconded, Senate approved the minutes of the March 23, 2011 meeting.

*Item 2. Approval of the Confidential Minutes of Senate.* Steering Committee reports that it has scrutinized the confidential minutes of the meeting of March 23, 2011 and has approved them on behalf of Senate. These minutes are not published or circulated but are available for perusal by Senators in the office of the Secretary of Senate.

*Item 3. Speaking Rights.* On motion duly proposed and seconded, speaking rights were granted to Mr. Jeffrey Ives, Director, Office of the Budget for item IIB1 (McGill University Budget 2011-2012); Professor Cynthia Weston, Director, Teaching and Learning Services for item IIB3 (Report on Teaching and Learning Spaces); Ms. Theresa Rowat, Director and University Archivist for item IIB4 (Presentation on the McGill University Archives); and Professor Suzanne Morton, Associate Dean, Academic Administration and Oversight for item IIB5 (428th Report of the Academic Policy Committee)

*Item 4. Joint Meeting of the Board Executive and Senate Steering Committees.* The report informs Senate that the topic for the Joint Board of Governors-Senate meeting in the fall, which was unanimously endorsed, will be, “Research, Innovation and Community Placement in the Undergraduate Educational Experience.”

### **2. Adoption of the Agenda**

On motion duly proposed and seconded, the agenda was adopted.

### **3. Chair’s Remarks**

The Chair reminded Senate that the Dean of Medicine and Vice-Principal (Health Affairs), Professor Levin, has chosen not to pursue a second term. The Chair noted that there will be opportunities to recognize and thank him for his contributions near the end of his term on August 31<sup>st</sup>, 2011. The advisory for the Appointment of a Dean of Medicine and Vice Principal (Health Affairs) will continue as approved by Senate and Board of Governors, become a search advisory. All members of the advisory have agreed to continue in this slightly extended capacity.

The Chair noted that an advisory for a Vice-Principal (External Relations) is part of the Nominating Committee report. This position is not new, but was created when the Chair started as Principal at McGill, but was not filled when the last Vice-Principal (External Relations), Mr. Michael Goldblum, left McGill. Since that time, the portfolio has been supported strongly by the Executive Head of Public Affairs, Mr. Vaughan Dowie, whose team has been primarily concerned with city politics. However, it has become necessary to find a Vice-Principal

(External Relations) who has served within the provincial government at Quebec City, and has a good network across both the bureaucracy and the political sphere. The University has been advised that this type of representation is necessary and the Chair noted that peer universities in Quebec have similar positions held by people who are derived from the Quebec government.

The Chair noted that 2011 marks the 190<sup>th</sup> anniversary of McGill University's Royal Charter. She said that the celebrations will span over the next 18 months and will serve as the lead-up to the 200<sup>th</sup> anniversary.

## **SECTION II**

### **PART A – Questions and Motions by Members**

#### **1. Question Regarding Subsidized French Courses for International Students**

Senator Abaki rose and asked the question regarding subsidized French courses for international students as follows:

In the Principal's Taskforce on Student Life and Learning (PTFSLL), McGill makes a commitment to provide opportunities for international students to learn French. Further, the Administrative Response to the Task Force recommended that "an informal group of administrators and faculty members be formed to discuss ways of advancing opportunities for students to learn or improve their French, including the possibility of tuition waivers."

The draft Principal's Taskforce on Diversity, Excellence and Community Engagement (PTFDECE) further affirms a "commitment to engagement with communities, locally.." while recognizing that McGill—where English is the primary language of instruction—is located in a vibrant, cosmopolitan city where French is the dominant language.

In spite of these recommendations to the administration to take steps to enhance French learning, last summer the University stopped offering subsidies for FRSL for international students in deregulated programs. This happened without any consultation with students nor any prior warning. Students who registered for the courses expecting to pay the Quebec rate for the courses were surprised to learn that they would instead be paying the international tuition rate.

As International tuition continues to rise, many students opt not to take French courses. This limits the extent to which they can integrate and engage with the Quebec community. As noted by the administration during their presentation to the Parliamentary Commission on Education, 44% of McGill students leave Quebec once they graduate. While this proportion represents a mix of the different populations at McGill (from Quebec, Out of Province, and International), international students who do not have the requisite French skills find it harder to get jobs upon graduation and most often consider moving elsewhere for work.

Does the decision to stop providing subsidies for international students to take FRSL courses go against University policy as enunciated in the PTFSLL as well as the PTFDECE?

Does this decision support the goal of “increasing and engaging international students” as outlined in the Strategic Enrolment Management Plan (2011-2016)?

Will the University actively seek funds in order to reinstate subsidized FRSL courses for international students in deregulated programs?

When the administration made a presentation to the Commission de la culture et de l'éducation, they mentioned that given new funding, one of their top priorities would be ‘greater support for international students so as to enable the students integrate better into the Quebec community’? How is this priority reflected in the current budget? If it is not, will it be in subsequent budgets?

The Deputy Provost (Student Life and Learning) rose and answered the question as follows:

I would like to thank Senator Abaki for raising this issue in Senate again.

The University encourages students to learn languages and specifically to acquire fluency in French. Through a financial arrangement with the Ministry of Education, Leisure and Sports (MELS), McGill can charge low Quebec tuition for French language and culture courses taken by out-of-province Canadian degree-seeking students and by international students in regulated programs.

Despite our strong and unequivocal advocacy efforts, MELS has not offered the same financial arrangement for international students in deregulated programs. Nonetheless, after serious reflection on the matter, and because doing so is consistent with McGill’s values as an institution in, and of, Quebec, the University will extend the subsidy to all international students, as of May 1<sup>st</sup>, 2011-12, so that they will only have to pay Quebec rates for those course.

Senators should be aware that this will create a shortfall in the proposed budget for FY2012 of up to \$500,000. Given the University’s extremely precarious financial situation, the Provost will have to work with the VPs and Deans to recoup the shortfall in other ways.

In all of our dealings with the Quebec Government, the University actively seeks to redress government underfunding; this administration will continue to do so. Indeed, underfunding threatens the quality of our teaching, research, and infrastructure and of the services offered to our students. Given the measure being announced today, the University will have to continue to work assiduously to maximize government funding.

Within the constraints of our desperate funding situation, the University budget is developed to meet our stated objectives, which include providing the best education possible to outstanding students from Quebec, Canada, and the rest of the world.

## **PART B – Motions and Reports from Organs of the University Government**

### **1. McGill University Budget 2011-2012 (D10-57)**

The Provost presented the McGill University Budget 2011-2012 based on D10-57. He noted the budget book is longer than in previous years, incorporating funds that are required under Generally Accepted Accounting Principles (GAAP), which were not required under Ministère de l'Éducation, du Loisir et du Sport (MELS) accounting. The Provost noted that although the administration has taken the annual deficits to zero, to continue doing that would affect the University's ability to achieve its strategic academic objectives. Therefore, the Provost informed Senate that he would be asking the Board of Governors permission to run a \$6 million budget deficit. The multi-year outlook predicts a balanced budget within three years based on various assumptions, including the MELS operating grant and increasing revenues to match expenses. The Provost noted that the objectives of the budget were to sustain quality, continued to invest in University priorities, retain and recruit top academic talent, sustain and enhance research quality and quantity, increase targeted recruitment of students, and provide professional development for administrative and support staff.

Senator Janda asked the Provost to elaborate on the revitalization of professional schools. In addition, he asked how the University would maintain a sustainable budget after it has been balanced in three years. The Provost replied that the revitalization of professional schools is an ideological statement based on the importance of these programs to the University. Adequate funding is necessary in order to ensure accreditation is maintained and that the University adds value to the high quality students that are enrolled. Regarding maintaining a sustainable budget, the Provost replied that the University must implement transformative change rather than making incremental cuts. This includes diversification as well as seeking out other revenue streams that allow the University to do more than maintain current levels of service.

Senator Robaire asked the Provost to expand on cluster hires in the context of interdisciplinary research and how priorities are set. The Provost answered that deans have been asked to consider making hires that complement the research across faculties. This will mean that certain areas will be identified as preferential over the coming years because multiple faculties recognize their importance.

Senator Saroyan asked if the plateau in graduate enrolment indicated on page ten contradicts what Senate has been informed of to date. The Deputy-Provost (Student Life and Learning) noted that the tables on page ten indicated the rate of growth per year.

Senator Saroyan asked when the Strategic Reframing Initiative website would be updated. The Principal replied that the SRI Steering Committee would be meeting on May 2<sup>nd</sup>, and a communication, which will be posted to the website, would be sent shortly afterward.

Senator Saroyan asked what was the primary purpose of entrenching Key Performance Indicators (KPI) at the University. The Provost answered that KPIs set a baseline as to where the University is and wants to go presently, and tells the University how its competitors are performing on those same indicators. The Chair added that in light of Bill 38, KPIs give broad indicators to those that fund the University to prove that McGill is a high performer. Senator Saroyan noted that it would be interesting to get the KPIs for the entire system rather than at the departmental or faculty level.

Senator Piper asked if the University lists its priorities with an analysis of how much those priorities cost. The Provost noted that the administration has been working to provide this information and it will be part of the Budget Book down to the faculty level once approved by the Board of Governors.

Senator Doyle agreed that training administrative and supports staff is an important priority and asked how McGill's Information Technology (IT) budget compares to other universities. The Provost replied that the IT budget was comparable, but that it was targeted to providing a standard enterprise resource planning package and real time integration of the student information system directly to the learning management systems. That being stated, there are a number of projects related to enterprise management that are currently underway, but technology in almost all organizations is out of date the day that it is implemented.

Senator Hurtubise asked if the \$5 million revenue reported from the endowment was an artefact of accounting or a problem. The Provost replied that the \$5 million was likely what was going into the unrestricted operating fund. Although the endowment is at its lowest point in a decade, the revenue is about \$40 million.

Senator Wade asked if the teaching aspect of professorial work had been considered in relation to cluster hires. The Provost replied in the affirmative.

Senator Saroyan asked what criteria were used to determine which programs were deregulated in regard to international students. The Provost noted the government determines which programs are deregulated.

The Chair noted that having a balanced budget is a different conversation than speaking about having all the resources we need to perform the University's mission. Although the University would like to provide better services through such things as IT, the community must reflect on whether these services perform their function. Each dean can identify areas that would improve services should money be available, but what budgetary items the administration can actually discuss and influence are at the margins of what is a large and complex university that is underfunded.

## **2. McGill University Staffing and Academic Leaves Report and Report on Employment Equity (D10-58)**

The Provost summarized the McGill University Staffing and Academic Leaves Report and Report on Employment Equity, noting that the University has continued with its academic renewal program and the provision necessary for support staff for those new academics. In addition, emphasis has been placed on campaign priorities at the levels of Development and Alumni Relations (DAR) and the faculties, and on reporting requirements to the government that are increasing as funding to universities decreases. These factors demanded that staffing increase at the University and were reflected in the report.

Senator Caplan asked what academic priorities are reflected in table one on page eleven, where the Desautels Faculty of Management's five-year percentage change is so much higher than any other faculty. The Provost replied that the change represents conversions of faculty lecturers to tenure track academic staff in the Faculty of Management. This does not represent a growth in actual numbers of academic staff, but in the nature of their appointments.

Senator Caplan asked if this means that there is no initiative by the administration to make certain faculties more robust. The Provost replied that that would not be true, but any initiatives to bolster specific faculties would not be reflected in the staffing report because it merely reports current staffing levels in relation to historical data. Furthermore, those areas that have experienced growth have been through contributions from the Federal Government.

In response to a question about unpaid leaves, the Provost noted that the increase is a result of professors making more contacts with outside organizations that are conferring fellowships and other grants that take them away from the University for a time. In addition, these absences include secondments that McGill does not pay for.

Senator McCollough asked the Provost to comment on the dramatic increase in long-term disability reported in table sixteen. The Provost replied that the absolute numbers were so small that the percentage increases appeared larger than reality.

Senator Doyle asked if the high rate of sabbatical approvals disrupts class availability. The Provost replied the individual deans must ensure that graduate students will be supervised and that course offerings will be covered.

Senator Abaki asked how the administration will deal with the government regulation that requires the University to reduce management staff. The Provost answered that the regulation deals with staff that do not have direct contact with students and will be administered by replacing one for every two managers that leave employment at McGill.

Senator Zorychta asked if the Report on Employment Equity will include gender breakdowns by department in future. The Associate Provost (Policies, Procedures, and Equity) indicated that she would report that information on future reports if feasible.

### **3. Report on Teaching and Learning Spaces (D10-59)**

The Deputy Provost (student Life and Learning) introduced the Director, Teaching and Learning Spaces, Professor Cynthia Weston, who presented the Report on Teaching and Learning Spaces. Professor Weston noted a number of initiatives in creating class spaces that promote interactive deep learning at McGill. These include the creation of better seating in Leacock 219 and SADB 1/12, classrooms that promote group learning at Education 627, and renovations to the Integrated Chemistry Lab in Otto Maass 121. Professor Weston concluded the presentation by noting that the approach to teaching and learning spaces is coherent with the student centred university, that it is proactive, principled, systematic and planned. Furthermore, the University must make reasoned choices within limited budgets that create teaching spaces as university spaces.

In response to a comment about the lack of smaller classrooms for graduate students, Professor Weston replied that this is an ongoing problem due to the need to update technology in smaller rooms to accommodate smaller groups. She noted that a number of rooms have been upgraded this year and that work will continue.

Senator Zorychta noted that there is a shortage of large classrooms to teach larger classes and accommodate mid-term exams. Professor Weston replied that this, and the previous question, demonstrates the complexity of teaching and learning spaces at McGill. She noted that the Director of Enrolment Services, Kathleen Massey, and her have been co-chairing a working group that has been determining the ideal constellation of class sizes for McGill based on enrolment projections. Regarding exams, Professor Weston said that Facilities is looking at classroom designs that favour examinations.

Senator Zorychta asked if other spaces such as the gym could be used for exams. The Deputy Provost (Student Life and Learning) replied that the University is working hard to find alternative spaces, but that this issue is a major problem.

Senator Perrault asked how virtual spaces were being integrated into the group's thinking. Professor Weston replied that IT Services is represented on the working group and the group thinks of the physical and virtual spaces as a continuum from inside to outside the classroom. Every classroom is equipped with technology, but the working group is primarily concerned with physical classroom needs during class hours.

Senator Harpp noted that large classrooms for mid-term exams can be booked up to ten months in advance, leaving those without booked classrooms with significant problems.

### **4. Presentation on the McGill University Archives (D10-60)**

The Director, and University Archivist, Ms. Theresa Rowat, delivered a presentation on the McGill University Archives (MUA), concentrating on the value of archival records in the pursuit of scholarly research. The presentation outlined notable collections at the archives and the various mandates of the archives, including the records management of McGill's administrative records and preservation of historical documents.

Senator Robaire asked what plans the MUA have developed to help professors meet the retention requirements of research records outlined of the Policy on the Conduct of Research. Ms. Rowat replied that the MUA's terms of reference charge the unit with the responsibility towards administrative records. Research records do not fall into the category of administrative records according to the McGill University records retention schedule. The 25-year retention requirement for research records represents a significant challenge that will need to be built into the overhead costs that form part of research on campus. The Provost informed Senate that the administration was working with the Libraries to build a repository for all of McGill's research records, particularly those that are born digitally. He noted that this is an opportunity for the MUA and the Libraries to work together to find a solution faster. The Trenholme Dean of Libraries informed Senate that the Libraries has a very nascent program in data acquisition in the institutional repository through the elibrary resources program.

**5. 428<sup>th</sup> Report of the Academic Policy Committee (D10-61)**

On a motion duly proposed and seconded, Senate approved the Oral Surgery Internship Program.

On a motion duly proposed and seconded, Senate approved the Certificate in Oral and Maxillofacial Surgery.

Senate discussed the merger of the Departments of German Studies, Hispanic Studies, Italian Studies, and Russian and Slavic Studies, and the creation of the Department of Languages, Literatures and Cultures / *département de langues, littératures et cultures*.

The Provost noted that the name of the department was before Senate as a placeholder for another name that may come forward at a later date.

Senator Piper informed Senate that the proposed reorganization was not a result of ill health in the department or of an emergency action. As a series of units, these departments rank alongside other mid-sized units in faculty appointments, student enrolment, and research output. Senator Piper expressed the opinion that there needs to be a greater emphasis on international study with strong regional competencies that include both language and cultural knowledge. He noted that universities are committing to internationalisation in words, while cutting funding to the programs that support that goal. He informed Senate that he received an online petition against the closure of foreign language classes that had 1370 signatures, showing a commitment and awareness across multiple faculties by students to these issues.

Senator Robaire said that he was uncomfortable approving the change because the name of the department is only a placeholder. The Dean of Arts replied that the changes were not in response to any crisis, but instead the proposal is to build a platform for new investments and new approaches to the interdisciplinary teaching and research in languages, literatures, and cultures. This is the third time in the last twenty-five years that the Faculty of Arts has engaged in the merger of units; the Department of Arts History merged with the Department of Communications studies, and Classics Department integrated into the Department of History. In both cases, there has been a rejuvenation and enrichment of all the disciplines involved. A number of names were proposed, but the name before Senate was sufficiently generic name to

describe what the department will be doing because it takes into account what the legacy departments have already been doing. The name is a placeholder because this is not merely a merger of departments, but an opportunity think about new approaches to these different fields. As the new department develops, it will have the option of changing its name in a few years to better reflect its academic purpose.

Senator Abaki asked the Dean of Arts to respond to student concerns about the cutting of course offerings in the affected departments. The Dean of Arts replied that course offerings are an unrelated issue, and this amalgamation will not solve the problem of fewer course offerings. Teaching language programs are labour and resource intensive and budget cuts have caused courses to be discontinued. Dean Manfredi noted that the Faculty of Arts has prioritized French language courses, however, budget cuts to the four affected departments under discussion has been 1/3 less than other department in the Faculty of Arts.

Senator Doyle proposed the formation of a working group to study the issue of language instruction at the University.

On a motion duly proposed and seconded, Senate approved the merger of the Departments of German Studies, Hispanic Studies, Italian Studies, and Russian and Slavic Studies, and the creation of the Department of Languages, Literatures and Cultures / *département de langues, littératures et cultures*.

## **6. Update on the Working Group on Student Consultation**

The Deputy Provost (Student Life and Learning) presented the update on the Working Group on Student Consultation, noting the working group was struck in October 2010 to broadly consider and make recommendations about methods used to consult and communicate with students at McGill. The working group was composed of twelve members, including:

Ms. Alexandra Bishop  
Mr. Finn Upham  
Mr. Joshua Abaki  
Mr. Maxime Ouellet-Payeur  
Ms. Megan Parrot  
Mr. Samuel Neylon  
Professor Paul Wiseman  
Mr. Anurag Dhir  
Mr. Drew Love  
Ms. Jana Luker  
Professor Jane Everett  
Mr. Michael Porritt

The group met nine times, interviewing eight individuals about communication and consultation with students. Those individuals included administrators at McGill as well as student leaders. In addition, the workgroup created a survey and organized a forum on student consultation, which

was well attended. A draft of the final report was presented last month, which made a number of recommendations, including:

- The creation of a website concerned with processes and the outcomes of consultations,
- Increase accountability of student representatives,
- Hosting open forums that differ from those that have been organized in the past, and
- Further research and reflection into these issues is needed.

The Deputy Provost (Student Life and Learning) thanked the members of the workgroup, noting that their efforts will be very useful this coming September.

#### **7. Report of the Senate Nominating Committee (D10-62)**

The Provost presented the report for approval.

On a motion duly proposed and seconded, Senate approved appointments as recommended in the Report of the Senate Nominating Committee (D10-62).

#### **8. Guidelines and Academic Calendar of Dates 2012-2013 and 2013-2014 (D10-63)**

The Deputy Provost (Student Life and Learning) Presented the Guidelines and Academic Calendar of Dates 2012-2013 and 2013-2014 for approval, noting that the changes to the guidelines were a result of consultation of the work group, Chaired by Deans Aitken and Jutras. The suggested changes to the Academic Calendar of Dates were approved for the 2011-2012 academic year at the March 23, 2011 Senate meeting, resulting in the need for amendments to the guidelines that inform the creation of future calendars.

On a motion duly proposed and seconded, Senate discussed the proposed changes to the Guidelines Regarding the Setting of the University Calendar of Academic Dates.

Senator Saroyan asked what was the significance of there being at least 130 teaching days over the fall and winter terms, taken together. The Deputy Provosts (Student Life and Learning) replied that the section was important to the Faculty of Engineering, which must comply with accreditation requirements.

Senator Pekeles asked why Passover was highlighted, rather than other Jewish or other holydays. The Deputy Provost (Student Life and Learning) replied that this was because Passover and Easter fall at times that can conflict with final exams. Students still have the right to religious accommodation for other holydays not highlighted.

The Guidelines Regarding the Setting of the University Calendar of Academic Dates were approved.

On a motion duly proposed and seconded, Senate approved the Calendars of Academic Dates for 2012-2013 and 2013-2014.

**9. Other Business**

There being no other business to deal with at the meeting, on motion duly proposed and seconded, the meeting adjourned at 5:20 p.m.

END

The complete documents, including presentations at Senate, are kept as part of the official minutes.