

Minutes of a meeting of Senate held on Wednesday, November 15, 2006, at 2:30 p.m. in the Robert Vogel Council Room (Room 232), Leacock Building.

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**PRESENT:**

Angus, Adrian	Henderson, Ian	Peterson, Kathryn
Arnaert, Antonia	Henderson, Jim	Pierre, Christophe
Bartlett, Kim	Hobbins, John	Quaroni, Enrica
Bennett, Hamilton	Itzkowitz, Jake	Rhéaume, Alexandra
Bhatt, Vikram	Jacobs-Starkey, Linda	Richard, Marc
Bouchard, Carl-Eric	Jean-Claude, Bertrand	Roulet, Nigel
Bracewell, Robert	Jobin, Pierre-Gabriel	Ryan, Dominic H.
Burns, David	Jonsson, Wilbur	Saroyan, Alenoush
Cartwright, Glenn	Kasirer, Nicholas	Schmidt, Janine
Chadha, Roshni	Kurien, John	Sedgwick, Donald
Chapedelaine, Annick	Levin, Richard I.	Serero, Didier
Chase, Ronald	Lewis, Brian	Skaf, Dora Maria
Cox, Amy	Lund, James	Slee, Roger
Dear, Judy	McDougall, Sally	Steinhauer, Karsten
Donny-Clark, Aaron	McGruthers, Lauren	Stroud, Sarah
Dowsett-Johnston, Anne	McLean, Donald	Thérien, Denis
Dowsley, Martha	McSweeney, Kerry	Todd, Peter
Etemad, Hamid	Mendelson, Morton	Upham, Finn
Ezzy-Jorgensen, Frances	Munroe-Blum, Heather	Wade, Kevin
Glaser, Alison	Nemes, James	Waugh, Sean
Glenn, Jane	Newlove, Chris	Yalovsky, Morty
GowriSankaran, Kohur	Oxhorn, Philip	Zannis-Hadjopoulos, Maria
Grant, Martin	Paré, Anthony	
Harpp, David	Pekeles, Gary	
Harris, Ralph	Pelletier, Johanne	

**REGRETS:** Myriam Bouchentouf, Albert Chiang, Ciaran Duffy, Frederick Kingdom, Andrew Kirk, Christopher Manfredi, Anthony Masi, Timothy Moore, Richard Pound, Bernard Robaire, Honora Shaughnessy, Michael Smith, Beverlea Tallant, Manon Vennat, Sue Whitesides, Xin Zhao.

**1. REPORT OF THE STEERING COMMITTEE**

The report of the Steering Committee (06-07:03) was received.

*Item 1, Approval of Minutes of Senate*, on motion duly moved and seconded, the minutes of the meeting of October 11, 2006 were approved.

*Item 2, Degrees and Diplomas Granted*, was noted.

*Item 3, 2007 Spring Convocation Report*, was noted.

*Item 4, Confidential Session*, on motion by Ms. Dowsley, seconded by Mr. Sedgwick, Senate agreed to move into Confidential Session for discussion of the Report of the Honorary Degrees and Convocations Committee (D06-21).

*Item 5, Speaking Rights*, on motion by Professor Quaroni, seconded by Professor Mendelson, speaking rights were granted to Ms. Sylvia Franke to reply to questions regarding the Fall 2006 Enrolment Reports (D06-17).

On motion by Professor Zannis-Hadjopolous, seconded by Professor Harris, speaking rights were granted to Professor Patrick Healy to reply to questions regarding the 24<sup>th</sup> Annual Report of the University Appeals Committee (D06-15).

*Item 6, Electoral Reports*, was noted.

## **2. AGENDA**

On a motion duly approved and seconded, the agenda was approved.

## **3. CHAIR'S REMARKS**

The Principal opened her remarks with congratulations to the Deans of Science and Engineering for a recent event celebrating Emeritus Governor Mr. Lorne Trottier's donation of \$12 million for endowed chairs and fellowship funds for graduate students in the Faculties of Science and Engineering, Professor Munroe-Blum further shared the announcement that Dr. Victoria Kaspi would be the first Lorne Trottier Chair in Astrophysics and Cosmology.

Professor Munroe-Blum continued with announcements of appointments, including Mr. Michael Goldbloom to the position of Vice-Principal (Inter-Institutional Relations), Ms. Lynne B. Gervais to the position of Associate Vice-Principal (Human Resources), Dr. Rima Rozen as Associate Vice-Principal (Research and International Relations), and finally the Right Honourable Joe Clark, joining the University as a professor of Practice for Public-Private Sector Partnerships with the McGill Centre for Developing Area Studies. She further reported on a number of key events including the "*Pour un Québec Lucide*" conference on October 19 2006 (produced in collaboration with the Chambre de Commerce, the Human Capital Institute and the Board of Trade of Metropolitan Montreal), and the Faculty of Law's announcement of the Hans and Tamar Oppenheimer Chair in Public International Law, made possible by the generous support of Dr. Tamar Oppenheimer, a graduate of McGill and the first Canadian woman to have served as assistant Secretary-General of the United Nations.

Professor Munroe-Blum reported on the success of Fall Convocation, including the awarding of honorary degrees to her Excellency the Governor General Michaëlle Jean, Mr. Jean Beliveau and Mrs. Judith Mappin.

Reporting on university rankings, the Principal noted that McGill ranked first among medical doctoral universities in Canada in the *Maclean's* magazine 16th annual rankings issue. Concluding her remarks, the Principal congratulated members of the McGill community for their achievements, including Professor H. Patrick Glenn, Dr. George Karpati, and Professor Lawrence Mysak, each honoured with the Prix du Québec, the Quebec Government's highest recognition, for their contributions to the province's social and scientific advancement; Professors Robyn Tamblyn and Allen Huang, winners of the J.-Armand-Bombardier Prize for technological innovation for MOXXI Medical; Professor Martin Lechowicz for the Michel Jurdant Prize for his research in environmental sciences, and students Ms. Jodene Baccus and Mr. Jeffrey Coull for prizes recognizing the best doctoral theses in their respective areas of research. Finally, the Principal informed Senate that McGill won the Canadian intercollegiate baseball championship.

4. QUESTION RE CLASSROOM SIZES

Ms. Upham presented the following question on behalf of Ms. Bouchentouf:

*McGill University is known for large classrooms and an impersonal learning experience, as exemplified in the 2007 Princeton review, where we ranked 3rd in the “Rare Classroom Discussion” category, and the Globe and Mail’s giving us a C+ in class sizes. Despite the dimension of our undergraduate population, there are some programs that do succeed in providing students with core classes of more reasonable size. The Bachelor of Commerce Program has been able to claim to incoming students that “throughout [their] undergraduate years at McGill, [they would] be part of a highly motivated, closely-knit class”, a claim dependant on the programs structure of medium small classes (50-75) throughout the program. Students support this advantage, appreciating relatively small classes which allow them to better understand the subject matter through close contact with professors and class participation.*

*Last year, a question was brought to Senate concerning one class threatened with drastic changes in structure that would result in one 360-person class. In the Dean of Management’s response, he explained that the changes proposed were “part of a broader effort within the Faculty and across the University to ensure that we are using our instructional and faculty resources in the best possible way to meet the needs of students within the context of the resource constraints that we face at the University.” In discussions about cost savings with Associate Dean Academic Jan Jorgenson at the Undergraduate Program Committee last year, it was stated that cost savings from increased class sizes are negligible. In the winter 2006 B. Com. Program redesign taskforce report, it was agreed that increasing class sizes was not necessary, nor desirable, given their impact on students’ learning experience.*

*Since then, some classes in the core program have seen significant changes in their section offerings and class sizes, going from many classes of 50 students to fewer sections of 300 students, to the shock and chagrin of the undergraduate population.*

- 1) *Given the importance of class sizes in the current curriculum, what is the Desautels Faculty of Management’s long term vision for the Bachelors of Commerce, and how do these changes improve the formation of B Com graduates?*
- 2) *How can the Faculty ensure that an increase in class sizes will not hinder the quality of the learning experience? Specifically, what changes will be implemented to prevent further student disengagement?*
- 3) *If resource constraints are the principal motivators for these changes, then quite simply: where is the money going?*
- 4) *Given our reputation, is the University’s policy to protect our current opportunities for class participation, or are we resigned to continuing the trend of the impersonal classroom experience?*

The Principal invited Dean Todd to respond.

Dean Todd began by reminding Senate that in his response to a related question last spring, he had reported that the involvement of faculty in all academic programs within the Desautels Faculty of Management was being assessed. Professor Todd delivered the following response:

*Largely speaking, the goal has been to have teaching areas make decisions about how to allocate their scarce teaching resources, to have better coordination and consistency in our core teaching, and to ensure that students in the BCom program have more exposure to tenure track faculty.*

*He explained that there are clearly resource concerns, as the Desautels Faculty has consistently run operational deficits of about \$1.5 to \$2 million per year. The deficit has been reduced by better control of costs and increased philanthropic support, but we are still not breaking even. Regardless, we have an obligation to deploy all our resources effectively.*

*Financial issues were not the critical issue. The main concern has been the consistency of delivery and quality for core courses within our undergraduate program. Unfortunately, many courses have been taught in many sections that were staffed by part-time instructors, without effective coordination. As a result, students were often challenged when they moved into their majors and concentrations without consistent preparation.*

*In addition, Management undergraduates have been receiving only about 15% of their instruction from tenure-track faculty. Of course, it is desirable in a professional faculty to have instruction from both tenure-track academics and others who have important practical experience. However, in major business schools, 75% of the instruction would typically be provided by tenure-track faculty, not 15% as at McGill.*

*To achieve these goals, we are reducing total course offerings, but emphasizing the importance of a consistent learning experience and increasing the exposure of students to tenure-track faculty. Recognizing that the pedagogical needs of courses differ across domains, each area within the Faculty was asked to develop a teaching schedule within a set of constraints that tied the number of sections offered to student enrolment in each area—that is, to match supply with demand.*

*For 2006-2007, over 30% of student contact is now with tenure-track faculty, which is far from our ultimate goal, but still double what it was last year. Whether achieving this goal is worthwhile if it means dramatically larger class sizes, is certainly open to debate. Personally, I believe that the quality of the educational experience is significantly enhanced by having our best scholars teach our BCom students.*

*That said, we did not in fact significantly increase class sizes this year. We planned to teach only two sections of introductory finance in classes of 300 students this year—that is 2 out of 258 sections in Management. And introductory finance is a technical course that we believe to be well suited to large-class teaching.*

*Overall for 2006-2007, the average class size across all BCom courses is 51.6 students, down from 52.5 last year. Of course, averages can be misleading, but, in fact, only 16 of our 258 sections (~ 6%) have enrolments over 75 students.*

*Still, we should consider to what extent class size determines program quality, a topic for researchers in education that, to my admittedly limited understanding, provides mixed evidence at best. I believe that educators and students would prefer smaller classes to large ones, if all else is held equal. But I do not believe that class size is the key determinant of quality. Other factors are critical:*

- *the quality of the professors;*
- *the quality of the students;*
- *the design of the curriculum as a whole;*
- *the design of individual courses*
- *the way we integrate theory and practice.*

*Within the Faculty, we are systematically addressing all these issues.*

*Our recruiting efforts continue to attract the very best students. We have superb faculty, but we have too few professors relative to the number of students. This year, we are recruiting for 10 tenure-track positions and we should continue with this effort in the coming years. In my view, this is the most important thing we can do to improve the educational experience.*

*We are also implementing a redesigned core for the BCom program, which provides students more choice and flexibility. We are also redesigning the program streams and will be looking at the majors and concentrations with the same goal in mind. In addition, we are expanding our teaching executives program that partners our faculty with members of the business community to team teach. The program is also expanding to provide more real world projects and a mentoring program for our students. Collectively all of these activities and many more will shape and improve the learning environment for the BCom students.*

*Over time, our goal is to increase the resources available to hire faculty, support curriculum design and enhance the student experience. The impact of those activities should be to allow us to improve on all measures of performance related to the quality of education and the overall student experience at McGill.*

Mr. Bouchard noted that over the past two years, the Faculty of Management had experienced an over enrolment and wondered if this affected the student/ tenure track professor ratio. He asked whether the University has an enrolment policy or a mechanism to deal with this issue.

Professor Mendelson explained that admission into Faculties is not a science but an art. He stated that the management of enrolment is being reviewed and explored in detail this year to develop a structure that would allow a more precise management of enrolments across the University.

Mr. Itzkowitz referred to the Dean's reply, and in particular consistency of teaching across courses, and asked why the Faculty is moving to teaching students by tenure-track faculty in larger classes rather than adding more classes. He further asked about the ratio of graduate/undergraduate students exposed to teaching by tenure-track professor and lastly enquired about the low student/professor ratio as compared to the large deficit.

Dean Todd stated that considering the overall budget performance and the number of faculty and the cost of operating the Faculty, our deficit exists because the money available is not enough to cover all expenses for teaching the 3,000 students in the Faculty. He added that teaching the undergraduate students by tenure-track faculty has doubled this year; teaching of MBA students by tenure-track faculty has not doubled but has increased to 35%.

## **5. CONFIDENTIAL REPORT OF THE HONORARY DEGREES AND CONVOCATIONS COMMITTEE**

Senate moved into confidential session to discuss the Confidential Report of the Honorary Degrees and Convocations Committee D06-21 (this minute is not published or circulated but is attached to the permanent minutes of Senate as Appendix "A").

## **6. 384<sup>TH</sup> REPORT OF THE ACADEMIC POLICY AND PLANNING COMMITTEE**

Professor Mendelson presented the Report of the Academic Policy and Planning Committee (D06-16).

*Item I.A.1. To be Approved by Senate, New Teaching Programs, Faculty of Arts, the M.A. in Art History; Non-Thesis was approved.*

*Item I.A.2. Faculty of Education, The M.A. in Curriculum Studies: Non-Thesis-Coursework, the M.A. in Educational Leadership; Non-Thesis-Coursework, the M.A. in Culture and Values in Education; Non-*

Thesis-Coursework and the Graduate Certificate in Teaching English as a second Language were approved.

*Item I.A.3. Faculty of Engineering, the M.Arch.; Non-Thesis – Urban Design and the M.U.P.; Non-Thesis – Urban Design* were approved.

*Item I.A.4. Desautels Faculty of Management;* the Minor in Marketing was approved.

*Item I.A.5. Faculty of Medicine;* the Ph.D. in Human Genetics; Bioinformatics was approved.

*Item II: Approved in the name of Senate and Item III: For the Information of Senate* were noted.

In reply to a question from the Principal regarding data on courses “retired”, Professor Mendelson explained that a yearly review is conducted, and that Faculties are asked specifically to make courses not being used inactive. Furthermore, the number of courses offered at McGill and data collected on the number of courses offered at comparison universities are being examined to address this issue.

## **7. REPORT OF THE NOMINATING COMMITTEE**

Mr. Hobbins presented the Report of the Nominating Committee (D06-20).

*Item 1. Statutory Selection Committees,* was approved.

*Item 2. University Bookstore Committee,* Mr. Louis Houle, Director, Schulich Library of Science and Engineering was appointed to the University Bookstore Committee for a term commencing immediately and ending August 31, 2009.

*Item 3. Honorary Degrees and Convocations Committee,* Professor Graham Bell, Department of Biology, was appointed to the Honorary Degrees and Convocations Committee for a term commencing January 1, 2007 and ending August 31, 2009, replacing Professor Elisabeth Gidengil.

*Item 4. Committee on the Coordination of Students Services,* Senate, effective immediately, amended the composition of the Committee on the Coordination of Student Services to include the Deputy Provost (Student Life and Learning) as an ex-officio member of the Committee with voice but no vote.

*Item 5. Committee on Libraries,* Professor Jody Heymann, Institute of Health and Social Policy, was appointed to the Committee on Libraries as one of the three faculty members appointed by Senate for a term commencing immediately and ending August 31, 2009.

*Item 6. Committee on the Rights of Senate,* Professor Vikram Bhatt, School of Architecture, was appointed as the Chair of the Committee on the Rights of Senate.

*Item 7. Committee on Student Affairs,* Senate, effective immediately, amended the composition of the Committee as amended by friendly amendment to read as follows:

to replace “The Associate Provost (Academic Programs and Services)” with the “The Deputy Provost (Student Life and Learning)”; and ” The Manager, Student Affairs Office, Faculty of Agricultural and Environmental Sciences” with “The Associate Director, Admissions and Student Affairs, Faculty of Agricultural and Environmental Sciences.”

**8. MOTION TO AMEND ARTICLE 8 OF THE CODE OF STUDENT CONDUCT AND DISCIPLINARY PROCEDURES**

Interim Dean Starkey presented the motion to amend Article 8 of the Code of Student Conduct and Disciplinary Procedures (D06-22).

She moved, seconded by, the following amendment:

**Article 8**

*No student shall on property owned or occupied by the University, or in a University context:*

*(a) Assault another person, ~~including sexual assault, threaten any other~~ another person or persons with bodily harm or damage to such person's property ~~or knowingly, and without just cause, cause any other person to fear bodily harm or fear damage to his or her property;~~ or*

*(b) Knowingly create a condition which unnecessarily endangers or threatens or undermines the health, safety, or well-being, or dignity of another person or persons, threatens to cause humiliation or threatens the damage or destruction of property.*

*(c) ~~Harass sSexually or otherwise harass another member of the University community~~ (see "Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law Regulations Concerning Complaints of Sexual Harassment", for definition and procedures, especially articles 1.1 to 1.5 and 7.2).*

Professor Ryan noted that the removal of "another member of the University community" from Section C leaves the section with no object. He further raised concerns regarding the use of the word "unnecessarily" in section B) and asked under what circumstances would it be necessary to endanger or threaten the safety of students.

Interim Dean Starkey accepted the amendment to Section C as a friendly amendment. Regarding section B, she noted that the word unnecessarily was in the original article and the committee did not address the preamble of the Article.

It was agreed to refer the motion back to the Committee with the comments for further review and to bring it back at the next Senate meeting.

**9. PRESENTATION BY VICE-PRINCIPAL ANN DOWSETT JOHNSTON**

The Vice-Principal (Development, Alumni and University Relations) delivered a presentation on pre-campaign considerations and the Development, Alumni and University Relations portfolio (D06-19).

The Vice-Principal informed Senate that the University would be launching McGill's campaign in Fall 2007 during the Homecoming Weekend. She also provided an update on the success achieved to date in the "quiet phase" of the campaign (approximately \$270 million).

Mr. Richard referred to the first sentence under the rationale section and asked for a clarification of what is meant by "the greatest academic purpose of McGill." Vice-Principal Dowsett-Johnston replied that the greatest academic purpose is to serve the students, the faculty and the mission of learning. She explained that the list of priorities was determined by the leadership of the University and agreed upon by the deans reflects this purpose.

In reply to a question from Ms. Upham regarding plans for facilitating learning, Vice-Principal Dowsett Johnston explained that in addition to competing and retaining the best faculty members, we are also competing for great graduate students. The aim is to be able to support all students and to ensure that every student accepted by this University can pursue learning regardless of their financial status. She said that the campaign is at the service of the mission of learning in its fullest sense.

The Principal added that there are specific points of the White Paper and the Task Force Report reflected in the campaign priorities.

In reply to a question from Professor Chase regarding student advising, Deputy Provost Mendelson explained that student advising was included not necessarily to attract money but to indicate that the priorities of the capital campaign are aligned with the priorities outlined in the White Paper and expressed in the Task Force Report and the Master Plan. The issue of student advising has been the concern of many donors. Student advising is a constant concern of students, and the University is exploring ways to address this issue.

The Principal thanked Vice-Principal Dowsett Johnston for the presentation.

#### **10. THE 24<sup>TH</sup> ANNUAL REPORT OF THE UNIVERSITY APPEALS COMMITTEE**

The 24<sup>th</sup> Annual Report of the University Appeals Committee (D06-15) was received.

Mr. Hobbins extended his appreciation to the members of the Committee for their important work. He noted that this Committee is key to McGill's commitment to collegial governance and joined Senate in recognition of its work. Mr. Hobbins then referred to point 3 on page one and noted the distinction made between academic staff and librarians. He emphasized that librarians are part of the academic staff and recommended the use of words such as professors, faculty or teaching academics to distinguish that group from librarians.

Professor Harris also emphasized the importance of this Committee's work and echoed Senate's appreciation for the Committee's work. Referring to the report's reference to missing a stage of the hearing process, he recommended that no stage be omitted in the future to ensure that the hearing process is complete and respected. Professor Harris further commented on inaccuracies in article 13. He noted that article 5.20 of the Regulations Relating to the Employment of Librarian states clearly that the granting of tenure shall be based on superior performance in the first category and a superior performance in one of the remaining two categories with a reasonable performance in the third category contrary to what is mentioned in article 13. He further referred to the last sentence of article 13, which states that the weight of the criteria did not influence the outcome of the case, contrary to comments mentioned on page four that suggest attention was mostly focused on these categories. Finally he asked what actions would be taken to implement the recommendations suggested in the report.

In reply to the first point, Professor Healy explained that the Committee felt compelled to make this decision as the evidence before it was unclear. Although the witnesses confirmed that a superior performance in the first category is mandatory, they were inconsistent and uncertain about the relative weight on the remaining two categories. The evidence was that more weight should be put on the position responsibility rather than the other two categories, which creates a legislative problem rather than a judicative problem for the University Appeals Committee.

In reply to the actions taken regarding the recommendations, Professor Healy noted that some of these recommendations are addressed to people who are responsible for conducting the affairs in the Departmental Tenure Committees and the University Tenure Committees and hoped that the concerned individuals would read the recommendations and take appropriate actions.



Professor GowriSankaran thanked the Committee members for their work and the tremendous service to the University. He reiterated concerns raised by Professor Harris, stressing the importance of respecting the appeals process in full without skipping any stage. He indicated that, in many instances, during the faculty or departmental tenure process there is no representative from the candidate's department, which presents an enormous handicap to the candidate. In the case of a negative decision, he asked whether the chair of the University Appeals Committee would be more sympathetic about the decision of introducing new evidence.

Professor Healy explained that the University Appeals Committee is not a forum to recommence a tenure application but the last step in the tenure application. The onus lies on the applicant, the relevant department, the DTC and the UTC to establish a record that would be the basis for consideration. He added that the tenure committee would permit new evidence if it is persuaded that there is defective information in the record of the case or if there is essential information that has to be added to the record of the case to ensure a fair outcome.

Ms. Schmidt added, in response to a reference to recommendations in the Report, that recent changes to the tenure regulations for librarians approved by Senate last spring address these issues. She further informed Senate that a Committee is working under the chairmanship of Professor Foster to review these regulations, to be brought forward to Senate in the new year.

**11. FALL 2006 ENROLMENT REPORTS**

The Fall 2006 Enrolment Reports (D06-17) were received.

**12. 2005-2006 ANNUAL REPORT OF THE COMMITTEE ON STUDENT AFFAIRS (INCLUDING PLANS, PRIORITIES FOR 2006-2007)**

The 2005-2006 Annual Report of the Committee on Student Affairs (including plans and priorities for 2006-2007) (D06-04) was received.

**13. 2005-2006 ANNUAL REPORT OF THE COMMITTEE ON STUDENT DISCIPLINE INCLUDING PLANS, PRIORITIES FOR 2006-2007)**

The 2005-2006 Annual Report of the Committee on Student Discipline (including plans and priorities for 2006-2007) (D06-03) was received.

**14. 2005-2006 ANNUAL REPORT OF THE COMMITTEE ON PHYSICAL DEVELOPMENT (INCLUDING PLANS, PRIORITIES FOR 2006-2007)**

The 2005-2006 Annual Report of the Committee on Physical Development (including plans and priorities for 2006-2007) (D06-18) was received.

**15. 2005-2006 ANNUAL REPORT OF THE COMMITTEE ON CONTINUING EDUCATION TO SENATE (INCLUDING PLANS, PRIORITIES FOR 2006-2007)**

The 2005-2006 Annual Report of the Committee on Continuing Education (including plans and priorities for 2006-2007) (D06-07) was received.

On motion duly proposed and seconded the meeting was adjourned at 4:30pm.