

McGILL UNIVERSITY

Minutes of meeting of Senate held on Wednesday, September 16, 2009 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building).

PRESENT

Allison, Paul
Barney, Darin
Blachford, Gregg
Blackett, Adelle
Boss, Valentin
Boulet, Benoit
Bray, Dorothy
Brophy, James
Butler, Ian
Caplan, Eric
Covo, David
Cuello, Claudio
DeGuise, Alexander
Dooley, Rebecca
Doucette, Elaine
Drouillard, Jeremie
Everett, Jane
Ezzy-Jorgensen, Fran
Flanders, Kappy
Franklin, Keith
Gonnerman, Laura
GowriSankaran, Kohur
Grant, Martin
Grütter, Peter
Gulamhussein, Faizel
Halavrezos, Alexandros
Harpp, David
Hashimoto, Kyoko
Hebert, Johanne
Hendren, Laurie
Hobbins, Joan
Hepburn, Allan
Janda, Richard
Johnson, Juliet
Jordan, Steven
Jutras, Daniel
Kreiwirth, Martin
Kurien, John
Lasko, Paul

Leask, Richard
Lowther, David
Manfredi, Christopher
Marshall, David
Masi, Anthony
McLean, Don
Mehta, Mitran
Mendelson, Morton
Moore, Timothy
Munroe-Blum, Heather
Neilson, Ivan
Ngadi, Michael
Pekeles, Gary
Perrault, Hélène
Peterson, Kathryn
Pierre, Christophe
Piper, Andrew
Potter, Judith
Richard, Marc
Robaire, Bernard
Roy, François
Saroyan, Alenoush
Schmidt, Janine
Shaughnessy, Honora
Sieber, Renee
Simeone, Daniel
Snider, Laurie
Thomas, Hana
Todd, Peter
Van Eyk, Helen
Vroom, Ann
Wade, Kevin
Wapnick, Joel
Weinstein, Marc
White, Lydia
Wolf, Nick
Wolfson, Christina
Woolf, Sarah
Zorychta, Edith
Thibault, Line (*Secretary*)

REGRETS: Ellen Aitken, Mostafa Altalibi, Gillian Bartlett-Esquillant, Renzo Cecere, Roshi Chadha, Catherine Desbarats, Brian Driscoll, Dahlia El Shafie, Jan Ericsson, Hamid Etemad, Doaa Farid, Gerald Fried, Engelbert Gayagoy, Ashraf Ismail, Alexandra Kindlat, Torrance Kirby, Richard Levin, Andrew Ling, Bronwen Low, Chandra Madramootoo, Manosij Majumdar, James G.Martin, Robert Rabinovitch, Arnold Steinberg, Denis Thérien, Ji Zhang,

The Principal welcomed all to the first meeting of Senate for the academic year and thanked them for their commitment to Senate. She also welcomed the newly elected and re-elected Senate members.

SECTION I

1. Resolution on the death of Professor Keith Worsley

The following resolution on the death of Professor Keith Worsley was presented by Dean Martin Grant and adopted unanimously by Senate.

It is with great sadness that I report to the McGill University Senate the untimely passing of our colleague, Professor Keith Worsley, a statistician in the Department of Mathematics and Statistics on February 27, 2009. Keith was 57. He had been on leave at the University of Chicago since July, 2008. In November he was diagnosed with islet cell carcinoma.

Keith came to McGill in 1978 from the University of Auckland in New Zealand. He moved through the ranks from Assistant to Full Professor and then James McGill Professor, before taking a leave of absence to assume a position at the University of Chicago in the late summer of 2008. He was inducted as a Fellow of the Royal Society of Canada and as an Honorary Fellow of the Royal Society of New Zealand, and was awarded a Killam Foundation Fellowship. He also won the Statistical Society of Canada Gold Medal in 2004 for his outstanding contributions to many areas of statistics, including the geometry of random images in astrophysics and brain mapping. This is the highest honour bestowed on a Canadian for contributions in the field of statistics.

Keith made his name by being a pioneer in the statistical analysis of brain images. But this had not always been his interest. When he first arrived at McGill his research was in change-point problems, and in multiple comparisons. His work on change-point problems was original and often cited. Keith was a fearless researcher who did not have the patience to spend months or years doing background reading before starting out on his own. Since his intuition and willingness to think obliquely was exceptional, his approach was to leap into the middle of the pool and see what happened. The result of his creativity was, of course, his seminal and internationally recognized work—started in 1991—on the statistical analysis of brain images, which also has applications in oceanography and astrophysics. Early on Keith exploited ideas from differential geometry to determine places of activation in the brain from MRIs and PET scans.

Much of Keith's work was done in collaboration with researchers at the McConnell Brain Imaging Unit of the Montreal Neurological Institute. In later years his work went much further

afield into the analysis of the very structure of the brain. Quite simply, he became one of the top three world experts in the field. Indeed, only days before he passed away, Keith and the two other world experts, Robert Adler and Jonathan Taylor, sat with Keith in his bedroom at home working together.

As a member of the Department of Mathematics and Statistics, Keith preferred compromise to confrontation. He was willing to teach any course that was assigned to him. Graduate students who worked with Keith were enthusiastically tossed ideas one after another for he was an inspirer rather than a task master. Given the tremendous subsequent success of his graduate students this approach clearly worked. He was also generous with his grant money—always willing to fund students.

Many remember Keith's famous, very dense, Christmas puddings, which he distributed every year to his friends. Also etched in our memories are his early days at McGill when his shirt tails were always out, and his legendary practice of riding his bicycle to work even on the worst days of winter.

The McGill University Senate and broader academic community, express their heartfelt condolences to Kimiko Hinenoya-Worsley and son Seiji Worsley, to Chuanhong Liao and son Nico Worsley, to Keith's parents Peggy and Cec Worsley and to his siblings, Jane Langford and David Worsley. Your mourning is shared by us all.

2. Election of the Senate Steering Committee (D09-03)

The Principle invited Interim Secretary-General, Line Thibault, to read the motion regarding the election of the Senate Steering Committee (D09-03). On a motion duly proposed and seconded by Senators Grant and Pেকেles to “resolve that Senate ratify the election of the five members of the Steering Committee, nominated and elected from among the elected academic and non-academic staff members of Senate, and approve the composition of such Committee for the year 2009-2010,” was unanimously approved.

3. Report of the Steering Committee

The report of the Steering Committee (09-10:1) was received.

Item 1. Approval of Minutes of Senate. On motion duly proposed and seconded, the minutes of the meeting of May 20, 2009 were approved.

Item 2. Approval of Confidential Minutes of Senate. On motion duly proposed and seconded, the confidential minutes of the meeting of May 20, 2009 were approved.

Item 3. Speaking Rights. On motion duly proposed and seconded, Senate granted speaking rights to Professor Jim Nicell for item IIA1 (Question regarding coursepacks), Dr. Pierre-Paul Tellier and Professor Jim Nicell for the item IIA2 (Question regarding H1N1 pandemic), Professor Morty Yalovsky and Professor Robyn Wiltshire for the item IIB2 (Campaign McGill – Community Campaign Launch, D09-02), Professor T.V. Paul

for item IIB4 (Creation for International Peace and Security Studies, D09-05), Professor Linda Jacobs Starkey, Professor William Foster, and Professor Spencer Boudreau for item IIB6.3 (Ombudsperson for Students' Annual Report , D09-08),.

Item 4. Update on the Report on Non-Tenure Track Academic Staff. The Principal invited the Provost to update Senate on the Report on Non-Tenure Track (NTT) Academic staff.

Professor Masi noted that in May 2008 Senate received the report and recommendations from the NTT Academic Staff Task Force that was established by Senate (Document D07-63) in 2007. The report recommendations were accepted in principle by Senate but as input from the Faculty of Medicine had not been received, the recommendations could not proceed. The report from the Faculty of Medicine was received in the summer of 2009 and a meeting of the Task Force will be convened within the next couple of weeks.

The Provost gave a brief summary of items that need to be reconciled. These included:

- Negativity of the term Non-tenure Track Academic Staff and the academic classifications;
- Ranks of NTT staff, especially the designation of the Geographic full-time hospital (GFTH) staff in the Faculty of Medicine;
- Ranks that should be available to NTT staff in faculties other than Medicine.
- Provision of appropriate career progression for those who are in the NTT, but ranked category of Faculty Lecturer.

He noted that the Task Force is developing criteria for career progression decisions that affect NTT staff. The Task Force is investigating how benefits can be extended to NTT staff either through participation in existing university plans or in providing access to analogous, but separate, plans

More generally, work has been progressing on drafting a new set of regulations relating to the employment of NTT staff and proposing appropriate suggestions to the regulations relating to the employment of academic staff in light of these changes.

Deans have been asked to ensure that NTT staff have some representation on faculty councils and consideration is to be given regarding NTT staff representation in Senate. Steps are being taken to ensure better communication between the University and NTT staff to ensure that they are aware of the duration, conditions, and implications of their employment at the University. At the recommendation of the Task Force, the practice of using casual employees, other than students and teaching research assistants paid from the University POPS system, will no longer be used for defining those academic positions. Teaching and other awards are under consideration with the help of the

Teaching and Learning Services. It is hoped this is ready for implementation for the end of this calendar year and that the benefits option is ready in this calendar year.

Senator Pেকেles asked if the small number of NTT Academic Staff that currently have benefits may have those benefits removed. The Provost answered that the objective was to extend benefits, not take them away. However, the nature of NTT Academic Staff in those benefits has yet to be determined by Human Resources.

4. Adoption of the Agenda

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

5. Chair's Remarks

The Principal chose to defer her remarks to the Section IIB1 of the agenda.

SECTION II

PART A – Questions and Motions by Members

1. Question Regarding Coursepack Services

On invitation of the Chair, Professor Alenoush Saroyan asked the following relating to end of the Eastman Systems service contract that provided coursepacks and the subsequent switch to Ancillary Services:

What specifically were the contractual issues that could not be resolved in a timely manner resulting in a situation that has put professors and students in distress at the beginning of term and has led to duplication and waste of resources?

Will the Administration acknowledge that switching the coursepack service from a proven efficient and cost-effective service provider to Ancillary Services was a mistake that should be immediately rectified as clearly Ancillary Services is not achieving the “highest standards of excellence” in supporting teaching, and while “contractual issues” might be in the best interest of the University, they certainly are not in the best interest of students and faculty?

The Chair invited Professor Jim Nicell to answer the question.

Professor Nicell began by explaining that there were a number of important motivations for the decision to bring these operations internally to McGill.

The five-year agreement with Eastman ended on July 31 and due to the stringency of Quebec's new regulations regarding public tender for contracts, McGill faced the decision of whether to continue outsourcing these functions to an as-yet unidentified supplier for the next three years or bring these functions into its internal operations which were already handling all other aspects of the coursepack process.

The decision to in-source was made to avoid the risks associated with a three year repetitive cycle of public tender processes where Ancillary Services would always be uncertain as to who

would win the contract and the possible transition problems with a new supplier. Ancillary Services also had to consider the demands of students who wanted to know why they were being asked to pay for printed versions of portions of coursepacks that are already available free of charge through the digital collections of the Libraries. The decision, therefore, to in-source was essentially an operational one in which the intent was not to change the product, but to change the manner in which it is produced, thereby seeking opportunities for important cost efficiencies that would benefit the students and McGill as a whole.

In the spring, Ancillary Services announced that the submission deadline for coursepacks for the fall semester was July 21st. To date, 413 coursepacks have been submitted to Coursepack Services, of which 181 (44% of the total) were submitted by the deadline of July 21. 225 additional coursepacks (54% of the total) were gradually submitted between this initial deadline and the first day of classes, with an average of approximately 40 coursepacks being received each week at a fairly steady rate, but tapering off toward the first day of classes. After the “final call” email for coursepacks was issued on August 6, 116 coursepacks (28% of the total) were submitted for processing over the course of the 3.5 weeks remaining before classes began. 44 coursepacks (11% of total) were received in the last week before classes. Additional coursepacks have continued to be submitted since the start of classes.

In the midst of this process, two significant equipment contracts came to an end on June 30, 2009, one relating to the departmental and public copier fleets and, the other relating to McGill’s printing and scanning production equipment. Over the past year, Ancillary Services had taken all reasonable steps to ensure that all such equipment would be in place by July 1st. However, unpredictable delays in finalizing the contracts arose due to legal and contractual issues related to the public bid process under Quebec’s new regulations. As a result, there was a one month delay in the receipt of equipment and software, which were finally installed on August 3rd. This severely compressed the front end of the six-week timeline available to produce coursepacks in time for the first day of classes of the fall semester.

In order to overcome the one month delay, Ancillary Services:

- Prioritized the production of coursepacks that could be produced immediately in order to ensure that we used all available capacity at Printing Services to handle the materials;
- Added staff at Coursepack Services to increase productivity to handle the reduced timeframe imposed by the late delivery of equipment.
- Added shifts at Coursepack Services to include evenings and weekends.
- Initiated three shifts a day, seven days a week at Printing Services.

The results are as follows:

- On September 1, the first day of classes, 196 coursepacks (47% of total) were delivered to the distribution outlets;

- Ancillary Services delivered an additional 68 (cumulative 64% of total) during the remainder of that first week, 35 (cumulative 72% of total) in the second week, and 70 (cumulative 90% of the total) more in the third week of classes;
- As of Monday afternoon, almost two weeks after the start of classes, Ancillary Services have delivered 403 (cumulative 97% of total) coursepacks, with eleven remaining.

Ancillary Services was not successful in delivering all, or even the majority, of the coursepacks by the first week of classes. They also did not manage to finalize all coursepacks that were submitted to us by the prescribed deadline. This was due primarily to the one-month delay and while Ancillary services did manage to overcome the bulk of the delays, it still did not deliver all that was promised.

Professor Nicell stated that he would not whitewash the issue by claiming that the delays in delivery of the coursepacks to the distribution outlet were all associated with the one-month delay. Ancillary Services are proceeding with the following as it launches into the next round of coursepack production:

- Copyright clearances which represent a significant bottleneck in the production are moved as far as possible to the front of the process;
- Professors receive a timely report with options on how to proceed with securing copyrights;
- Procedures are rigorously applied to ensure that the receipt of materials is acknowledged and any problems immediately reported to professors;
- Knowledgeable customer service representatives are available to answer all inquiries and questions;
- Procedures to communicate issues with professors are put in place;
- Information more readily accessible on the coursepack website the provision more “how to” materials for professors; and
- Collaboration between the Libraries and professors coursepacks to balance materials in paper and digital formats.

He noted that Ancillary Services is confident that it will achieve the high standard of excellence that is expected.

Senator Saroyan asked if, in light of this situation, the Committee on Ancillary Services should be reinstated. Professor Nicell answered that he and the Vice-Principal (Administration and Finance) are considering a committee be formed with University-wide representation to address issues relating to the coursepacks. However, he was not convinced that it need be the Senate Committee on Ancillary Services.

It was asked by Senator Gulamhussein why students who had not received coursepacks on time had not received an email and if this service could be provided if coursepacks were

delayed further. Professor Nicell replied that the University Bookstore does not know which students have ordered coursepacks and rely on professors to relay this information. He also suggested that such information be on the University Bookstore website.

Senator Seiber then asked if there were contingency plans should there be union issues relating to Ancillary Services staff. Professor Nicell confirmed there were.

To a concern expressed by Senator Marshall regarding academic compensation for current students who have not now that the course change period has passed, the Deputy Provost answered that such students will be advised to contact their Student Affairs Office to request consideration of a late withdrawal. He added that, in the past, the University has not accommodated students when a textbook is late because the professors make the necessary compensations.

Senator Wolf asked which student services could expect benefit from any profits on coursepacks, Professor Nicell advised that the University Bookstore would channel any profits to Student Aid via the Office of the Deputy Provost (Student Life and Learning).

2. Question Regarding H1N1 Pandemic

On invitation of the Chair, Senator Timothy Moore asked the following relating to the possibility of an H1N1 pandemic:

1. Will medical advice be made readily available to the broad McGill community on campus, rather than being dependent on the over-stressed public health care service?
2. During the Spring Convocation, hand sanitizers were placed on the ground floor of Burnside Hall, adjacent to the Welcome Centre and the washrooms. These disappeared immediately after Convocation and have not reappeared; are there plans to make these broadly available, as occurs in hospitals and, for example, the Montreal Neurological Institute?

The Chair invited Professor Jim Nicell and Dr. Pierre-Paul Tellier to answer the question. Professor Nicell answered as follows:

The document was not about keeping people apart, but about what to do when people cannot be together due to illness and that “social distancing” is one important approach to reduce the transmission of the virus.

He added that University advice should not be considered a substitute for any immediate medical advice and medical treatment when it is urgently needed. However, the University is providing information, through email and on the web at www.mcgill.ca/heath about symptoms of the virus and suggestions on how to avoid the virus.

McGill’s Pandemic Contingency Planning Group was established in June of 2009 in response to the emerging H1N1 influenza pandemic. This group has broad representation from across the University, including medical professionals, and is in contact with other provincial, national, and international bodies on matters of public health.

In regard to hand sanitizers that while the University will begin to deploy sanitizer stations more widely throughout its for special events such as Convocation, a few things should be kept in mind.

- First, the use of hand sanitizers does not replace thorough hand washing with soap and warm water.
- Second, a hand sanitizer is most effective when it is carried and used when needed. Static hand-sanitizer stations can play a role but they should not be thought of as the primary means of fighting the spread of the flu virus. All members of the community are encouraged to carry their own.
- Third, hospitals and university campuses are quite different. Sanitizing stations in hospitals are provided to prevent the spread of germs to people whose immune systems may be compromised, as well as to prevent the spread of hospital-grown microbes to the wider population beyond the hospital's doors. They are also used to limit the spread of infection as hospital workers quickly move between patients and do not have the opportunity to wash their hands frequently enough. For these reasons, hand sanitizers have been installed in all hospitals across Quebec.

Professor Nicell went on to say that McGill must be prepared for the not-yet-known consequences of this pandemic and the support of all the community is needed. All faculties, departments, schools and other research, administrative, or service units are urged to complete their pandemic contingency plans. Public health agencies are recommending preparation for to absentee rates of 35% generally and for higher rates of absenteeism for shorter periods of time.

Moreover, he advised that personal pandemic plans should also be developed: What will you do if you or members of your family became ill or if your children's schools closes for an extended period? How would you balance these personal demands with work, classes, and other activities? These questions are especially critical for students who live alone or with roommates and who do not have the support network that students living with parents or in Residences have. To aid students, McGill will be preparing a list of suggestions which will be posted with other information about personal pandemic planning on the McGill health website.

The Principal invited Professor Nicell to speak about the "Buddy System."

Professor Nicell explained the "Buddy System" as a means for students who do not live in residence to ensure their well-being in the event of sickness. Essentially, off-campus students should designate a flu buddy, who can help them if they get sick

Senator Deguise asked if signage regarding for waste disposal should be put up around campus as this garbage is a means of disease transmission. Professor Nicell said he would bring this suggestion to the Pandemic Contingency Planning Group.

Senator Seiber asked if there were to be any changes in requirements for official documentation in the form of doctor's notes or otherwise by students. The Deputy Provost (Student Life and Learning) replied that the issue has been referred to a sub-committee on student affairs issues that will develop University-wide standard practice on this issue. The sub-committee should have an answer by the beginning of October.

Commenting on the unsanitary conditions of most of the campus' public washrooms, Professor Hendren asked what was being done to keep them clean. Professor Nicell answered that cleaning staff have been recently trained on appropriate cleaning techniques to maintain a level one state of cleanliness as outlined by the Centre for Disease Control. In the event of an outbreak the university will have to move to a higher state. One of the challenges is a shortage of staff to keep washrooms clean and the additional expenses regarding mobilizing additional staff at this time. The Principal clarified that the Vice-Principal (Administration and Finance) will take any measures that need to be taken in regards to this issue.

Senator Simeone asked if any text on course outlines in regards to the possible H1N1 pandemic should be mandated by Senate. The Deputy Provost (Student Life and Learning) answered that instructors were strongly encouraged to include text on their outlines, but due to individual needs and time constraints, Senate could not mandate this.

3. Question Regarding the Secretary-General

On invitation of the Chair, Senator Rebecca Dooley posed the following:

The position of Secretary-General, vacated through the resignation of Johanne Pelletier in late June of 2009, is currently filled by Line Thibault in an interim capacity.

Given the nature of the position of the Secretary-General which is described as "an impartial office" it is in the interest of the Senate and the University community to appoint a new permanent Secretary-General as soon as possible.

1. How will a new Secretary-General be selected?
2. How will the different stakeholders be involved in the selection process?
3. What is the timeline for the selection of a new Secretary-General?

The Chair answered as follows:

Mr. Stephen Strople has been chosen as the new Secretary-General at McGill and will start on November 1, 2009. She explained that the Principal and the Chair of the Board of Governors select the Secretary-General

The position of Secretary-General was posted and nominations were carefully reviewed. In keeping with past practice at McGill, the search was expanded nationally, but not internationally since an international search would slow the process and produce candidates without the needed experience in the Canadian university context. In addition, the University sought advice from a consultant. The Principal and the Chair of the Board of Governors also consulted with an ex officio and elected member of Senate.

Senator Dooley stated that the position of the Secretary-General is one, if not the only position at this level of University administration and governance that is not selected through a formal representative committee or governance body. She asked if given the nature of the position as impartial, how can this incongruence of procedure be remedied to respect the position of the Secretary-General. The Chair responded that the process that was followed is the process that McGill has always followed and has produced outstanding candidates. She furthermore stated

that the University depends on the good will and collaboration of everyone in order to be successful and that those consulted were professional and beyond repute in this and all selections.

Senator Saroyan asked that there be a link made on the University organigram to indicate the link between the Senate and the Secretary-General, Principal, and Board of Governors. The Chair responded that this was a good suggestion.

Senator Blachford took the opportunity to record the respect and admiration of the Senators and staff of McGill for the collegial work that the previous Secretary-General, Ms. Johanne Pelletier, performed for Senate. He noted her deep knowledge of, and respect for, the rules and traditions of Senate, and how she worked to uphold them diplomatically with Senate and its committees. He added that her expertise culminated in Senate accepting significant changes to the terms of reference for Senate committees at the May 20, 2009 Senate meeting. Senator Blachford thanked her for her service to the university. It was moved, and then unanimously approved to record appreciation for Ms. Pelletier's service to the university as Secretary-General.

Senator Gulamhussein indicated that he felt the selection process for Secretary-General might be flawed due to its lack of broad consultation. He asked if in future selection processes, the Principal would commit to consultation with Senate as a whole rather than individual senators. The Chair answered that she would not be willing to commit to that at this time, but she would discuss it with the Chair of the Board of Governors.

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

On motion duly proposed and seconded, item 4 of the agenda was taken out of order.

4. Annual Reports

4.1 Annual report of the Ombudsperson for Students (D09-08)

On invitation of the Chair, Professor Linda Jacobs Starkey and Professor Spencer Boudreau spoke about the report.

Professor Starkey reminded Senate that the new terms of reference are now available on both the Ombudsperson and Secretariat website, but it is the old terms of reference that are in the 2008-2009 Green Book because it was published before Senate and Board of Governors approved the new terms. She brought two new charts on page seven and eight of the report to Senate's attention. Both charts give information on the types of inquiries to the Ombudsperson, indicating when students are directed to outside help, when dispute resolution was required, and the duration of the help. Other items in the report are updates from previous years.

Senator Janda expressed appreciation of Senate for Professor Starkey's work in the Ombudsperson's office and it was asked if the Ombudsperson could give insight into the perceived over-representation of Graduate students on page five of the report and if the Ombudsperson has any sense of the proportions of complaints from various faculties. Professor Starkey answered that undergraduate students seem to access other paths of information before going to the Ombudsperson. Undergraduate students have an academic advisor in their departments, an advisor in the faculty, their departmental student peer group,

and their Student Advocacy Service in the University Centre. Graduate students most often go to the Ombudsperson as a place for confidential advice before they make formal inquiries elsewhere. The Ombudsperson's office does keep information on the home unit of the student, but it has not been reported because the issues students have may not be about their home unit. That being stated, twenty-four percent of the students are Arts students, seventeen percent are Science students, approximately ten percent are from Engineering, Management or Medicine, five to six percent are from Agricultural and Environmental Sciences, Continuing Education, or the Faculty of Education, and very small representation from Dentistry, Law, allied health professions, and Music.

Senator Butler asked how McGill compares nationally in relation to the number of enquiries the Ombudsperson receives. Professor Starkey answered that other Ombudsperson's offices are larger with expanded mandates, including staff related inquiries. However, she thought that McGill had fewer visits than other universities based on the number of staff that are sent to conferences from other institutions.

Senator Blachford questioned why the report did not include recommendations as has been the practice in previous years. Professor Starkey answered that any problem areas that needed to be addressed were particular to a Faculty or program and did not think they were applicable to the whole university as would be perceived in this report

1. Principal's Report

The Principal began by introducing Stephen Strole as the new Secretary-General and extended her appreciation to Line Thibault for undertaking the role of interim Secretary-General. The Principle expressed her gratitude for the provincial and federal governments' funding for maintenance of the University's infrastructure, noting the work being done on the Arts and Strathcona Buildings. She thanked Vice-Principal Roy and his team for their support in securing those government funds.

The Principal mentioned the Student Send-off and acknowledged the volunteer efforts of over thirty groups of alumni in cities around the world. She thanked the Alumni Association, the Parents' Association, and DAR for making the send-off a success. The parent's tent had 4,000 visitors from countries around the world.

She reported that, this year there was a 1.7 percent growth in student numbers, putting the number of students at about 35,000. Of those students 28,000 are seeking degrees. The growth in student population to its current level has been slower than other research universities, which has had the positive effect of being sustainable and not negatively affecting the quality of the education provided. The sustainable growth of the University has given the McGill the opportunity to control the development of specific units. There has been a four percent growth at the PhD level, keeping in line with the enrolment plan. McGill is unique in the country, as graduate students make up twenty-three percent of its student body.

The Principal spoke about the bill on new governance legislation that is currently in front of the National Assembly. This has been an ongoing issue at Senate and Board of governors since the proposed new legislation. Though there has been progress in relation to the legislation being tabled, there is still an objection to it. Therefore, the Conférence des recteurs et des principaux des universités du Québec (CREPUQ) will be making a presentation to the

Commission in the next two weeks on behalf of all its members. Although the submission has been embargoed to create public interest at the time of its presentation, the submission embraces accountability in administration rejecting the notion that a detailed piece of legislation is constructive to either accessibility or high quality education. UNESCO has put out a report condemning jurisdictions that over-regulate their universities. If legislation is required, McGill supports the idea that it come at a level of high principle. The Principal commended the Conseil Superior, where Senator Bernard Robaire plays an active role, the McGill Association of University Teachers (MAUT), the McGill University Non-Academic Certified Association (MUNACA), and the student groups that have made representations on behalf of their constituencies to the Commission.

Quebec's Justice Department has proposed legislation that would influence the credentialing of new immigrants that come to Quebec. The Principal said that this is egregious legislation dictates to the University who it should accept and credential, striking at the very nature of the institution's autonomy.

In regards to granting there has been a move to redress the slowing down of both provincial and federal grants. The Principal was pleased to announce that McGill was the foremost recipient in the Knowledge Infrastructure Program allocations being granted to Quebec's universities. This has resulted in \$103 million coming to the University to support four infrastructure projects. One will create a new Otto Maass building for Chemistry without taking down the exterior walls. MacDonald Engineering will get a major infusion along with the McIntyre Medical Building. The Douglas Institute is also a recipient.

The Principal addressed a recent article in *MacLean's* magazine which claimed that the G5 universities believe that they should be the only comprehensive universities with graduate students and all other should be fine liberal arts universities. The Principal stated that this is a complete fabrication and this was not said at any editorial boards with G5 universities. The article also states that the G5 universities should be able to apply for special grants and be considered national universities. The Principal said that although this was a good idea that has been part of the California system of universities which has resulted in exceptional funding for its research universities. However, this was not stated by at *MacLean's* editorial board.

The Principal then explained how granting in Canada is structured at the provincial and federal level. She stated the challenges facing research universities under current granting structures, which receive less matching contributions from government than non-research universities. Research universities receive less than half the dollars in grants than the research they support, resulting in infrastructure deficits at McGill reaching as high as \$600 million. Currently, this is leading to decline in McGill's position as the most research-intensive university in Canada.

The Principle mentioned Professor Brenda Milner's success in winning the Balzan Prize, bringing one million dollars into her research area. Also mentioned was the success McGill has had with the Canada-US Fulbright program, winning the most prizes for this social sciences and humanities program.

Senator Richard asked the Principal to clarify whether or not the proposed legislation from the Ministry of Justice would apply to people who are applying to immigrate to Canada and who have professional qualifications in their home country that are not recognized here and the

function of Canadian universities would be to determine if those qualifications meet Canadian standards.

The Principal responded positively to the description but objected to the proposed legislation because it was not collaborative with the universities. Instead, the legislation tells the universities to whom and how to give credentials, undermining their autonomy.

Senator Hendren asked if the University will be working to keep enrolment on target since undergraduate enrolment numbers were above those targets this year.

The Provost answered that while hitting targets is not easy, the University is trying to stay within a range that is reasonable in terms of accommodating growth while allowing those areas that are strained not have any increases. He remarked that the University has to have a strategy to manage enrolments because enrolment increases in some faculties have significant spill over effects in other faculties. Even though there were unplanned increases in some areas, overall the University was very close to its targets.

Senator Robaire asked if there was a Short-Term Master Plan that complements the Long-Term Master Plan that can be made available to Senate for the sake of transparency.

The Principal answered that the Long-Term Master Plan existed to give a broad direction and set of priorities in regards to university infrastructure. She explained that in the short-term, money must come from sources that do not strictly conform to the priorities of the Master Plan. For example, the recent Stimulus Package from the federal government came with conditions and time constraints that necessitated its immediate implementation without Senate consultation or the money would be lost.

Vice-Principal Roy stated the University must react to what money becomes available. Thus, when the Federal Stimulus Package became available the University tried to maximize the 100 million dollars to address the \$600 million backlog on deferred maintenance.

The Provost stated that there is no hidden agenda and that although there is a Long-Term Master Plan, the University must accommodate itself to the types of funds being made available. Therefore, sometimes maintenance projects that further down the list of priorities will be done sooner than planned to access available funding.

Senator Janda questioned if information could be made available to those parties that would like to align themselves with the CREPUQ and McGill position regarding Bill 38.

The Principal replied that information could be made available to the University Secretariat to advise interested parties within McGill on the condition that the information is not disseminated, as this could undo the cohesiveness that has been formed with other universities.

Senator Janda expressed discomfort with the economic discourse in regards to the positioning of universities in the *McLean's* article. The Principal was requested to explain the position of the University in regard to funding sources in a climate that favours instrumental objectives over traditional research for the sake of research.

The Principal answered that the University has to collaborate with government in order to get funding, but this is not a bad thing because all aspects of the University support public policy

objectives. She stated that in light of the realities of public accountability and the pressures that places on the University, McGill's top priority will be to base excellence in the peer review process. The Principal stated her rejection of the two step process that Quebec City engages in, which has left hundreds of millions of dollars unused by virtue of screening projects that go forward to the federal level. She acknowledged that a percentage of money from the national level would go to applied sciences, but was happy to report that this would be no more than thirty percent.

Senator Vroom stated that the Alumni Association has prepared a letter opposing Bill 38 and asked when the letter may be sent. The Principal said the letter may now be sent.

The Principal spoke about her Annual Report.

The Principal stated that the economic recession could continue to affect the University because the tax base is lowest during the initial recovery. Therefore, the University is maintaining strict discipline regarding fiscal matters.

Senator Caplan noted that all the research highlighted in the Principal's Report fall in the science domain and would like to see a more balanced picture of the University in the future. The Principal noted that the section relating to research was insufficient and would endeavour to correct it in the future.

To a question posed by Senator Neilson as to how the information was derived regarding McGill being a leader among G13 universities for fourth year collaboration with professors on research outside the classroom. The Deputy Provost answered that that information comes from his office.

Senator McLean expressed approval regarding the cleaning of the University's heritage buildings and how this was represented in the Report.

2. Campaign McGill – Community Campaign Launch (D09-02)

On invitation of the Chair, Vice-Principal (Development and Alumni Relations) Marc Weinstein presented his report.

Vice-Principal Roy asked what the objective of the campaign was. Vice-Principal Weinstein answered that it was to increase the rate of participation.

Senator Richard asked why Librarians were not mentioned in the People slide of the presentation. Professor Mendelson answered that Librarians are academic staff.

Senator Wade asked if the campaign goals were consistent with other institution's goals and how the \$750 million goal would be received publically. Vice-Principal Weinstein answered that he felt the objective was fair and sets a benchmark for universities in Quebec. He also stated that the \$750 million goal was low by North American standards

Dean Kreiswirth then mentioned that the Post Graduate Students Society in collaboration with Development and Alumni Relations and Graduate and Postdoctoral Studies added to the Library fund this year.

3. 412th Report of the Academic Policy Committee (D09-05)

The Provost presented the Report of the Academic Policy Committee (D09-05)

I. For Approval

A. NEW TEACHING PROGRAMS

1. Graduate Diploma in Primary Care Nurse Practitioner
Graduate Certificate in Theory in Primary Care
Graduate Certificate in Theory in Neonatology

Item 1A1 Graduate Diploma in Primary Care Nurse Practitioner, Graduate Certificate in Theory in Primary Car, and Graduate Certificate in Theory in Neonatology, was approved.

2. Graduate Diploma in Professional Performance

Item 1A2 Graduate Diploma in Professional Performance, was approved.

B. CREATION OF NEW UNITS / NAME CHANGES / REPORTING CHANGES

Centre for International Peace and Security Studies (CIPSS) / Centre d'études pour la paix et la sécurité internationales (CEPSI)

Senator Janda asked for clarification regarding the relationship between the proposed centre and the Department of National Defence.

Professor Paul answered that the Department of National Defence has an academic outreach program with about fifteen universities in Canada. The Université de Montréal had a long-standing relationship with the Department of National Defence and McGill joined them in 1996. Basically, the Department of National defence awards money in support of international security studies in Canada; however, the military does not direct research.

Item 1B Centre for International Peace and Security Studies (CIPSS) / Centre d'études pour la paix et la sécurité internationales (CEPSI) was approved, and recommended for approval by Board of Governors.

On a motion duly proposed and seconded, the meeting was adjourned at 5:25 p.m.