

Minutes of a meeting of Senate held on Wednesday, September 20, 2006, at 2:30 p.m. in the Robert Vogel Council Room (Room 232), Leacock Building.

PRESENT:

Angus, Adrian	Jacobs-Starkey, Linda	Pekeles, Gary
Arnaert, Antonia	Jean-Claude, Bertrand	Pelletier, Johanne (<i>Secretary</i>)
Barralet, Jake	Jonsson, Wilbur	Peterson, Kathryn
Bartlett, Kim	Kasirer, Nicholas	Pierre, Christophe
Bennett, Hamilton	Kingdom, Frederick	Quaroni, Enrica
Bouchard, Carl-Eric	Kirk, Andrew	Rhéaume, Alexandra
Burns, David	Levin, Richard	Richard, Marc
Cartwright, Glenn	Levy, Barry	Roulet, Nigel
Chadha, Roshi	Lewis, Brian	Ryan, Dominic H.
Chase, Ronald	Lin, Charles	Saroyan, Alenoush
Chiang, Albert	Madramootoo, Chandra	Schmidt, Janine
Cox, Amy	Maheu, Robert	Sedgwick, Donald
Dear, Judy	Manfredi, Christopher	Shaughnessy, Honora
Donny-Clark, Aaron	Maric, Milan	Skaf, Dora Maria
Ezzy-Jorgensen, Frances	Masi, Anthony	Slee, Roger
Glaser, Alison	McGruthers, Lauren	Steinhauer, Karsten
Glenn, Jane	McLean, Donald	Stroud, Sarah
GowriSankaran, Kohur	McSweeney, Kerry	Tallant, Beverlea
Grant, Martin	Mendelson, Morton	Thérien, Denis
Hanna, Jan	Moore, Timothy	Upham, Finn
Harpp, David	Munroe-Blum, Heather (<i>Chair</i>)	Wade, Kevin
Harris, Ralph	Nemes, James	Waugh, Sean
Henderson, Jim	Newlove, Chris	Wolfson Christina
Hobbins, John	Oxhorn, Philip	Yalovsky, Morty
Hoechsmann, Michael	Pakdaman, Michael	Zannis-Hadjopoulos, Maria
Itzkowicz, Jake	Paré, Anthony	Zhao, Xin

REGRETS: Vikram Bhatt, Robert Bracewell, Franco Carli, Annick Chapdelaine, Ciaran Duffy, Pierre-Gabriel Jobin, James Lund, Sally McDougall, Richard Pound, Robert Rabinovitch, Bernard Robaire, Marilyn Scott, Didier Serero, Peter Todd, Sue Whitesides, Gary Wild.

The Principal called the meeting to order and invited Ms. Finn Upham to address Senate on a motion of condolence regarding recent events at Dawson College.

Senate lent its unanimous support to the following motion by Ms. Upham, and followed the motion with a minute of silence.

Whereas the tragic events of September 13th, 2006 were terribly shocking to the educational institutions of Montreal,

And whereas within the McGill community, there are a great number of Dawson graduates and others with personal connections to the CEGEP,

Be it resolved that Senate extend its condolences to the survivors of the shootings, the families of the victims, and the larger Dawson College community.

The Principal welcomed all Senators to the first meeting of Senate for the year, adding a special welcome to Professor Richard Levin (Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine), Professor Linda Jacobs Starkey (Interim Dean of Students), Professor Glenn Cartwright (Interim Dean for the Centre of Continuing Education), and Mr. Robert Maheu (Interim Vice-Principal (Inter-Institutional Relations)). The Principal introduced all newly elected and re-elected senators and thanked them for their willingness to serve the University in this important capacity.

1. RESOLUTION ON THE DEATH OF PROFESSOR JAMES P. SMITH

The following resolution on the death of Professor *James Smith* was presented by Dean Chandra Madramootoo, and adopted unanimously by Senate.

Our college was deeply saddened to learn recently of the passing of Professor James P. Smith who came to McGill in 1984 from the Australian Meat Council. Jim succumbed to prostate cancer after a courageous fight that lasted some ten years.

McGill's academic staff are expected to teach, conduct research, and contribute to the University in various ways. Professor James P. Smith carried out each of these duties with dedication, humility and panache. He was, moreover, a gifted and caring teacher. He taught courses in Food Chemistry, Food Packaging and in Communication Skills. His ability to enthuse his students was recognized in 1995 when he was the recipient of the Macdonald Campus Award for Teaching Excellence.

Jim's interest in, and commitment to, his research were legendary. His primary interests were in the area of food microbial safety. He forged strong and lasting links with other University-based researchers and with provincial and federal government scientists and administrators. Yet, it was his students who benefited most from these associations. I know of no other staff member who has had the relationship Jim had with his graduate students. Yes, he was a supervisor of their research, but also a mentor and great friend. In fact, Jim seemed to "adopt" them as members of his family.

Jim chaired our Founder's Day Committee and always managed to enthuse a some what jaded audience so that they became receptive to the main speaker. To wit, after Jim's initial encounter with prostate cancer a decade ago, he introduced himself to the Founder's Day audience as "James P. Smith, James prostate less Smith". Jim was a dear friend and a credit to the clan Macdonald. He was the professor that we can all aspire to be. Please join me in extending our deepest sympathies to his wife Julie, daughter Lucy and sons Jamie and Darren

2. RESOLUTION ON THE DEATH OF PROFESSOR HOWARD ALVEY STEPPLER

The following resolution on the death of Professor Howard Alvey Stepler was presented by Dean Chandra Madramootoo and adopted unanimously by Senate.

Howard Alvey Stepler was born in Morden Manitoba in 1918. He attended the University of Manitoba, graduating with a B.S.A. and the Gold Medal in Economics in 1941. Although he registered for graduate studies in Manitoba he deferred enrolment to serve in Europe during the Second World War with the Royal Canadian Artillery 7th Anti Tank Regiment. He was decorated for his war service and retired at the rank of Captain to enroll in graduate studies in 1946; this time at McGill University's Macdonald College. Howard brought home more than medals from Europe, he had met and married Phyllis in 1945, she was to be his wife for more than 60 years. Howard completed both his M.Sc. in Agronomy in 1948 and his PhD in Agronomy and Statistics in 1955 at McGill.

In 1949 he became an Assistant Professor of Agronomy at Macdonald College, beginning a distinguished scientific and administrative career at McGill that was to span more than 50 years. He served as Department Chair on no less than three separate occasions, finally serving as Chair of the newly formed Plant Science Department from 1976 to 1984. He also served as Associate Dean (Research) and Chair of the committee

responsible for the construction of the Macdonald Stewart Building, the renovation of existing buildings and the move of the Faculty of Agriculture in 1978, an enormous undertaking. He was responsible for the design and construction of many of the outstanding academic facilities on the Macdonald campus today. In 1984 he retired and was named an Emeritus Professor.

Throughout his career at McGill and well into his retirement Howard Stepler was active in agricultural research on the national and international stage. He spent a considerable amount of time working in Africa and in 1970 was named special advisor in agriculture to the Canadian International Development Agency (CIDA) He served as interim Director General of the International Council for Agro-Forestry (ICRAF), on numerous Boards of international agencies and was the founding Director of the Southern Africa Centre for Coordination of Agricultural Research. Over his long and illustrious career he worked extensively with CIDA and IDRC, and other international development agencies, banks and foundations around the world; always promoting the role of agriculture and agro forestry in improving the lives of rural people.

Professor Stepler served as President of the Agricultural Institute of Canada and the Canadian Society of Agronomy. He was recognized for his contributions to international agriculture by the awarding of Fellowships and Honorary Life Memberships in numerous organizations. In 1966 he was named a fellow of the Agricultural Institute of Canada (AIC), in 1967 he received the Centennial Medal of Canada and in 1994 he received the International Recognition Award of the AIC on the basis of “his outstanding contributions to the development of agriculture in the third world”.

Howard Stepler made a significant contribution to global agriculture and to his alma mater, Macdonald College. He was a distinguished colleague, role model and friend.

We send our condolences to his widow Phyllis and his son Glen

3. REPORT OF THE STEERING COMMITTEE

The report of the Steering Committee (06-07:01) was received.

Item 1, Approval of Minutes of Senate, on motion by Professor Harris, seconded by Dean McLean, the minutes of the meeting of May 24, 2006, were approved.

Item 2, Confidential Minutes, was noted.

Item 3, Degrees and Diplomas Granted, was noted. Professor Wade raised a question regarding the role of Senate in the approval of degrees and diplomas granted, proposing that this be approved by Senate rather than the Steering Committee. After a brief exchange clarifying the role of Senate Steering in the approvals process it was agreed that in future the text of this item be amended to indicate that Steering Committee had approved the degrees and diplomas in the name of Senate.

*Item 4, Committee of the Whole, on motion by Mr. Hobbins, seconded by Professor GowriSankaran, Senate agreed to move into Committee of the Whole to discuss progress on the report entitled *McGill University Strengths and Aspirations* (D06-09).*

Item 5, Electoral Reports, was noted.

Item 6, Update on Space for the Sexual Assault Centre of the McGill Students' Society, the Principal called on the Deputy Provost to provide an update. Professor Mendelson presented the following information:

On March 29, 2006, Provost Masi was asked a question in Senate regarding the allocation of University space for a crisis line operated by the Sexual Assault Centre of McGill Student Society (SACOMSS). At the time, the

Provost indicated that the issue was a topic for discussion between SSMU and the Administration in ongoing negotiations regarding a Memorandum of Agreement.

As Senators likely know, the MOA between SSMU and the Administration was finalized over the summer. The MOA included an extension of the agreement regarding space for SACOMSS until August 31, 2006, which provided additional time for a resolution of the matter.

I am now pleased to announce the establishment of a McGill Sexual Assault Help Line, to be run by the McGill Mental Health Service with student volunteers, which has obviated the need for a SACOMSS Help Line. As noted by SACOMSS, providing this type of service for students who have been sexually assaulted is an important part of supporting and protecting members of our community. In addition to offering an important service, the project will contribute to McGill's overall mission by providing students a valuable educational experience.

SACOMSS has successfully operated this type of service and they have been justifiably praised both within and outside McGill for their efforts in this regard. In recent years, Dr. Norman Hoffman, the Director of the Mental Health Service was asked to be a faculty advisor for SACOMSS. He was highly impressed by the operation of their crisis line, which will form the basis for the service to be provided now. Moreover, SACOMSS has agreed to train volunteers, under Dr. Hoffman's oversight, for the McGill Sexual Assault Help Line. It is hoped and assumed that members of SACOMSS will participate as volunteers.

It should be noted that the University will provide appropriate space for the Help Line, with due regard to the security of the student volunteers. McGill Mental Health Service will produce an annual report on the functioning of the Help Line; and, as construed now, the Help Line is running on a trial basis, with reviews to be conducted at the end of the first and second years.

SACOMSS, as a group under the auspices of SSMU, will continue to provide other services on its own, from space within the University Centre. And, I would like to use this opportunity to commend members of SACOMSS for their accomplishments in areas of education and service to the community.

I would also like to commend Dr. Hoffman for his willingness to work closely with SACOMSS over the years and to continue working with them not only with respect to the McGill Sexual Assault Help Line, but independently of that as an advisor with respect to some of their other activities.

I am also optimistic that this endeavor will prove the usefulness of a model that we can use, as appropriate, to support other aspects of student life at McGill—a model that draws on the following strengths:

- *filling a need that has been identified by students themselves;*
- *drawing on students' own experiences in designing a service;*
- *engaging students in the provision of a service that is overseen professionally, thereby providing students important opportunities for education and personal development;*
- *constructive dialogue and cooperation with student groups.*

Ms. Upham thanked the Deputy Provost for this update, and conveyed thanks from SACOMSS to Dr. Hoffman for his work on advancing this resolution and for being a voice of support for student services. Ms. Upham added that the arrangement met two of SACOMSS' urgent priorities, that is the availability of the service to students and the community, and the safety of the volunteers. Ms. Upham noted that SACOMSS volunteers had some remaining concerns and looked forward to being more involved with the finalization of the arrangement.

Professor GowriSankaran reminded Senate of his long standing concern with this issue and added his thanks to all members involved especially the Deputy Provost for their contribution to this agreement. The Principal thanked Professor Mendelson for his update.

The Principal alerted Senators to an Addendum to the Report of the Senate Nominating Committee. This Addendum, arising under Part "B" item 2 of the Senate Agenda, was distributed to Senators as a result of a Senate Nominating

Committee's meeting on September 19 2006. She asked that, on the recommendation of Steering Committee, this item be chaired by Dean Madramootoo as it addresses the nature of the process used to appoint representatives of Senate to the Committee to Advise on the Reappointment of the Principal. On motion by Professor GowriSankaran, seconded by Professor Harris, Senate approved that Dean Madramootoo chair this item.

4. AGENDA

On motion by Ms. Upham, seconded by Dean McLean, the Agenda was approved.

5. CHAIR'S REMARKS

The Principal opened her remarks noting the recent tragic events at Dawson College, and expressed special thanks to McGill's Security Services, the Interim Dean of Students, and McGill's hospitals for their support and assistance to Dawson students and to the McGill community. Addressing concerns raised by members of the community regarding McGill's preparedness for such an event, the Principal noted the work of the University Crisis and Disaster Committee (over 20 individuals representing key domains who would come into play should such an event take place), and her request to the Provost and the Vice-Principal (Administration and Finance) to begin anew our crisis and emergency plans with a special eye to this kind of crisis.

The Principal reiterated her welcome to Senators, and congratulated the SSMU Executive and all those involved in organizing Frosh events, remarking on the balanced nature of Frosh programming available. The Principal added thanks to McGill's athletics teams, the coaches and captains, and acting Director Professor Derek Drummond for orientation procedures focused on leadership, community outreach and volunteerism. She then announced the appointments of Professor Morton Mendelson as Deputy Provost (Student Life and Learning), Professor Hélène Perrault as Associate Provost (Budget and Planning), and Professor Martin Kreisworth as Dean of Graduate and Postdoctoral Studies and Associate Provost Graduate Education.

The Principal indicated that she would be presenting a summary of the plans and priorities to Senate at an upcoming Senate meeting. In addition, she noted that both the Vice-Principal (Development, Alumni and University Relations) and the Vice-Principal (Research and International Relations) would be scheduled to present plans and priorities to Senate before the end of the calendar year. Finally she updated Senate on a number of matters including decanal searches and the planned launch of the University's campaign (Spring 2007).

On government relations issues, the Principal reported that she and the Provost had participated in a meeting with the Premier, the Minister of Education and university rectors in the lead up to the Quebec government announcement of an additional investment in universities of \$240 million over the next three years. She added that she will be participating in the Comité des Priorités established by the Minister of Education to determine how the funds will be allocated. She stated that there will be continuing efforts to advocate for additional investment in postsecondary education as well as development of a science and technology strategy to guide investments in research and innovation at every opportunity. On the federal level, she noted that there is ongoing participation in pre-budget consultations in relation to the next federal budget and that she met with several members of the Federal Government over the summer.

The Principal congratulated members of the McGill community on their recent achievements among which three McGill professors have been named to the Order of Canada and seven McGill faculty members were elected to the prestigious Royal Society of Canada. In closing she reminded Senate of the Centraide campaign and urged everyone to support this worthy cause.

Professor Harris congratulated the Principal on her reports to Senate, remarking they represented a collegial approach to apprising Senate on news arising. He asked whether the additional \$6,000,000 (referencing the announced \$240 million in provincial investment) was in addition to the accelerated pay back of the "ajustement" McGill. The Principal replied in the affirmative noting that it is very encouraging news as a first step but that continued vigilance on this file was essential.

The Vice-Principal (Administration and Finance) added that the government has allocated 30 million for the 2006-07 year and an additional \$30 million for 2007-08 as a one time funding to redress some of the under funding that has occurred in prior years (noting that McGill's share would be between 12 and 14 percent).

6. QUESTION RE SUMMER FRIDAYS

Mr. Sedgwick asked the following question:

On July 5 the Provost directed that administrative offices in the university open on Fridays during the months of July and August when they would normally have been closed.

Given that "summer Fridays" in one form or another have been a part of McGill's yearly calendar for more than a quarter century,

And given that the summer schedules of administrative offices are determined early in the Winter Term taking into account the vacation plans of staff members,

And given that individual staff members make plans for their families' summers, including child care arrangements, with the knowledge that they will not be working Fridays,

And given that the volume of traffic through most of these offices was very low on the Fridays when they were open, and that this could have been predicted by the office supervisors,

And given that staff members who worked on Fridays were usually given another day off during the week in compensation, and that this resulted in less than full service being offered both on Friday and at least one other day during the week,

1. Can the Provost explain his reasons for issuing this directive?

2. Can the Provost explain his rationale for the timing of this directive?

3. Can the Provost assure Senate that, in future, directives which impact on the functioning of administrative offices will be issued after appropriate consultation with individuals who supervise the affected offices and with sufficient warning to make possible their effective implementation?

The Principal invited the Provost to respond.

Professor Masi replied that the summer Fridays were first instituted as a response to severe budgetary constraints, designed as a response to budget cuts that otherwise would have necessitated layoffs and workforce reductions. However, this policy was always seen as a temporary one until the University was in a financial position to buy back the time given in lieu of salary. The then Vice-Principal (Administration & Finance), John Armour, clearly stated in his memo of 22 February 1989: "It remains our intention to buy back this time off when funds become available to make the necessary salary adjustments." The directive was issued in order to try to address the challenges of running a university that is open during the summer months only four days a week. McGill must remain functioning and viable on Fridays throughout the summer months. This is often a critical time for students and faculty to progress in their academic endeavours as well as for the public to interact with McGill either as future students or to collaborate in a variety of areas.

As stated in the follow-up memo of 12 July, Professor Masi apologized for the difficulties that the timing of the announcement caused. However, despite the late notice, some important service units were able to respond (e.g., ARR, ICS) and expand their service to the benefit of the entire community. He added that it would have been unfortunate to deprive the community of access to these services for the remainder of the summer. This

also provided a chance to experiment with different service models that can then be planned thoroughly for the next summer season.

Professor Masi indicated that it is his intention to consult with the administrative units affected this fall. This is an ideal opportunity to consider the reorganization and reorientation of a range of services for students, faculty and the public at large.

There were no follow-up questions.

7. QUESTION RE UNDERGRADUATE RESEARCH AT MCGILL

Ms. Upham asked the following question:

In the Vice Principal (Research and International Relations) report on Research Performance at McGill (D05-73) last May, it was mentioned that his office was looking to develop further meaningful reports of research performance. McGill claims to be a research intensive, student centered university, touting the advantage of a research oriented faculty to prospective students through opportunities of research informed teaching and first hand research experience for undergraduates. While not a common method of benchmarking research performance, involvement of undergraduates in university research activities is an important indicator of an institution's investment in the next generation of researchers.

A) *What kinds of statistics are collected by the university on student participation in research, both graduate and undergraduate?*

B) *And more specifically, what information can be found on:*

- 1) *Student participation in course-related research (e.g. MATH 470: Honours Project) and extracurricular research (e.g. summer research programs) across faculties?*
- 2) *Research funding spent on undergraduate Research Assistants, Lab Assistants, and the like?*
- 3) *Initiatives encouraging researchers to include undergraduates in their work?*

C) *What plans exist to expand on the existing information on student participation in research?*

The Principal invited the Deputy Provost to respond. Professor Mendelson provided the following reply:

The issue of undergraduate participation is indeed a priority at McGill. The White Paper, Strengths and Aspirations, which we will discuss later today, lists the following strategy and actions on p. 18:

Strategy II.2: McGill will enrich the academic experience of its undergraduates by enhancing its academic programs.

Actions II.2.1: All Faculties will develop programs and approaches to ensure that research conducted by McGill professors actively informs the design of courses, programs, and teaching at the undergraduate level.

Among other goals listed:

- *introduce research as an essential element in our curricula;*
- *improve teaching laboratories;*
- *develop a range of opportunities for undergraduate students to participate directly in research projects;*
- *create a network of undergraduate research offices.*

In addition, the definition of a student-centered university that has been proposed by the Principle's Task Force on Student Life and Learning includes the following:

As members of a research-intensive university, students learn about, and are encouraged to participate in, research and scholarship in their field.

However, there is much to be done, which brings me to Senator Upham’s specific questions:

- A) *Currently no statistics are collected systematically at the University level regarding student participation in research. One faculty—viz., Science—has undertaken its own study to estimate undergraduate participation in research, but the issue is not straightforward. Some participation occurs in courses or independent study, some on a volunteer basis, and some in the form of paid work.*
- B) *1. The enrollment in research courses can certainly be obtained centrally, although defining research courses is not as straightforward as it might appear. For example, independent study courses can be used for directed reading that may not be akin to research or for scholarship that may be comparable to an undergraduate research project.*

Student participation in other types of research is much harder to track and would likely require direct surveys of faculty and/or students.

2. Theoretically, it would be possible to ascertain how much funding is used to pay undergraduate research. However, I suspect that the majority of funding for undergraduate research is indirect, in the sense of funds spent, for example, on supplies used by undergraduates in research projects.

3. There are currently no specific plans for introducing new initiatives to encourage researchers to include undergraduates in their work. However, there is also no evidence yet that new initiatives are needed. Supervising undergraduate research is one aspect of research productivity as well as an important part of teaching responsibility in several faculties.

Nonetheless, some new efforts in the Faculty of Science are worth noting:

- *the establishment of the Office for Undergraduate Research in Science (OURS);*
- *a web site: mcgill.ca/science/ours with valuable information for students: e.g., descriptions of undergraduate research project courses in each unit for students from other units and lists of research courses in Science.*

- C) *The APPC Subcommittee on Teaching and Learning has undertaken an examination of the nexus between teaching and research, of which undergraduate participation in research is one aspect. The Subcommittee has linked discussions about this issue with a broader discussion of graduate attributes – i.e., the characteristics we would like to see in our graduates of, in this case, undergraduates programs. I expect the Subcommittee to have more to report on these two issues by the end of this academic year.*

8. 382ND REPORT OF THE ACADEMIC POLICY AND PLANNING COMMITTEE

The 382nd Report of the Academic Policy and Planning Committee (D06-02) was received. Item II, Approved in the Name of Senate and Item III For the Information of Senate were noted.

9. REPORT OF THE SENATE NOMINATING COMMITTEE

As agreed earlier, Dean Madramootoo assumed the chair of Senate.

The Report of the Senate Nominating Committee (D06-06) was received and noted.

Dean Madramootoo presented the Addendum to the Report of the Nominating Committee and moved that Senate approve the recommendation from the Senate Nominating Committee, specifically that the appointment of Senate representatives to the Committee to Advise on the Reappointment of the Principal and Vice-Chancellor be decided by a Senate election (rather than by appointment through Senate Nominating Committee).

Professor GowriSankaran asked for a clarification regarding whether the candidates would be members from Senate or from the McGill community. The Secretary-General clarified that candidates nominated need not be members of Senate, and that the call for nominations would provide this clarity. Mr. Hobbins and Professor Glenn further asked whether the nominations must be for members of the academic community. Ms. Pelletier outlined the composition of the advisory committee, adding that the nominations need not by necessity be members of the academic staff.

Professor Jonsson moved an amendment to the recommendation of Senate Nominating Committee, requesting that the two Senate representatives must be members of the Senate. The Chair invited the Secretary-General to advise on procedure and the nature of Senate Nominating Committee's role.

Ms. Pelletier explained that while there would be no statutory or other policy-based impediment to the proposed amendment, it could be seen as contrary to Senate custom and tradition, and the role of Senate Nominating Committee. She closed her comments noting that Senate does routinely appoint members of the community to act on its behalf, including those who are not current members of Senate.

The motion was not seconded, and hence defeated.

The vote on Senate Nominating Committee's recommendation (for an election for two representatives of Senate to the Committee to Advise on the Reappointment of the Principal and Vice-Chancellor) was called and the motion was carried.

10. MCGILL UNIVERSITY STRENGTHS AND ASPIRATIONS

The Principal invited the Provost to present a progress report on the *McGill University Strengths and Aspirations* (D06-09). Following the presentation, as agreed, Senate moved into Committee of the Whole, with Dean Madramootoo in the Chair.(the notes from this Committee of the Whole are attached to these minutes as Appendix "A").

11. PROPOSED AMENDMENTS TO THE GUIDELINES FOR THE AWARDING OF HONORARY DEGREES

The Principal invited the Provost to present the proposed amendments to the Guidelines for the Awarding of Honorary Degrees on behalf of Senate's Honorary Degrees and Convocations Committee.

Professor Masi presented the proposed amendments (outlined in document D06-01) and moved their approval.

Ms. Upham raised a question and concern regarding editing to the preamble of the Guidelines, specifically the phrasing referring to honorary degrees as a "public declaration" of the University's values. This preamble is revised in the proposed version as:

The awarding of honorary degrees is a method by which the University expresses its highest ideals and standards, recognizing those individuals whose accomplishments are of such excellence that they provide inspiration and leadership.

The Provost asked the Secretary-General to respond in her capacity as Secretary to the Honorary Degrees and Convocations Committee. Ms. Pelletier explained the proposed editing by the Committee did not reflect any particular weight or meaningful omission regarding the University's values.

Professor Harris asked for a clarification about the meaning and nature of "Standing List". Ms. Pelletier explained that the list is a running "tally" for the Committee's use, kept for the purpose of tracking nominations

coming forward. The list would include where nominations are deferred for consideration at a later date or where nominations approved by Senate are held pending assignment to a specific convocation ceremony.

The vote was called and the motion carried.

12. MOTION TO MODIFY THE MEMBERSHIP OF THE FACULTY COUNCIL OF THE FACULTY OF AGRICULTURAL AND ENVIRONMENTAL SCIENCES

On a motion duly proposed and seconded, Senate approved the motion to Modify the membership of the Faculty Council of the Faculty of Agricultural and Environmental Sciences (D06-08).

The vote was called and the motion carried.

Senate ended at 5:20 pm

Committee of the Whole

The Chair opened the floor for questions and called on the Provost to respond.

Professor Harris thanked Professor Masi for this report, adding his support for the document’s “strategies” reflected in specific action items as a positive sign that the plan was evolving. Professor Harris asked the Provost to comment on how the document would be used and “enforced” as a management tool. Professor Masi used the example of the University budget as an example of a planning document that would be defined as a close reflection of academic priorities as defined by the academic plan (or “White Paper”). He noted that the closer relationship with the Office of the Vice-Principal (Administration and Finance) on budget development and consultation with the Deans on refining annual compacts are key to ensuring a concurrence between resource allocation and priorities. Professor Masi added that work with the Deans would continue on benchmarks or performance indicators, with a continuing review of resource allocation against our priorities.

Professor Harris commented that this document is a key indicator of future resource allocation and raised the concern that members of the community fully understand its importance. Citing the example, speculatively, of interdisciplinary programs as possible “super silos”, Professor Harris asked how the plan might actually encourage integration rather than develop a more elaborate and complex form of academic/intellectual isolation. Finally, Professor Harris encouraged Professor Masi to be more “revolutionary” in his thinking about academic planning, and voiced his disappointment that academic freedom is only briefly mentioned in the document.

Professor Masi responded with the assurance that academic freedom is a fundamental concern in all activities and the back-drop of our mission statement, even if only briefly mentioned in the planning document. Professor Masi further indicated that the document is not meant to dictate or enforce a research or other agenda on the professoriate. In regard to the nature of interdisciplinary programs, Professor Masi added that the intention is to encourage professors to indeed expand out of their existing faculties and boundaries and not to create more elaborate structures.

Professor Hoechsman congratulated Professor Masi on this challenging document, appreciating the complexity involved in its development. He however raised concerns regarding some inconsistencies in the document, including varying references in Section 6 *Pushing Disciplines beyond their boundaries* to faculties, department and other bodies. He further referred to section 4.2.3 (p. 35) here a list of the faculties is not inclusive of all. Professor Hoechsman suggested clarification on the state of the document’s evolution and whether additional editing for consistency would be possible.

Professor Masi thanked Professor Hoechsman for the suggestions and agreed to have these errors reviewed. He explained that the indicators along the margins were contributed by faculties believed to have strengths across these particular areas, but that deans, chairs, directors and faculty members were encouraged to consider whether other areas of major strengths have not been captured. He further explained that this document reflects McGill’s competitive edge and while there is an attempt to be broad and inclusive of much, it cannot reflect all interests equally. Professor Masi added that the challenge will be to measure our results against allocated resources over the next few years, with a focus on providing the highest quality of education for our students by recruiting and retaining high quality faculty.

Professor Stroud invited Professor Masi to comment on the increase of graduate students (to 25%) admitted to research degrees and whether this increase would affect the quality in teaching. Professor Masi replied that the figure reflects a comparative number measured against North American research intensive universities across Canada in term of the average number of graduate students supported per tenure track faculty member. He added that the Dean of Graduate and Postdoctoral Studies is working on setting a funding mechanism for graduate students that would maintain the high teaching quality and excellence fundamental to our mission.

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Professor Paré noted that this document, presented to Senate and to the Board of Governors for information, contains elements requiring approval by Senate and or the Board of Governors. He asked about the next reporting benchmark to Senate and wondered whether the budget to be presented later in the fall would have direct links to this document. He further asked whether any decision making could be placed on the Senate Calendar of Business so that Senators would be able to see in advance when these decisions are coming.

Professor Masi replied in the affirmative adding that the document is in principle a framework for the administration that would guide them in allocating the resources. He confirmed that any change in this document that might lead to a change in policy would certainly come to the appropriate body of governance (Senate and Board of Governance) for approval.

Professor Glenn suggested that a future presentation on budget considerations reflect clarity on the implications of interdisciplinary programming and teaching. Citing her work with the Barbados field semester, Professor Glenn expressed a concern that a model exposing undergraduates to a research experience be fully explored, but that the budget implications of any sustainable interdisciplinary and/or interfaculty model be understood. Professor Masi agreed to bring this issue forward when addressing the budget in the fall.

Ms. Cox raised concerns regarding the experiences that graduate students bring to the community. She noted that the document does not mention sufficiently, nor explore the challenges facing master students and teaching assistants, and asked that the role of teaching assistants be more appropriately acknowledged.

Professor Masi affirmed the importance of graduate students, including masters level studies, in providing support to teaching, and promised to note this comment for further consideration.

Senate rose from the Committee of the Whole.