



Minutes

Wednesday, November 19, 2014 14-15:03

Minutes of the meeting of Senate held on November 19, 2014 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT

Algieri, Stefano
 Ayukawa, Courtney
 Bader, Darine
 Benrimoh, David
 Bernard, Daniel
 Carter, Mindy
 Coderre, Terence
 Cooke, Rosemary
 Corkery, Christopher
 Costopoulos, Andre
 Covo, David
 Damha, Masad
 Di Paola, Antonia
 Doucette, Elaine
 Dudek, Gregory
 Dumont, Marie-Josée
 Dyens, Ollivier
 Eidelman, David
 Elstein, Eleanore
 Fortier, Suzanne
 Fuhrer, Rebecca
 Galaty, John
 Gehring, Kalle
 Gold, Richard
 Goldstein, Rose
 Grant, Martin
 Green, Garth
 Greenspon, Jacob

Grobin, Morgan
 Grütter, Peter
 Harman, Christopher
 Harpp, David
 Hastings, Kenneth
 Heath, Nancy
 Hébert, Terence
 Henderson, Ian
 Hiles, Natalie
 Hill, Reghan
 Hooton, Brett
 Hurtubise, Jacques
 Ibrahim, Kareem
 Jutras, Daniel
 Kalil, Alex
 Kimmins, Sarah
 Kreiswirth, Martin
 Kucij, Maya
 Kuzaitis, Ruth
 Lametti, David
 Lane-Mercier, Gillian
 Lu, Catherine
 Madramootoo, Chandra
 Marcil, Olivier
 McCullough, Mary Jo
 Moore, Timothy
 Mucci, Alfonso
 Murray, Jennifer
 Nicell, Jim

Nystrom, Derek
 Panda, Ram
 Pinto, Juan
 Potter, Judith
 Rassier, Dilson
 Ray, Saibal
 Richard, Marc
 Riches, Caroline
 Rourke, Chloe
 Saroyan, Alenoush
 Scebba, Maximillion
 Snider, Laurie
 Stewart-Kanigan, Claire
 Stromvik, Martina
 Strople, Stephen
(Secretary)
 Thordardottir, Elin
 Ulemek, Marina
 Wang, Rui Hao (Leo)
 Waters, Natalie
 Weinstein, Marc
 White, Lydia
 Yalovsky, Morty
 Yang, Yuanhang
 Yue, Stephen
 Zhang, Ji
 Zorychta, Edith

REGRETS: Paul Allison, Amine Arezki, Graham Bell, Stuart Cobbett, Gordon Crelinsten, Gordon, Colleen Cook, Michael Di Grappa, Jim Engle-Warnick, Sean Ferguson, Nabeel Godil, John Gyakum, Ashraf Ismail, Amine Kamen, Lucyna Lach, Christopher Manfredi, Lydia Martone, Anthony Masi, Michael A. Meighen, Alexandru Munteanu, Philip Oxhorn, Trevor Ponech, Cynthia Price, Bernard Robaire, Dan Snyder.

SECTION I

1. Welcoming Remarks

The Chair began by welcoming Senators to the third Senate meeting of the 2014-2015 governance year. She then reminded Senators, guests and spectators that the use of electronic devices are permitted for viewing meeting documents, but that the *Senate Rules of Procedure* prohibit the recording of sound or images, and the communication or posting of Senate deliberations. She then thanked those who participated in the joint Board-Senate meeting on November 4, 2014, noting the high attendance rate. She also thanked Senator Goldstein, the Secretary-General and their teams for organizing the event.

2. Memorial tribute: Professor Patrick Glenn

Senator Jutras read the following memorial tribute, which Senate subsequently unanimously approved:

La Faculté de droit est profondément attristée par la disparition du Professeur Hugh Patrick Glenn, titulaire de la Chaire Peter M. Laing. Le professeur Glenn est décédé le 1^{er} octobre 2014.

Professor Glenn and his wife Jane Matthews Glenn came to McGill University in 1971, part of a group of young scholars recruited by the Faculty of Law to bring to life the new National Program established three years earlier. Originally from Toronto and a member of the Bar of British Columbia, H. Patrick Glenn already embodied the cosmopolitan spirit that still characterizes McGill: he had studied law at Queen's University and Harvard Law School before completing a doctorate in law at Strasbourg. Professor Glenn spoke flawless French and immersed himself in the academic and legal community of the province of Quebec, where he made lasting friendships. He learned Italian, Spanish and German by listening to language tapes as he walked to work every day, and delivered keynote addresses at learned conferences around the world, a distinguished ambassador for McGill wherever he went. A world traveler, he always returned to his beloved country home in Sutton, where he and Jane established roots and welcomed colleagues, students and scholars from around the world. At McGill, he also served a term as President of the McGill Association of University Teachers.

From the earliest days of his career, Professor Glenn's scholarship pushed the boundaries and revisited the foundations of comparative law. He quickly became one of the world's most respected authorities in private international law and comparative civil procedure. His most significant scholarly contributions on the theory of comparative law were to come as he reached middle age. Beginning with a landmark article in the late 1980s, Professor Glenn laid the foundation for a deep understanding of legal traditions from a rich historical and comparative perspective. In contrast to scholars who emphasized differences and incommensurability between national legal traditions, Glenn claimed that law had been, throughout history, the product of a rich dialogue between local legal forms. For him, all legal systems were dialogic, dynamic and interactive. He imagined the reconciliation of

laws as a means to the reconciliation of peoples. By the mid-2000s, Patrick Glenn had published a handful of monographs on comparative law, each of which was widely acknowledged as a canon that redefined the field.

Professor Glenn was a curious, voracious reader, and absorbed knowledge and ideas from wherever they came. His office was a complex maze of books – on shelves, on chairs, in shaky piles on the floor and on his desk. He weaved together images from law, art, science, history, literature, anthropology, behavioral psychology, and mathematics into a kaleidoscopic account of modern legal cultures. His scholarly achievements were nothing short of prodigious – a dozen books and over 200 scholarly articles in several languages – earning him the universal respect and recognition of the global community of comparative law scholars and students.

At the time of his passing, more than four decades after his auspicious beginnings at McGill, H. Patrick Glenn was not retired. He had just put the finishing touch to a compelling and iconoclastic monograph. He was still planning to teach and write for another few years. He looked exactly the same as he did in the early 1970s: a distinctive head of white hair, a thick white beard, a playful smile.

H. Patrick Glenn did not inspire reverence – he was too modest, too unpretentious as a man and as a scholar to inspire anything but affection and admiration. Nonetheless, his career is marked by a succession of awards and distinctions. Professor Glenn was a visiting Fellow at All Souls College, Oxford, and held the Henry G. Schermers Fellowship at the Hague Institute for Internationalization of Law and Netherlands Institute of Advanced Studies. He was a visiting scholar at the Max Planck Institute in Hamburg, and an elected member of the International Academy of Comparative Law. In 2002, he received an honorary doctorate from the University of Fribourg in Switzerland. Within Canada, Professor Glenn also received a Bora Laskin National Fellowship in Human Rights Law, as well as a Killam Research Fellowship. In 2006, he received the Prix du Québec (Prix Léon-Gérin for the social sciences and humanities), the highest distinction conferred by the Québec Government in recognition of his outstanding contribution to scholarship in the social sciences. A fellow of the Royal Society of Canada, Professor Glenn was, at the time of his death, the President of the American Society of Comparative Law, the first scholar from outside the USA to hold this prestigious position.

Few scholars in law and social sciences have had a more decisive influence on the development of their discipline as Professor Glenn has had in comparative law and legal theory. Few have had a more lasting impact on their students, colleagues and institution. Yet, today, it is the friendship, grace and wit of this extraordinary man that we miss the most. Our thoughts are with our dearest colleague Jane Matthews Glenn, and their children Shannon and Jeremy.

Senator Eidelman then read the following memorial tribute, which Senate also unanimously approved:

It is with great sadness that we announce the death of a distinguished graduate, research pioneer and beloved long-time member of the McGill Faculty of Medicine. Dr. Yves W.

Clermont, Emeritus Professor, Department of Anatomy and Cell Biology, passed away October 10, 2014, at age 88.

In 1953, Drs. Clermont and C.P. Leblond of McGill published a seminal paper that first identified the stem cell renewal theory. In 2013, the University celebrated Dr. Clermont's work with the naming of a laboratory located in the Strathcona Anatomy and Dentistry building in his honour. The Dr. Yves Clermont Histology Lab is where the professor spent decades sharing his passion and knowledge with countless rapt students.

A native Montrealer, Dr. Clermont received a Bachelor of Science degree in Biology from Université de Montréal and a PhD in Anatomical Sciences from McGill. His PhD thesis on spermatogenesis, performed under the supervision of Dr. Leblond, is regarded as the founding work in the field of stem cells – research that has served generations of scientists. After post-doctoral studies at the Collège de France, in Paris, Dr. Clermont returned home to McGill, ultimately serving as Chair of the Department of Anatomy from 1975 to 1985.

Dr. Clermont's later work on stem cells and spermatogenesis continues to draw attention from colleagues internationally. He is also considered a pioneer in electron microscopy. A Fellow of the Royal Society of Canada, he received several awards during his career, including the Ortho Prize from the Canadian Society for the Study of Fertility, the *Prix scientifique de la province de Québec*, the J.C.B. Grant Award of the Canadian Association of Anatomists and the Serono Award of the American Society of Andrology. He was also an exceptional teacher and was a recipient of the Osler Award, the medical school's most prestigious prize for outstanding teaching, which is conferred by the students.

An icon and a remarkable scientist and teacher, Dr. Clermont embodied the best of what we strive for as academics. He will be missed but his legacy will endure, passed down through the thousands who have been fortunate to know and to learn from him.

3. Report of the Steering Committee (14:15-03)

Senate received the Report of the Steering Committee (14-15:03).

Item 1. Approval of Minutes of Senate – October 22, 2014.

Item 2. Speaking rights. Upon approval of the report, speaking rights were granted to Me Line Thibault (General Counsel) for item IIB1 (Open Discussion – “Non-Traditional/Out-of-the-Classroom Learning: Integrating Research Opportunities in Undergraduate Studies”).

Item 3. Confidential Session. On a motion duly proposed and seconded, Senate agreed that it would enter into Confidential Session for discussion of item IIB8, Report of Honorary Degrees and Convocations Committee (D14-22).

Item 4. Approval of the Agenda

On a motion duly proposed and seconded, Senate approved the Steering Report.

4. Business Arising

The Chair asked if any Senators would have liked to discuss an item from the minutes. No business arising was raised.

5. Chair's Remarks

The Chair began her remarks by discussing Fall Convocation, which took place at Place-des-Arts on October 29, 2014. She explained that 1718 students graduated, with the youngest graduate being 19 years old and the oldest being 50 years old. She also noted that approximately 20% of graduates were international students. The Chair mentioned that honorary degrees were awarded to Marvin Corber and Robert B. Windsor, who are outstanding contributors to Montreal community organizations. She also shared that Professor Henry Mintzberg (Management) was awarded the Lifetime Achievement Award for Leadership and Learning, and that the Honourable Michael A. Meighen was installed as McGill's 19th Chancellor.

The Chair subsequently discussed government relations. She reminded Senators that McGill had been informed by the provincial government last month that the University's operating grant would be reduced by approximately \$15 million in the current fiscal year. She added that the Quebec government announced further system-wide cuts of \$31.6 million last week, of which McGill must absorb \$4.8 million. She explained that the Provost's Office, Planning and Institutional Analysis and the Budget Office are analyzing the situation to determine how to best absorb the budget reductions without seriously impacting the University's activities.

The Chair briefly discussed university rankings, noting the Maclean's ranked McGill as the top university in Canada among institutions offering medical-doctoral programs.

Although not originally included in the Chair's Remarks topics distributed to Senate, the Principal discussed the topic of sexual harassment. She explained that the University's administration and student leaders would be releasing a joint statement on sexual harassment, which would reaffirm the University's position and remind members of the community of its commitment to a safe and respectful learning and working environment, while outlining procedures to follow in the event of an incident of sexual harassment.

Moving on to kudos, the Chair reminded Senators to read the longer list of kudos circulated in advance of the meeting, as she intended to present highlights to Senate. She informed Senate that the Board of Trade of Metropolitan Montreal would name its Great Montrealers for 2014 tomorrow, which includes Professor Bartha Maria Knoppers (Medicine), Alvin Segal (Chairman of the Board of Directors and CEO of Peerless Clothing Inc., and friend of McGill) and Oliver Jones (Jazz Ambassador and friend of McGill music). She also noted that Professors Michael Meaney (Psychiatry) and Paul Lasko (Biology) were amongst the 14 winners of the 2014 Prix du Québec. She also congratulated Professor Nico Trocmé (School of Social Work) for winning a \$50,000 Social Sciences and Humanities Research Council Impact Connection Award for his 25 years as a leading advocate for youth and for his work developing innovative knowledge-sharing tools that are now being used by child welfare workers across Canada to better understand and address the needs of young people in their care. The Chair also noted that McGill's Busty and the Bass won CBC's "Rock Your Campus 2014." In addition, she congratulated Senator Weinstein,

who received the 2014 Excellence in Philanthropy Award in the category of “Outstanding Philanthropic Career” by the Quebec Association of Fund Raising Professionals. She concluded her remarks by acknowledging Busty and the Bass who won CBC’s “Rock Your Campus 2014.”

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding Graduate Student Transition to the New Glen Site in February 2015

Senators Pinto, Murray and Wang submitted the following question:

Whereas the RI-MUHC is moving its research activities to the new Glen site in February 2015;

Whereas 1200 graduate students, postdoctoral and clinical fellows¹ will move to the Glen site in 16 days in February²;

Whereas for some research axes, it is estimated that there is approximately one student desk for every two graduate students, and this estimate does not include research associates and laboratory technicians who also require space to work;

Whereas McGill student support staff are currently working with MUHC support staff side by side and many share the same office across MUHC hospitals, facilitating communication, and improving efficiency for students;

Whereas PGSS wants to ensure the smoothest possible transition for its members to the new site;

Whereas PGSS members are concerned that many logistical components of the transfer plan have not been communicated clearly;

What is the current plan to ensure an effective transition of all graduate students moving to the new Glen site in February 2015? Specifically:

- i) What are the plans to ensure all graduate students have appropriate space to work at the new Glen site and “safe and suitable conditions of learning and study”, as promised in the Charter of Student Rights (Part I.7), are maintained?

¹ "The RI-MUHC in Numbers." *The RI-MUHC in Numbers*. McGill University Health Centre Research Institute, n.d. Web. 08 Oct. 2014. <<http://www.rimuhc.ca/web/research-institute-muhc/the-ri-muhc-in-numbers>>.

² "What's Moving When and Where." *MUHC 2015: The Transfers*. McGill University Health Centre, n.d. Web. 08 Oct. 2014. <<http://muhc.ca/2015/page/what%25E2%2580%2599s-moving-when-and-where>>.

- ii) What are the plans to assist graduate students with transportation to and from McGill's downtown campus and the Glen site?
- iii) Will the McGill student support staff move to the new hospital along with the hospital support staff? If not, what are the plans to reduce the potential impact on the coordination and communication between MUHC and McGill?

Senator Eidelman provided the following response:

- i) As is the case at the present time, it is the responsibility of each PI to ensure that his or her graduate students and other trainees are allocated appropriate working spaces. Space for graduate students is integrated into the space allocated to PIs as a result of the extensive planning process put in place for the new hospital. Careful attention has been paid to ensure that each PI receives an amount of space proportional to the size of their research operation. In keeping with current policy, each investigator who is supervising students must make arrangements for adequate work spaces for those students.
- ii) McGill does not have any plans to arrange for special transportation for graduate students to and from the downtown campus to the Glen site. McGill has never provided this type of transportation for offsite graduate students, such as those already based at the Lady Davis Institute or the Douglas Research Centre. Students and fellows usually use public transportation to return to the McGill campus. In this regard, there is excellent access to public transportation at the Glen site, which is adjacent to the Vendome metro, bus lines (STM24 along Sherbrooke) and commuter trains. That said, it is important to note that there is also a plan to have a shuttle bus between the Glen, MNH-I and MGH. In addition, the Vendome metro will eventually have a tunnel leading directly to the Glen Hospital underground with a special 'bike' space.
- iii) McGill support staff will not generally move to the Glen site. However, each department has been asked to provide the names of the staff who will be relocated to the Glen (regardless of who the employer is). It is important to note however, that support for our graduate students is already independent of their physical location. Everything is done via email. We have no reason to expect any disruption to the support of any of our programs.

Senators discussed potential space issues which may arise from the move to the Glen Site and asked how these would be addressed. Senator Eidelman explained that Principal Investigators would be allocated sufficient space, given overall space constraints. He added that space issues will be addressed on a case-by-case basis and that the University and McGill University Health Centre (MUHC) must operate within the space constraints imposed by the provincial government. Senator Murray asked how students who feel they have insufficient research/work space could voice their concerns. Senator Eidelman replied that such students could speak with the Principal Investigators, who are responsible for ensuring that students working on projects led by them have

sufficient space. He also stated that students could speak with program directors, department Chairs and the Dean if needed.

Senator Wang asked where administrative and support staff personnel will work while their new work location is being constructed. Senator Eidelman indicated that the MUHC will have to address this issue before the move.

Senator Pinto asked what measures would be taken to ensure that students located at the Glen Site would be able to participate in campus activities downtown. Senator Eidelman explained that, at the moment, the main focus is on resolving space issues; nonetheless, he noted that the site is close to a metro station, allowing for convenient public transportation to downtown. He added that social activities will likely also take place at the Glen Site, as is the case at McGill's other campuses.

2. Question Regarding Budget Reductions Announced at the Open Forum on McGill's Financial Situation

Senators Greenspon and Stewart-Kanigan submitted the following question:

Whereas, at the Open Forum on McGill's Financial Situation on October 27th, the Provost stated that reductions in McGill's provincial operating grant, "likely will affect students: fees probably won't go up; services likely will be cut";

Whereas, which services are targeted and how the reductions to McGill's provincial operating grant will affect each service remains unclear;

Whereas, students may prioritize the protection of certain services over others;

Whereas, the Provost has repeatedly stated his desire for the Quebec government to have flexibility when dealing with budget reductions;

Which McGill services' budgets are targeted for reductions?

What student consultation is planned for reductions specifically affecting students via reductions to services' budgets?

Are these reductions to services' budgets resulting from the current reductions announced by the provincial government in August 2014, or from reductions anticipated in Winter 2015?

Senator Masi provided the following written response:

McGill is a publicly (under) funded, research-intensive, and student-centred university with a world-class reputation for excellence and an enduring sense of public purpose. As I indicated at the Open Forum discussions on 27 October, the University must and will protect its core academic mission, as outlined in ASAP 2012 and other planning

documents, and we will do all that we can to honour commitments that have already been undertaken.

At the present time, we have not imposed any cuts to the academic renewal envelope for tenure track searches already launched. We have not withdrawn any teaching support allocations to Faculties and are exploring the ways in which these can be maintained into the new semester notwithstanding the additional claw-backs from the FY2015 appropriation from Quebec City. We are committed to ensuring that core components of all academic programs will be protected. However, in light of reduced revenues we are asking all academic units to consider realigning teaching priorities and to reduce where possible some optional courses.

Austerity is not a strategy for the longer term, but at the present time McGill will have to adopt certain efficiency measures in order to achieve the reduction in specific spending lines as required by the way in which the Ministry has decided to apply cuts to the university sector. Once again, while we are exploring our options, the University has not targeted specific student services for elimination as a way of reducing costs. However, some services may have to be offered at a reduced level and all services will have to be studied to ensure that the most important ones to students and to McGill's core mission, priorities, and goals remain available at appropriate levels.

Even though services are not likely to be eliminated outright, some programs requiring matching funds from the University's operating budget will have to be postponed, reduced, or cut in light of cuts to our funding from the Ministry. We are actively seeking alternative sources of funding for important student-led initiatives. For the record, however, this is exactly what we said in the Budget Book FY2015 would have to be done if the government of Quebec failed to provide our anticipated operating grant. This is in line with the initial, provisional, offer of matching funds for these programs.

For example, supplemental University funding for extended library hours during the course of the semester (outside of the final examinations period), and matching funds for the Sustainability Projects program almost certainly will have to be reduced. Alternative sources of supplemental financial support, such as philanthropic contributions, are being actively pursued to mitigate the impact of these measures. Remember that FY2015 started on 1 May 2014, but the cuts to our operating grant from the Ministry were only announced on 3 September and most recently on 12 November, although we were alerted of this last round of cuts in early October. These cuts to our grant which amount to over \$20m have all come well after the budget had allocated funds to Faculties and Administrative and Support Units. FY2015 ends on 30 April 2015 and there is an expectation still extant among Ministry officials that universities will come to the year-end closing with financial statements in balance. We are seeking clarification on these points before we move too aggressively on further internal restrictions on expenditures.

All of this being said, Senate should know that we must nonetheless prepare a budget for FY2016; indeed this work is already well underway. FY2016, which will run from 1 May 2015 to 30 April 2016, is in development and will of course be contingent on certain assumptions regarding the funding to be provided by the provincial government. The

Ministry has indicated that there will be further reductions in the government grants for the university sector for FY2016. Right now, indications are that these cuts will be additional to those already imposed and not merely a prolongation of the reductions we witnessed this year. We are working on a number of scenarios, all of which will require spending reductions that will go beyond what we were forced to announce at the end of October during the town halls. This will put services to students under some pressure for reductions especially if we cannot find additional avenues for cost savings. If targeted cuts are required at a later date to achieve the required reduction in spending, McGill students will be consulted through their representative associations and options for revised spending plans for affected programs will be laid out for their consideration and feedback.

The Secretary-General assumed the role of Chair while the Principal responded to follow-up questions, as the Provost was unable to attend given that he was travelling on University business. Senators discussed the process of consultation with students. For example, Senator Greenspon asked if students would be consulted on the budget reductions and, if yes, at what point. The Principal confirmed that consultations would take place as the intent is to minimize the effects of the cuts on students and other members of the University community.

Senator Stewart-Kanigan asked whether any services funded by contributions matched by the University would be eliminated. The Principal replied that the FY2015 budget included buffers in anticipation that additional provincial funding should not materialize; therefore, the intention would be to preserve services.

Senator Kucij clarified that the extended Library hours mentioned in the Provost's response would be preserved as the Students' Society of McGill University's Library Improvement Fund would fund keeping the library open during extended hours. Senator Benrimoh asked whether further cuts to the Libraries were anticipated. Given the Dean of Libraries' absence, upon a motion duly proposed and seconded, Senate extended speaking rights to Ms. Diane Koen, Libraries Associate Director (Planning and Resources). She indicated the intention is to protect the Libraries' current budget.

Senator Ayukawa asked whether funds not matched by the University in the short-term would be made up in later fiscal years. The Principal indicated that the question would be referred to the Provost.

Senator Benrimoh indicated that it would have been helpful to have the Provost present at the Senate meeting to respond to follow-up questions. The Principal explained that the Senate Steering Committee considered this and felt that it was important and timely for Senate to have a discussion on the budget reductions at this meeting. She also thanked the Provost for the written response.

3. Question Regarding McGill's Approach to Community Engagement

Senators Stewart-Kanigan, Ibrahim and Greenspon submitted the following question:

Whereas, the 2014-15 Joint Board-Senate Meeting on November 4th focused on "Strengthening McGill's Engagement with the External Community Through Research and Innovation";

Whereas, ‘Engagement’ and ‘Research’ are presented as separate items in the Principal’s Plans;

Whereas, community engagement can take many forms which facilitate “society achiev[ing] greater benefit from the intersection of [universities’] expertise and knowledge,” including innovation but also “engag[ing] external partners locally, nationally and globally by increasing McGill’s visibility as a welcoming, open place”;

Whereas, McGill’s Social Equity and Diversity Education Office (SEDE) runs many programs advancing community engagement, such as its annual Community Engagement Day where over 550 McGill students and staff volunteered with over 50 local charities and community organizations, took part in community-led workshops in over 54 Community engagement Projects, and were linked to volunteer opportunities with local community groups, as well as its Homework Zone program, which pairs McGill students with elementary students in Montreal’s sud-ouest to mentor and tutor; however, this office consistently and currently faces existential threats to its funding and was not included in the program of the Meeting;

Whereas, reaching out to and working with communities to allow them to bring their needs and priorities to the University first was consistently stressed as the first step to research-based engagement by participants at the recent Joint Board-Senate Meeting;

Whereas, building trust and relationships between external communities and the University requires long-term time and resource commitments, and investing in activities that do not directly benefit McGill but rather less privileged communities as a part of McGill’s commitment to “service to society”;

What role does engagement through strategies other than research and innovation play in the University’s external engagement strategy?

How do University strategies ensure that community engagement also encompasses involvement with local Montreal community members and organizations outside of the business and industry community?

The Principal provided the following response:

Thank you, Senators, for these questions.

McGill is a student-centred, research-intensive university with an enduring sense of public purpose. Teaching, research, and service to society are at the core of our mission and many initiatives we undertake involve a combination of these elements. Indeed, the University’s external engagements are taking place primarily through its teaching and research functions.

As a recent articulation of McGill’s commitment to community engagement, some of the priorities I discussed with the University in March 2014 are focused on enhancing community partnerships and outreach. These priorities are deepening our connection to

communities both locally and globally by providing meaningful opportunities for interactions and collaborations while furthering our teaching and research excellence.

In particular, the “McGill commitment” and the initiatives related to innovation draw on all three elements of our mission. The “McGill commitment” offers students a greater opportunity to challenge themselves through experiential learning, whether through an internship, co-op placement, international exchange, or undergraduate research experience. The innovation initiatives provide both faculty members and students opportunities to pursue entrepreneurship and for using their knowledge and expertise to the benefit of society through social, cultural, scientific, and technical innovation.

The few examples given below serve as an illustration of the breadth and depth of McGill’s community engagement:

- Nearly all of our Faculties and Schools offer some form of research internships for undergraduate students. The Faculties offer more than 2,300 “outside the classroom” opportunities for undergraduate students across all disciplines, with expansive programs in the Faculties of Agricultural and Environmental Sciences, Arts, Engineering, Law, Medicine and Science. Specific examples of our work with external partners include:
 - The Arts Internship Program offering numerous placements within local and global organizations, which range from Migrant International in Montreal to the Kibale Mobile Clinic Health and Conservation Project in Uganda;
 - The Macdonald Campus Internship Office organizing placements within a wide range of local farms and eco-organizations;
 - Science and Engineering’s close collaborations with the NSERC-Undergraduate Science Research Awards (USRA);
 - Desautels’s Social Economy Initiative and its Impact Internships Program that enables students to gain first-hand experience working in non-profit organizations within the Quartier de l’Innovation;
- Operating the Jim Lund Dental Clinic at the Welcome Hall Mission (WHM) to provide free, basic dental care to the homeless, low-income families, the elderly, the disabled, and recent immigrants and refugees;
- Building a network of opportunities for students to connect with alumni mentors in fields that interest them, including public service as well as social and community work of all kinds;
- Operating a free legal clinic with a mandate to provide legal information, referral, and community services to the McGill and Montreal communities;
- The leading role played by our Faculty of Religious Studies in the Tony Blair Faith Foundation’s Faith and Globalization Initiative;
- The Quartier de l’Innovation (QI) – officially launched in May 2013 by *École de technologie supérieure* (ÉTS) and McGill – creating an innovative ecosystem at the heart of Montréal which aims to foster the creative potential of the metropolis and promoting the complementary strengths and resources of its founding institutions as well as its numerous partners in research, training, innovation, and entrepreneurship.
- The McGill University Business Engagement Centre (MUBEC) serving as a single point of entry for corporations interested in taking a comprehensive approach to

- engaging with McGill's world-class research community and core technologies, as well as its full range of educational services;
- The Dobson Centre for Entrepreneurship in the Desautels Faculty of Management offering entrepreneurial education and providing resources that support and develop entrepreneurs.

In closing, there are two important points to note: First, engagement with the community has long been an integral part of the teaching and research across McGill. Second, the contributions of McGillians to their community extend well beyond their University activities and responsibilities and are expressed through a variety of ways, including volunteer work and philanthropic activities. We are extremely proud of all the ways our students, faculty, staff and alumni give back.

The Principal added that the community engagement strategy is linked to the University's mission, which has three components: teaching, research and service to the community; therefore, part of community engagement is tied to teaching and research.

Senators discussed how the University could further support volunteer work undertaken by members of the University in the wider community, noting that many initiatives are currently in progress.

Senator Ibrahim suggested that responses to questions be circulated well in advance of the Senate meeting to allow for consultation with constituents.

**Secretary's Note:* Previously, it was Senate's practice to respond to Senate questions orally at Senate meeting; these were subsequently minuted. Last year, it was suggested that responses be circulated in advance of the meeting, *when possible*. Depending on the information required to respond to a question, it is not always feasible to prepare a response in time for distribution with other meeting materials.

Part "B" – Motions and Reports from Organs of University Government

Open Session

1. **Open Discussion – “Non-Traditional/Out-of-the-Classroom Learning: Integrating Research Opportunities in Undergraduate Studies”** (D14-16)

The Chair initiated the discussion by explaining that the goal was to receive input from Senators on the topic and to develop a short list of action items which McGill should pursue.

Senators strongly supported integrating research opportunities in undergraduate studies. Some Senators noted that the University could better advertise research opportunities, since students are not always aware of them. Senators believed that, ideally, research opportunities should be remunerated and credited, but this is not always possible given the student-faculty ratios, the current fiscal environment and the great variation of the quality of off-campus research experiences. Senator Lu indicated that some challenges the University faces when determining

whether a research internship should be credited are that it is difficult to assess exactly what the student will be learning and the quality of the learning experience. Senator Nystrom mentioned that the Cultural Studies unit in the Department of English provides students the opportunity to complete credited internships in film and television production, and subsequently requires them to write a scholarly research paper. Senator Hastings agreed with this approach, but cautioned that evaluating such experiences requires additional resources from professors. He added that a McGill professor should serve as a co-supervisor for off-campus research opportunities to ensure the quality of such experiences.

Although Senators understood that students would like out-of-the-classroom learning experiences to be formally acknowledged, as this is what is being asked of them by employers and other universities, they indicated that not all research activities should be credited since the quality and rigour of these opportunities vary greatly. Many Senators felt that officially recognizing off-campus research opportunities would be beneficial. For instance, Senator Greenspon stated that demand is greater than the number of opportunities offered on campus, and that the diversity of research is greater off-campus. In addition, numerous Senators indicated that recognition of more research opportunities would be beneficial because some students do not have the resources to undertake unpaid and uncredited activities. A suggestion was made to further integrate research opportunities in programs of study to ensure students receive research experience and are credited for their work. Senator Stewart-Kanigan also recommended that opportunities which permit students to partner with local organizations to address the wider community's needs should be expanded. Senator Goldstein indicated that such opportunities have been pursued through the Quartier de l'Innovation.

The Chair summarized the discussion noting that Senators believed the University should maintain its high academic standards for research opportunities, but that accessibility and financial considerations are important issues which should be addressed further. She added that the University's approach to addressing these matters would be most effectively dealt with at the Faculty-level.

2. 459th Report of the Academic Policy Committee (APC) (D14-17)

Senator White presented this item for approval. She indicated that approval was required for proposed *Guidelines on Definitions of Academic Entities*, which intends to standardize the naming of academic units.

Senator Madramootoo proposed a friendly amendment that “typically at the graduate level” be removed from the “Institute” section. In addition, Senator Galaty proposed a friendly amendment that “or” be added after each bullet listed under the “Institute” section for greater clarity. Both friendly amendments were accepted.

On a motion duly proposed and seconded, Senate approved the proposed Guidelines on Definitions of Academic Entities, as amended.

3. Proposed Revisions to the *Regulations on Sabbatic Leaves for Tenured and Tenure-Track Academic Staff and the Regulations on Leaves of Absence for Tenured and Tenure-Track Academic Staff* (D14-18)

Senator White introduced this item for Senate’s approval, explaining that the revisions aim to clarify certain provisions, to make them more consistent with each other and to enumerate common practices which are not always well-known across the University community. She indicated that Senator Richard proposed a friendly amendment to section 2.1.1 (iii) of the *Regulations on Sabbatic Leaves for Tenure Track and Tenured Academic Staff* to include “where applicable” to the end of the clause, and to do the same for 4.2.2 (iv). In addition, the following text under section 4.3.1, “By October 1 the staff member shall forward to the Chair...”, should be revised to read as follows (new text underlined): “...shall forward to the Chair, Dean of a Faculty without departments or the Dean or Director of Libraries...”

Senator Richard asked what mechanisms would be provided to support the funding of sabbatic leaves by small faculties and libraries, given that section 10 of the current Sabbatic Leaves Regulations would be deleted. Senator White indicated that Deans of small Faculties and the Dean of the Libraries request such funds from the Provost’s Office, and that this practice would continue.

Senator Galaty asked how applicants would appeal denials of sabbatic leave requests. Senator White replied that the staff grievance process would be an option.

Senator Saroyan thanked Senator White for her hard work and collegial spirit and collaboration with the McGill Association of University Teachers.

On a motion duly proposed and seconded, Senate approved, and recommend to the Board of Governors for approval, the proposed changes to the Regulations on Sabbatic Leaves for Tenure Track and Tenured Academic Staff and the Regulations on Leaves of Absence for Tenure Track and Tenured Academic Staff, as amended.

4. Annual Report of the Committee on Student Discipline (2013-2014) (D14-19)

Senator Costopoulos presented this report for Senate’s information, highlighting that this year’s report included a “Discipline Trends Results Summary” which outlines student disciplinary trends over the past ten years. Senators thanked Senator Costopoulos for the report, noting the helpfulness of the trends summary.

Senator Benrimoh asked how the variables for the time series chart were selected. Senator Costopoulos indicated that the intention of this data was to test the validity of claims repeatedly made by members of the University community.

Senator Richard noted that McGill consistently maintains a high graduation rate. Senator Ayukawa asked why students who have gone through the disciplinary process have higher dropout rates than other students, and asked what resources are targeted to these students. Senator Costopoulos explained that expulsion is a remedy rarely applied by the Committee on Student Discipline. He added that students who go through the disciplinary process, however, usually confront issues in their personal lives, which may contribute to why they chose to leave the University. He also

explained that the student disciplinary process at McGill works well in that recidivism is extremely low.

Senator McCulloch noted that the number of academic offences has remained stable overtime and asked whether there are measures in place to address this and how McGill compares to other Canadian universities. Senator Costopoulos indicated that the stability of the number of academic offences reveals that current measures are functioning reasonably well since the number of offences has not grown in tandem with the increase of the overall student population. Regarding comparisons with other universities, Senator Costopoulos indicated that this is challenging given confidentiality issues, though McGill participates in provincial and North American working groups on student discipline.

Senator Wang asked if the University is seeking to re-employ the use of software, such as “Turn It In,” to help detect cheating. Senator Costopoulos indicated that his office is collaborating with Information and Communication Services to find less costly software solutions which are compatible with the University’s current information technology infrastructure.

5. Annual Report of the Committee on Enrolment and Student Affairs (D14-20)

Senator Dyens presented this item for Senate’s information. He explained that the report outlines the Committee’s activities of the past year, and its plans and priorities for the upcoming year.

Senator Lu asked if results on the implementation of the course timetabling system implemented last year could be provided to Senators. Senator Dyens indicated that this information could be provided at the next Senate meeting. He added that Enrolment Services is working with professors, units and Faculties to address scheduling issues, and improvements have been made to the online system based on feedback. He explained that the University strives to maintain a fair balance between teaching and research for its academic staff. Dean Jutras indicated that the new course timetables system was intended to help the University better manage its space. He suggested that small Faculties can manage their own space and schedules, and make their surplus space available to the University community.

6. Report of the Joint Board-Senate Meeting (D14-21)

Senator Goldstein delivered this report for Senate’s information, indicating that a list of possible follow-up actions will be shared with Senate early in 2015. Senator Stewart-Kanigan indicated that students believed the event was business-focused, and that student Senators were disappointed that, due to time constraints, participants were unable to ask questions to panelists at the meeting. She suggested that students be included in the organization and planning of the event in future years.

7. Other Business

No other business items were raised.

Confidential Session

8. Report of the Honorary Degrees and Convocations Committee (D14-22)

Senate moved into confidential session to discuss the Report of the Honorary Degrees and Convocations Committee (this minute is approved by the Senate Steering Committee and is not published or circulated, but is attached to the permanent minutes of Senate as Appendix A).

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 5:05 p.m.

END

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