



Minutes

Wednesday, February 19, 2014 13-14:06

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

PRESENT

Aitken, Ellen	Fortier, Suzanne (<i>Chair</i>)	Martone, Lydia
Algieri, Stefano	Gehring, Kalle	Masi, Anthony
Allison, Paul	Gholmieh, Yasmeen	Michaud, Mark
Bader, Darine	Ghoshdastidar, Jim	Mooney, Jonathan
Beheshti, Jamshid	Goldstein, Rose	Moore, Timothy
Bell, Graham	Grant, Martin	Nicell, Jim
Bernard, Daniel	Green, Garth	Pekeles, Gary
Blais, Guillaume	Grütter , Peter	Potter, Judith
Bouchard, Adam	Harman, Christopher	Richard, Marc
Butler, Cameron	Harpp, David	Roulet, Nigel
Cook, Colleen	Hébert, Terence	Saroyan, Alenoush
Cooke, Rosemary	Hepburn, Allan	Shea, Joey
Costopoulos, Andre	Hill, Reghan	Sheridan, Kathleen
Covo, David	Hurtubise, Jacques	Sinacore, Ada
Di Giulian, John	Ismail, Ashraf	Stewart-Kanigan, Claire
Di Grappa, Michael	Jonsson, Wilbur	Stromvik, Martina
Di Paola, Antonia	Jutras, Daniel	Strople, Stephen
Dinel, Haley	Kreiswirth, Martin	(<i>Secretary</i>)
Dudek, Gregory	Kuate Defo, Alvin	Thordardottir, Elin
Dumont, Marie-Josée	Lane-Mercier, Gillian	Weinstein, Marc
Dyens, Ollivier	Larson, Katie	White, Lydia
Eidelman, David	Lazarus, Darius-Lucian	Yalovsky, Morty
Epstein, Gwenyth	Lu, Catherine	Zhang, Ji
Ferguson, Sean	Madramootoo, Chandra	
Ferrie, Frank	Manfredi, Christopher	
	Marcil, Olivier	

REGRETS: Amine Arezki, Daniel Boyer, Leslie Breitner, Serge Carrier, Renzo Cecere, Stuart Cobbett, Brian Cowan, Claudio Cuello, Helge Dedek, Elaine Doucette, Jim Engle-Warnick, Daniel Gagnier, Nancy Heath, Natalie Hiles, Alex Kalil, Maya Kucij, Ruth Kuzaitis, Lucyna Lach, David Lametti, Bruce Lennox, Michael Ngadi, Derek Nystrom, Andrea Pejovic, Cynthia Price, Dilson Rassier, Melvin Schloss, Honora Shaughnessy, Laurie Snider, Arnold Steinberg, Farzan Subhani, Peter Todd, Christina Wolfson, Stephen Yue, Edith Zorychta, David Zuroff.

The Chair began by welcoming everyone to the Senate meeting and reminded participants that the recording of sound or images and the communication or posting of Senate deliberations is prohibited by Senate's *Standing Rules and Procedures*.

She subsequently provided updates on various matters Senate has considered this year. The Chair reminded Senate that since the open discussion on the enhancement of Senate meetings in October 2013, Senate approved the creation of, and appointed members to, an Ad Hoc Committee on the Enhancement of Senate Meetings in November and December, respectively. She informed Senators that the Committee has since met and would provide a progress report at the next Senate meeting.

Regarding Bill 60, the Chair explained that since Senate's open discussion in November 2013, McGill submitted a brief to the National Assembly's Committee on Institutions which is holding hearings on the legislation. She noted that McGill will appear before the Commission, but has not yet been given a specific date for the appearance.

The Chair concluded her opening remarks by informing Senate that, further to the Joint Board-Senate meeting in November 2013, the Deputy-Provost (Student Life and Learning) expects to deliver a report to Senate on follow-up actions taken since the meeting.

SECTION I

1. Memorial tribute: Emeritus Professor William H. Feindel

Senator Eidelman rose and read the following memorial tribute, which Senate subsequently unanimously approved:

On behalf of McGill University, the Neuro and the MUHC, the Faculty of Medicine announces the passing on January 12, 2014 of a Canadian icon and The Neuro's third director, William Howard Feindel. His brilliance as a neurosurgeon, visionary administrator, professor and scientist impacted the lives and minds of many in our community and beyond over his distinguished career.

Born in Bridgewater, Nova Scotia, in 1918, Dr. Feindel completed his undergraduate degree at Acadia University, where he would later serve as Chancellor. He studied physiology at Dalhousie University and continued, as a Rhodes Scholar, to earn a D. Phil. in neuroanatomy from the University of Oxford. In Montreal, during the Second World War, he worked, along with The Neuro's founder and first director, Dr. Wilder Penfield, to develop treatments for war injuries. He graduated from McGill, in medicine, in 1945.

Dr. Feindel served as the first professor of neurosurgery at the medical college in Saskatoon. He returned to McGill in 1959 to become the first William Cone Professor of Neurosurgery. Three years later, he was appointed as The Neuro's neurosurgeon-in-chief. He was the catalyst for many "firsts," including the development of the automatic isotope scanner and the co-invention of the Montreal Procedure for temporal lobe epilepsy, which has led to cures for thousands of patients worldwide. As The Neuro's director, from 1972 to 1984, he was largely

responsible for introducing revolutionary brain scanning tools to Canada, including the country's first CAT, MR and PET units. These were subsequently combined into the McConnell Brain Imaging Centre, establishing The Neuro as one of the world's leading brain-imaging facilities.

He wrote extensively on topics of medical history, in addition to his research papers. He published a facsimile in English of Thomas Willis's treatise of 1664, "Cerebri Anatome" (Anatomy of the Brain and Nerves), and his years of work recording The Neuro's history is scheduled to be published by McGill/Queens Press under the title, The Brain Doctors. A collection of his observations about life and work at The Neuro was published in 2013 as Images of the Neuro.

Dr. Feindel's contributions to the neurosciences were recognized in 2003, when he was among the earliest inductees into the Canadian Medical Hall of Fame. His many accolades include honorary degrees and membership in the Order of Canada, the Ordre national du Québec (Grand Officier), the Académie des Grand Montréalais, and the Royal Society of Canada. To the very end of his life, he remained avidly engaged in neurological science, regularly taking part in The Neuro's activities.

We have had the great fortune of knowing and learning from Dr. William Feindel, a true pioneer in our community. His contributions to The Neuro and MUHC's reputation, and to the advancement of knowledge at McGill and internationally, leave an indelible impression on all of us and will continue to do so for generations.

2. Report of the Steering Committee (13:14-06)

The Report of the Steering Committee (13-14:06) was received.

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

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

Item 2. Approval of the Confidential Minutes of Senate. The report indicated that the Steering Committee had reviewed the confidential minutes of the meeting of January 22, 2014 and had approved them on behalf of Senate.

Item 3. Speaking rights. Upon approval of the report, speaking rights were granted for Mr. Real Del Degan (Interim Director, Office of the Budget) for the "Budget Planning 2014-2015: Report II" item.

Item 4. Approval of the Agenda

3. Chair's Remarks

The Chair began by discussing her participation in the American Association for the Advancement of Science's annual meeting in Chicago. She reported that this year's theme, "Meeting Global Challenges," focused on finding sustainable solutions through international and

interdisciplinary efforts that are most useful to society and to enhance economic growth. She highlighted that nations around the world are fiercely competing for talent to position themselves as key global players.

The Chair subsequently explained that the recently tabled federal budget included increased funding for research from which McGill is expected to benefit. For example, the budget outlined the establishment of the Canada First Research Excellence Fund to help Canadian universities further their global levels of research excellence, while providing additional funds for three federal granting councils (Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council, Social Sciences and Humanities Research Council). Furthermore, the budget contained additional student initiatives aimed at providing postdoctoral fellows with industry-relevant experience and training.

The Chair also discussed McGill's participation in a meeting with the Quebec government and the province's universities to consider indirect research costs. She informed Senate that the meeting's purpose was to present a new mechanism for allocation of indirect costs and to engender support to lobby the federal government to increase its indirect cost support. The Chair outlined McGill's position on the issue which cautions that indirect cost funding should not reduce investment in direct research, that there is a need for a clear implementation plan and for a streamlined indirect cost model for all research institutions (e.g. universities, cegeps and hospitals), and that engagement with other provinces is key in successfully lobbying the federal government for greater support.

In concluding her remarks, the Chair promoted McGill's first intercultural week (iWeek) which is underway and encouraged Senators to take part in the various activities organized throughout the week.

In her kudos, the Chair provided a correction in that McGill's Centraide campaign surpassed its \$400,000 goal; she explained that when she had reported results in January, Centraide had not fully calculated McGill's accumulated funds. She congratulated all those who helped make the campaign a success. The Chair subsequently congratulated biology professor, Ehab Abouheif, and physics professor, Aashish Clerk, who received Steacie Memorial Fellowships, as well as doctoral candidate, Michael Lifshitz, who was awarded the André Hamer Postgraduate Prize for his work in the field of cognitive neuroscience. She then commended Professor Brenda Milner from the Montreal Neurological Institute who is one of the 2014 laureates of the Dan David Prize. The Chair also acknowledged that for the sixth consecutive year, McGill was named one of Montreal's top employers. She concluded her kudos by expressing her support for the Canadian Olympic team, which includes several current and former McGill students. She also congratulated the Canadian men's hockey team, coached by McGill alumnus Mike Babcock, who were moving on to play in the semi-finals.

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding the University Student Assessment Policy (Senators Kuate Defo, Gholmieh, Stewart-Kanigan, Blais and Hiles)

Senators Kuate Defo, Gholmieh, Stewart-Kanigan, Blais and Hiles submitted the following question:

What steps are the University taking to promote awareness of and compliance to the University Student Assessment Policy to 1) students and 2) academic staff?

How is the McGill community ensuring that the University Student Assessment Policy is being respected and followed?

What criteria are currently used to measure the adoption and success of the University Student Assessment Policy?

Do exemptions from the University Student Assessment Policy exist outside of the Faculty assessments mentioned in the policy (clinical evaluations in the Faculty of Medicine, and single-assessment courses in the Faculty of Law)? If so, by what criteria are exemptions granted, and how are these exemptions communicated to students, staff and Faculty?

Would the University consider instituting a policy that would require references to the University Student Assessment Policy to be present in all course outlines?

Senators Dyens and Costopoulos provided the following response:

Thank you, Senators, for these questions.

It is already the policy of McGill University that evaluation methods must be described fully in course outlines. This should permit students the opportunity to have sufficient information to make informed decisions about the courses in which they are registered.

The University's assessment policy states that, normally, there "should" be more than one evaluation for a course. However, as long as the evaluation is fair and reasonable, one single evaluation for a course is permitted (it can also be permitted in the case of a deferred exam).

With regard to the specific question concerning exceptions to the policy, besides those recognized for courses in Law and Medicine, justifiable exceptions are already built into the policy; as long as students have been informed well ahead of time, usually prior to the end of the drop-add period, a final exam worth more than 75% of the final grade is permitted and can be scheduled.

In evaluating students, professors must follow the assessment policy and the general practice is that no one assignment should count for more than 75% of the final grade. As noted above,

professors can propose exceptions through their Chairs, Directors and Deans, who will ensure that the proposed method of assessment is consistent with the goals of the assessment policy, specifically that grading practices be fair and reasonable. In addition, instructors must ensure that students are informed well ahead of time and given the choice to write a final examination worth more than 75%. These processes do not, in and of themselves, represent a violation of the *Charter of Student Rights*.

McGill's *University Student Assessment Policy* has been developed over years and on the basis of consultation, both internally to our own practices and externally to the best practices of peer institutions. The University, of course, wants all of its policies and procedures to be both well-known and scrupulously followed. It is possible that compliance with the goals of Assessment Policy might not be perfect. We also realize that clear understanding of the policy is not universal.

I have asked Professor André Costopoulos, Dean of Students, to examine the historic trends of cases in which there have been complaints regarding failure to follow the policy and protocols, and to determine the most appropriate way to raise awareness; thus, ensuring better compliance.

Once we have understood the situation, Dean Costopoulos and I will report findings and recommendations back to Senate through the Academic Policy Committee.

Senator Butler asked why required courses for first year students are sometimes exempted from the *University Student Assessment Policy*. Senator Dyens reassured Senate that student success is paramount for the University and that Deans and/or department Chairs provide rationale for exemptions to the policy. He indicated that the issue would be examined and reported back to Senate through the Academic Policy Committee.

Senator Shea asked if the process by which professors may ask for an exemption to the policy had been codified. Senator Dyens responded that he was not familiar enough with the policy to respond.

Senator Stewart-Kanigan suggested that it be clarified whether students can appeal exemptions from the policy and Senator Kuate Defo recommended that the policy be mentioned on all course outlines. Senator Dyens replied that having informative, but relatively brief course outlines is important because if they are too lengthy, students may not pay attention to all the details provided.

Secretary's note: Following the meeting, Senator Dyens provided clarification regarding the response provided at Senate. He reiterated that compliance with the *University Student Assessment Policy* is very important to the University. The clarification is underlined and included in the response above.

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

Open Session

1. Open Discussion – “Breaking Down Silos: Interdisciplinary Collaborations” (D13-45)

The Chair initiated the discussion by explaining that the goal was to develop a short list of action items which McGill should pursue. Before discussion got underway, she noted that interdisciplinary teaching, learning and research has an important presence at McGill. She further specified that International Development Studies and the Integrated Program in Neurosciences are amongst the largest programs of study at the undergraduate and graduate levels, respectively, and that both are interdisciplinary programs.

Senators identified some barriers to interdisciplinary teaching, learning and research. For example, Senator Roulet noted that the current tenure process does not always reward interdisciplinary research and that funding models in Canada tend to encourage discipline-specific research. Senator Aitken mentioned that professors with joint appointments at McGill encounter ambiguity since different Faculties have varying, discipline-specific expectations of academic staff members. Senator Lu added that interdisciplinary research can be challenging because research varies between disciplines.

Senators also discussed difficulties regarding interdisciplinary teaching. For instance, Senator Sinacore explained that teaching interdisciplinary courses prepares students for executing interdisciplinary research. She noted, however, that interdisciplinary courses vary greatly with students' interests and research areas; therefore, the same course must be redeveloped each time it is taught, which requires the University's support. Senator Lu suggested that the University should further encourage team teaching to provide more interdisciplinary course options. Senator Grutter cautioned that an obstacle to team teaching is the complex course numbering system which conflicts with various Faculties' internal course policies.

Regarding interdisciplinary learning, Senators discussed barriers to registering for courses outside students' fields of study. For example, several student Senators mentioned that academic advisors should encourage students to register for courses in different departments and Faculties, especially in their first years. Senator Stewart-Kanigan noted that although it may appear as though students must register for discipline-specific courses, departments are often accommodating to substitute required courses for those in various fields of study; however, she recommended that this procedure should be standardized. She also mentioned that a barrier to interdisciplinary learning is that unit-specific rules do not permit students to have more than one honours thesis supervisor.

Senators agreed that increased interaction amongst faculty members would organically result in greater interdisciplinary initiatives. Such interaction would enable academic staff members to identify common interests and build stronger relationships. Senator Ferguson mentioned that the Faculty of Music already accomplishes this by holding thematic workshops regularly. Senator Dudek also noted that he regularly undertakes interdisciplinary research at the University with

few barriers. Senator Bell suggested that interdisciplinary teaching, learning and research is not a virtue in itself, but that McGill embraces it because of the value of the education it provides.

The Chair concluded the discussion by summarizing points raised by Senators and identified a short list of action items. She stated that Senate felt that there should be more shared intellectual spaces for academic staff members, either informal or organized; academic advisors should encourage students to register for courses outside their respective fields of study; and inflexible bureaucracy surrounding courses should be streamlined to encourage greater interdisciplinary teaching and learning. She indicated that the University will report back to Senate on action taken in these areas in the coming months.

2. Budget Planning 2014-2015: Report II

(D13-46)

The Provost presented this report for Senate's information. Senator Masi explained that the University's strategic priorities guide the budget's development, and that the largest increase in expenditures in the upcoming budget will be salary increases for academic staff members, which are required to remain competitive with sister universities in the U15. Other significant expenditures included the University's deferred maintenance, pay equity payments, pension liability and capital investments.

Regarding revenues, the Provost noted that Quebec universities are anticipating growth in provincial government financing, though the details of this increase are not yet clear. In addition, he highlighted that the provincial government's reinvestment is not entirely composed of unrestricted funds; instead, the government is attaching conditions to some additional funding and is specifying how certain funds must be expended. The Provost also mentioned that the province has deregulated tuition for international students in the Faculties of Management, Law, Engineering and Science, for which McGill will no longer receive provincial funding. Despite an expected rise in provincial government financing and deregulated tuition for some international students, the Provost indicated that the University is actively working to leverage funds beyond these sources.

Senators discussed specific parts of the budget, focusing on newly deregulated programs. For instance, Senator Sheridan asked how funding for inter-Faculty students would be accounted for and what tuition fees international students in deregulated Faculties would be charged. Senator Masi explained that the Quebec government funds universities by activity, rather than by Faculty; therefore, the University would have to reconcile inter-Faculty students' activities with the government at the end of the year. Regarding tuition fees for international students in deregulated Faculties, the Provost indicated that they are equal to the average tuition fees charged by the Faculties in question in the other nine provinces. Senator Butler asked if deregulation would discourage interdisciplinary teaching and learning. The Provost indicated that it would have no effect on students' ability to register for courses outside of deregulated Faculties.

Senators asked how priorities are determined. The Provost informed Senate that the Achieving Strategic Academic Priorities (ASAP) 2012 document lists various priorities which the

University works to advance through the budget. Specific projects are prioritized through discussion with the Deans. New projects must be self-sustaining.

3. 453rd Report of the Academic Policy Committee (D13-47)

The Provost presented this report for Senate's approval. He explained that the Academic Policy Committee sought Senate's approval for the creation of a Master's degree in School/Applied Child Psychology, comprising of a project (non-thesis), which will be offered by the Faculty of Education.

On a motion duly proposed and seconded, Senate approved the proposed M.A School/Applied Child Psychology; Project; Non-Thesis (60cr).

4. Report from the Board of Governors to Senate (D13-48)

The Secretary-General presented this report, which provided a summary of matters reviewed at the November 2013 Board of Governors meeting, the January 2014 Executive Committee and the Board of Governors retreat, for Senate's information

5. Progress Report from the Ad Hoc Committee to Review the Livestreaming of Senate Meetings Verbal Report

Senator Madramootoo summarized the Committee's work since its creation, shared its preliminary findings and explained that a final report will be presented to Senate in March 2014. He specified that the Committee had concluded that there is value to continue livestreaming Senate meetings and to archive this recording until the next Senate meeting.

Senator Stewart-Kanigan asked why the Committee believed livestreamed recordings should be archived for a limited time. Senator Madramootoo replied that the recordings are not meant to replace the minutes, which remain the meeting's official record, and that there are costs and risks associated with storing recordings indefinitely.

Senator Ferguson asked approximately how many viewers log into the livestream for each meeting and what the cost is for livestreaming meetings. Senator Madramootoo replied that about 40 individuals per meeting log into the livestream, while the cost is approximately \$7500 per year.

6. Progress Report from the Ad Hoc Committee to Review the Composition of Senate Verbal Report

Senator Masi provided a synopsis of the Committee's work to date and explained that the Committee is moving into its consultation phase, aiming to provide a final report to Senate later this term. In particular, he noted that the Committee had developed a set of principles to guide Senate's composition, as well as a list of consultation questions.

Senator Butler asked if consultation dates were known. The Provost indicated that these would be made available shortly. Senator Mooney asked for examples of some of the principles the Committee had developed and the Provost shared the Committee's preliminary principles.

7. Other Business

No other business was raised.

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 4:45 p.m.

END

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