

Minutes

Wednesday, December 1, 2021 21-22:05

Minutes of the meeting of Senate held on Wednesday, December 1, 2021 at 2:30 p.m. via the Zoom Conferencing Application.

PRESENT

Agtang, Darelle
Ahsan, Arshiyah
Arseneault, Louis
Bartlett, Joan
Beauchamp, Yves
Bede, Jacqueline
Beech, Robin
Behzadi, Houman
Blanchette, Mathieu
Breau, Sébastien
Campbell, Angela
Chan, Yolande E.
Chen, Jennifer
Cook, Colleen
Crago, Martha
Cumming, Julie
Cummings, Beth
Czemmel, Nancy
Dirks, Melanie
Downie, Claire
Dworek, Nikulas
Eakin, Gael
Eidelman, David
Elbourne, Elizabeth
Elstein, Eleanor
Emami, Elham
Fortier, Suzanne
Frona, Michael

Geitmann, Anja
Grignon, Chantal
Guyatt, Claire
Hastings, Kenneth
Hébert, Terence
Hickman, Miranda
Hunter, Mary
Hurtubise, Jacques
Karaminassian, Roubina
Kiester, Lucy
Kirk, Andrew
Krishnamurthy, Srinivasan
Labeau, Fabrice
Lennox, Bruce
Levey, Margaret
Levine, Alissa
Levy, Jacob
Low, Bronwen
Manfredi, Christopher
Mantere, Saku
McKenzie, Jeffrey
Nalbantoglu, Josephine
Ndao, Momar
Nicell, Jim
Nilson, Laura
Nycum, Gillian
Nystrom, Derek
Parsons, Addy

Perepichka, Dima
Poorhemati, Hossein
Qiao, George
Quitoriano, Nathaniel
Rassier, Dilon
Ravenscroft, Brenda
Richard, Marc
Riches, Caroline
Robillard, Martin
Rodriguez Saenz, Maria
Rohrbach, Petra
Ruge-Murcia, Francisco
Salameh, Samer
Snider, Laurie
Sroka-Fillion, Nathalie
Steinhauer, Karsten
Subramanian, Narendra
Theodore, David
Tureli, Ipek
Vallée, Jean-Sébastien
Vennat, Manon
Voudouris, Nellie
Weil, Carola
Weinstock, Daniel
Willie, Bettina
Winer, Laura
Yang, Kerry
Zorychta, Edith

REGRETS: Bob Babinski, Paige Collins, Jean Deschenes, Susan Drouin, Jim Engle-Warnick, Debbie Eperjesi, Madelyn Evans, Samer Faraj, Maiya Rachel Geddes, Pierre-Luc Girard-Lauriault, Kristi Kouchakji, Lucyna Lach, Robert Leckey, John McCall MacBain, Catriona Moore, Carla-Elvira Olteanu, Ram Panda, Jennifer Ronholm, Geneviève Saumier, Harmehr Sekhon, Shaheen Shariff, Eran Shor, Brigitte Vachon, Marc Weinstein, Joshua Werber,

1. Welcoming Remarks

The Chair welcomed Senators to the fifth Senate meeting of the 2021-22 governance year. The meeting was held virtually via the Zoom conferencing application. She called on the Secretary-General who introduced Thomas Daudlin, a new Governance Officer at the Secretariat, to members of Senate. The Chair wished students success for the upcoming exam period, and all Senators a happy holiday break. The Chair reminded Senators that the Senate Rules of Procedure prohibit the recording of the sound or images, and the communication or posting of Senate deliberations. She mentioned that the audio portion of the Senate meeting was being livestreamed and the recording would be accessible until the approval of the meeting minutes.

2. Memorial Tributes

Senator Eidelman read the following memorial tribute for Dr. Richard Goldbloom, which Senate subsequently unanimously endorsed:

It is with great sadness that we share the news of the passing of Dr. Richard Goldbloom, a trailblazer in pediatrics and pediatric medical education, on November 19, 2021, a few weeks short of his 97th birthday. Dr. Goldbloom had multiple ties with McGill, as an alumnus, a former faculty member and Honorary Degree recipient.

Born and raised in Montreal, Dr. Goldbloom completed his undergraduate and medical degrees at McGill, in 1945 and 1949, respectively. He trained as a pediatrician at the Montreal Children's Hospital and at Boston Children's Hospital. Returning to Montreal, he initially joined his father and brother in a private pediatric practice before committing to a full-time academic career at McGill and at the Montreal Children's Hospital. In 1967, he became Professor and Chair of the Department of Pediatrics at Dalhousie University as well as the inaugural Physician-in-Chief and Director of Research at the newly constructed Izaak Walton Killam Hospital for Children in Halifax, where he would remain for 18 years.

Dr. Goldbloom published over 140 scientific research papers in hematology, nutrition, cystic fibrosis, medical education, and the value of screening for disease. He wrote many books, including "Pediatric Clinical Skills", which remains widely used by medical students and scholars today. In 2013, he published his autobiography titled, "A Lucky Life".

Dr. Goldbloom held visiting professorships and distinguished lectureships around the world. He sat on many boards and committees, including serving as President of the Canadian Pediatric Society. He also served on the Executive of the Medical Research Council of Canada, and from 1984, chaired the Canadian Task Force on the Periodic Health Examination for a decade.

Dr. Goldbloom received numerous honours over his lifetime. In 1987, he was appointed as Officer of the Order of Canada. In 1999, he received the F.N.G. Starr Award from the Canadian Medical Association, its highest honour. He also received the Queen's Silver and Diamond Jubilee Medals and four honorary degrees - including one from McGill in 2002.

He was particularly moved when the Izaak Walton Killam Hospital for Children – a hospital he led for much of his career - named its newest building after him - the Richard B. Goldbloom Pavilion for Research and Clinical Care. In 2016, Dr. Goldbloom was inducted into the Canadian Medical Hall of Fame.

Dr. Goldbloom was not only admired for his remarkable academic and medical work, but was also revered for his warm sense of humour and his cultural and social work. His love for music and talent as a pianist were evident. He was a phenomenal teacher and mentor; he was especially dedicated and passionate toward teaching and helping younger generations, as exemplified by being the founding Chair of the Discovery Centre, an interactive children's museum of science and technology in Halifax.

Predeceased by his beloved wife Ruth and his brother Victor, we offer our sincere condolences to Dr. Goldbloom's children Alan, Barbara and David and their families, as well as to his extended family, friends, colleagues, students and all those whose lives he touched. May his memory be a blessing. He will be dearly missed.

Senator Nicell read the following memorial tribute for Professor Emeritus Musa Kamal, which Senate subsequently unanimously endorsed:

It is with deepest regret that I inform you today of the recent death of one of our most distinguished colleagues of the Faculty of Engineering, Professor Musa Kamal. Professor Kamal, of our Department of Chemical Engineering, passed away on October 22, 2021. He was born in Jordan and received his Bachelor of Science degree in Chemical Engineering from the University of Illinois, Urbana-Champaign and his Master of Engineering and Ph.D. degrees in Chemical Engineering from Carnegie-Mellon University, Pittsburgh, USA. After 6 years working as research engineer and group leader at American Cyanamid, he joined McGill.

Throughout his long and prolific career, Professor Kamal made numerous impactful contributions to research in polymer science and engineering, especially in polymer processing. His work ultimately led to six patents, over 350 publications, six books and hundreds of technical presentations. His research established the fundamental aspects of polymer processing and impacted the entire field. His broad and far-reaching achievements have been acknowledged through prestigious awards, including his being inducted into the Polymer Processing Hall of Fame in 2003, a Life-Time Achievement Award from the Society of Advanced Molding Technologies in 2009, and the Society of Plastics Engineers International award received in 2011, among many others. He was a Fellow of the Royal Society of Canada, the Canadian Academy of Engineering, the Plastics Academy, the Chemical Institute of Canada, and the Society of Plastics Engineers.

Professor Kamal was passionate about his research and teaching. He contributed to the training of almost 150 graduate students and other researchers in his field, many of whom went on to notable careers. He was known to be an inspiring and encouraging supervisor and mentor. Beyond his achievements as a teacher and researcher, over a period of 10

years, he served his colleagues as Chair of the Department of Chemical Engineering during which he demonstrated excellent leadership skills.

Professor Kamal retired from McGill in 2004 and was subsequently appointed to the rank of Professor Emeritus. Since retiring from his fulltime academic duties, Professor Kamal continued to be an active scholar, pursuing his work and graduate supervision, by mentoring others, and by serving on various editorial boards and scientific committees. In recent years, he was a member of the Executive Committee of the Polymer Processing Society, Chief Editor of the Progress in Polymer Processing (PPP) book series, and a member of the Editorial Boards of 5 international journals.

Professor Kamal's exceptional legacy as a scholar, a teacher, and consummate professional will certainly continue to have great impact for a long time.

He leaves behind his wife Nancy, his sons Rammie and Basim and their spouses, his grandchildren Bianca, Katrina and Xander as well as his many relatives in the Middle East and around the world. We are deeply saddened by his passing and extend our heartfelt condolences to Professor Kamal's family.

Senator Hunter read the following memorial tribute for Professor Emeritus Ronald Storrs McCall, which Senate subsequently unanimously endorsed:

It is with great sadness that I announce the passing of Professor Storrs McCall on the seventh of November, 2021. The tribute I am sharing with you today was written with the help of Ian Gold, chair of the philosophy department, who was one of Professor McCall's students 40 years ago this very term. Storrs was born in 1930. He did his undergraduate degree at McGill and went on to Oxford as a Rhodes Scholar for graduate work. He came back to a faculty position at McGill after teaching at the University of Pittsburgh and at Makerere University in Uganda where he established the teaching of philosophy and was the first instructor in the subject.

Storrs published widely on logic, the philosophy of mathematics, and metaphysics, especially the metaphysics of space and time and of free will. Of his many publications, his 1994 book, *A Model of the Universe*, is a tour de force that includes theories of time and probability, an interpretation of quantum mechanics, and an account of decision and free will.

Storrs worked in the Department of Philosophy for more than 50 years. He had many friends on campus and was a member of the famed "round table" at the Faculty Club. He was always the first in our department to invite a new colleague to dinner, and held a joyous annual Thanksgiving party that always included all of the guests helping to store the firewood for the coming year.

Storrs is survived by Ann, his wife of 57 years, his children Mengo, Kai, and Sophie, and his six grandchildren, and we extend our deepest sympathies to all of them. He will be deeply missed and remembered with great affection.

3. Report of the Steering Committee

(21:22-04)

Senate received the Report of the Steering Committee (21-22:04).

Item 1. Approval of Minutes of Senate – November 17, 2021 meeting.

Item 2. Speaking Rights. Upon approval of the report, speaking rights were granted to Ms. Cristiane Tinmouth, Associate Vice-Principal (Financial Services), for item IIB2.1 (Annual Report on the Financial State of the University), Mr. Denis Mondou, Associate Vice-Principal (Facilities Management and Ancillary Services), and Acting Chair, Committee of Physical Development, for item IIB2.2 (Annual Report of the Senate Committee on Physical Development), and Professor Christopher Buddle, Associate Provost (Teaching & Academic Programs), for items IIB2.4 (Annual Report of the Committee on Libraries), and IIB3 (Report of the Ad Hoc Advisory Committee on COVID Academic Planning and Policies).

Item 3. Approval of the Agenda.

Item 4. Review of Questions and Motions. The Committee received one question for the Senate meeting of December 1, 2021. Following an initial review of the question, the Committee determined that while the question did seem to fall under the purview of Senate, it required further precision and clarification. The Senators who submitted the question made revisions, with the objective of clarifying the subject and scope of the question. The updated version of the question has been accepted by the Steering Committee for inclusion on the agenda.

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

4. Business Arising from the Minutes

The Secretary-General reported on two follow-up items that were requested at the last Senate meeting. She indicated that a Secretary's note had been included in the minutes, noting the Ad Hoc Advisory Committee's email address. An additional Secretary's note was included with a link to the Teaching and Learning Service's website, which contained information regarding the delivery of learning modules.

5. Chair's Remarks

The Chair began her remarks by providing an update on the situation at McGill in light of the COVID-19 pandemic. She reported that the University had no cases of transmission on campus during the previous week, indicating that adequate measures have been established. She then announced that planning for the upcoming semester was underway and noted the goal to increase in-person teaching activities, from 85% for Fall 2021 to close to 90% in the winter. She noted that most courses with fewer than 200 students enrolled would be delivered in person, and that Administrative and Support Staff would continue to progressively return to work on campus through January. She cautioned that the University was still in a situation where there was a need to exercise caution, especially with respect to indoor gatherings. To that end, she shared that the

Recovery and Operations Resumption Committee, co-chaired by Senator Fabrice Labeau and Associate Provost (Teaching and Academic Programs), Christopher Buddle had communicated guidelines to Faculties and units on how to plan safe holiday events. On a national level, she reported that progress continued to be made on the vaccination front with booster shots for seniors and immuno-compromised people underway, as well as the national rollout of vaccines for children between the ages of 5 and 11. Lastly, she noted that it was still too early to make any predictions about the new variant (Omicron), but offered assurance that the University would continue to monitor the situation while remaining vigilant, and that the University's plans included built-in contingencies.

Regarding government relations, the Chair commented on the Speech from the Throne delivered last week. She noted that the Speech promised action across three main categories: reconciliation, collective health and well-being, and climate change. The Chair expressed disappointment that the Speech it did not include mention of research, innovation, or science, nor touch upon issues of skills and talent, or, more broadly, post-secondary education.

The Chair mentioned that she had met with Kelly Gillis, McGill alumna, and the University's new champion within the Government of Canada. Appointed Deputy Minister, (Infrastructure and Communities) in 2017, Ms. Gillis will work with McGill on shared federal priorities, including providing McGill students career opportunities as part of the Government of Canada.

The Chair announced that Quebec's Minister of Finance and McGill alumnus, Eric Girard, tabled the *Point sur la situation économique et financière du Québec* last Wednesday. In this fiscal update, the government introduced incentive scholarships of \$2,500 after each successful full-time semester. This will total \$15,000 for a three-year program and \$20,000 for a four-year program. The scholarships will be granted for specific fields of study including health and social services, education, childcare, engineering, and information technology sector. The Chair indicated that the exact list and more precise details would be shared over the next few weeks, and that with this new measure, spending on higher education would be \$10.1 billion in 2022-2023 (amounting to a growth of 9.0% over the previous period).

Regarding community relations, the Chair highlighted that last week, the University hosted four Fall convocation ceremonies which saw 700 graduating students cross the stage at *Place des Arts* for the first time since the beginning of the pandemic. She reported that honorary degrees were conferred to former astronaut Robert Thirsk, esteemed lawyer Angela Swan, and celebrated philanthropist Roger Warren.

She then congratulated the winners of the Principal's Prize for Excellence in Teaching, and winners of The Principal's Awards for Administrative and Support Staff, noting that the successful individuals' information was available on the McGill Reporter website.

The Chair reported that she attended the Scarf ceremony alongside Senator Manfredi. She shared that the ceremony, which celebrates Indigenous graduates, included 91 First Nations, Inuit, and Métis students who had completed degree programs and certificates at both the undergraduate and graduate levels in 2021, from across all of McGill's Faculties.

She shared that the University had received a transformative gift totalling \$13M from alumnus Gerald Rimer (BCom'56), and the Rimer family, in support of a major renovation of the Leacock Building, and for the foundation of a future Institute for Indigenous Research and Knowledge (IIRK) at McGill.

The Chair then invited Senators to join her for a virtual ceremony on Monday, December 6, 2021, to remember the 14 victims of the 1989 Ecole Polytechnique shooting (also commemorated as the National Day of Remembrance and Action on Violence Against Women). She indicated that more information about the event, was available on the McGill Reporter website.

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She reported that fourteen McGill researchers had been named on the annual 'Highly Cited Researchers' list from Clarivate for 2020. The annual list identified over 6,600 researchers from across the world who demonstrated significant influence in their chosen field or fields through the publication of multiple highly cited papers during the last decade. The researchers are identified through the publications that rank in the top 1 per cent of citations by field and publication year in the Web of Science citation index.

She then noted that Prof. Hanadi Sleiman (Department of Chemistry) was the 2021 recipient of the Natural Sciences and Engineering Research Council of Canada (NSERC) John C. Polanyi Award, in recognition of her ground-breaking advancements in the field of DNA nanotechnology, and precision medicine to combat major diseases.

The Chair went on to share that the Canadian Hydrogen Intensity Mapping Experiment fast radio burst (CHIME/FRB) team, which discovered more than 500 new fast radio bursts in the first year of the detector's operations, was to receive the 2022 Lancelot M. Berkeley New York Community Trust Prize for Meritorious Work in Astronomy, bestowed by the American Astronomical Society (AAS). The CHIME project is co-led by McGill, the University of British Columbia, the University of Toronto, and is hosted at the Dominion Radio Astrophysical Observatory by the National Research Council of Canada, with collaborating institutions across North America. The Berkeley Prize will be accepted on behalf of the team by Prof. Vicky Kaspi (McGill Space Institute), Principal Investigator of the CHIME/FRB Team, and Paul Scholz (University of Toronto).

Lastly, the Chair reported that Prof. Lorenz Lüthi (Department of History and Classical Studies) was the recipient of a research prize from the Humboldt Foundation, which will enable him to spend a year in Berlin at the Free University as a visiting scholar, while continuing his studies of Cold-War era Berlin.

The Chair concluded her remarks by encouraging all Senators to consult the full list of kudos, which recognized colleagues who had recently won awards.

SECTION II

Part "A" –Questions and Motions by Members

1. Question Regarding the Promotion of Stakeholder Feedback

Senators Quitoriano, Elbourne, Bede, and Bartlett submitted the following question:

This question seeks to strengthen feedback processes within the university, particularly involving systems at the University-wide level by contacting stakeholders (faculty, staff, students, and administration) most impacted by them, those who implement them and those affected by them.

Over the last few years, new University-wide systems, such as Workday, have been adopted. At the time of conception and implementation, the workload implications of these processes and systems are not always known. Sometimes to implement these systems, procedures are developed without sufficient consideration for the technology or human resources available, which can result in less time of the staff member to dedicate to other priorities. This question seeks to help mitigate unforeseen impacts of these systems and procedures that accompany their implementation, by building more robust and frequent, feedback mechanisms. Some areas within the University which could see improvements from these mechanisms include:

Workday: there are large unresolved problems associated with hiring TAs and graders, which is the bulk of the hiring process, and which have not yet been addressed. Additionally, there are tedious process associated with having to approve letters of reference individually.

Graduate and Postdoctoral Studies: many tasks which used to be done by the GPS office have been delegated to graduate program directors and graduate program coordinators.

McGill Marketplace: There is some inflexibility of the system when purchasing which would be made easier if the creator and/or FST could modify an existing request, without having to disapprove and then recreate the request.

The above examples are not meant to be exhaustive or to single out any particular group or system; they are listed here merely to illustrate how the University could improve by increasing stakeholder interactions. Many reach out for feedback on various practices and procedures; but, not always to the people most affected by them. We are aware, for example, that deans are often consulted for feedback; without in depth consultation, however, deans are often not aware of the details associated with the work needed to implement changes.

With all of this in mind, could every report presented to Senate include survey results which look at the effects of University-wide systems on the various stakeholders in the community (students, staff, faculty, and administration)?

Could those responsible for establishing or reviewing processes supporting the implementation of University-wide systems, which affect academic staff, start with a comprehensive consultation to gauge the most significant pain points of stakeholders?

Senator Christopher Manfredi, Provost and Vice-Principal (Academic), provided the following written response prior to the Senate meeting:

Thank you for your question, Senators Quitoriano, Elbourne, Bede, and Bartlett.

The policies and regulations by which our community are governed, together with the business processes, software, and other support tools that facilitate the work of academic and administrative staff across the university are devised and selected with a view to ensuring the protection and support of our community, compliance with external authorities, and the best use of University resources. To these ends, it is important that those responsible for such policies and processes consider their effect on stakeholders, and that University community members both understand the impacts of such policies and processes and participate in their implementation.

Stakeholder consultation is built into the process for developing and reviewing all policies and regulations that affect staff and students. For policies and regulations related to academic staff, for example, MAUT is listed as a party that is consulted. During the course of a typical academic year, Senate receives upwards of twenty reports between September and May. We would risk overburdening our community with the addition of twenty surveys for the purposes of Senate to the regular cycle of queries and invitations for sharing information already put to our staff and students.

Major new systems transitions ought always to be implemented with open communication and consideration of the downstream effects of such change. With respect to the most recent major change to the University's administrative structure, the introduction of Workday as a new comprehensive human resource information system, the core principles of the project included a commitment to achieve efficiency and avoid redundancy, while ensuring consistency and compliance in our processes with respect to University policies and external regulations and legislation. Business processes within Workday were designed by users drawn from across the University and were later tested by other users similarly drawn from units across the University. This included HR specialists supporting HR processes for both administrative and academic staff, as well as general users. Project leads also met regularly with Faculty representatives and visited Faculties to speak directly with academic staff to apprise them of the changes that would come and solicit feedback during design phases. In the 15 months since the transition, there have been challenges, as there would be with any major change of this sort, but the central team continues to listen to and support local users and processes continue to be refined and improved as a result. Here, user surveys have been implemented to solicit feedback. Likewise, project stewards remain available to community members who have questions or concerns about the new tool or who wish to make suggestions.

Going forward, McGill leadership will continue to ensure that active, sustained stakeholder engagement remains a core part of University planning.

Senator Quitariano acknowledged the University's effort to optimize processes and systems, noting, however, that some systems could be further improved. He stressed the importance of introducing more consultations at local levels and encouraged the practice of administering surveys to identify solutions, rather than requiring end users to work with inefficient processes. Senator Elbourne then commented on the methods and processes for encouraging feedback from the 'bottom up', while noting that the large amount of additional work required to complete these surveys may be problematic. Senator Manfredi responded that he would be hesitant to add more work than necessary to the Analysis, Planning, and Budget team, but took note of the request for more robust feedback loops during the implementation of institutional changes. Acknowledging the importance of understanding user needs, and the extent to which these systems were meeting those needs, Senator Manfredi indicated that the University would aim to further consult stakeholders on these issues going forward. The Chair mentioned that the Quebec government has continued to increase its reporting requirements on various topics.

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

Open Session

1. Reports of the Academic Policy Committee

1.1 508th Report of the Academic Policy Committee (D21-21)

Senator Manfredi presented this report for Senate's information. The report contained information relating to the creation of a new Non-Thesis option within the existing Master's in Biological and Biomedical Engineering, major revisions to existing programs and membership of the Working Group on Teaching Evaluations.

2. Annual Reports (2020-2021)

2.1 Financial State of the University (D21-22)

Senator Beauchamp presented this report for Senate's information alongside Cristiane Tinmouth, Associate Vice-Principal (Financial Services). Senator Beauchamp began by mentioning that the University's external auditors confirmed their opinion that the financial statements presented fairly and in all material respects the financial position of the University as of April 30, 2021, and that the opinion is without qualification. He presented an overview of the University's four funds: the operating/unrestricted fund, the restricted fund, the plant fund, and the endowment fund. He reported that the University had posted a net operating surplus of \$51.2M for the current year, of which \$42.1M was attributed to actuarial gains. The current cumulative spent is \$186.5M on capital expenditures, of which \$103M was spent on the maintenance project, and \$83.3M on the IT project. In FY21, \$2.5M was spent on the maintenance project, and \$18.3M was spent on the IT project. Senator Beauchamp explained that the maintenance spending was relatively low this year due to governmental contributions. He then reported that the total income distribution on the endowment fund at 4% amounted to nearly \$70M on realized income of \$190M.

Regarding the University's operating fund, Associate Vice-Principal (Financial Services), Ms. Tinmouth, reported that revenues were down by nearly \$49M, noting that this was attributed to a decrease in the sale of goods and services, but that it was offset by a \$16M increase in tuition fees. She mentioned that this increase was possible due to a deregulation of fees. She then shared that salaries were down \$5.2M, mostly affecting Administrative and Support staff, as a result of the hiring freeze. Included in the salaries figure was the actuarial evaluation of the University's pension and post-employment plans. She noted that travel costs were down and that there were savings resulting from a lower use of energy. She shared that the University ended the year well overall, and that on a cash basis, the University had a surplus of \$810,000. In regard to the deficit, Ms. Tinmouth reported that the University has an accumulated deficit of \$238M, a financed accumulated deficit of \$119M, and a total accumulated deficit of \$237M. Ms. Tinmouth reported that the provincial government had awarded the University \$131M in deferred maintenance spending, which includes a patrimonial envelope of \$1.8M. She then described the University's \$400M approved bond issuance, of which \$260M is allocated to deferred maintenance needs, and \$140M is allocated to IT needs (these funds also financed the Workday implementation). Ms. Tinmouth went on share that as of October 31, 2021, the University had no borrowings, and was therefore in a cash position. This allowed an effective borrowing rate of 0.25%. She then mentioned that the University's annual payments add up to approximately \$77M. Regarding interest rate swaps, Ms. Tinmouth reported an unrealized loss on the loan contracted to purchase 680 Sherbrooke, as well as a small unrealized loss on a US bond issuance of \$150M. Additionally, there was a realized loss on the remaining loans, requiring a payout of \$4.1M.

Ms. Tinmouth added that a report from Moody's Investors Service was expected in January, and that the University would be meeting with S&P Global in the near future. She concluded by stating that the ongoing impact of COVID-19 on the University's revenue and expenses was being closely monitored and reported on to the provincial government.

Senator Hastings raised a question regarding the surplus, inquiring if evaluated actuarial gains represented 'actual money' that was meant to be paid in FY21, or if it represented a future liability. Ms. Tinmouth confirmed that the gains were non-cash transactions and were representative of the interest rates at a given moment in time. In response to Senator Hastings' inquiry as to whether these funds could have been otherwise allocated, Ms. Tinmouth indicated that this would not have been possible. Concerning the differences between last year, where \$10M was over-distributed, and this year, where \$120M was under-distributed. Ms. Tinmouth clarified that the numbers were based on individual points in time, referring to volatile market conditions in FY20. She also mentioned that the last over-distribution was recorded in 2009 following the market crash.

Senator Kirk commended Senator Beauchamp and Ms. Tinmouth for the comprehensive report. In light of the report showing the University being in a fairly healthy position, he inquired about the justification for the ongoing hiring freeze and apparent lack of funds for small projects. Senator Manfredi explained that the hiring freeze was linked to the onset of the COVID-19 pandemic, a time when the University's revenue was uncertain. Despite a shortfall of income from the area of sales of goods and services, Senator Manfredi reminded Senators that the University did not proceed with any lay-offs, even though the revenue that normally would have supported salaries was not available, and, instead, opted to implement mitigation measures. He added that, beginning in Fall 2020, replacement positions began to be filled, and some hiring activities should be

augmented going into the new year. Senator Manfredi concluded by stating his approval for this approach, as the measures taken ensured the fiscal health of the University.

2.2 Senate Committee on Physical Development

(D21-23)

Mr. Denis Mondou, Associate Vice-Principal (Facilities Management and Ancillary Services), and Acting Chair, Committee of Physical Development, presented this report for Senate's information. Mr. Mondou began by addressing the University's major planning initiatives, noting that the Library collection management facility project was in progress. He then reported that the project for the School of Population and Global Health, situated at 2001 McGill College, was slated for completion by year's end. Mr. Mondou shared that there were multiple projects taking place within the 680 Sherbrooke building, including a *centre d'accès aux données de recherche de l'Institut de la statistique du Québec* (CADRISQ) and a *centre interuniversitaire Québécois de statistiques sociales* (QICSS). In addition, he mentioned that a pre-project study report was underway for the Macdonald-Harrington renovation and expansion. The Centre of Excellence in Agriculture at Macdonald campus is in the design stage, as is the Sport Science Institute. Regarding major infrastructure and maintenance projects, Mr. Mondou shared that there were currently many active sites. For FY21, spending is estimated to be \$105M, and of this number, \$52M was allocated by the Ministry of Higher Education. Construction projects across all portfolios will cost approximately \$132M, which will be carried forward into the next years. Senate was also informed that the Committee had received reports concerning the Royal Victoria Hospital project, the Fiat Lux Library project, and the deferred maintenance investment; the latter of which aims to improve the overall condition index across all facilities. Mr. Mondou also mentioned the Committee's involvement with the Office of Sustainability and concluded with a list of various presentations that were presented to the Committee from different groups.

Senator Kirk inquired if the list of projects, reports, and presentations was meant to be comprehensive, noting that the Schulich Library renovation was not mentioned. Mr. Mondou replied that there had been no updates on the Schulich Library renovation project since he had began serving on the Committee. In response to a question on the frequency of reports to the Committee, Mr. Mondou indicated that the Committee was working on improving reporting, planning, and tracking.

2.3 Committee on Enrolment and Student Affairs (D21-24)

Senator Labeau presented this report for Senate's information. He began by reminding Senate that the Committee on Enrolment and Student Affairs (CESA) oversees student affairs and enrolment, and that most of the Committee's work was related to admission standards and policies. He also mentioned that CESA was involved in student awards, with particular attention to named scholarships, fellowships, and the like. He noted that the comprehensive list of new awards was included in the documents submitted for the meeting, attributing these awards and student aid to the ongoing generosity of donors.

During his presentation, Senator Labeau made note of several minor errors in the report (on page number 3, sections A & B should read 'Enrolment Services', not 'Student Services', and on page

number 6, a paragraph is missing following ‘Point F: The School of Continuing Studies [...]’). Senator Labeau indicated that an updated version would be provided.

Secretary’s Note: Senator Labeau provided an amended report to the Secretariat following the meeting, which is available for viewing online at:
https://www.mcgill.ca/senate/files/senate/08_d21-24_cesa_annual_report_updated.pdf

2.4 Committee on Libraries

(D21-25)

Professor Buddle presented this report for Senate’s information. He began by drawing attention to the documents provided in advance of the meeting and offered a brief overview of the contents. He shared that the Committee met twice in the last year, and that regular reports were received from the Trenholme Dean of Libraries, Senator Colleen Cook. He went on to report that general updates were regularly received from the Library, as well as status updates of large projects, such as the Fiat Lux project. The Committee’s additional areas of discussion included details concerning Library usage, service maintenance, course reading supply issues, as well as open educational resource development. Professor Buddle concluded by inviting Senator Cook to respond to any questions that may fall within her purview.

Senator Kirk began by thanking Professor Buddle and the Committee for their work, indicating that he would have expected the report to be more robust, due to the considerable scope of the Library’s strategic role within the University. Given the rapidly changing nature of libraries with the onset of open-access publications, he inquired if the Committee had considered the strategic implications. He suggested that these issues should be considered in the context of the Committee’s work so that they could be reported to Senate. Professor Buddle shared that the Committee would be meeting more often going forward, and that discussions continue to be robust within.

Lastly, Senator Labeau offered a comment on the work of the Library over the past two years, recognizing flexibility in community service and commending staff for all their efforts.

3. Report of the Ad Hoc Advisory Committee on COVID Academic Planning and Policies (D21-26)

Senator Campbell and Professor Buddle presented this report for Senate’s information. Professor Buddle began by informing Senate that the weekly discussion within the Committee had been comprehensive. He reported that the Committee was looking into student accommodations, and that a recommendation had been made to continue the current academic framework into the winter, including the availability of the academic accommodation request form through Minerva. He addressed the issue of technical resources that may or may not be available to all instructors in all spaces, and described ‘Online Synchronous Participation’, which would allow students to ‘zoom in’ to a class taking place in-person. He thanked Senator Winer as well as Teaching and Learning Services for their assistance in creating resource guides to support this model of lecturing and encouraged faculties to assist instructors interested in this approach. Professor Buddle spoke about long-term accommodation availability and reported that discussions were ongoing to ensure all considerations and needs were addressed, all the while recognizing that there may be limits to these efforts.

Senator Campbell addressed the issue of instructor accommodations, which, unlike student accommodations, were within the purview of Human Resources (HR). She reported that some Committee members felt it was important to make or explore arrangements for instructors in situations that may be disproportionately affected by COVID-19. She went on to highlight some information provided by HR, which was comprised of data relating to accommodation requests, and noted the high number of situations where accommodations were granted. Senator Campbell shared that the Committee had prepared a memo for the Provost for his consideration, regarding instructors who, for example, were living with individuals who might be at higher risk of developing severe complications from COVID-19, or who might desire alternate methods of course delivery. She then concluded by confirming that Senator Manfredi will be joining the next upcoming Committee meeting.

Senator Manfredi confirmed that he had received the report from the Committee and acknowledged that the matters at hand would require some consultation with the Vice-Principal (Administration and Finance) and Deans. He anticipated that actions would be able to be taken within short order.

Senator Eidelman expressed concern regarding the applicability of the Committee's recommendations, given that within the Faculty of Medicine and Health Sciences, many professors must teach in person. He questioned the adoption of a universal approach noting that many academic staff members did not have the option of avoiding all contact. He then asked how the Committee was posed to deal with inequities.

Noting the high number of Senators wishing to speak, the Chair elected to hear all the questions and comments before calling on Senator Campbell and Senator Manfredi to respond.

Senator Nystrom thanked the Committee for its ongoing efforts. He expressed his surprise at the low number of individuals who had sought accommodations, noting that this might be explained by instructors being told early in the term that, for example, having a child at home was not a sufficient ground justifying an accommodation. He asked how the Committee planned to rebuild trust and create opportunities for consultation with staff.

Senators Rassier, Emami, Weil, and Ravenscroft echoed Senator Eidelman's sentiments relating to the application of a university-wide approach and in-person activities required by several faculties. Senator Emami shared that the Faculty of Dentistry's staff, clinicians, and professors must come in-person despite the aerosol-heavy environment, since the Faculty's accreditation program was based on in-person presence. Senator Ravenscroft mentioned that the School of Music had continued its in-person private lessons during the pandemic and attributed the staff's continued presence on campus to an overall feeling of comfort and a decrease in anxiety. She also noted having received two requests for accommodation from the Schulich of Music, one of which was granted, the other requiring only slight adjustments on a departmental level to address the staff member's concern.

Senators Emami, Weil, and Ravenscroft all underlined the necessity to consider the question of accommodation for both academic and non-academic staff to avoid creating inequities. Senator

Weil mentioned that existing policies regarding mental health should be better publicized and inquired as to the integration of those policies with such a new policy. Senator Campbell thanked the Senators for their feedback. She also noted that a major challenge in the management of this issue was a seeming disconnect between staff's perception that accommodations were difficult to acquire, and the data on the granting of accommodations. She assured Senate that good judgment and compassion was being applied to all applications.

Regarding the non-inclusion of non-academic staff, Senator Campbell echoed the sentiments of the Senators adding that she believed a workable solution was possible. She went on to underline that the Committee's purview was focused on pedagogy and academic planning, and mentioned that departmental arrangements or adjustments were encouraged for other situations.

Senator Weinstock added that one of the goals of the Committee was to maintain a focus on equity, regardless of faculty. He noted that equity did not necessarily imply sameness, and that the Committee's work was being guided, in principle, by the values that embody the McGill community (student-centeredness, responsible pedagogy, empathy, and concern for instructor well-being). He also mentioned that difficult decisions may need to be made in order to arrive at the right outcomes.

Thanking Senator Weinstock, the Chair acknowledged that accommodations were broadly, an HR issue. Senator Hickman raised the final point, addressing the area of technology and its use in pedagogy. She mentioned that instructors may require technological support to accommodate students and maintain classroom efficiency.

4. Report on the Joint Board-Senate Meeting (2021) (D21-27)

The Chair presented this report for Senate's information. She mentioned that while she had been unable to attend this meeting, she had been informed that presentations were made by Senator Snider, Senator Nalbantoglu, Ms. Lorraine Mercier, and Professor Manuel Balán. She thanked them for their contributions and ideas.

5. Other Business

There being no other business, on a motion duly proposed and seconded, the meeting ended at 4:09 p.m.

END

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