

Minutes

Wednesday, December 7, 2022 22-23:04

Minutes of the meeting of Senate held on Wednesday, December 7, 2022, at 2:30 p.m. in the Robert Vogel Council Room (Room 232) of the Leacock Building (future site of the Rimer Building).

PRESENT

Arseneault, Louis
Baron, Sam
Bartlett, Joan
Beauchamp, Yves
Beaudry, Guylaine
Bede, Jacqueline
Beech, Robin
Behzadi, Houman
Blanchette, Mathieu
Breau, Sébastien
Campbell, Angela
Carrieri, Francesca
Chan, Yolande
Crago, Martha
Czemmel, Nancy
Drouin, Susan
Eidelman, David
Ellis, Jaye
Emami, Elham
Fakih, Mustafa

Fronza, Michael
Geitmann, Anja
Grignon, Chantal
Hansen, Patrick
Hastings, Kenneth
Hickman, Miranda
Karaminassian, Roubina
Khoury, Lara
Kirk, Andrew
Leckey, Robert
Levine, Alissa
Margaret Levey,
Levy, Jacob
Low, Bronwen
Manfredi, Christopher
McKenzie, Jeffrey
Mittermaier, Anthony
Moore, Catriona
Nicell, Jim
Nilson, Laura

Nycum, Gillian
Nystrom, Derek
Poirier, Étienne
Poorhemati, Hossein
Quitoriano, Nathaniel
Rassier, Dilson
Richard, Marc
Rohrbach, Petra
Ruge-Murcia, Francisco
Shapiro, Lisa
Snider, Laurie
Soehl, Thomas
Sroka-Fillion, Nathalie
Theodore, David
Weil, Carola
Winer, Laura
Wright, Risann
Yang, Kerry

REGRETS: Maryse Bertrand, Bonnie Borenstein, Julie Cumming, Beth Cummings, Jean Deschenes, Luciano D'Iorio, Melanie Dirks, Gael Eakin, Elizabeth Elbourne, Eleanor Elstein, Sean Ferguson, Maiya Rachel Geddes, Pierre-Luc Girard-Lauriault, Terry Hébert, Darlene Hnatchuk, Claire Hunter, Juliet Johnson, Svetlana Kochkina, Kristi Kouchakji, Srinivasan Krishnamurthy, Fabrice Labeau, Bruce Lennox, Sonya Liu, Jose Londono, Saku Mantere, John McCall MacBain, Josephine Nalbantoglu, Momar Ndao, Dima Perepichka, Martin Robillard, Maria Rodriguez Saenz, Dakota Rogers, Jennifer Ronholm, Alireza Roosta, Harmehr Sekhon, Eran Shor, Karsten Steinhauer, Narendra Subramanian, Mahidul Syed, Patricia Tonin, Ghali Benjoullon Touimi, Ipek Tureli, Brigitte Vachon, David Vaillancourt, Manon Vennat, Coco Jie Wang, Marc Weinstein, Daniel Weinstock, Joshua Werber, Isabella Xia, Edith Zorychta.

1. Welcoming Remarks

The Chair welcomed Senators to the fourth regular Senate meeting of the 2022-2023 governance year, held in-person in the Robert Vogel Council Room (Room 232) of the Leacock Building (future site of the Rimer Building). He thanked members for their work on Senate thus far, and offered his regards for the upcoming Holiday break. He also extended his best wishes to those students who were preparing for the Fall 2022 examination period. Senators and guests were reminded that the use of electronic devices was permitted for viewing meeting documents, but that the Standing Rules of Procedure prohibit the recording of sound or images, and as well the communication or posting of Senate deliberations. It was mentioned that the meeting was being livestreamed, and that the audio recording would be accessible until the meeting minutes are approved at Senate's next meeting.

2. Memorial Tribute: Professor Emeritus Walter Mushynski

Senator Eidelman read the following memorial tribute for Professor Emeritus Walter Mushynski, which Senate subsequently unanimously endorsed:

It is with great sadness that we share the news of the passing of Walter Mushynski, Professor Emeritus in the Department of Biochemistry, on October 29, 2022. Professor Mushynski was a lifelong member of the McGill community. Born in Montreal, he graduated from McGill with his second Bachelor of Science degree in Biochemistry in 1966 and a PhD degree in Biochemistry in 1970. He pursued postdoctoral training in Sweden and Ontario before returning to McGill as Assistant Professor in the Department of Biochemistry in 1973. In 1986, he became Full Professor, and in 2010, he was named Professor Emeritus. Professor Mushynski was one of the high-calibre recruits by then departmental chair, Angus Graham, alongside Peter Braun, Stewart Millward, Robert Mackenzie, Edward Meighen, and Nahum Sonenberg. Together, they contributed to the department's evolution from a small teaching unit to an energetic and highly-renowned hub of hundreds of students and faculty members. Professor Mushynski's outstanding research team studied cytoplasmic intermediate filament proteins, which are major components of the neuronal cytoskeleton, and how their overexpression in transgenic mice can lead to neurodegenerative disorders resembling ALS. The team worked to decipher the pathogenic mechanisms underlying these ALS-like disorders by investigating signal transduction pathways in transgenic mice or in primary neuronal cultures derived from dorsal root ganglia of mouse embryos. Professor Mushynski published over 70 papers which have garnered nearly 5,000 citations to date. He sat on multiple academic committees, such as the department's Graduate Advisory Committee and the Faculty's Animal Care Committee. For nearly four decades, Professor Mushynski taught, trained and mentored many students and postdoctoral fellows. Outside of the classroom and lab, Professor Mushynski enjoyed cooking, playing music, and outdoor activities. His charisma, sense of humour, and iconic laugh will be remembered by his colleagues, friends and family. We extend our heartfelt condolences to Professor Mushynski's children Tanya and Anna-Marie, his grandchildren Dylan, Rhys and Léonie, as well as to his family, friends, colleagues, and all those whose lives he touched. He will be greatly missed.

3. Report of the Steering Committee

(22:23-04)

Senate received the Report of the Steering Committee (22-23:04).

Item 1. Approval of Minutes of Senate. Meeting of November 16, 2022.

Item 2. Speaking Rights. Upon approval of the report, speaking rights were granted to Professor Christopher Buddle, Vice-Chair of the Academic Policy Committee, and Chair of the Committee on Libraries, for item IIB1 (Report of the Academic Policy Committee) and item IIB4.4 (Annual Report of the Committee on Libraries), as well as Ms. Cristiane Tinmouth, Associate Vice-Principal (Financial Services), for item IIB4.1 (Annual Report on the Financial State of the University), and Mr. Denis Mondou, Chair of the Committee on Physical Development, for item IIB4.3 (Annual Report of the Committee on Physical Development).

Item 3. Approval of the Agenda.

Item 4. Review of Questions and Motions. No questions or motions were submitted for the December 7, 2022, meeting of Senate.

4. Business Arising from the November 16, 2022 Minutes

Senator Kirk inquired as to what actions may arise as a result of feedback and comments received during the Open Discussion which took place at the previous meeting. The Secretary-General responded, indicating that the outcomes will be considered in line with University processes, and that some will be additionally considered when the Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff are reviewed.

5. Chair's Remarks

The Chair began his remarks by reporting that, on November 25, 2022, he met with Quebec's new Minister of Higher Education, Pascale Déry, to discuss the University's priority initiatives. During her visit, Minister Déry toured the Genome Centre, where she met with researchers, as well as the Rare Books and Special Collections section of the McLennan Library. The Chair informed Senators that Senator Geitmann had hosted André Lamontagne, Quebec Minister of Agriculture, Fisheries, and Food, on November 18, 2022, at the Macdonald Campus. Minister Lamontagne visited the University's dairy production facilities, and participated in a roundtable discussion with several leading agricultural and environmental researchers.

The Chair noted, with respect to Government Relations, that Premier Legault delivered the government's inaugural speech at the National Assembly on November 30, 2022. During the speech, the Premier reiterated that his priority was to encourage students to pursue postsecondary studies in fields deemed a priority to Quebec's workforce planning. These fields include health and social services, engineering, information technology, and education. It was also mentioned that the protection and promotion of the French language, as well as francophone immigration, would be two of the government's priorities moving forward.

On the topic of External Relations, the Chair indicated that he had attended the U15 Executive Heads Meeting, which took place on November 29 and 30, 2022, in Ottawa. He highlighted the presentation of Simon Kennedy, Deputy Minister of Innovation, noting his optimism that postdoctoral stipends will be considered in future budget discussions. Competition with the United States was also noted, particularly as a result of the *CHIPS and Science Act*.

Regarding Community Relations, the Chair shared the news that the McGill Space Institute (MSI), and the Institute for Research on Exoplanets (iREx), at Université de Montréal had received generous gifts totalling \$26M from the Trottier Family Foundation. The \$16M gift to the MSI includes support for graduate and postdoctoral fellowships, and the construction of an annex to the Institute's current building. The Chair highlighted the resulting positive collaboration between the University and UdeM, and informed Senators that, additionally, the MSI will be renamed the Trottier Space Institute at McGill.

Concerning University Rankings, the Chair announced that, for the second year in a row, the University was ranked twenty-ninth out of more than one thousand universities worldwide in the Times Higher Education graduate employability ranking. This year's rankings revealed that graduate skills, including digital literacy and soft skills, had become the most important factor to employers since the onset of the COVID-19 pandemic.

Sharing selected Kudos, the Chair highlighted the achievements of Professor Cindy Blackstock, for becoming the University's fourth faculty member to earn the SSHRC Gold Medal, joining Charles Taylor (2003), Margaret Lock (2007), and Claudia Mitchell (2016), awarded for her commitment to advancing Indigenous children's rights in Canada; Professor Alain Farah, for winning the 2022 Governor General's Literary Award in the French-language fiction category for his novel *Mille secrets mille dangers*; graduate student Atia Amin, for winning the People's Choice Award at the Canadian National Three Minute Thesis (3MT) Showcase; and Professor Frédéric Mégret, for receiving an honorary degree from the University of Copenhagen at their Annual Commemoration on November 25, 2022. The Chair went on to share that Clarivate Analytics had recently published its annual Highly Cited Researchers list, which notably features 16 McGill researchers, and recognizes the most frequently cited scientists and social scientists in the world over the last decade. Overall, Canada ranked sixth worldwide. The list of the University's highly cited researchers can be found on the [McGill Reporter website](#). Concluding his Selected Kudos, the Chair informed Senators that McGill graduate Sophia Roy was awarded the Order of the White Rose scholarship, given out annually by Polytechnique Montréal in honour of the fourteen women who were killed there on December 6, 1989. Sophia graduated in Spring 2022 with a Bachelor in Chemical Engineering, and began her Ph.D. at Polytechnique Montréal this fall. The Chair mentioned that, on a related note, the University had held a commemorative service on McTavish Street to mark the National Day of Remembrance and Action on Violence against Women, and that the event was attended by Despina Sourias, City Councillor for the Loyola District, and Special Advisor on the Status of Women, Youth, Diversity and Seniors (BA '03).

SECTION II

Part "A" – Questions and Motions by Members

1. There were none.

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

Open Session

1. **Report of the Academic Policy Committee** (D22-21)

Professor Buddle presented this report to Senate for consideration. It provided an overview of matters considered and actions undertaken at the Committee's meeting of October 20, 2022, and e-vote of November 18, 2022. The report included the Committee's recommendation that Senate repeal of the current Regulations on Cyclical Academic Unit Reviews, and approve of the proposed Regulations on Academic Reviews.

Senator Kirk inquired how the outcomes of the most recent Senate Open Discussion influenced the drafting of the proposed *Regulations on Academic Reviews*, particularly with respect to broader evaluation aspects. Professor Buddle replied that the self-study documents will be approached in a more flexible manner under the proposed Regulations, and noted that the Regulations would eventually need to be revised again, at which time broader evaluation aspects with respect to Academic Excellence could indeed be explicitly included. Senator Campbell indicated that the bulleted list under Part 2.4 of the proposed Regulations included many of the broader aspects referred to by Senator Kirk. Senator Kirk suggested that in the context of a future review, the items in question should be built-in to the definition of Academic Excellence in Part 2 proper.

On a motion duly proposed and seconded, Senate repealed the current Regulations on Cyclical Academic Unit Reviews, and approved the proposed Regulations on Academic Reviews.

2. **Report of the Equity, Diversity, and Inclusion Committee** (D22-22)

Senator Leckey presented this report to Senate for information. The report provided an overview of matters considered by the Committee at its meeting of November 24, 2022. He reported that the Committee had engaged with EDIC subcommittee chairs in a discussion concerning the formalization and standardization of the EDIC's subcommittees' governance practices. It was noted that a draft framework for subcommittees' terms of reference will be presented at the EDIC meeting of February 21, 2023, and that the terms of reference should be approved and put in use by year-end. He concluded by sharing that the Committee received for information and discussed the Annual Report of the Strategic EDI Plan, and the Annual Report of the Action Plan to address Anti-Black Racism.

3. Report of the Joint Board of Governors - Senate Meeting (D22-23)

The Chair presented this report to Senate for information. The report provided an overview of the joint meeting that took place on November 10, 2022. He shared some of his key takeaways with respect to experiential learning opportunities, and noted the importance and impact of financial support in offsetting opportunity costs. Senator Levine shared the view that the discussion covered too broad a variety of potential experiential learning opportunities, and may have benefitted from a defined locus. Senator Quitoriano indicated that, to the contrary, he perceived the discussion to be narrowly defined, noting that the topics primarily focused on internships and work as opposed to experiential activities that could take place inside or outside of the classroom.

4. Annual Report on the Financial State of the University (D22-24)

Ms. Tinmouth presented this report to Senate for information. The report provided an overview of activities undertaken and matters considered with respect to the University's financial situation in 2021-2022. She provided some highlights from the report, reminding Senators that the University has four funds: the Operating Fund, the Planned Fund, the Restricted Fund, and the Endowment Fund. In 2021-2022, the University reported a surplus of \$23M before inter-fund transfers. She then described the status of each fund, noting that the Operating Fund suffered a \$4.3M loss after inter-fund transfers, largely due to the pension remeasurement loss of \$49.4M. She shared that the University received \$38.6M of *subvention conditionelle* for attaining a surplus position. Regarding cumulative spending on issued bonds, \$109.1M was spent on deferred maintenance, and \$95.5M was spent on IT projects (which includes the project to implement Workday). \$199.6M was realized in the endowment fund, despite a loss of \$73M. \$69.2M was distributed, and \$130.4M was underdistributed. Deloitte granted the University a 'clean opinion', which signifies a positive financial position. University revenues had increased over the prior year, up \$80M. This favourable variance was driven by an increase of \$44.3M in Sales of Goods and Services, and an increase of \$39.5M for the MES grant from the government. It was offset by \$7.7M in unrealized losses, against \$5.0M in unrealized gains in 2020-2021. The \$59.6M unfavourable variance in expenses over the prior year was primarily due to heightened salaries (\$43.5M) from annual merit and the easing of the 'hiring freeze', as well as a \$6.5M increase in the costs of goods sold, and a \$9.4M increase in other expenses resulting from the resumption of activities on campus. An additional \$94.6M of unfavourable variance in the Operating Fund balance consisted of an increase in surplus of \$20.4M, combined with \$115M of unfavourable variance in inter-fund transfers primarily driven by a \$49.4M pension remeasurement loss versus a remeasurement gain of \$38.6M in Fiscal 2021, and a \$34M increase in internal loan repayments in 2021-2022. The University's accumulated deficit in 2021-2022 was \$344.5M, which represented an increase of \$40M over the prior year. Internally restricted net assets were decreased to \$62.4M, resulting in an overall accumulated deficit of \$282.1M, of which \$117.8M was financed. She noted that the University's trend with respect to accumulated deficit has been improving since 2020-2021. Regarding sources of funding, Ms. Tinmouth noted that most revenues had increased in 2021-2022, while the total combined sources of expenditures had increased as well, to \$1.56M over \$1.44M in 2020-2021. She explained that the University received a deferred maintenance grant of \$131M (including \$1.8M for the patrimonial purposes), which represented a decrease of \$38M over the prior year. It

was reported that there are there are approximately 310 open deferred maintenance projects, with planned costs totaling \$140M, excluding the New Vic Project and the Fiat Lux Project. Concerning short-term debts, as of October 31, 2022, there were no operating borrowings outstanding. The effective monthly borrowing rate was 4.15%, and the short-term line with *Financement Quebec* for capital borrowings was at \$157.4M. The effective monthly borrowing rate was 3.94%. Ms. Tinmouth reminded Senators that interest is refunded, and short-term borrowings are converted to long-term debt annually. With respect to long-term refinancing, MES confirmed the University's long-term debt to June 30, 2023, amounting to \$26.5M, which was received October 13, 2022. Five Government of Quebec debts are maturing during 2022-2023, and are included in scheduled debt repayments of \$78.0M. Some unrealized gains at October 31, 2022, included \$0.5M on the interest rate swap agreement related to the loan of 680 Sherbrooke Street, West, and \$1.2M on the interest rate swap agreement related to the Library Storage Facility. Ms. Tinmouth went on to report that the US Swap Series A Debenture, issued in 2002 and matures in 2042 suffered an unrealized loss of \$900,000, and the Bond Forwards Series B and C Debentures secured net realized gains of \$13.1M, and unrealized losses of \$5.2M. She informed Senators that the University had met virtually with Moody's in November 2022, and that their report is expected to be received in January 2023. There will be a meeting with S&P Global in January 2023 as well, in order to reaffirm the credit rating (relating to bond issuances). Monitoring of the COVID-19 pandemic's impact on revenues and expenditures continues, and a pension valuation will be required to be triggered by December 31, 2022.

Senator Kirk inquired if the decrease in full-time equivalent (FTE) international student status would return to pre-pandemic levels, to which end Ms. Tinmouth indicated that there was no way of knowing this for the time being. The Chair noted that the decrease was largely caused by difficulties at the federal level concerning the issuing of visas for deregulated international students, and that it would be carried forward as the affected cohorts complete their schooling. Senator Fakih asked Ms. Tinmouth to elaborate on non-salary expenses in the Operating Fund, to which end he was invited to review pages 43 and 44 of the report, which include all components of the Operating Fund, notably external contributions, tuition expenses, professional development, printing and postage, capital purchases less than \$1000, meals and entertainment, advertising and publicity, telephones, and animal care, all of which are offset by operating recoveries. Concerning the expenses relating to salaries and student support, Senator Wright requested an elaboration of the items included under the lines labelled 'student aid' and 'students'. Ms. Tinmouth explained that 'student aid' relates to scholarships, bursaries, and prizes, while 'students' relates to salaries paid to student workers. The Chair, on behalf of Senate, thanked Ms. Tinmouth for the comprehensive presentation.

5. Annual Report of the Committee on Enrolment and Student Affairs (D22-25)

Senator Beech presented this report to Senate for information. The report provided an overview of activities undertaken and matters considered by the Committee in 2021-2022, as well as information on awards and scholarships that were approved.

6. Annual Report of the Committee on Physical Development (D22-26)

Mr. Mondou presented this report to Senate for information. The report provided an overview of matters considered and activities undertaken by the Committee in 2021-2022 relating to several of the University's major projects and initiatives, which include the Energy Master Plan, the Pollack Hall renovation, the McGill Space Institute expansion, the University Capital Priorities Working Group, the Directive on the Allocation of University Space, the New Models of Work pilot project, and Bicycle Infrastructure. Senator Kirk inquired if the New Models of Work pilot project being imposed upon certain groups of employees was being regarded by Human Resources as a concern. It was noted that most employees involved in the pilot project were satisfied with the pilot project which represented a comprehensive examination of flexible working methods. Responding to an inquiry from Senator Baron concerning facility condition statistics, Mr. Mondou explained that approximately 30% of University buildings have a poor facility condition index rating, and noted that managing those in worst shape was paramount to maintain the University's overall facility condition index. Senator Baron requested that, in future reports, those statistics be included. Senator Quitariano inquired as to how the University is planning for future deferred maintenance costs. Mr. Mondou explained that the Budget Office allocates funds yearly to address deferred maintenance issues, based on assessments revised every five years. Senator Quitariano followed up by asking if the University was making progress with respect to its overall facility condition index rating. Mr. Mondou reminded Senators that it was the University's goal to maintain the current facility condition index rating by addressing the most pressing issues first. The Chair of Senate noted that this work costs around \$150M per year, which is being stretched even thinner by the rising costs of construction.

7. Annual Report of the Committee on Libraries (D22-27)

Professor Buddle presented this report to Senate for information. The report provided an overview of matters considered and activities undertaken by the Committee in 2021-2022 relating to the goals of the Library's strategic plan, which include the Fiat Lux project, the renovation of the Schulich Library of Physical Sciences, Life Sciences and Engineering, the impact of the COVID-19 pandemic on the Library's services and usage, the Library's governance structures, the New Models of Work pilot project, and the Library's offerings in terms of support for researchers seeking print resources. Following a comment from Senator Richard, Professor Buddle noted a minor amendment to the report to include the word 'pilot' before 'project' on page three. Senator Richard also suggested that the paragraph concerning the pilot project be amended to read: "the implementation of the hybrid work arrangements in the units affected by the pilot project stage of the New Models of Work initiative will be completed by September 2022." The Chair noted that the Report was submitted to Senate on behalf of the Committee and suggested that Professor Buddle consider consulting the Committee on the proposed reformulation (Secretary's Note: Following the meeting, Professor Buddle indicated the Committee's approval of the suggestion and the [reformulation was made accordingly](#)). Senator Kirk expressed concern regarding access to books during the Fiat Lux renovation, as well as to the loss of graduate student study space. Senator Beaudry informed members that, while three thousand seats would be made inaccessible by renovation work, efforts were ongoing to secure space around campus to mitigate that loss. She noted that Senate would be informed once all alternate spaces were confirmed. Senator Baron inquired if the Fiat Lux renovation would overlap with the Schulich Library renovation. Senator

Beaudry indicated that the Schulich Library should reopen in June 2023, and that an overlap period may occur where the two facilities are actually open concurrently, as opposed to both being closed.

**8. Annual Report of the Strategic EDI Plan & (D22-28) & (D22-29)
Annual Report of the Action Plan to address Anti-Black Racism**

Senator Campbell presented these reports jointly to Senate for information. They provided overviews of the activities undertaken relating to, and the progress of, the Strategic EDI Plan and the Action Plan to address Anti-Black Racism. She reminded Senators that the Strategic EDI Plan was endorsed in Spring 2020, and the Action Plan to address Anti-Black Racism was endorsed in Fall 2020. She stressed the importance of viewing EDI initiatives as an asset, and noted the value of meaningful participation across the University community. Senator Nystrom inquired if statistics were available regarding the breakdown of specialty for those Black Professors who had left the University, and if exit interviews had been conducted. Senator Campbell shared that they were mostly at the level of Assistant Professors, and that exit interviews/surveys were mandated. It was mentioned that when individuals leave the University, it is most often to pursue opportunities elsewhere, or for family reasons. She noted that further details about staff levels would be included in the upcoming Staffing Report, as well as the upcoming Employment Equity Report. Senator Campbell confirmed, following another query from Senator Nystrom, that the Principal holds semi-annual meetings with members of the University's Black Faculty and Staff Caucus. Drawing attention to the Office for Sexual Violence Response, Support, and Education (OSVRSE), Senator Baron noted that the Office was currently closed due to a staffing shortage, which was not mentioned in the report. Senator Campbell reminded members that the report covers the period from September 1, 2021, to August 31, 2022. At the time of drafting the report, OSVRSE was not closed, and that further information pertaining to the subject will be included in the upcoming Annual Report on the Policy Against Sexual Violence. Senator Yang inquired if consultations had taken place with student and faculty stakeholders in the development of the Strategic EDI Plan and the Action Plan to address Anti-Black Racism. Senator Campbell indicated that consultations were indeed completed with these groups for both development and implementation, and that they are outlined in each report. Senator Fakhri expressed his gratitude for the inclusion of spiritual spaces on campus, and noted that a need exists for even more spaces. Senator Campbell reported that a new space had recently been identified, and that work was ongoing to provide more in locations that are meaningful and appropriate.

9. Other Business

There being no other business to deal with, on a motion duly proposed and seconded, the meeting ended at 4:00 p.m.

END

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