



Minutes

Wednesday, December 8, 2010 10-11:04

Minutes of the meeting of Senate held on Wednesday, December 8, 2010 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT

Abaki, Joshua
 Aitken, Ellen
 Barney, Darin
 Bishop, Alexandra
 Blachford, Gregg
 Boss, Valentin
 Bray, Dorothy
 Caplan, Eric
 Covo, David
 Cuello, Claudio
 Cutler, Philip
 Deguise, Alexandre
 Di Grappa, Michael
 Doucette, Elaine
 Doyle, Andrew
 Dudek, Gregory
 Etemad, Hamid
 Everett, Jane
 Foote, Gordon
 Fox-Decent, Evan
 Franklin, Keith
 Fried, Gerald
 Gale, Charles
 Gillon, Brendan

Gonnerman, Laura
 Grant, Martin
 Grütter, Peter
 Gyakum, John
 Harpp, David
 Hashimoto, Kyoko
 Hebert, Johanne
 Hepburn, Allan
 Hobbins, Joan
 Hurtubise, Jacques
 Ismail, Ashraf
 Janda, Richard
 Johnson, Juliet
 Koen, Diane
 Kreiswirth, Martin
 Kurien, John
 Lawson, Tyler
 Lowther, David
 Ma, Annie
 Madramootoo, Chandra
 Manfredi, Christopher
 Martin, James G.
 Masi, Anthony
 McCulloch, Mary Jo
 McDonough, Kevin

Mendelson, Morton
 Misra, Arun
 Munroe-Blum, Heather
 Nassim, Roland
 Newburgh, Zach
 Pekeles, Gary
 Perrault, H  l  ne
 Peterson, Kathryn
 Pierre, Christophe
 Potter, Judith
 Raz, Amir
 Richard, Marc
 Riches, Caroline
 Robaire, Bernard
 Saroyan, Alenoush
 Snider, Laurie
 Todd, Peter
 Van Eyk, Helen
 Wade, Kevin
 Weinstein, Marc
 White, Lydia
 Zhang, Ji
 Zorychta, Edith
 Strople, Stephen
 (*Secretary*)

REGRETS: Paul Allison, Gillian Bartlett-Esquillant, Randal Blom, James Brophy, Renzo Cecere, Roshi Chadha, Stuart Cobbett, , Brian Driscoll, Engelbert Gayagoy, Rose Goldstein, Daniel Jutras, Torrance Kirby, Ruth Kuzaitis, Paul Lasko, Richard Leask, Mark Lefsrud, Richard Levin, Peter Li, Simon Liu, Andrew Piper, Amara Possian, Catherine Ready, Matt Reid, Mike Richards, Honora Shaughnessy, Renee Sieber, Arnold Steinberg, Claudette Van Zyl, Joel Wapnick, Clare Wilkening, Christina Wolfson.

SECTION I

1. Report of the Steering Committee

The report of the Steering Committee (10-11:04) was received.

Item 1. Approval of Minutes of Senate. On motion duly proposed and seconded, the minutes of the October 20, 2010 meeting were approved by Senate.

Item 2. Speaking Rights. On motion duly proposed and seconded, speaking rights were granted Dr. Rima Rozen, Associate Vice-Principal (Research and International Relations) for item IIA1 (Question regarding research performance report; Professor Spencer Boudreau, Ombudsperson for Students for item IIB8 (Annual Report of the Ombudsperson for Students); Professor Jim Nicell, Associate Vice-Principal (University Services) for item IIB11 (Annual Report of the Committee on Physical Development); and Ms. Kathleen Massey, Registrar for item IIB13 (Enrolment Report for Fall 2010).

Item 3. Confidential Session. On a motion duly proposed and seconded, Senate agreed to move into confidential session for the Report of the Honorary Degrees and Convocations Committee.

2. Adoption of the Agenda

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

3. Chair's Remarks

The Chair spoke about the *Rencontre des partenaires en éducation*, hosted by the Minister of Education, Line Beauchamp and the Finance Minister, Raymond Bachand in Quebec City on December 6, 2010. She noted that the Executive Head of Public Affairs, Vaughan Dowie and the Executive Director of Planning and Institutional Analysis and Senior Policy Advisor, Pierre Moreau accompanied her as representatives of the University. In addition, the Director of Scholarships, Student Aid and International Student Services, Judy Stymest attended in her capacity as Chair of the *Comité consultative sur l'accessibilité financière aux études* – a student aid advisory committee charged with giving the Minister of Ministère de l'Éducation, du Loisir et du Sport (MELS) a view on all proposed regulations affecting access to postsecondary education, including tuition fees and financial aid. Approximately 120 participants attended the meeting, including representatives of universities, student federations, labour unions, Conférence des recteurs et des principaux des universités du Québec (CREPUQ), the business community, and members of the National Assembly.

The three themes of the meeting were university funding, financial accessibility for students, and university performance. Minister Bachand presented a comprehensive overview of the funding of Quebec universities and the problems our system faces. He reasserted the commitment to increase tuition fee increases for universities, referring back to his March 30, 2010 budget speech. Both he and Minister Beauchamp spoke to the need to ensure that universities identify where new revenue would be invested, how accessibility would be realized, and what were the

best mechanisms to address and report on university performance. Minister Beauchamp noted that there was consensus about the urgent need to address university underfunding and reiterated that government will maintain its investment in universities. In addition, she committed to re-examining some aspects of the loans and bursaries program as well as examining other types of loan reimbursement programs. Minister Beauchamp also noted the consensus in relation to university partnership agreements with MELS and the need to be strategic and committed in having effective university performance indicators and accountability mechanisms, and in reporting to the public on these.

Minister Beauchamp discussed the need for all partners in the education system to play their part and, in this regard, she said she would also explore philanthropic matching programs. She affirmed that students need to play a role in addressing university underfunding and reiterated the government's intention to address tuition levels, indicating that she also will look at variable tuition by program. Finally, Minister Beauchamp indicated that the consensus was that between 25-35 percent of all net new tuition fees need to be set aside for the Quebec Loan and Bursary Program.

The Chair noted a number of recommendations made by participants, including changing the threshold at which parental contributions need to be made and implementing a debt repayment system based on income, ensuring that middle-class students are able to participate in the program, and reducing bureaucracy in quality assurance programs. Participants commonly held the view that new funding should be directed to new learning technologies, better equipped libraries, better faculty-student ratios, and hiring new faculty. The Chair also noted that participants recognized that universities had poor representation of aboriginal and outlying communities.

SECTION II

PART A – Questions and Motions by Members

1. Question Regarding Research Performance Report

Senator Robaire reiterated the following question, which was first asked at the September 22 presentation of the Report on Research Performance:

Has there been any analysis of factors that might be contributing to the decline in research revenue such as the overall proportion of recently-appointed faculty members who are in the early stages of developing their research programs, or a change in the funding pattern to faculty with established research programs?

The Associate Vice-Principal (Research and International Relations) rose and answered as follows:

There are many issues that may have contributed to our decreased research revenues in the past few years. The Strategic Reframing Initiative, specifically the working group on Transformative Research and Innovation, is carefully looking at our research performance

and will be providing their analyses and recommendations in the spring of 2011. In the meantime, I would like to comment on the specific question related to the large numbers of newly-hired professors and whether the people who have been retained are doing as well as they used to. With the help of our office of Planning and Institutional Analysis (PIA), we looked at research revenues of tenure-track academics that had been hired at the level of Assistant Professor and the number of years since their first rank. We attempted to perform the same analyses for academics that had been hired as Associate Professor or Full Professor but the numbers were too small for interpretation.

We examined average research revenues for the last 4 years for tenure-track academics that have been at McGill from one year to 52 years. Tenure-track academics, hired at the Assistant Professor level, who have been at McGill for 13 years or less appear to have lower average research revenues than individuals who were hired at the same rank but have been at McGill for more than 13 years. This is an arbitrary cut-off; I chose this cut-off since there were no revenues at \$200K or higher in the cohort that had been at McGill less than 13 years. Similarly, there were no revenues at \$200K or higher per year for academics that had been at McGill for 37 years or more, but the number of individuals in this category is quite small. These data may suggest that peak research revenues occur between 14 and 36 years after hiring and that the revenues drop off dramatically after 37 years when careers are beginning to wind up.

The Associate Vice-Principal (Research and International Relations) also noted that further analysis would be part of the strategic reframing initiative for which the recommendations have not been determined.

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

2. Report of the Honorary Degrees and Convocations Committee (D10-19)

Senate moved into confidential session to discuss the Confidential Report of the Honorary Degrees and Convocations Committee (D10-19) (this minute is not published or circulated but is attached to the permanent minutes of Senate as Appendix “A”).

Senate returned to open session.

3. McGill University 2011-2012 Budget Considerations Report I (D10-20)

The Provost presented the McGill University 2011-2012 Budget Considerations Report I, noting that the reporting process has been accelerated to accommodate the new fiscal year, which has been moved from May 31st to April 30th. The Provost remarked that the objectives of the budget were to sustain quality, recruit, develop and retain top academic talent, enhance research quality and quantity, develop enrolment tools to increase targeted recruitment, support faculty-specific as well as institution-wide initiatives, and invest in professional development for staff. He reminded Senate that McGill operates within a provincial context of chronic underfunding, which will likely result in deficits for the next three years, but the University does not yet know the funding commitments of the government, making long-term budget predictions changeable.

In addition, McGill faces challenges including deferred maintenance, pension deficit, and the difficulty of ensuring every student can afford to attend McGill. There was extensive discussion based on the Provost's PowerPoint presentation.

4. 424th Report of the Academic Policy Committee (D10-21)

The Provost presented the report of the Academic Policy Committee for information, noting two memorandums of understanding approved by APC, which included three projects funded by the Collaborative Research and Training Experience (CREATE) program of the Natural Sciences and Engineering Research Council of Canada (NSERC); and an agreement between the University of Leipzig and McGill University within the framework of the Erasmus Mundus project "Auditory Cognitive Neuroscience.

5. Policy on Cyclical Academic Unit Reviews (D10-22)

The Provost introduced the Policy on Academic Unit Reviews, noting that these review were intended to supplement the MELS requirement for program reviews, which were not sufficient for the units to assess their objectives, priorities, and achievements. He further noted that McGill introduced these reviews to Quebec 30 years ago, and the most recent cycle of McGill reviews concluded in 2008. The University stopped these cyclical academic reviews because they always led to a conclusion that additional resources were needed. The new reviews will integrate academic program and unit review components that will attempt to determine if resources are being maximized and whether the quality of the unit programs exceed or are comparable to other benchmarked programs.

The University will try to conduct unit reviews in such a way as to avoid duplication of processes that are already in place in various units. Furthermore, Planning and Institutional Analysis (PIA) will be aiding the units in the benchmarking against other G13 universities, which may be supported by existing information exchange agreements. Furthermore, PIA will have a dedicated staff member to aid the units in the creation of data and templates for reporting that will better support the amount of self-study and therefore reduce the amount of work at the unit level. Unit reviews, which are reported to the Academic Policy Committee, would come to Senate through that committee's reports, but the timing of those reports has not yet been determined.

6. Report of the Senate Nominating Committee (D10-23)

The Provost presented the report for approval.

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D10-23).

7. Motion to Amend the McGill University Statutes (D10-24)

The Secretary-General presented the motion for approval.

On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors the motion to amend the McGill University Statutes as contained in document D10-24.

8. Presentation on Course Reserves (D10-26)

The Interim Trenholme Director of Libraries, Ms. Diane Koen, informed Senate about the new course reserves system at the University Libraries. She noted that the new system allows students to access course reserves electronically and alleviates the need to buy course-packs from the bookstore. The Libraries currently have the licence to 99 percent of all journal articles and has committed to buying any materials not currently owned that professors request in the future. The new course reserves system is currently restricted to published materials that the library can buy rights for, which does not include materials that are self-produced by professors. It was mentioned that professors should note the original source in their syllabi so that the licences can be more easily obtained. She acknowledged the work of Robin Canuel and Dawn McKinnon in developing the expanded course reserve system.

9. Report on University-Related International Travel Activity by Students and University Staff Accompanying Them (D10-25)

The Deputy Provost (Student Life and Learning) presented the report on University-related international travel activity by students and University staff accompanying them, noting the recent institution of a University level pre-departure orientation and travel registry. The office of the Deputy Provost (Student Life and Learning) is working on simplifying the forms through focus groups, which will be taken to a faculty by faculty review.

10. Annual Report of the Ombudsperson for Students (D10-27)

The Ombudsperson for Students, Professor Spencer Boudreau, presented the Annual Report of the Ombudsperson for Students, noting in particular the need to address the mental health of students, which is an issue that is not particular to McGill University. Professor Boudreau informed Senate that his office keeps track of issues as they arise so that trends may be reported to responsible units and Senate. He noted that part-time staff often need more education on the Hand Book on Rights and Responsibilities of Instructors. He also informed Senate that McGill's

Ombudsperson's office performs a different role than other Quebec universities since it is restricted to students. Other Quebec universities' ombudspersons also address staff issues that are handled by unions and associations at McGill. Discussion at Senate clarified that postdoctoral candidates are eligible for services at the Ombudsperson's office, and postdocs are informed of this at their yearly orientation.

11. Annual Report of the Committee on Physical Development (D10-28)

The Associate Vice-Principal (University Services), Professor Jim Nicell, presented the Annual Report of the Committee on Physical Development, noting that the University is learning to more effectively communicate with its contractors and the City of Montreal to avoid delays of various projects. In response to a question regarding this year's improved sustainability mark at the College Sustainability Report Card, the Associate Vice-Principal (University Services) noted that the University has moved to the Sustainability Tracking Assessment and Rating System, which is more rigorous and less prone to fluctuations due to qualitative assessment. In response to a question regarding the need for more informal spaces on campus, the Deputy Provost (Student Life and Learning) indicated that a report would be coming to Senate from the Director of Teaching and Learning Services, which will present the findings of the Teaching and Learning Space Workgroup and the Undergraduate Teaching Lab Work-group.

12. Annual Report of the Committee on Student Discipline (D10-29)

The Dean of Students, Professor Jane Everett, presented the Annual Report of the Committee on Student Discipline, noting that this year's report includes more non-academic offenses relating to athletics and recreation, and residences. The Dean brought a rise in the number and percentage of disciplinary procedures to the attention of Senate, attributing this rise to better knowledge of disciplinary procedures resulting in better reporting rates. In addition, the increased size of the student body has led to an increase in incidents of non-academic offenses. The Dean noted that academic offenses have stabilized and commented that incidents of cheating are hard to prove, explaining a perceived high rate of exoneration for those offenses in the report. Regarding the non-academic offenses, it was suggested that they are a result of alcohol consumption, but the Deputy-Provost (student Life and Learning) noted that while drinking is always a concern, the data confirms that students at McGill are less prone to overconsumption of alcohol than other universities.

13. Enrolment Report at October 5, 2010 (D10-30)

The Registrar, Ms. Kathleen Massey, presented the enrolment report, noting an undergraduate increase of three percent and an increase in research graduates of 19 percent. In addition, a planned increase in enrolment at the Faculty of Agricultural and Environmental Sciences has produced an almost 10 percent increase; notably among women. The registrar also noted that she is working with the Dean of Continuing Education to more accurately report the numbers of students in that unit.

14. Annual Report of the Committee on Enrolment and Student Affairs (D10-31)

The Deputy Provost (Student Life and Learning), Professor Morton J. Mendelson, presented the Annual Report of the Committee on Enrolment and Student Affairs, noting that reports of a shortened semester in the Tribune were not fully informed and that he would not want readers of the article to think that shortening the semester was likely. He also noted that there has been an increase of 37 percent in student aid, mostly as a result of increases in the bursary program. The Deputy Provost (student Life and Learning) informed Senate that McGill lacks socio-economic diversity in comparison to other Canadian universities. This is notably expressed through the number of students who come from families with at least one parent with a university education and access to funds to support their education.

15. Other Business

There being no other business to deal with at the meeting, on motion duly proposed and seconded, the meeting was adjourned at 5:45 p.m.

END

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