

Minutes

Wednesday, March 27, 2019 18-19:07

Minutes of the meeting of Senate held on Wednesday, March 27, 2019 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building)

PRESENT

Amon, Danny	Hickman, Miranda	Ravenscroft, Brenda
Arseneault, Louis	Hobday, Tina	Richard, Marc
Beauchamp, Yves	Kalil, Alex	Robaire, Bernard
Bede, Jacqueline	Komarova, Svetlana	Roulet, Nigel
Bedjanian, Tatiana	Labeau, Fabrice	Salmasi, Kamal
Belzile, Bruno	Labonté, Réginal	Saroyan, Alenoush
Bernard, Daniel	Lametti, André	Shor, Eran
Buddle, Christopher	Larson, Erik	Shrier, Alvin
Buraga, Bryan	Larsson, Hans	Sladek, Robert
Campbell, Angela	Leckey, Robert	Snider, Laurie
Cook, Colleen	Lennox, Bruce	Stephens, David
Crago, Martha	Liboiron-Ladouceur, Odile	Stifani, Stefano
Cumming, Julie	Madokoro, Laura	Tremblay, Michel
Drouin, Susan	Maioni, Antonia	Vallée, Jean-Sébastien
Dunn, Nicholas	Malik, Sarim	van den Berg, Axel
Eidelman, David	Manfredi, Christopher	Voudouris, Nellie
Emami, Elham	Mansdoerfer, Richard	Waters, Natalie
Fortier, Suzanne	McCulloch, Mary Jo	Weinstein, Marc
Fussmann, Gregor	Mikkelson, Gregory	Wilson, Madeline
Gonnerman, Laura	Morin, Monique	Winer, Laura
Grütter, Peter	Nalbantoglu, Josephine	Yalovsky, Morty
Gyakum, John	Ndao, Momar	Zakrzewski, Helena
Harpp, David	Nicell, Jim	Zorychta, Edith
Hastings, Kenneth	Nycum, Gillian	
Hébert, Terence	Quitoriano, Nathaniel	

REGRETS:

Ommu-Kulsoom Abdul-Rahman, Animesh Animesh, Isabelle Bajoux-Besnainou, Stephane Bayen, Masad Damha, Sabine Dhir, Colin Donahoe, Noémie-Manuelle Dorval Courchesne, Gael Eakin, Eleanor Elstein, Jim Engle-Warnick, Sofia Gadbois, Anja Geitmann, Richard Gold, Zi Jun Huang, Amine Kamen, Alison Laywine, Rod Louisa, Eva Maciasz, Jeffrey McKenzie, Michael Meighen, Jarrod Nichol, Ronald Niezen, Ram Panda, Annalise Patzer, Dilson Rassier, Christa Scholtz, Jacob Shapiro, Ada Sinacore, Tabitha Sparks, Lisa Starr, David Theodore, Maria Tippler, Carola Weil, Sameer Zuberi.

SECTION I

1. Welcoming Remarks

The Chair welcomed Senators to the seventh Senate meeting of the 2018-2019 governance year. She reminded Senators, guests and spectators that the use of electronic devices is permitted for viewing meeting documents, but that the Standing Rules of Procedure prohibit the recording of sound or images, and the communication or posting of Senate deliberations. She also mentioned that the Senate meeting was being livestreamed and that the recording would be accessible until the approval of the meeting minutes at the subsequent meeting.

2. Memorial Tributes

Senator Eidelman read the following memorial tribute for Professor Leo Richard Haber, which Senate subsequently unanimously approved:

It is with great sadness that we share the news of the sudden passing of Dr. Leo Richard “Rick” Haber, Associate Professor in the Department of Pediatrics at McGill University’s Faculty of Medicine.

A native of Sherbrooke, Dr. Haber spent much of his childhood in Burlington and Hamilton, Ontario. He earned a Bachelor of Arts degree from the University of Toronto in 1965 and a Master’s degree in Philosophy from McMaster University in 1967 before becoming a member of the first graduating class of McMaster’s medical school in 1972. He then came to McGill University, completing his residency training in pediatrics and his fellowship in gastroenterology.

A community-based pediatrician, Dr. Haber established a private practice in Baie d'Urfé in 1978, which he maintained for more than 40 years. Within the McGill community, he was an active member of the Faculty of Medicine, initially as a lecturer prior to becoming an Assistant Professor in 1982 and Associate Professor in 2002, and was a vital in-hospital presence in the Division of General Pediatrics, providing sage leadership and advice.

Since 2014 he served as Associate Director of the Division of Pediatrics. In this role he led both the Resident Continuity Clinic and the Pediatric Consultation Clinic, while also providing leadership for many years of the pediatric component of training for McGill residents in Family Medicine, ensuring their clinical exposure on the wards and in clinics. Dr. Haber’s efforts in this regard will have an important impact on the future care for children as such care will be increasingly delivered by primary care physicians.

A true renaissance man, beyond his work as a physician, in 1984 Dr. Haber received a diploma from the Christian Training Program of the Archdiocese of Montreal and in 1995 he received a Master’s degree in Theology from Université de Montréal. Ordained as a Deacon at St. Monica’s Parish in 1984, he enjoyed carrying out his religious duties,

in particular his role in baptizing more than 500 children over a span of more than 35 years.

Among his colleagues Dr. Haber will be remembered as an astute physician with a wonderful bedside manner and as a model of professionalism and physicianship.

We extend our heartfelt condolences to Dr. Haber's wife, Patricia-Ann, to his children and their partners, to his grandchildren as well as to his other family members, his many friends, colleagues and all those whose lives he touched. He will be greatly missed.

3. Report of the Steering Committee [Consent item] (18-19:07)

Senate received the Report of the Steering Committee (18-19:07).

Item 1. Approval of Minutes of Senate – February 20, 2019.

Item 2. Speaking Rights. Upon approval of the report, speaking rights were granted to Mr. Joseph Hafner, Associate Dean, Collection Services, for item IIA2 (Question Regarding Library Subscriptions and Open Access); Mr. Bradley Tucker, Executive Director, Analysis, Planning and Budget, for item IIB1 (Budget Planning 2019-2020 Report II); and Ms. Diana Dutton, Associate Vice-Principal, Human Resources, for item IIB6.1 (Staffing Report 2017-18).

Item 3. Approval of the Agenda. The Secretary-General informed Senators of a request to present the Report from Senate Representatives to the Committee to Advise on Matters of Social Responsibility Consultation after the Policy Revisions. As such, an amended agenda was presented for Senate's approval.

Item 4. Review of Questions and Motions. Two questions and a motion were submitted to the Committee for review. The questions were approved for submission to Senate (as presented to the Steering Committee). The motion, which was submitted by Senators van den Berg and Wilson, concerned making accessible to the McGill community the full contents of all materials submitted to the Senate Steering Committee and subsequently altered or deemed out of order. The Steering Committee did not favour accepting the motion for submission, and, further to a discussion with the submitters, the motion was withdrawn on the understanding that the following measures would be implemented:

- The Report of the Steering Committee will provide a fuller account of the Committee's review of questions and motions that are not accepted for inclusion on a Senate agenda;
- The documents submitted to the Steering Committee will be made available to Senators in the Secretariat upon request (provided that the Secretariat obtains the prior consent of the submitters to share the documents).
- The matters raised by the motion will be studied further in the context of a review of the Steering Committee's governance processes (which will involve reviewing the Steering Committee's terms of reference and the Senate Standing Rules of Procedure) taking place in the next governance year.
- All Senators will be invited to provide comments on this matter in the context of the review.

Senator Wilson expressed the view that certain notions should be challenged in the context of the review of the Steering Committee's governance processes. She stated that if needed, names on documents submitted to the Steering Committee could be redacted to avoid embarrassment. She cautioned that stating documents could be inappropriate for public viewing could be seen as condescending to members of the McGill community and emphasized that that this discussion did not arise due to a lack of trust in the Steering Committee.

Item 5. Approval of Degrees, Certificates and Diplomas for February 2019 Convocation. In accordance with its Terms of Reference, the Steering Committee approved in the name of Senate, on February 20, 2019, the list of degrees, certificates and diplomas deposited with the Secretary of Senate for February 2019 Convocation and empowered the Secretary of Senate to make changes to the lists as necessary.

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

4. Business Arising from the February 20, 2019 Minutes

Further to the request at the last Senate meeting for statistical data on the number of questions and motions accepted for inclusion on Senate agendas, the Secretary-General referred Senators to the table prepared and circulated with the meeting documents.

5. Chair's Remarks

The Chair began her remarks by reporting on government relations. She stated that the federal budget for the 2019-20 fiscal year was tabled on March 19, noting that the government made additional investments in master's and doctoral scholarships (\$114M over five years and \$26.5M per year ongoing), which was in line with the University's recommendations. She highlighted some investments of interest to the McGill community, including investments in work-integrated learning (\$631M over five years), student mobility (\$148M over five years and \$8M per year ongoing), expanded parental leave for students and postdoctoral fellows receiving granting council funding (\$37M over five years and \$8.6M ongoing), funding for the Post-Secondary Student Support Program for indigenous students, and investments in Genome Canada and the Canada Brain Research Fund. Regarding the Quebec budget, which was tabled on March 21, she noted that it maintained the additional investment of \$45M for 2019-20 announced in last year's budget for the general funding of universities and provided an increase of \$93M for the costs of operations in the university sector (of which McGill expects to receive approximately \$13M). She also highlighted that \$100M was allocated in support of organisations working in the area of artificial intelligence, including Mila and SCALE AI.

Regarding community relations, the Chair reported that McGill24, the University's annual day of giving, took place on March 13 and raised nearly \$2.3M, a new single-day fundraising record for Canadian universities. She stated that a group of McGill students participated in Five Days for the Homeless, a Canadian student-run campaign during which students raise money for local charities and experience the homeless life for five days. The Chair then shared that McGill was awarded a "Communauté bleue" designation for its commitment to eliminate the sale of single-

use water bottles on campus by the end of May 2019 and spoke to the many celebrations that took place in March, including the Bravo gala (March 21), the French side of McGill (March 11-23) and the 10-year anniversary of the McGill-HEC Montréal EMBA program (March 15).

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She congratulated Professor Bartha Knoppers (Department of Human Genetics, Law and Biomedical Ethics) on receiving the 2019 Henry G. Friesen International Prize in Health Research and Professor Víctor Muñiz-Fraticelli (Faculty of Law and Department of Political Science) on receiving a New Directions Fellowship from The Andrew W. Mellon Foundation. She shared that Simon Fraser University will award honorary degrees to Professor Joe Schwarcz (Department of Chemistry) and McGill grad and benefactor Lorne Trotter at its upcoming convocation ceremonies. The Chair then congratulated the team of McGill students (Kyle Costanzo, Tejas Saggi, Eric Van Hees and Émilie Granger, undergraduate students in the Honours Investment Management (HIM) program at Desautels Faculty of Management) on winning the National Investment Banking Competition. Finally, she shared that 15 McGill researchers received federal grants through the Canada Foundation for Innovation's (CFI) John R. Evans Leaders Fund (JELF).

Professor Hastings asked if the investments in scholarships included in the federal budget were through the Tri-Council Agencies. The Chair responded in the affirmative, noting that they would be awarded through the Canada Graduate Scholarships program. She stated that this was one of the key areas of the Naylor Report which was not addressed in last year's budget. She informed Senators that Dr. David Naylor and Senator Crago were instrumental in advocating for this additional funding.

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding Course Evaluations

Senators Labonté and Malik submitted the following question:

WHEREAS, end-of-course evaluations provide valuable student feedback and are one of the ways that McGill works towards maintaining and improving the quality of courses and the student learning experience;

WHEREAS, student involvement in this process is critical to enhance the general quality of teaching and learning;

WHEREAS, in 1980, Senate passed a set of recommendations concerning teaching evaluations, it was in 1992 that Senate approved recommendations defining the format of evaluations and making the data available to students in certain cases;

WHEREAS, in 2003, McGill began to transition from paper course evaluations (administered in class) to an online system;

WHEREAS, Teaching and Learning Services (TLS) commissioned a study in Fall 2012 “to understand factors influencing students’ likelihood of completing end-of-course evaluations with a view to making suggestions that could be implemented at McGill”, a study which led to two recommendations on that matter;

WHEREAS, the average response rate in the 2017-2018 academic year was below 50%;

1. How is the university improving the framework to collect course evaluations and increasing their accessibility, especially in light of the study presented in 2013?
2. What is the existing framework which translates student feedback via course evaluations to tangible changes within courses, instructors and teaching methodologies?

Senator Labeau provided the following written response prior to the Senate meeting:

1. The 2013 study offered two recommendations: (1) extend the end date of course evaluations until after the end of the exam period, and (2) communicate to students that instructors take course evaluation feedback seriously.

(1) The 2014 revisions to the Senate Policy on End-of-Course Evaluations made the extended course evaluation period the default period for the University. Before the policy change, 39% of units kept evaluations open until after the end of exams.¹ As of Winter 2018, 76% of units are keeping evaluations open until after the end of exams.² During the 2017-2018 academic year, 22% of course evaluations were submitted from the first day of the exam period until two days after the last exam.³

(2) Teaching and Learning Services interviewed instructors, Chairs, and Directors about their perspectives on student feedback from course evaluations. These [written testimonials](#) provide evidence that instructors take course evaluation feedback seriously, and are included in the course evaluation email reminders that students receive. Instructors and unit heads are invited to submit written testimonials [through an online webform](#).

Instructors are also reminded about the value of collecting [midcourse feedback](#) through regular communication channels, such as the *Focus on Teaching* infobulletin, which all instructors receive. Since the study, new resources have become available to support instructors with conducting midcourse evaluations, including sample questions and additional methods, such as using Polling @ McGill.

¹ https://www.mcgill.ca/mercury/files/mercury/response_rates_2013-2014.pdf

² https://mcgill.ca/mercury/files/mercury/mercuryreport_17-18_full_report_web.pdf

³ https://mcgill.ca/mercury/files/mercury/mercuryreport_17-18_full_report_web.pdf

Other efforts to increase student engagement and participation in course evaluations include:

- Creating a [promotional video](#) on why students should complete course evaluations;
- Meeting once per term with student association leaders on various aspects of the course evaluation process; and
- Reminding students that they can [view previous course evaluation results](#) when enough students respond and the instructor has not objected to access.

We are also implementing a systems-level change, as the current program, built within Minerva, dates to 2004. It is not mobile friendly, which could negatively impact student participation. Teaching and Learning Services is working closely with IT Services to upgrade Mercury starting with the Summer 2019 evaluations. Anticipated benefits of the upgrade include:

- Access for students to complete course evaluations on their mobile devices;
- Access to the course evaluation system through myCourses;
- Improved email notifications for all stakeholders; and
- More sophisticated reporting functionality for instructors and unit heads.

2. According to the [Senate Policy on End-of-Course Evaluations](#):

“Course evaluations may be used, as one indicator of teaching effectiveness,
a. to help instructors improve the future delivery of courses;
b. to inform students about courses and instructors;
c. as a component of the teaching dossier; and
d. to help administrators and faculty committees in their decision-making processes.”

Instructors and Academic Unit Heads have access to the results (numerical ratings and comments) after final grades are submitted and processed. Academic Unit Heads (Chairs, Directors, and Deans) discuss course evaluation results, both numerical and written, with instructors in the annual review process; review all numerical results and comments, especially for pre-tenure instructors; and identify program and curricular strengths and issues based on feedback.

When reviewing student feedback, instructors review the results and student comments to make informed course design decisions that will help students achieve the course learning outcomes.

Support for interpreting and acting on course evaluation feedback is available through resources and consultation services. This includes the [Guidelines and Recommendations for Interpreting Results](#) and [Putting student feedback into perspective: A tool for reflection and action](#).

2. Question Regarding Library Subscriptions and Open Access

Senator Dunn submitted the following question:

The University of California (UC) system made headlines earlier this month by not renewing its \$11 million subscriptions contract with Elsevier, a major academic publisher—for issues relating to pricing and open access material by its own researchers⁴. McGill’s mission involves a commitment to the “dissemination of knowledge” as a “service to society⁵”.

McGill spent \$16 million on ‘Journals and E-Resources’ as part of its FY18 Collections budget⁶. Many of its current deals are the result of bundled CKRN negotiations, though no Canadian university is negotiating a big deal in the near future⁷. Currently, McGill does not make such information (e.g., prices of serial subscriptions) public, though some universities in Canada do⁸.

1. How much does McGill pay for access to Elsevier content on annual basis?
2. How do consortial arrangements like CKRN work? When is the next big negotiation for McGill scheduled to take place?
3. Is McGill able to make information on how their collections funds are spent publicly available? Why or why not?
4. Does McGill have an interest in moving more towards an open access future, especially with respect to research published by members of the McGill community?

Senator Cook provided the following written response prior to the Senate meeting:

1. McGill pays about \$1.4 million USD annually / \$1.8 million CAD annually (we pay in U.S. Dollars) for access to Elsevier content. The cost per article download for 2018 is about \$0.66 USD per use / \$0.94 CAD per use, which is based on 2,086,968 downloads from Elsevier e-journals.
2. About 70 Canadian Universities cooperate in CRKN (Canadian Resource Knowledge Network) and have a negotiating team that works for the best deal possible for all of the members in this buying consortium. Elsevier ScienceDirect is negotiated on a multi-year contract (usually 3 years) with an opt-out clause allowing us to cancel our subscription at the date of the renewal. We have a 3-year contract that ends December

⁴ Alex Fox and Jeffrey Brainard, “University of California takes a stand on open access,” *Science* 363:6431 (8 March 2019): <http://science.sciencemag.org/content/363/6431/1023.1>.

⁵ McGill University Mission Statement and Principles: <https://www.mcgill.ca/secretariat/mission>.

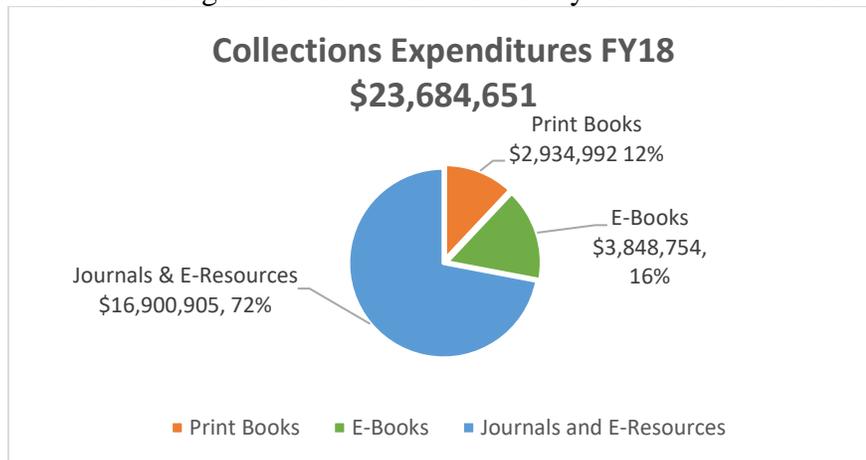
⁶ McGill Library Annual Report (2017): https://mcgill.ca/library/files/library/mcgill_library_-_annual_report_2017_website_version_0.pdf (p. 13).

⁷ Jessica Lange, “This past week the University of California didn’t renew its contract with one of the biggest publishers of research articles in the world,” *The Turret* blog: <https://blogs.library.mcgill.ca/schulich/this-past-week-the-university-of-california-didnt-renew-its-contract-with-one-of-the-biggest-publishers-of-research-articles-in-the-world/>.

⁸ “University of Alberta Libraries Statement of Principle on Non-disclosure Clauses in Licenses,” <https://www.library.ualberta.ca/about-us/collection/disclosure>.

31, 2020. CRKN will negotiate with Elsevier sometime in 2020 before the contract ends.

3. Here is the budget breakdown for the Library collection materials for FY18:



Elsevier allows us to share our pricing information but many publishers do have confidentiality clause in their license agreements that do not allow us to share any cost information.

4. Although the Library is not paying for APC (Article Processing Charge) – making research articles open access in gold open access journals – it does support and encourage a move towards more open access in various ways like:
- Achieving reductions on APC costs for McGill authors either via negotiations with publishers or paying institutional memberships. Here are a few examples (see <https://mcgill.ca/library/services/open-access/how#apc> for the complete list): :
 - o American Chemical Society (ACS): 25% discount
 - o BioMed Central: 15% discount
 - o NRC Research Press: \$1,500 discount
 - o Sage e-journals: 40% or more discount
 - Some examples from the Library supporting OA initiatives by paying subscriptions to help maintain their activities:
 - o [arXiv.org](https://arxiv.org) e-print archive
 - o [Directory of Open Access Journals \(DOAJ\)](https://www.doaj.org)
 - o [Érudit](https://www.eric.ed.gov): largest French-language OA e-resources in Humanities and Social Sciences in North America.
 - o [Héritage](https://www.heritage.org): 10-year project to make Canada’s most popular archival collections OA (40M pages).
 - o [Knowledge Unlatched \(KU\)](https://www.knowledgeunlatched.org) for OA journals and books
 - o [Portage](https://www.portage.ca) a shared stewardship of research data from CARL
 - o [SCOAP3](https://www.scoap3.org): worldwide initiative to make journals in the field of High-Energy Physics OA
 - o Iscience Montreal based company making scholarly content searchable and retrievable:

- [Ifindr](#) searching both OA and non-OA scholarly articles: over 90M records
- [Ifoldr Hub](#) a platform that keeps track of McGill peer-review articles (OA and non-OA): listing **69,970 OA McGill articles**.
- Helping McGill authors to start open access journals by installing and providing access to OJS software
- Hosting and publishing McGill OA journals:
 - o [CuiZine](#)
- Working with McGill authors to help them self-archive (Green Open Access) their scholarly output via the Library institutional repository – eScholarship@McGill (<http://digitool.library.mcgill.ca/R/>)

Senator Dunn asked if the Library would be looking into other aspects of open access going forward. He commented that one of the UC's main non-negotiable terms with Elsevier was making all UC researchers' work open access. He asked if this has been discussed at McGill and suggested raising this matter with the Senate Committee on Libraries. Senator Cook accepted this suggestion. She stressed that the Library strongly believes in open access. She mentioned that McGill is a member of the Canadian Association of Research Libraries and the Association of Research Libraries, noting that both organization are actively discussing this issue. She stated that the UC has been working on this matter for a decade and expressed that the Library would be unable to make much progress on this issue alone due to its size.

Senator Bernard asked if the University has taken a position on Plan S, the initiative for open access publishing launched in September 2018. The Chair indicated that there are a lot of questions and discussions on this topic and McGill is monitoring the developments.

In response to Senator Lametti's question on the future of the University's partnership with Copibec, Senator Cook stated that universities in Quebec believe that they should continue adhering to the current agreements. The Chair indicated that this would be an interesting topic for an open discussion.

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

1. Budget Planning 2019-2020 Report II (D18-47)

Senator Manfredi delivered the second of three presentations concerning the FY20 University budget for Senate's information. The presentation provided an outlook of the University's revenue and expenses as of December 31, 2018. Senator Manfredi reminded Senators that the Board of Governors approved a budget for FY19 with a deficit of \$15.4M. However, he highlighted that a deficit of \$7.5M is now forecasted due to stronger enrolment in deregulated programs and revenues from the new funding policy. Looking ahead at the FY20 budget, he reported that McGill will continue to refine its revenue estimate. He presented an overview of some of the operating expenses (noting that the first instalment of the amortization fund for the future bond repayment in support of deferred maintenance will be due in FY20) and reported on some of the risks and unknowns encountered. He mentioned that the budget is designed to

support the University's academic mission and as such, McGill is developing its business intelligence to have better tools to do so.

Senator Saroyan asked for clarification with respect to the items "enrolment smoothing" and "Loi 100 – productivity cuts" listed in the Report under the provincial government revenues. Senator Manfredi explained that "enrolment smoothing" referred to the additional funding provided by the government to ensure a smooth transition from the previous funding formula to the new formula. He further explained that there were some funding cuts due to anticipated increases in productivity. Mr. Tucker indicated that these were part of the cuts instituted in 2012.

2. 491st Report of the Academic Policy Committee (D18-48)

Senator Manfredi presented this report for information. The report informed Senate of two student exchange partnerships approved by the Academic Policy Committee in the name of Senate, one between the McGill Schulich School of Music and the Central Conservatory of Music in China and the other between the McGill Faculty of Engineering and INSA Rouen Normandie in France.

3. Report of the Senate Nominating Committee (D18-49)

Senator Manfredi presented this report for Senate's consideration. The report contained recommendations for appointments to committees arising from University regulations as well as appointments for Senate representatives to four advisory committees: the Advisory Committee for the Possible Reappointment of the Provost and Vice-Principal (Academic); the Advisory Committee for the Possible Reappointment of the Dean of Management; the Advisory Committee for the Possible Reappointment of the Dean of Science; and the Advisory Committee for the Possible Reappointment of the Dean of Agricultural and Environmental Sciences.

Senator Manfredi informed Senators that he recused himself from the discussion concerning the advisory committee for his reappointment, as did Senators Lennox and Geitmann for the advisory committees concerning their reappointments.

Senator Wilson asked about the process to remove members who have already been appointed to serve on committees. The Secretary-General reminded Senators that the recommendations for appointments are discussed and reviewed by the Senate Nominating Committee. It was also noted that the Nominating Committee included student representatives, who participate in the Committee's decision making processes. (**Secretary's Note: Senators may share their comments or concerns with respect to membership matters with the Senate Nominating Committee, by contacting the Chair of the Nominating Committee or the Secretary-General.*)

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D18-49).

4. Policy Revisions

4.1 Proposed Revisions to the Policy against Sexual Violence (D18-50)

Senator Campbell presented this item for Senate's consideration. She acknowledged that the revisions are the product of an extensive and collaborative review process. She stated that an earlier draft of the Policy was presented to Senate on February 20, 2019 and Senators expressed strong support for the revisions. She indicated that since the February meeting, she has met and spoken with many members of the McGill community to listen to their questions and concerns over how McGill will demonstrate its commitment to preventing and responding to sexual violence. She then thanked all those who engaged in the process and stressed that work on this issue would not end with the adoption of the Policy as striving for a campus free of sexual violence requires ongoing and iterative work and constant diligence. She indicated that following the adoption of the Policy, the focus will shift to its effective and full implementation. She stated that a standing committee will oversee the Policy's implementation and a working group will continue to meet regularly to assess whether the Policy's objectives are being met. She mentioned that further to a request at the last meeting, French translations of the Policy and procedures were provided, noting that they are for information only as there was insufficient time to review them to ensure accuracy.

Senator Campbell then highlighted some key amendments in the revised Policy. The amendments included a centralized reporting procedure, led by Me Caroline Lemay, an independent special investigator appointed in September 2018; prohibiting members of teaching staff from entering into romantic or sexual relationships with students over whom they have authority or influence; removing barriers to disclosing acts of sexual violence; and the implementation of mandatory online sexual violence awareness and prevention training for faculty, staff and students. Senator Campbell stated that many different views were expressed on the subject of student-teaching staff relationships and explained that a principled and measured approach was taken to protect students against abuses of authority while upholding the rights of individuals to make free and informed choices.

Senators thanked Senator Campbell and all those who participated in the review process for their hard work. The majority of Senators spoke in favour of the proposed revisions and the consultation process. It was indicated that the Policy provides the necessary framework to deal with misconduct and sends a clear message that the University is concerned about student safety. The consultation process was praised as being a model to follow and an example of true collegial governance. Senators also expressed their gratitude to the students for bringing this difficult issue forward and shaping the Policy with their input. They acknowledged that this was a positive first step in a long, gradual process to eradicate sexual violence and harassment from the campus.

Certain Senators voiced their dissatisfaction with the revisions and the review process and affirmed their intention to abstain from voting. In particular, representatives of the Students' Society of McGill University (SSMU) stated that they were in a difficult position as they recognized that the revised Policy was an improvement but disagreed with some of the provisions, notably section 8 regarding the code of conduct for romantic and sexual relationships between teaching staff and students. As such, they felt abstaining from voting was their only option. Senator Lametti stated that many students informed him that they felt the structure of the

consultations was not conducive to their expressing themselves freely and that their views were not reflected in committee reports and the final draft Policy. He suggested that the Policy could further limit student-teaching staff relationships without infringing upon the rights of members of the McGill community. Senator Zakrzewski reminded Senators that ongoing work is required on the matter of sexual violence and encouraged those voting in favour of the proposed revisions to continue the discussion in their respective constituencies. She affirmed that she would be abstaining from voting in support of her undergraduate colleagues.

Senator Campbell expressed her disappointment in response to these comments, noting that she had heard from many other students who do not share this view. She mentioned that no university in Canada has a complete ban on student-teaching staff intimate relationships and stressed that privacy rights in Quebec are guaranteed by the *Charter of Human Rights and Freedoms* and the *Civil Code of Quebec*. Senator Campbell asked Senators to reflect on the message they are sending by abstaining *en bloc*, noting that this could be perceived as students not trusting the Policy. She mentioned that this would be unfortunate for survivors on campus who require support from the Office for Sexual Violence Response, Support and Education (OSVRSE) and need to use the Policy to bring a case forward.

Senator van den Berg, President of the McGill Association of University Teachers (MAUT), stated that MAUT has been actively involved in the entire review process. He shared the view that MAUT members have reported that the process was collegial, open, transparent and inclusive and the belief that the Policy strikes a good balance between protecting students and respecting the privacy rights of members of the McGill community. Senator Leckey indicated that it is rare for all input provided during consultation sessions to be articulated in a policy and cautioned that adopting policies that cannot be enforced undermines their credibility.

Senator Crago shared with Senate her own experiences as a student at McGill to illustrate the positive cultural change that has occurred with regard to addressing conflicts of interest and amorous relationships between faculty and students. She thanked students for their vigilance. Senator Wilson cautioned that matters relevant to the Policy should be considered with utmost respect and seriousness by Senate. Senators Mansdoerfer, Zakrzewski and Buraga echoed Senator Wilson's sentiments.

Senator Wilson recognized that there are multiple stakeholders in this discussion and a balance must be struck but expressed that student safety should take precedence over the needs and requests of other stakeholders. She spoke to the statement released by the Sexual Assault Centre of the McGill Students' Society (SACOMSS) earlier that day, and asked if the University would address the requests outlined in the statement, namely that the McGill Administration (1) publicly state the rationale for opposing a prohibition on romantic and sexual relationships between teaching staff and undergraduate students, and provide a formal legal brief of the legal limitations that would be faced in implementing such a prohibition; and (2) lobby the Quebec government to amend privacy laws in order to allow for a broader prohibition at the University, and for complainants to be informed of disciplinary outcomes of complaints. Senator Campbell responded that a legal brief was shared with the working group during the review of the Policy. She informed Senators that she participated in the hearings at the National Assembly on Bill 151 (*An Act to prevent and fight sexual violence in higher education institutions*) and advocated for a

relaxation on privacy requirements with respect to student-teaching staff intimate relationships and the sharing of information following investigations. She stated that the recommendation was not retained by the previous Quebec government and that the current government reaffirmed that there was no intention of loosening privacy laws. Senator Buraga stated that students are looking for leadership from members of the McGill community and encouraged the University to commit to lobbying the government for change. Senator Campbell responded that the University has been consistent in this regard and will take any opportunity to communicate its needs to ensure greater confidence in its policies and procedures.

Senator Mandokoro asked for more details about future opportunities for discussion on the Policy. Senator Campbell explained that discussions will take place in the context of the work that will be carried out by the standing implementation committee and the working group.

On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors for approval, the proposed revisions to the Policy against Sexual Violence, as set out in Appendix A of document D18-50.

The Chair acknowledged that speaking about sexual violence, harassment and power differentials is difficult and stated that a significant step was made with the approval of the revised Policy. She noted that members of the McGill community will remain vigilant and continue working together to ensure the campus is a safe environment.

4.2. Proposed Revisions to the Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law (D18-51)

Senator Campbell presented this item for Senate's consideration. She stressed that no further amendments were made to the Policy since it was presented at the February 20, 2019 Senate meeting for information.

On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors for approval, proposed revisions to the Policy on Harassment, Sexual Harassment, and Discrimination Prohibited by Law, which involve an amendment to the name of the Policy from the Policy on Harassment, Sexual Harassment, and Discrimination Prohibited by Law to the Policy on Harassment and Discrimination Prohibited by Law, as set out in Appendix A of document D18-51.

5. Report from Senate Representatives to the Committee to Advise on Matters of Social Responsibility Consultation

Senators Buddle and Dunn presented this verbal report for information. They thanked Senators for the opportunity to be involved in the Committee to Advise on Matters of Social Responsibility (CAMSR)'s consultation process. Senator Dunn began by providing an overview of their work to date. He reported that he and Senator Buddle met with CAMSR on December 3, 2018, noting that a summary of their presentation was available on the CAMSR webpage. He mentioned that they relayed Senate's interest in learning about the University's investment framework and as a result, an information session was held on March 19, 2019. Senator Buddle

reported that Ms. Sophie Leblanc, Chief Investment Officer & Treasurer, delivered a presentation outlining the mission of the Office of Investments, current responsible investment practices, as well as some of the challenges related to divestment from fossil fuel companies for the McGill Investment Pool (MIP). Senator Buddle then shared some of his key takeaways from the session. The Chair indicated that the [presentation](#) delivered at the information session and an [audio recording](#) of the session were available on the CAMSR [webpage](#).

Senator Dunn suggested two recommendations for CAMSR to present to the Board of Governors. He stated that the University could divest from the top 100 fossil fuel companies for all its direct holdings in segregated funds, starting with global equity and that the Office of Investments could conduct more research regarding investment managers investing in fossil fuel free funds. Senator Dunn concluded his presentation by encouraging McGill Pension Plan members to select the socially responsible investment (SRI) option for their pension assets, noting that only 3% of assets under management are invested in this option.

Senator Mikkelson expressed that it is important to the McGill community for the Board to take action on this matter. He echoed the suggestion of divesting direct holdings, noting that the 2015 Divest McGill submission contains the list of the top 100 coal companies and top 100 oil and gas companies ranked by fossil fuel reserves.

Senator Harpp expressed his disappointment with the low attendance at the information session. Senator Wilson cautioned that attendance was not necessarily an indicator of interest, noting that she was unable to attend due to her course schedule.

Senator Buraga asked if there would be more opportunities for Senators Buddle and Dunn to represent Senate's position on this matter and report on their activities. Senators Dunn and Buddle affirmed that they are willing to do so but noted that this was up to CAMSR.

6. Annual Reports

6.1 McGill University Staffing Report (2017-18)

(D18-45)

Senators Manfredi and Beauchamp presented this report for information. The report provided an accounting of the academic, administrative and support staff of McGill University (as at April 30, 2018).

In response to Senator Wilson's question on why respondents were only able to identify as male or female, Senator Manfredi stated that work is being done to update the University's HR system to include other options in this respect. Senator Wilson then asked what steps McGill would take to increase the number of female professors and tenure-track faculty recruitment from outside North America and Europe. Senator Manfredi responded that academic staffing is the responsibility of individual units and faculties, stressing that equity training is provided to every academic hiring or search committee. He reminded Senators that one of the targets mentioned in the Strategic Academic Plan was to increase the proportion of women at the rank of full professor to 25%, noting that this objective was already surpassed.

Senator Hastings noted that according to the Staffing Report, the largest increase in academic staff occurred in Contract Academic Staff (CAS) categories with a research orientation and among clinical personnel in particular. He asked about the link between the research orientation and the clinical personnel. Senator Manfredi offered to look into this matter. Senator Hastings then inquired as to the cause of this trend and whether there were any specific targets. Senator Eidelman offered to meet with Senator Hastings to provide more detailed information. He stated that the University has a limited number of categories, noting that CAS is used for all appointments other than tenure-track. He mentioned that the vast majority are nil salary positions and are necessary to satisfy accreditation requirements. Senator Eidelman indicated that targets are only set for positions that are within the budget of the University as there are limited funds, noting that the targets are based on the number of students in a given program. He explained that the number of CAS positions is expected to increase due to the shift in healthcare away from traditional teaching hospitals to community-based educational opportunities. Senator Hastings suggested including information on unionized CAS in future reports in order to have a more complete snapshot of the academic staff at the University.

Senator Robaire requested that a breakdown be provided with respect to CAS as there is no way of knowing the proportion of regular CAS positions. He noted that the number of administrative and support staff members has increased by 18% and expressed that this increase is not seen at the department level. Senator Manfredi indicated that additional staff was needed in professional programs due to new accreditation obligations and in student services. Senator Beauchamp added that staff was hired to work on specific projects (e.g. retirement to recruitment (R2R) project, campus deferred maintenance, etc.), noting their employment contracts end when the given project is completed.

Senator Saroyan commented that many of the administrative staff members allocated within faculties perform institutional administrative duties and the proportion of individuals working for institutional administrative units is greater than the ones working for departments. She stated that despite numerous requests, the ratio of staff to faculty and students is not provided in the report. She stated that it is important that all units and faculties have a basic allocation. Senator Beauchamp stressed that the work done in other units supports faculties and is not purely administrative in nature (e.g. student support, research grants, etc.). He stated that the ratio of administrative staff to faculty is 2.3, which is comparable to other research-intensive universities. Senator Saroyan also commented that the increase of Management and Professional staff (which has grown by 31% over the past five years) should be comparable to other areas and expressed concern over the number of departures of tenured or tenure-track staff. Senator Manfredi responded that he was not worried as the 24 departures represented around 1% of the staff. He mentioned that individuals leave for many reasons, noting that the University tries to retain them when possible.

Senator Mikkelson supported the requests for a more fulsome staffing report, noting that no information was provided on course lecturers. Senator Manfredi indicated that a snapshot of a particular point in time may not provide an accurate picture for this group therefore different ways of tracking the information were being explored.

Senator Buraga inquired about the progress being made on call to action 44 in the Report of the Provost's Task Force on Indigenous Studies and Indigenous Education regarding the hiring of Indigenous tenure-track or tenured professors. Senator Manfredi agreed to provide this information. He mentioned that steps are being taken to meet the targets, noting that six recruitment licenses were issued for a cluster hire of Indigenous faculty.

The Chair commented that there have been numerous requests over the years for both longer and shorter staffing reports. She suggested that Senators contact the Office of the Provost and Vice-Principal (Academic) or the Office of the Vice-Principal (Administration and Finance) for any supplemental information.

6.2 Research and Innovation Report (2018)

(D18-52)

Senator Crago presented this report for information. The report provided an overview of McGill's performance in major funding programs and progress in areas related to innovation and partnerships. It examined how McGill compared to comparable universities and U15 peers in terms of the amount and sources of sponsored research funding, sponsored research funding per faculty member, Tri-Agency funding, Fonds de recherche du Québec (FRQ) funding, industry sponsored research funding, national competitions, and publications. Senator Crago informed Senators that detailed reports on Tri-Agency funding are sent to Deans and available in each faculty. She highlighted that there is an increased movement for federal intramural scientists to work with extramural scientists, which will result in funding from various federal government agencies. She cautioned that the figures regarding total sponsored research funding per faculty member may not be accurate as universities report their faculty counts differently. Senator Crago mentioned that there is room for growth with respect to FRQ funding and a more detailed analysis is required to determine the cause. Finally, she informed Senators that the Office of Innovation and Partnerships provides help with inventions, disclosures and finding industry partners.

Senator Quitariano asked about the strategy that will be used to determine the cause of the lower FRQ performance. Senator Crago responded that part of the work will include reviewing past data and asking researchers why they are not applying for the funding. Senator Grütter asked if the numbers included teams led by non-McGill faculty. Senator Crago agreed to provide a response after the meeting. (**Secretary's Note: FRQ attributes the funding to the lead institution and therefore the data for McGill only reflects the initiatives in which McGill is the lead.*)

Senator Grütter stated that researchers at McGill do not apply to be principal investigators as they do not receive the same level of support as researchers at other universities to prepare the grant applications. Senator Crago indicated that the Office of Research and Innovation has resources in place to help with grant applications. Senator Robaire asked if data on the funding rate was available. Senator Crago responded that it is provided in the detailed reports sent to Deans.

Senator Lennox stated that the figures for sponsored research at McMaster University are distorted due to a large grant and reiterated that the funding data per faculty member are unreliable as some universities exclude certain members from their faculty counts.

In response to Senator Buraga’s question for a list of industry sponsorships and research contracts, Senator Crago stated that the information is available through the Office of Innovation and Partnerships.

Senator Robaire commented that there have been many issues in the past regarding collaboration with government workers, many of which relate to the ownership of intellectual property. He asked if those issues have been resolved. Senator Crago responded in the negative, noting that she had many conversations with the National Research Council on this topic.

6.3 Enrolment and Strategic Enrolment Management Report (D18-53)

Senator Labeau presented this report for information. The report focused on the enrolment targets outlined in the Strategic Academic Plan (2017-2022), which include increasing the number of applications and the yield rate from all Québec CEGEPs and colleges; increasing the number of new student registrations from Francophone CEGEPs and colleges by 15%; increasing Indigenous student enrolment to 1,000; maintaining international student enrolment at 25-30% of the total undergraduate population; and continuing to attract top graduate students from around the world. Senator Labeau indicated that McGill is doing well in achieving most of the targets. He highlighted that there was an increase in the number of applicants from Quebec CEGEPs and colleges but a decrease in yield in the past year. He stated that it was likely due to the new formula for calculating the R-score that came into effect last year. He explained that the calculations may have resulted in higher R-scores, which in turn led to more students applying to McGill.

Senator Buraga commented that based on the data provided, it was unlikely to reach the target concerning Indigenous student enrolment by 2022. He asked for more information on this target and about the resources available to accommodate the influx of students. Senator Labeau stated that 1,000 students was an ambitious goal. He explained that Enrolment Services is not only focusing on recruitment to increase the number of Indigenous students in the short-term but also on outreach programs for primary and secondary school students to increase enrolment in the long-term. He indicated that the University is exploring how to accommodate the students and noted that additional resources would be provided.

7. Report from the Board of Governors to Senate (D18-54)

Senator Hobday presented this report for information. The Report provided an overview of the February 14, 2019 Board of Governors meeting and the February 11, 2019 Executive Committee of the Board of Governors meeting. Senator Hobday highlighted that the Board endorsed the McGill Strategic Research Plan (2019-2024) and approved the revised recruitment to retirement (R2R) project. She reported that the Board considered and approved a number of recommendations from Senate including the proposed revisions to the *Regulation on the Conduct of Research*, the creation of the Institute of Health Sciences Education and the renaming of the *Département de langues et littératures françaises*. Finally, she mentioned that the Executive Committee approved an agreement between McGill University and the McCall MacBain Scholarships at McGill Corporation supporting the establishment of a \$200-million McCall MacBain Scholarships Program for Master’s level students.

8. Other Business

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 5:20 p.m.

END

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