



Minutes

Wednesday, October 20, 2010 10-11:02

Minutes of the meeting of Senate held on Wednesday, October 20, 2010 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT	Hashimoto, Kyoko	Pekeles, Gary
Abaki, Joshua	Hebert, Johanne	Perrault, H�el�ene
Aitken, Ellen	Hepburn, Allan	Peterson, Kathryn
Barney, Darin	Hobbins, Joan	Possian, Amara
Bartlett-Esquilant, Gillian	Hurtubise, Jacques	Potter, Judith
Blachford, Gregg	Ismail, Ashraf	Raz, Amir
Bishop, Alexandra	Johnson, Juliet	Ready, Catherine
Blom, Randal	Jutras, Daniel	Reid, Matt
Boss, Valentin	Kirby, Torrance	Richard, Marc
Bray, Dorothy	Koen, Diane	Richards, Michael
Caplan, Eric	Kreiswirth, Martin	Riches, Caroline
Cobbett, Stuart	Kuzaitis, Ruth	Rozen, Rima
Covo, David	Lawson, Tyler	Saroyan, Alenoush
Cuello, Claudio	Leask, Richard	Sieber, Renee
Cutler, Philip	Lefsrud, Mark	Snider, Laurie
Deguisse, Alexandre	Li, Peter	Van Eyk, Helen
Doucette, Elaine	Liu, Simon	Van Zyl, Claudette
Etemad, Hamid	Lowther, David	Wade, Kevin
Everett, Jane	Manfredi, Christopher	Wapnick, Joel
Fox-Decent, Evan	Masi, Anthony	Weinstein, Marc
Franklin, Keith	McCullogh, Mary Jo	White, Lydia
Gillon, Brendan	Mendelson, Morton	Wolfson, Christina
Grant, Martin	Misra, Arun	Zorychta, Edith
Gr�utter, Peter	Munroe-Blum, Heather	Strople, Stephen
Harpp, David	Newburgh, Zach	<i>(Secretary)</i>

REGRETS: Paul Allison, James Brophy, Renzo Cecere, Roshi Chadha, Andrew Doyle, Brian Driscoll, Gregory Dudek, Gordon Foote, Gerald Fried, Charles Gale, Ariane Gauthier, Engelbert Gayagoy, Laura Gonnerman, John Gyakum, Richard Janda, John Kurien, Paul Lasko, Richard Levin, Annie Ma, Chandra Madramootoo, James G. Martin, Kevin McDonough, Roland Nassim, Christophe Pierre, Andrew Piper, Amir Raz, Bernard Robaire, Honora Shaughnessy, Arnold Steinberg, Peter Todd, Ji Zhang.

The Chair welcomed the Chair of the Board of Governors, Mr. Stuart (Kip) Cobbett, and briefly introduced Mr. Michael Di Grappa, the incoming Vice-Principal (Administration and Finance). In addition, the Chair thanked Mr. Michael Richards for serving as interim Vice-Principal (Administration and Finance).

SECTION I

1. Resolution on the Death of Professor Mary MacKinnon

The Dean of Arts, Professor Manfredi, rose and read the following death resolution which was subsequently unanimously approved:

With deep regret the Department of Economics notes the death, from cancer, of Mary MacKinnon on 25 July 2010. Mary's death was a loss to colleagues, former students from over twenty years at McGill and a number of years at Queen's, and many, many friends throughout the world.

Mary was born in Ottawa on the 4th of July, 1959 and lived there for seventeen years before moving to Kingston to attend Queen's. She was an exceptional student from her earliest days, a reflection of the intelligence, commitment to her work, and desire to do the right thing which she brought to her entire career and indeed to her life. Mary completed her Honours B.A. in Economics at Queen's and won a Commonwealth Scholarship to the U.K., which she took up at Nuffield College, Oxford. Four years later she took her doctorate and returned to Queen's to begin her professorial career, later coming to McGill in 1989, where she was Professor of Economics and recently Associate Dean of Arts.

Mary's scholarly work combined her lifelong fascination with history, her belief in painstaking effort as the way to make progress, and her interest in the welfare of other people, especially the less fortunate. She was well known to economic historians for her studies of the Poor Laws (in Britain), of workers' wages and working conditions, of the integration of migrants into the work force, and much else. She often searched for and found overlooked data and records with which to provide an empirical basis for better understanding of past conditions.

Mary loved and was devoted to the university life, to the scholarship and teaching and the proper functioning of the institution, and we have all benefitted from the fact that the institution she chose to devote most of her career to was McGill. She tried to raise standards in all that she did and to support things that she believed in. Her scholarship in economic history, her teaching and graduate supervision, and her mentoring of younger economic historians have left the intellectual legacy to which all of us aspire. Mary also liked tangible results, however, and she made the position of Associate Dean a vehicle for accomplishing things that others would simply have left untouched, and she became very influential. She took real pleasure in what she had done for the campus and for all of us who spend our days here. There were many changes to our physical surroundings that resulted from her work; one that she was proudest of, of course, was having reclaimed the waste ground behind the Ferrier building (the sort of thing about which most people say 'someone should do something about this'), turning it into the present park-like courtyard. Mary gave a great deal to McGill and she found here scope for her talents, both intellectual and practical, that gave her satisfaction; she found many friends who gave her happiness and peace in her last months.

In a review of a biography of Eleanor Roosevelt, Gore Vidal described thinking, as he watched her funeral procession go past, 'We're on our own now.' So it is with Mary. The Faculty, the Department of Economics, and Mary's many friends have lost a source of wise advice, a critic of the shallow and selfish, a safe pair of hands for any important work, an example of devotion to the public good, an advocate for high standards personally and professionally, and a kind friend. We're on our own now.

2. Report of the Steering Committee

The report of the Steering Committee (10-11:02) was received.

Item 1. Approval of Minutes of Senate. On motion duly proposed and seconded, the minutes of the September 22, 2010 meeting were approved Senate.

Item 2. Speaking Rights. On motion duly proposed and seconded, Senate granted speaking rights to Mr. Michael Porritt for item IIB6 (Presentation on Residences), Mr. Albert Caponi for item IIB3 (Financial Report of the Board of Governors on Fiscal Year ending May 31, 2010), and Mr. Vaughan Dowie for the McGill Centraide campaign.

Item 3. Confidential Session. On motion duly proposed and seconded, Senate agreed to move into Confidential Session for consideration of item IIB1 (Confidential Report of the Honorary Degrees and Convocations Committee, D10-07).

Item 4. Senate Orientation. The Chair informed Senate of an additional Senate Orientation Session to be held on November 11, 2010 from 8:30 to 10:00 a.m. in room 114 of the Rutherford Physics building.

Item 5. Resolution regarding the Architecture Café. The Chair informed Senate of the Steering Committee's decision to not bring the resolution regarding the Architecture Café before Senate, as noted in the report. The Chair invited the Deputy Provost (Student Life and Learning) to speak about the working group he was establishing to address the issue of consultation and communication processes between administration and students. The Deputy Provost (Student Life and Learning) informed Senate that he has undertaken to strike a Student Consultation and Communication Work Group, which will report to the Provost and himself. The Work Group will broadly consider and make recommendations on the methods used to consult and communicate with students. It will address, among other topics, the purpose of consultation and communication. With that goal in mind, it will identify strengths, weaknesses, opportunities and threats in relation to communication with students. The analysis should be informed by input solicited from various areas of the University, including Student Life and Learning, University Services, Libraries, Faculties, Media Relations, Information Technology Service, and the Secretariat. The Working Group is expected to meet three to four times and to submit a report, including recommendations, by December 2010.

3. Adoption of the Agenda

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

4. Chair's Remarks

The Chair opened her remarks by announcing the appointments of Dr. Colleen Cook, Trenholme Dean of Libraries; Mr. Michael Di Grappa, Vice Principal (Administration and Finance); and Dr. Rose Goldstein, Vice-Principal (Research and International Relations). She also thanked Ms.

Diane Koen, Mr. Michael Richards, and Dr. Rima Rozen for filling the respective positions on an interim basis.

The Chair reminded Senate of the upcoming Joint Board-Senate meeting, which was to be held on October 25th. She reminded Senators that the featured topic would be *Strategic Initiatives in Graduate and Postdoctoral Studies in the Context of Academic Planning and the White Paper*. The Chair called on all Senators to attend and contribute to this important discussion.

The Chair spoke about Bill 100, reminding Senate that it is a budget implementation act, aimed at reducing the provincial debt and returning to a balanced budget in 2013-2014. The Bill requires Quebec's public institutions, including universities, to reduce "general administrative operating expenses by 10 percent over the next four years, and apply a 25 percent cut in training and travel expenses this year." As required, McGill submitted a plan that responded to the government's spending reduction initiatives; however, the administration is still in the process of analysing how the government's measures will best be implemented. McGill is currently engaged in the strategic review of how to make the most of its constrained resources while still maintaining its goals.

The Chair reiterated McGill's commitment to accountability and agreed that the government is entitled to fiscal reports, but stated that the highest accountability comes from conceptually developed agreements between those that provide funding and the University. This would allow McGill to reflect its own traditions, culture, and history. The University's management, with the oversight of the Board of Governors, is best placed to determine how to most effectively meet the financial objective of reducing costs. The Principal noted that Conférence des recteurs et des principaux des universités du Québec (CREPUQ) is recommending that Quebec universities request a partnership agreement with the government which would focus on performance-based funding rather than result in increased regulation.

The Chair closed her remarks by offering congratulations on a number of McGill initiatives, including the launch of the new Service Point and McGill's participation in the Genome Quebec program. Of special note, she mentioned that McGill University's Chancellor, H. Arnold Steinberg, made an extraordinary gift of \$2.4 million to kick-start the Healthy Society initiative, a major new interdisciplinary research and teaching program aimed at creating a new road map for the future of health care delivery. She mentioned a number of student nominations to become Rhodes Scholars, and also remarked that 128 employees were recognized at the 43rd Annual Quarter Century Club Gala this year. The Chair invited Mr. Vaughan Dowie to speak about the McGill Centraide campaign. Mr. Dowie noted that McGill has had low staff participation in the campaign in recent years and encouraged staff to give.

Senator Doyle asked if the perceived low participation in the campaign was a result of separate constituencies of the University conducting their own initiatives, which are not part of the larger McGill campaign, thus it is possible that McGill is doing better in its contribution to Centraide than recorded. Mr. Dowie replied that this was possible and there are many ways to give to Centraide. The Chair noted that students often hold their own fundraising activities that fall outside the McGill Centraide campaign, but clarified that the Centraide campaign that Mr. Dowie was referring to was specific to staff.

SECTION II

PART A – Questions and Motions by Members

1. Question Regarding New Terminology Designating the Director of Libraries

Senator Richard rose to ask his question regarding new terminology designating the Director of Libraries. The following is the text of the question submitted by Senator Richard:

The Statutes of the University and several of its Regulations (notably the Regulations Relating to the Employment of Librarian Staff) currently use the term "Director of Libraries" to designate the head of the McGill University Libraries. The appointee to the position has also been titled the "Trenholme Director of Libraries" since the establishment of the Margery Trenholme Chair in University Libraries. The position of Director of Libraries is considered equivalent to that of a Dean, and is accordingly listed in the category "Deans of other areas" on the "All Academic Administrative Appointments at McGill" web page.

In an email sent to all McGill staff on September 29, 2010, Principal Munroe-Blum announced that Dr. Colleen Cook has been named the Trenholme Dean of Libraries, and that Dr. Cook will commence her deanship at the beginning of January 2011. The email does not employ the usual formulation "Director of Libraries."

- 1) Has the position title of the Director of Libraries been formally changed to "Dean of Libraries", or does the use of this term in the Principal's email have another status?
- 2) Will the references to the "Director of Libraries" in the University Statutes and Regulations be amended to reflect this new terminology?
- 3) Will the positions of the Associate Directors of Libraries be renamed so that they will carry the title "Associate Dean", in order to concur with the change of the position title "Director of Libraries" to "Dean of Libraries"?

The Provost answered as follows:

The position title has formally changed in the sense that the University has added for flexibility the appointment of either a Dean or Director to the position, as appropriate to the qualifications of the individual and the nature of the other academic appointments the individual may hold at McGill. The appointment of Colleen Cook as Dean of Libraries is premised on her academic qualifications and the terms of her appointment at McGill, which include a joint tenured appointment in Education.

In the course of the advisory committee process, various sources indicated that at least among publicly funded peer institutions in the American Association of Universities, and indeed among the G13, the title "Dean" was widely used and generally preferred. Consequently, as Chair of the Committee, I sought the agreement of the Principal to bring forward the option to appoint a Trenholme Director or Trenholme Dean of Libraries as

appropriate to the various conditions that may pertain at the time of future appointments. The formal change is precisely to provide the flexibility to use either title, Director or Dean, as best benefits the situation.

Prior to requesting approval from the Board of Governors for the appointment of Dr. Colleen Cook to be the Trenholme Dean of Libraries, the Board of Governors approved an amendment of the Statutes such that all references would read the Trenholme Director or Dean of Libraries. In essence, the Statutes were modified to allow the University to appoint either a Dean or Director, depending on the qualifications of the individual and/or the circumstances of the University at the time of the appointment to fill the position.

The University has not yet considered the ideal or appropriate nomenclature for administrative positions within the Libraries. While the Statutes and the Regulations make explicit reference to Deans (of Faculties, Continuing Education, Students, and Graduate and Postdoctoral Studies) and previously to the Director of Libraries, they are silent, as well they should be, on the nature and naming of administrative positions and appointment procedures to such positions that aid Deans in their work.

McGill awaits the arrival of Dean Cook in early January 2011 to undertake careful and considered deliberation of the implications that any such change in the current naming conventions might have.

Senator Richard said that the Statutes have been changed to reflect the new position title, but not the regulations. He asked if this would present a conflict. The Provost replied that he was preparing an omnibus resolution to change the regulations, which would be brought before Senate.

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

2. Report of the Honorary Degrees and Convocations Committee (D10-07)

Senate moved into confidential session to discuss the Confidential Report of the Honorary Degrees and Convocations Committee (D10-07) (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. Financial Report of the Board of Governors on Fiscal Year ending May 31, 2010 (D10-08)

Mr. Michael Richards, Interim Vice-Principal (Administration and Finance), introduced the Financial Report of the Board of Governors at Fiscal Year ending May 31, 2010. He reminded Senate that McGill had converted from the *Ministère de l'Éducation, du Loisir et du Sport* (MELS) accounting practices to the Generally Accepted Accounting Practices (GAAP), which has provided a more accurate picture of McGill's financial position. He introduced Mr. Albert Caponi, Assistant Vice-Principal (Financial Services), who presented the report. Mr. Caponi

reiterated the change to GAAP, noting the change allowed McGill to accurately report liabilities such as vacation and pension accruals and post-retirement benefits. He remarked that the change has many benefits, including better matching of accounting practices in Canada and the ability to know the full value of compensation to employees. He also reminded Senate of the new fiscal year end of April 30, resulting in an 11-month fiscal year for 2011.

In response to questions raised by Senators, the Assistant Vice-Principal (Financial Services) replied as follows:

- The principles of accounting are the same in the United States and Europe; however, the presentation of the results is different, complicating direct comparisons.
- The “other expenses” were made up of all other expenses not indicated on the chart, including supplies, travel, and maintenance.
- McGill should not need to adopt International Accounting Practices within the next three years as the industry has not yet decided how non-profits will be affected.
- The decrease in direct funded research stemmed from accounting for deferral methods for restricted contributions and not from a real drop in direct funded research; these represent grants and contracts held at McGill only and not through its affiliates.
- Decreases in faculty were, in part, a result of a retirement incentive package. McGill hired the majority of its new academic staff at the beginning of the academic renewal process, but McGill intends to have approximately 1630 tenure track professors over the coming years.
- New accounting methods and the uncertain economy are still being studied to see how they will affect the presentation to the government concerning tuition rates. Students and the larger community have been consulted concerning the longer term plan, but this process is ongoing and further consultation will take place.
- The section on page 36 is an excerpt from a bond rating agency that thinks a new tuition regime is possible in Quebec.

4. Presentation on Residences (D10-05)

Mr. Michael Porritt, Executive Director (Residences and Student Housing), gave a presentation on residences, noting that Residences and Student Housing was a self-financing unit with 130 full-time and 80 academic staff. He remarked that the unit was student centred, with values of respect, inclusivity, integrity, sustainability, service, accountability and collaboration and connection to the rest of Montreal and McGill. These values are expressed through the innovative programming that Residences and Student Housing offers to students and the connections the unit facilitates between students and the University.

In response to questions raised by Senators, the Executive Director (Residences and Student Housing) replied as follows:

- There are cultural and historical issues to consider, since the 22 older houses with low occupancy noted in the report are over 100 years old, but that more analysis is needed to see if incurring the cost of renovating many of them makes financial sense.

- McGill tries to make accommodations for international trainees and the University is considering accommodations of this sort for future acquisitions.
- The University has historically provided summer hotel space for conferences. Furthermore, McGill is developing partnerships with hotels in the area in order to house various conference attendees all year round while hosting the actual conferences on site.
- Every person that worked in the residences was consulted and given ample opportunity to give feedback, which had been incorporated into the strategic plan for residences where feasible.
- Intentional Teaching and Learning are workshops to teach such things as study habits and skills as well as such mundane tasks as washing your clothes.
- Guaranteeing space to returning students would not be necessary because so few of them actually want to live in residences, therefore accommodating them is not a problem.
- Student Life and Learning offers an off-campus fellows program to give a residence experience. Off-campus students are also targeted and invited to come to the residences for a meal or other activities.

5. Overview of the White Paper: Past and Future (D10-09)

The Provost introduced this item, presenting an overview of the progress of the 2006 White Paper and introducing considerations for its next iteration. He confirmed that his Powerpoint presentation would be posted on his website as well as Senate's. He then asked Senate the following questions:

Can McGill assume the over-arching objectives noted below remain the same?

1. McGill will consistently rank among the top ten publicly-funded, research-intensive, and student-centred universities worldwide, and in selected areas our performance will unambiguously position the University among world leaders.
2. McGill will achieve these goals guided by our plans and their implementation, measuring our progress and readjusting our roadmap against our successes, our progress, and the challenges and opportunities we encounter.

Do the seven original objectives, noted below, of the "Strengths and Aspirations" White Paper of 2006 still reflect the appropriate goals for McGill in the period 2012-2016?

1. McGill will pursue an aggressive academic renewal plan.
2. McGill University will continue to be the Canadian university with the highest proportion of undergraduate students from across Canada and around the world, by offering an enriched student life experience in terms of both program offerings and services to students.
3. McGill will substantially improve all aspects of the graduate studies environment.
4. McGill will re-enforce its foundational disciplines in Faculties and across them in order to ensure that they can contribute significantly to inter-disciplinary developments.
5. McGill will support its academic priorities by ensuring the highest quality service from all support areas.

6. McGill will offer opportunities for professional development and growth and create a work environment conducive to enhanced productivity and improved job satisfaction for all personnel--administrative, secretarial, technical, and clerical.
7. McGill will develop internal performance indicators and measure progress externally against selected peer institutions and programs and national and international ranking exercises with the aim of always advancing in the top tier of such exercises.

Do all 14 areas for proposed action appropriately express McGill's goals?

1. Quality, excellence, reputation and performance at McGill
2. Strategic research initiatives
3. Revitalization of curricula
4. Innovation in the delivery of learning
5. Enhancing academic relationships between students and teachers
6. Enhancing Diversity
7. Recruitment
8. Interdisciplinary teaching and research
9. McGill's physical infrastructure
10. Growth
11. Working conditions
12. Public image
13. New Strategic Imperative and the case for change
14. Aligned budget and financial plan

What areas should be included in a revision of the White Paper?

What areas that are presented here should be excluded?

Senator Deguise asked if McGill should abandon its aggressive academic renewal plan in light of the fact that it has already done so well in that regard. The Provost replied that that McGill must maintain since McGill must still maintain current levels.

Senator Grant recognized the success in academic renewal; but that McGill must move on to recognize staff and provide them with resources in order to retain them.

Senator Leask asked the Provost to elaborate on the idea that rankings are a top priority. The Provost answered that McGill should not manage itself to the rankings, but that no matter what legitimate criteria are used, McGill should rank well.

Senator Grütter asked if Senate would have another opportunity to consider and answer these questions. The Provost said that he would be reporting back to Senate on these questions periodically throughout the coming year.

Senator Wade said that it is time to consolidate resources in the labs because McGill does not have the facilities that new staff expect when they arrive. The Provost said that this is a very valid observation and that McGill has been working to improve its facilities and offer

competitive packages to candidates. The Chair said infrastructure is a priority, but a challenge given the geographic location of the downtown campus.

Senator Possian asked the Chair to reaffirm the University's commitment to advising and mentorship as stated in the 2006 White Paper. The Provost answered that the University has not abandoned any of the goals in the 2006 White Paper.

Senator Piper said that the University needs to document more clearly what has been done to meet these objectives before rethinking the objectives going forward. He also suggested that McGill should think about the role of science and technology in the Arts. The Provost replied that there is much reporting on the White Paper on the Provost website that articulates how objectives have been addressed. Regarding technology in the Arts, the Provost said that there has been the recent implementation of the Institute for the Public Life of Arts and Ideas (IPLAI), which merges these two areas. In addition, there have been various collaborations between different facets of the Arts and Sciences at McGill, including an exploration of medicine and narrative between the Faculty of Medicine and the Department of English.

Senator Kaplan spoke against the idea that the Arts are only valuable in relation to Sciences, and said that large cumulative processes such as the White Paper may not be the best format to address University issues.

Senator Abaki asked what was meant by "value proposition for undergraduate education at McGill." The Provost responded that this is the value that students derive from coming to a research intensive university where they come into contact with professors actively pursuing research.

Senator Ismail asked how budget and infrastructure growth can accommodate quality at the level of the department or even the lab in light of budget cuts at the University. The Provost replied that no faculty or department has had a real budget cut. The University has reprioritized money in the Faculties and cut projections of expenditures, but has not made actual cuts to budgets. The University does not budget to the unit level. Instead, deans are responsible to make budget decisions at that level. The Chair added that since decisions are expressed at the local level it is important to consider these issues.

Senator Ismail said that it is distressing when labs are cut by 50 percent.

Senator Abaki asked what mechanisms have been implemented to handle the increases in enrolment in Sciences, Medicine, and Engineering while maintaining acceptable student/faculty ratios. The Provost answered that McGill hired professors before the University had the students to support them. Thus, the decline in student/faculty ratios is a result of a longer term plan that front-loaded the staffing of the University in anticipation of student growth.

Senator Possian expressed concern that undergraduate students feel that the University is not student centred because they do not receive research opportunities. The Provost responded that undergraduates receive research opportunities through internships and summer research programs.

6. 422nd Report of the Academic Policy Committee (D10-10)

The Provost presented the report of the Academic Policy Committee for approval.

On a motion duly proposed and seconded, Senate approved the proposal to eliminate the Dean's Honours List for Research Master's students following the June 2011 Convocation.

The Provost presented the proposal for the creation of a McGill Writing Centre within the Centre for Continuing Education.

Senator Blatchford asked if the University may have lost an opportunity to open a learning and study skills centre in which writing was just one element. The Provost answered that the opportunity to consider that type of centre has not been lost for the future, but that there was an immediate need for the centre that is currently before Senate. The Dean of Continuing Education added that the centre will function on the basis of a partnership model with graduate studies, student services, other student organizations, and the libraries.

On a motion duly proposed and seconded, Senate approved the proposal for the creation of a McGill Writing Centre within the Centre for Continuing Education and so recommended it to the Board of Governors.

The Provost referred Senators to a number of international exchange agreements in the Report for information.

7. Report of the Nominating Committee (D10-11)

The Provost presented the report, noting one amendment, that the slate of names for the Advisory Committee for the Selection of a Vice-Principal (Health Affairs) and Dean of the Faculty of Medicine be withdrawn for further consideration by the Nominating Committee.

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D10-11) as amended.

8. Annual Report of the Committee on Student Services (D10-12)

The Deputy Provost (Student Life and Learning) presented the Annual Report of the Committee on Student Services for information. He noted that the Committee was an important adjunct to the ongoing initiatives of the University to garner greater student consultation since the Committee was responsible for student consultation to advisory boards.

9. Other Business

There being no other business to deal with at the meeting, on motion duly proposed and seconded, the meeting was adjourned at 5:30 p.m.

END

