



## Minutes

Wednesday, April 18, 2012 11-12:08

Minutes of the meeting of Senate held on April 18, 2012 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT	Goldstein, Rose	Manfredi, Christopher
Aitken, Ellen	Gonnerman, Laura	Marcil, Olivier
Allison, Paul	Grant, Martin	Masi, Anthony
Almasri, Mahmoud	Grütter, Peter	McCulloch, Mary Jo
Barney, Darin	Gyakum, John	Mendelson, Morton
Beheshti, Jamshid	Han, Lily	Michaud, Mark
Bernard, Daniel	Harpp, David	Misra, Arun
Bouchard, Adam	Hashimoto, Kyoko	Munroe-Blum, Heather
Boyer, Daniel	Hebert, Terence	<i>(Chair)</i>
Briones, Emil	Hepburn, Allan	Nassim, Roland
Brophy, James	Hobbins, Joan	Paterson, Kady
Clare, Emily Yee	Hurtubise, Jacques	Pekeles, Gary
Clarke, Ian	Hynes, Andrew	Peterson, Kathryn
Cook, Colleen	Janda, Richard	Potter, Judith
Covo, David	Johnson, Juliet	Pritz, Alex
Crawford, Matthew	Jonsson, Wilbur	Richard, Marc
Dinel, Haley	Jutras, Daniel	Riches, Caroline
Doucette, Elaine	Kalil, Alex	Schloss, Melvin
Dudek, Gregory	Kirby, Torrance	Shaughnessy, Honora
Eidelman, David	Kirk, Andrew	Sinacore, Ada
El-Khatib, Ziad	Knight, Maggie	Todd, Peter
Etemad, Hamid	Kreiswirth, Martin	Vivas, Isabel
Everett, Jane	Kuzaitis, Ruth	Wapnick, Joel
Ferguson, Sean	Laverdiere, Eric	White, Lydia
Gale, Charles	Lefsrud, Mark	Zhang, Ji
Galaty, John	Lennox, Bruce	Zorychta, Edith
Gale, Charles	Lowther, David	Strople, Stephen
Gehring, Kalle	Luke, Max	<i>(Secretary)</i>
Gillon, Brendan	Ma, Annie	
Gold, Richard	Madramootoo, Chandra	

**REGRETS:** Tom Acker, Usman Bin Shahid, Gregg Blachford, Leslie Breitner, Serge Carrier, Renzo Cecere, Roshi Chadha, Stuart Cobbett, Brian Cowan, Claudio Cuello, Michael Di Grappa, Brian Driscoll, Ashraf Ismail, John Kurien, Richard Leask, Jason Leung, Kevin McDonough, Michael Ngadi, H el ene Perrault, Amir Raz, Nigel Roulet, Arnold Steinberg, Marc Weinstein, Christina Wolfson.

The Chair welcomed Senators and reminded them that the proceedings were being broadcast to the Cybertheque classroom for the benefit of spectators. She also congratulated the newly-elected SSMU and PGSS executives.

## **SECTION I**

### **1. Resolution on the death of Professor Nicole Domingue**

Dean Manfredi rose and read the following death resolution, which Senate subsequently unanimously approved:

It is with considerable regret that we report the death of Nicole Domingue, formerly Associate Professor and Chair of the Department of Linguistics, who died in Toronto on December 15th 2011. Nicole was born in Strasbourg, France, in 1932 and educated at the Sorbonne, completing a first degree in geography in 1954, followed by a postgraduate certificate in Social Anthropology in 1955. She worked for three years as a research assistant in anthropology for the Musée de l’homme in Paris, obtaining a diploma in West African Studies in 1959. Following her marriage in 1960, she moved to Austin, Texas, and enrolled in the PhD program in Linguistics at the University of Texas, where she also taught French. Her PhD dissertation focused on linguistic properties of Mauritian Bhojpur and Mauritian Creole, particularly with respect to language interference, linguistic variation and historical change. She was one of the first linguists to apply the methodology of sociolinguistics to the study of Mauritian Creole. After obtaining her PhD in 1971, she was appointed as an Assistant Professor in Linguistics at Indiana University at South Bend. In 1975, she joined the Department of Linguistics at McGill. She was granted tenure in 1982 and retired from McGill in December 1994.

Nicole Domingue’s teaching focused on anthropological linguistics and sociolinguistics. She taught undergraduate and graduate courses and supervised graduate students in these areas. In her research, she continued to pursue interests developed from ideas originally investigated in her PhD dissertation, with an ongoing focus on creoles, including Mauritian Creole and Middle English (which, she argued, is also a Creole). She also investigated how the development of language is influenced by language contact and borrowing. Her interest in language contact led her to the study of bilingualism and multilingualism in individuals and society.

Nicole Domingue was especially appreciated at the departmental and Faculty level for her contributions to service. In the Department of Linguistics, she served as both undergraduate and graduate advisor. She was appointed Chair in 1985 and served two terms, ending in 1992. In 1994, she accepted an appointment in the Faculty of Arts as Acting Associate Dean, Student Affairs, a position which she held until her retirement.

Nicole will be remembered above all as a genuinely caring person, committed to colleagues and students, generous and accessible. She had an open-door policy and was always ready to discuss problems and propose solutions. Students at all levels – her own students as well as others - consistently commented on her availability and helpfulness. Nicole was well used to

managing the pressures of juggling an academic career with family needs (she brought up four children) and she was a mentor to others in the same situation.

Nicole had many outside interests. She was passionate about music, a passion she passed on to her four children. During her years in Montreal, she and her family lived in the Point and she was dedicated to the needs of the community there. Nicole is survived by her four children and three grandchildren and we extend our deepest sympathies to them.

**2. Report of the Steering Committee (11-12:08)**

The Report of the Steering Committee (11-12:08) was received.

*Item 1. Approval of Minutes of Senate.* On motion duly proposed and seconded, Senate approved the minutes of the March 21, 2012 meeting.

*Item 2. Approval of Confidential Minutes of Senate.* The Chair informed Senate that the Steering Committee had reviewed the confidential minutes of the meeting of March 21, 2012 and had approved them on behalf of Senate.

*Item 3. Confidential Session for motion to reconsider.* On motion duly proposed and seconded, Senate agreed to enter into Confidential Session for discussion of item IIA2, Motion to Reconsider D11-54: Report of the Honorary Degrees and Convocations Committee.

*Item 4. Speaking rights.* On motion duly proposed and seconded, speaking rights were granted for Mr. Jeffrey Ives, Director of the Office of the Budget and Professor Jan Jorgensen, Associate Provost of Faculty Affairs and Resource Allocation, for item IIB1 (McGill University Budget 2012-2013); and Ms Cassandra Zawilski, SSMU Equity Commissioner, and Ms Sara Houshmand, PGSS Equity Commissioner, for Item IIB4 (McGill University Award for Equity and Community Building).

*Item 5. Topic for 2012 Joint Board/Senate Meeting.* The Chair informed Senate that at a joint meeting of the Executive Committee of the Board of Governors and the Senate Steering Committee, it was agreed that the 2012 Joint Board/Senate Meeting would have the topic of “Universal Design.”

*Item 6. Business Arising from the Minutes*

Senator Eidelman informed Senate that he had completed his review of Dr. Fuhrer’s review of asbestos-related research. Senator Eidelman thanked Dr. Fuhrer for her work and explained that she had not found any evidence of research integrity violations. He also told Senate that, at the time of the research in question, collaboration between industry and researchers was government policy. Senator Eidelman informed Senate that he had turned over all of the information that Dr. Fuhrer had gathered to the Research Integrity Officer and was awaiting a response. Senator Eidelman said that the allegations that had precipitated this review concerned opinions, not methods or data use. Lastly, he emphasized that McGill did not support the asbestos industry or any other industry, but rather supported holding its research to the highest level of integrity.

### **3. Adoption of the Agenda**

On motion duly proposed and seconded, the agenda was adopted.

### **4. Chair's Remarks**

The Chair began her remarks by noting her appreciation for the widespread expressions of support, civility and tolerance on McGill's campuses in recent weeks in the face of widespread demonstrations and some student boycotts across the city and province. She told Senate that the University was continuing all regular academic activities and that we had developed contingencies for managing disruptions that might arise during the final examination period. She also thanked Pierre Barbarie, Associate Director, Safety & Security, and his team for their efforts in recent weeks.

The Chair then remarked on the recently tabled federal and provincial budgets. The Chair told Senate that McGill had been working with governments and the Conference of Rectors and Principals of Quebec Universities (CREPUQ) to convey the need for continued investment in higher education. She also praised Professor Wendy Thomson, who was made chair of an expert panel charged with developing recommendations to implement activity-based funding in the health and social services sector.

The Chair remarked that, despite the federal budget being an austerity budget with significant cuts to federal departments and agencies, one of its centerpieces was research and innovation, which related to the three priorities of McGill's pre-budget submission to the Standing House Committee on Finance. The Chair explained that the federal budget made significant additional investments in research, innovation, and higher education and she told Senate that McGill would continue to advocate for the resources it needed.

The Chair then provided Senate with an overview of the "Entente de Partenariat" (Performance Contract) between McGill and the Ministère de l'Éducation, Loisirs et Sports (MELS). She explained that McGill had taken the lead in creating a process to establish individual contracts between the provincial government and each university, which would enable McGill to maintain the autonomy of its Board of Governors.

The Chair told Senate that the provincial government's recently tabled financing plan will ensure that 65%-85% of any additional resources for Quebec universities are invested in key areas directly tied to the university's mission. Each institution's Performance Contract will have 14 indicators common to all universities and 3 indicators that are university-specific. The 4 main targets of these indicators are:

1. Quality of teaching and services to students;
2. Quality of research;
3. International positioning; and
4. Administration and management.

In addition, McGill will be submitting 22 precise Key Performance Indicators (KPIs) to the Board of Governors by the end of the academic year. These will also be presented to Senate in the fall. The Chair expressed concern that as McGill already scored highly on most indicators, the University risked losing funding to institutions that had more room for improvement. She thanked Pierre Moreau and Vice-Principal Marcil for their work in this portfolio and in negotiations with the government.

The Chair ended her remarks by recognizing the recently honoured Scarlet Key recipients. The Scarlet Key Society recognizes students who have demonstrated qualities of leadership, unselfishness and perseverance by outstanding extra-curricular contributions to the McGill community. The Chair told Senate that this year's 20 recipients came from a range of backgrounds and disciplines and contributed to McGill in diverse areas. She highlighted that 5 of the 20 recipients were student Senators, including Senator Luke, who was called upon to speak about Community Engagement Day. Senator Luke told Senate that this was a joint student-staff initiative that would be taking place on October 5, 2012 and had 2 student coordinators working on it in the SEDE office.

Senator Gillon asked the Chair whether McGill would be impacted by the current federal government's tendency to bypass peer-reviewed systems in favour of government-mandated standards in the allocation of funds. The Chair responded that there had been no indication of resources being allocated noncompetitively.

Senator Barney asked about the University's response to city- and province-wide student mobilization, in particular the resources made available to McGill students who found themselves in situations of potential physical harm. Senator Everett answered that all students can benefit from resources at Student Services as well as the McGill Health Centre. The Chair added that McGill had strengthened its relationship with the Montreal Police and had articulated a request for restraint.

## **SECTION II**

### **Part "A" – Questions and Motions by Members**

#### **1. Question Regarding McGill's Equity Policy**

Senator Briones asked the following question:

Whereas the concept of Equity delves into issues on oppression, marginalization, racism, gender identity etc., and also addresses systemic and social barriers,

Whereas Equity is addressed in the following University documents: the *Charter of Student's Rights and Responsibilities* (article 2.1, 3 and 4.1), *Employment Equity Policy*, and the *Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law*, but does not elaborate on, to a satisfactory extent, the concepts named above,

Whereas the *Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law* refers to specific issues of Equity and does not address particular aspects such as the systemic barriers to access that affect identified groups, and the *Employment Equity Policy*'s scope is that of human resources at McGill and applies only to those employed at the university,

How does the University integrate concepts of equity and anti-oppression into policy?

Senator White, Associate Provost (Policies, Procedures & Equity) answered as follows:

I appreciate this opportunity to clarify McGill's strong commitment to equity within the University community. This commitment is realized in a number of ways, via policies and other means. I will briefly outline some of these here.

As Senator Briones rightly points out in his preamble, the University has in place a number of policies that address equity. There are policies specifically focused on equity issues, as well as policies that include equity as part of a broader mandate.

As far as students are concerned, the right to equal treatment is explicitly addressed in article 2.1 of the Charter of Students' Rights. Employees are covered by McGill's Employment Equity Policy (2007), which addresses recruitment, retention and advancement, amongst other concerns, and which includes a periodic report to Senate on the status of various designated groups. McGill's Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law has been in effect since 2005 and covers the University community as a whole.

McGill reports on a regular basis to both the federal and provincial governments concerning employment of 'designated groups'. McGill has identified a broader range of designated groups than required by either the federal or provincial governments, including: Aboriginal persons, persons with disabilities, ethnic minorities, persons of minority sexual orientation or gender identity, visible minorities, and women.

McGill has recently (2010) made a commitment to the Federal Contractors' Program for an Equity Plan, to monitor compliance and progress towards narrowing gaps in employment of designated groups. Committees have been established to provide ongoing oversight and monitoring of McGill's equity profile. As a first step, we are working on improvements to McGill's self-identification questionnaire, for use both in recruitment and with current employee profiles, to provide us with more accurate means of assessing our performance in this regard.

In addition to such policies and reporting mechanisms, McGill has two offices with mandates that are relevant, namely the Office for Students with Disabilities, whose role is to provide accommodations and services for McGill students with documented disabilities, and the Social Equity and Diversity Education Office, which is committed to fostering a fair and inclusive environment through education, heightening awareness, and dialogue.

McGill has recently taken several other initiatives relating to equity. For example, Equity was explicitly added to the portfolio of one of the Associate Provosts in 2010. And the Principal's Taskforce on Diversity, Excellence and Community Engagement includes a number of recommendations relating to diversity - we will, in due course, be hearing the administrative response to these recommendations.

Finally, and relating to the policy focus of Senator Briones's question, McGill has a committee with an explicit equity mandate, namely the Joint Board Senate Committee on Equity which recommends to Senate and the Board University policy regarding under-represented groups.

In conclusion, the University has made concerted efforts to integrate equity concepts into our policies and practices in recent years. Of course, more remains to be done, perhaps at the level of practice rather than policy.

Senator Briones recognized McGill's various efforts in the name of equity, but reaffirmed his stated belief that the University needed an overarching Equity Policy to foster a culture of social sustainability and promote such ideals. Senator Knight stated that this question regarded McGill's values and she encouraged the University to follow SSMU's lead in enshrining equity into its processes.

Senator Clare added that incidents of racism were an experienced reality at McGill and that there was a lack of dialogue about racism on campus. She asked why McGill was the only highly-ranked university in Canada without an Aboriginal Studies Program and without any Indigenous tenure-track faculty members. Senator Galaty said that students and faculty would support an Aboriginal Studies Program and he encouraged departments and faculties to meet and advance such a proposal.

Senator Han spoke about the mandate of the Social Equity and Diversity Education office. She asked whether McGill was considering expanding SEDE's mandate beyond education to include addressing issues, hearing complaints and advocating for a more equitable environment. She added that Western, Queen's, UBC and the University of Toronto all had offices that performed these tasks.

Senator Pritz told Senate about a recent incident of gay bashing on the Macdonald Campus and emphasized that the University should provide victims of prejudice a specific place and policy to voice concerns.

Senator White thanked Senators for their feedback and offered to take the topic back to the Joint Senate-Board Committee on Equity for a discussion on the issues addressed by the existing policies, procedures and practices and how the situation might be improved.

## **Confidential Session**

### **2. Motion to Reconsider D11-54: Report of the Honorary Degrees and Convocations Committee**

Senate moved into confidential session to discuss the Motion to Reconsider D11-54: Report of the Honorary Degrees and Convocations Committee (this minute is approved by the Senate Steering Committee and is not published or circulated, but is attached to the permanent minutes of Senate as Appendix “A”).

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

### **Open Session**

#### **1. McGill University Budget 2012-2013 (D11-55)**

The Provost presented the McGill University Budget for Fiscal Year 2013 for the information of Senate. He explained that the Budget would be presented to the Board of Governors for approval in the days ahead. The Provost told Senate that the budget was part of a 5-year planning cycle and would focus on Achieving Strategic Academic Planning (ASAP) 2012 and the Strategic Research Plan. He also placed budget in the context of the Strategic Reframing Initiative (SRI) and the Key Performance Indicators (KPI).

The Provost provided an updated forecast for the current fiscal year. He informed Senate that, when the Budget was first proposed, the University had anticipated a \$6M deficit, but variances had resulted in a small surplus. The Provost told Senate that, for FY2013, the University anticipated a \$7M deficit on a total operating fund of approximately \$700M. The anticipated deficit would increase McGill’s GAAP accumulated deficit to \$281.9M. The Provost explained that the accumulated cash deficit was shrinking as a percentage of operating revenue, but some debt-financing remained necessary so long as the University remained underfunded. In addition, McGill was in a much better financial standing than other Quebec universities, both in terms of operating deficits and accumulated GAAP deficits.

The Provost then outlined the key assumptions for FY2013 projections and reviewed key assumptions regarding expenditures in the budget. The Provost broke down expenditures across the various Funds, looking at the impact on faculties, professor and support staffing costs, student aid, and capital budget allocations. He informed Senate that the Endowment Fund had decreased as of January 31, 2012, which impacted other funds. The Provost finished his presentation by reporting on the major objectives in the implementation of FY2013.

Senator Pritz asked about investments in transformative interdisciplinary initiatives. The Provost explained that this money would support current integrated programs like the Institute for the Public Life of Art and Ideas as well as programs still to be considered. The Provost also told Senate that the earmark for enhancing career development of administrative and support staff was additional funding for initiatives arising out of the office of the Vice-Principal (Administration and Finance).



Senator Janda asked about expenses related to indirect costs of research and the funding of doctoral students. The Provost elaborated that McGill needed to spend money to compete for tri-council federal funding in order to attain more from integral sources of funding for research and post-graduate fellowships. He added that indirect costs flowed to faculties, libraries and research support, but not to the primary researcher. The Chair added that McGill had a cross-subsidization model, meaning that these sources of funding supported all faculties at the University.

Senator Clarke asked about contingency plans in case the announced tuition hikes were not fully implemented. The Provost answered that this would mainly impact student aid and that the University would either have to run a larger deficit or cut its support for University activities.

Senator Galaty noted fluctuations in McGill's annual deficits and asked about the much larger deficits at other large Quebec universities. The Provost explained that in the late 1990's, the provincial government and the Board of Governors had intervened to balance the University's budget, but McGill has been addressing the resulting underfunding ever since. He added that other institutions were much worse off and that government relief always been tied to the size of the institution, not the size of its deficit.

Senator Bernard expressed that McGill was too dependent on Quebec government funding, whereas similar American universities such as the University of Michigan had much more philanthropic support and served as models to follow. The Provost responded that McGill had the 2<sup>nd</sup> highest rate of alumni giving in Canada and that the University of Michigan was able to charge \$32,800 to out-of-state students. The Chair reinforced the Provost's assessment.

The Chair ended this discussion by informing Senate of the North American award that the Provost and the Office of the Budget had received, recognizing the quality of last year's Budget Book.

**2. 437<sup>th</sup> Report of the Academic Policy Committee (D11-56)**

The Deputy Provost (Student Life and Learning) delivered this report for Senate's approval.

*On motion duly proposed and seconded, Senate approved the proposal for the creation of the Graduate Certificate in Financial Planning.*

*On motion duly proposed and seconded, Senate approved the proposal for the creation of the Centre on Population Dynamics at McGill University / Centre de recherche sur la dynamique des populations, and so recommend to the Board of Governors.*

**3. Report of the Nominating Committee (D11-57)**

The Provost presented the Report of the Nominating Committee for approval.

*On motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee.*

**4. McGill University Award for Equity and Community Building (D11-58)**

Senator White, Associate Provost (Policies, Procedures & Equity) presented this item for approval. The award was developed by SSMU and PGSS and Senator White recognized the work of student members of the Joint Board-Senate Committee on Equity. She called on Ms. Sara Houshmand, PGSS Equity Commissioner, to speak about the Award.

Ms. Houshmand told Senate that the Award was timely as it aligned with recommendations of the Principal's recent Task Force on Diversity, Excellence and Community Engagement. She added that it was a student-led initiative, which would recognize staff and faculty members as well as students.

*On motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors for approval, the establishment of a McGill University Award for Equity and Community Building.*

**5. Calendar of Academic Dates 2014-2015 (D11-59)**

The Deputy Provost (Student Life and Learning) presented this item for approval. He explained that this Calendar of Dates was consistent with the Senate-approved principles for the academic calendar. Senator Harpp asked that future Calendars of Academic Dates be posted clearly on the McGill website.

*On motion duly proposed and seconded, Senate approved, on the recommendation of the Committee on Enrolment and Student Affairs, the Calendar of Academic Dates 2014-2015.*

**6. Preliminary Administrative Response to the Principal's Task Force on Diversity, Excellence and Community Engagement (D11-60)**

The Provost presented this report for information. He explained that this was a preliminary response. The final administrative response would be presented in the fall and would include timelines, costs and evaluation mechanisms. The Provost addressed each of the three Task Force recommendations, providing a "Key Response" that addressed the recommendation, "Activities in Progress" that showed what was in place or in progress, and "Proposed Initiatives" that intended to further McGill's response.

As a general remark, the Provost told Senate that there were initiatives and programs already underway at McGill that addressed many of the Task Force recommendations and sub-recommendations. In addition, he said that McGill had a vast array of expertise in various academic and administrative units, which it should take advantage of and share across faculties and campuses. He also told Senate that the University needed to better communicate its array of service commitments within and beyond its gates.

Senator Mendelson pointed out that the recommended co-curricular student record of activities outside the classroom was soon to move towards implementation, with a pilot phase to be launched in the fall.

Senator Clare asked the Provost what he considered the largest gaps in social equity or social sustainability at McGill. Senator Han asked the Provost if he could identify specific weaknesses or systemic barriers at McGill. The Provost responded that he could not fully answer these questions yet, said that the University needed to better promote its projects and build upon its existing outreach activities in underrepresented communities. Senator Pekeles seconded the importance of communicating programs, with the Health Network as well as across faculties.

Senator Richard suggested that a Common CV format should be approached cautiously and flexibly to best capture all contributions.

Senators Knight and Ferguson emphasized that initiatives should be shaped by those communities that were most impacted, including Aboriginal communities. The Provost agreed and added that more self-identifying data from McGill Community members would improve the University's ability to identify how and where it could reach out.

Senator Briones asked whether an Equity Policy might arise out of the Task Force. The Provost said that the matter had been referred back to the Joint Board-Senate Committee on Equity and he would await its work. The Principal added that a change in practices should be the primary goal, not merely a new policy.

Senator Crawford asked about initiatives for Francophone students and staff. The Provost answered that about half of U1 students came from French CEGEPs and that many Francophone staff and faculty worked across the University. He added that McGill's identity was clearly shaped by its presence in Quebec.

Senator Jutras asked whether McGill was using this process to revisit its Mission Statement. He told Senate that he found the current Mission Statement generic and nonreflective of McGill's specific geography and bilingualism. Senator Jutras added that any notions of diversity, community engagement and excellence arising out of the Task Force could inform McGill's particular standing as a "student-centred" and "research-oriented" institution. The Provost agreed to take this suggestion under consideration.

## **7. McGill University Staffing Report**

**(D11-61)**

The Provost summarized this report for Senate, highlighting staffing changes between 2006 and 2011. The Provost pointed out that the recent slight decrease in the total number of tenure-track faculty were the result of a focus on academic renewal; he added that the attrition had already been more than compensated for. The Provost said that the composition of the administration and support staff was evolving to match the University's evolving needs. He said that the SRI included projects looking at workforce planning and talent management, each of which would lead to changes in the size and composition of the administrative and support staff.

Senator Michaud suggested that the Staffing Report should include the amount of money spent on staffing, rather than simply list the number of employees.

Senator Barney asked about the reduction in the number of tenure-track faculty and support staff in the Faculty of Arts and the corresponding increase in the Faculty of Management. The Provost answered that there had been a conversion of a portion of the academic staff in Management to tenure-track as well as a strong uptake on the retirement incentive plan among Arts faculty members. He added that the staffing needs of Management were higher due to the priority it placed on career placement, while many advisors previously located in the faculties of Arts and Science had been centralized. The Chair pointed out that professional programs often had staffing needs relating to accreditation. Senator Covo asked if the data for faculties with departments and schools could be broken down by academic unit. The Provost answered that such comparisons could not be done, considering the different needs of each faculty. Senator Kirk noted that the government of Quebec had mandated more faculty members in Engineering and Management.

Senator Galaty asked about the growth in the number of central administrative staff and the corresponding reduction in the faculties and departments. The Provost answered that staff in the James Building, including the Offices of Research and Graduate Studies, supported the faculties and departments. In addition, he noted that the University had seen an increase in external compliance requirements as well as a growth in staff related to Campaign McGill. Finally, the Provost indicated that the recent growth in administrative and support staff had lagged behind an earlier growth in academic staff. Senator Kirk noted that the increase had been linear and asked whether it would taper off. The Provost responded that McGill had indeed reached an asymptote and would now be looking at workforce planning and talent management. Senator Goldstein told Senate that the numbers in the Office of Research and International Relations were out-of-date and should only show a 10% growth.

Senator Riches pointed out that the Faculty of Education had the lowest rate of renewal for a second year in a row.

Senator Janda asked for more details on the workforce planning portion of the SRI. The Chair said that Vice-Principal Di Grappa would be better placed to speak about this in the fall.

### **Other Business**

There being no other business to deal with, on motion duly proposed and seconded, the meeting adjourned at 5:45 pm.

END

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