

SENATE
McGILL UNIVERSITY

07-08:10

Minutes of a meeting of Senate held on Wednesday May 7, 2008 at 2:30 p.m. in the Robert Vogel Council Room (Room 232), Leacock Building.

PRESENT:

Algieri, Stefano	Manfredi, Christopher (<i>Chair</i>)
Angus, Adrian	Masi, Anthony C.
Bhatt, Vikram	McIntosh, Matthew
Blachford, Greg	McSweeney, Kerry
Borkotoky, Aneerudha	Mendelson, Morton J.
Boulet, Benoit	Moore, Timothy
Burgoyne, John Ashley	Oong, Daniel
Cartwright, Glenn	Paré, Anthony
Champoux-Williams, Lynne	Pelletier, Johanne (<i>Secretary</i>)
Chase, Ronald	Peterson, Kathryn
Etemad, Hamid	Pierre, Christophe
Everett, Jane	Quaroni, Enrica
Ezzy-Jorgensen, Frances	Richard, Marc
Gehr, Ronald	Robaire, Bernard
Gowrisankaran, Kohur	Schmidt, Janine
Grant, Martin	Sedgwick, Donald
Harpp, David	Smith, Michael
Henderson, Ian	Steinhauer, Karsten
Henderson, Jim	Stroud, Sarah
Hobbins, John	Thérien, Denis
Ismail, Ashraf	Todd, Peter
Itzkowitz, Jake	Turner, Kathleen
Jonsson, Wilbur	Van der Vooren, Jessica
Jordan, Steve	Vennat, Manon
Karmouty, Harry	Wade, Kevin
Kasirer, Nicholas	Waugh, Sean
King, Daniel	Weinstein, Marc
Kreiswirth, Martin	Whitesides, Sue
Labban, Margaret	Wilkinson, Nadya
Lewis, Brian	Wolfson, Christina
Lowther, David	Yu, Qing Jane
Madramootoo, Chandra	Zannis-Hadjopoulos, Maria

REGRETS: Ellen Aitken, Jamshid Beheshti, Robert Bracewell, Ian Butler, Franco Carli, Annick Chapdelaine, Rosemary Cooke, Pamela Lai, Donald McLean, Heather Munroe-Blum, Richard Pound, Robert Rabinovitch, Beverlea Tallant.

The Chair welcomed two new student Senators, Nadya Wilkinson and Kathleen Turner, to the meeting.

The Secretary-General thanked the Senators for their response to her request for participation in the platform parties for Convocation, and added that if any additional Senators wished to participate, they were welcome to do so, and should be in touch with the Secretary-General's office as soon as possible.

SECTION I

1. Resolution on the Death of Professor Allister Clark Blackwood

The following resolution on the death of Allister Clark Blackwood was read by Professor Chandra Madramootoo, Dean of the Faculty of Agricultural and Environmental Sciences, and adopted unanimously by Senate.

Allister Clark Blackwood passed away at Qualicum Manor, Qualicum Beach, B.C. on March 21, 2008, at the age of 92. Predeceased by his wife, Mildred Marsh-Blackwood, Clark is survived by his children, Alan (Marie), Marsha (Marcel) and Susan, and grandchildren, Kyle, Darcy, Patrick and Tyler.

Clark was born in Calgary in November, 1915. High school, Provincial Normal School, and a year at Mount Royal College, all in Calgary, were followed by two years as a teacher in an elementary school in Topland, Alberta. He then returned to his own education - attending the University of Alberta, he graduated B.Sc. in Agriculture in 1942, and M.Sc. in 1944.

Following two years with the National Research Council in Ottawa, Clark returned to university and pursued doctoral studies in the Department of Bacteriology in the School of Agriculture at the University of Wisconsin. He graduated Ph.D. in June, 1949, by which time he was employed at the Prairie Regional Laboratory in Saskatoon.

Clark came to Macdonald College, from Saskatoon, in 1957, to assume the position of Chair of the Department of Agricultural Bacteriology. He was still Chair in 1966 when the name of the Department was changed to Department of Microbiology, and he remained as Chair until 1968.

As an educator, Clark always had concern for and interest in all students. He instilled in undergraduates tremendous interest in the field of microbiology and at the postgraduate level, he mentored and directed the research of some thirty-one M.Sc. and Ph.D. students as well as several Postdoctoral and Professional Associates. He served on many committees, at both the Faculty and University level, and in 1972, his administrative and organizational skills were put to the test when he was appointed Dean of the Faculty, and Vice-Principal, Macdonald College. During his time as Dean and Vice-Principal, he guided the Faculty through some difficult times and was instrumental in directing the Faculty into our present teaching and research quarters.

Clark's contributions to his profession were also admirable. He was a founding member, and later, President of the Canadian Society of Microbiologists, and served as an Associate Editor, and then, Editor, of the Society's official publication, the Canadian Journal of Microbiology. He was a member, also, of several other Professional Societies including the Society for General Microbiology, the American Society for Microbiology and the Society for Applied Bacteriology. In recognition of his various contributions and his stature as a scientist, he was awarded the Centennial Medal of Canada in 1967, the Queen's Jubilee Medal in 1977, and in 1968, he was elected a Fellow of the Royal Society of Canada.

Clark retired in 1981 and in recognition of his many contributions to this Faculty, the University, and Society in general, the title of Emeritus Professor was conferred upon him at the Convocation in June of that year. Clark was truly a distinguished colleague and will be remembered by all who knew him not only for his pipe and bow ties but also as a true people-person and proud supporter of everything Macdonald. We extend our deepest sympathies to the family of Professor Blackwood.

2. Report of the Steering Committee

The report of the Steering Committee (07-08:10) was received.

Item 1. Approval of Minutes of Senate. Professor Paré requested a clarification of Ms. Franke's response to his question on the range of the University's obligations related to the privacy of research data. The Secretary-General responded that, based on her consultations with the CIO and the Provost, the expectation of obligations is to adhere to any requirements provided in our agreements with the funding agencies, as well as obligations imposed on us by Quebec law regarding access to information. Professor Paré asked whether there was a procedure for how the University would deal with a situation in which there might be a conflict between its need to access files, and the researcher's promise to maintain confidentiality of those files. The Provost responded that the issue is a serious one, and that while anonymity is not always guaranteed, confidentiality is. If the University is forced by law to access files, or if there is a reason to do so in terms of administration of the University, then McGill will do everything it can to respect both sets of requirements. It is a question of administrative discretion.

On motion duly proposed and seconded, the minutes of the meeting of April 16, 2008, were approved.

Item 2. Chair of Senate. On motion duly proposed and seconded, Dean Manfredi was approved as chair based on recommendation of Steering Committee.

Item 3. Speaking Rights. Senate, on motion duly proposed and seconded, granted speaking rights to Professor William Foster for items B5 (Annual Report on Leaves of Absence) and B6 (Annual Report, Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law).

Item 4. Approval on Behalf of Senate. Final amendments to slates for University Tenure Committees for the Faculties of Arts and Music were approved by the Steering Committee on behalf of Senate, and presented for information.

Item 5. Information Items. Senators were reminded of the change in start time of Senate meeting of May 21, to 2 p.m.

3. Adoption of the Agenda

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

SECTION II

PART "A" – QUESTIONS AND MOTIONS BY MEMBERS

1. Question re Senate committees and university governance

On the invitation of the Chair, Mr. Oong asked the following question:

PREAMBLE:

Senate committees and subcommittees play an important role in McGill's governance, as they are created

*"1. To study the problems of their particular field and the relation of these to the problems of other parts of the University;
2. To formulate policies in the light of such studies and to submit these either to Senate or to the appropriate administrative official; and
3. To secure the necessary liaison with other bodies studying related problems".
(<https://home.mcgill.ca/senate-handbook/standing-committees/>, last accessed April 25, 2008)*

However, for some committees and subcommittees, their effectiveness is limited in several ways.

- A committee's ability to study a problem often depends on each committee member's capacity to consult constituents and to obtain the needed facts and data.*
- While committees endeavour to forward useful policy recommendations to Senate and/or the administration, they often do not receive feedback on the progress and effectiveness past policy recommendations.*
- In the absence of members who are Senators, a committee often becomes more distanced from Senate and the administration. Subcommittees face an even greater challenge to engage Senate and the administration because their linkage is only through the parent committee.*

QUESTION:

- 1. What are the channels for committee and subcommittees to ask Senate and/or the administration for feedback on policy proposals or to obtain information necessary for policy revision?*
- 2. For a committee or subcommittee which does not have any Senators as members, is there any way for it to ask a question in Senate?*
- 3. Under the current Senate review process, are there any strategies to bridge the structural gap between subcommittees and committees; and Senate and the administration?*

The Chair invited the Secretary-General to answer. Ms. Pelletier responded as follows:

Thank you Senator Oong for the question, an interesting one touching on issues considered by Senate Nominating Committee, through its Working Group on Senate Review (including myself as Chair, Professors Mendelson, Oxhorn, and Paré and Mr. Angus, a student representative). Our preoccupation since the Spring of 2007, when the Working Group was struck, has been to review Senate committee terms of reference and best practices in collaboration with the committees. The goal of the exercise is to engage the committees in an active review of their terms of reference (prompted in part by the request in 2006/07 by 10 of Senate's then 21 committees, for assistance in defining new and revised terms of reference and membership). Our work has most importantly however sought a reflection more broadly on the purpose and function of senate committees, including their obligations to reporting to and remaining accountable to the Senate.

A progress report on our work to date was submitted to Senate Nominating this week, with recommendations to come forward to the next Senate meeting. Before I speak to what is to come, I think it instructive to refer to the current status and nature of Senate committee functions. In sum there is no clear answer to questions 1 and 2 and indeed this is among the reasons for our review of committees and their regulations.

The question of how Senate committees function is currently answered by a very brief section in the Senate Handbook entitled "Functions and Powers of Senate Committees". These "functions and powers" are articulated in the form of two resolutions approved by Senate in 1940 (with amendments in 1958) and 1975. While the specific content of these resolutions remains sound, they have been insufficient as a complete guide to Senate and its committees on matters of committee membership, terms of reference, reporting obligations, and the possibility that some committees may over time require amendment or even dissolution commensurate with Senate's mandate and interests.

The Review Group and Senate Nominating Committee believe, as I do, that Senate Committees form a critical function for Senate but that best practice guidelines and a review of all committee structures and membership are warranted if Senate is to get maximum benefit – and accountability – from its committees. I and the Working Group are of the view that among the key elements of a newly invigorated Senate – that place of active and interested discourse on academic matters we endeavour to see here – are committees functioning with a clarity of purpose, and a membership scaled to ensure the work can get done in an efficient and effective manner for Senate.

That committees have the membership and capacity to get their work done, that we have clarity on reporting to Senate, that subcommittees be accountable to the committee to which they are connected, and that Senate have the ability to review its committees from time to time are all good governance practices and form part of our work on Senate review.

An interim report on results of the committee review process is coming to the next Senate meeting and will include a very preliminary and draft consideration of a new series of committee regulations – not for approval – but for information with a further developed version in the fall of 2008. These regulations and the efforts of the review exercise – including committee members – are attempting to bridge the gaps you point to you your question and we hope improve the functioning of Senate committees and indeed of Senate. I would like to take this opportunity to thank the members of the review group who have so willingly met at unreasonable hours of the morning and late into the night, and committed their efforts to improving Senate committees.

Ms. Champoux-Williams inquired as to who the web editors for Senate and Senate committees are. The Secretary-General responded that, for the most part, this falls to the Secretariat and its Senate web site. By this fall, even those committees that currently do not have their information on the Secretariat's web site should be doing so.

2. Question re Role of Development and Alumni Relations

On the invitation of the Chair, Mr. McIntosh asked the following question:

PREAMBLE:

Development and Alumni Relations at McGill is split along two lines – Alumni Relations and Development. The McGill Alumni Association is responsible for events (primarily homecoming),

publications (McGill News) and soliciting some donations. Development, on the other hand, is responsible for advising the McGill community on fundraising activities. All of this information was taken from the respective organizations' websites. Despite its somewhat diverse range of activities, DAR is often still viewed by students as primarily a fundraising body.

It is not apparent that DAR currently extracts the most value possible from McGill's large, diverse and successful alumni base. Some other key areas may involve career development, life-coaching and development of the university.

QUESTION:

What does the administration envision to be the role of DAR beyond fundraising? What resources are being allocated to these ends?

What is the feedback chain from DAR back to the university and what role can DAR and individual alumni play in helping shape the operational and strategic aspects of the university?

The Chair invited Marc Weinstein, Vice-Principal (Development and Alumni Relations), to answer. Mr. Weinstein responded as follows:

I will respond to the second question first, as it relates to the mandate of DAR and the degree to which it is servant to the University.

As Vice-Principal-DAR, I report to and am fully accountable to the Principal and Vice Chancellor for the operations and activities of DAR. All of the activities of DAR are servant to the academic mission of the University, as determined by the University's academic leadership and the Board and the Senate. The fundraising priorities of Campaign McGill were established by the Principal, Provost, and Deans, and are based on the Strengths and Aspirations White Paper.

In terms of oversight and accountability, DAR reports annually to the Finance Committee of the Board of Governors, which allocates our operating budget and which monitors the Return-on-Investment that the University receives from DAR operations. DAR also reports on a regular basis to the Senate, the Board of Governors, and the Governors Emeriti. As VP-DAR, I also make regular presentations on our objectives and our progress towards meeting our objectives to the senior management of the University, and to the Deans at meetings convened by the Provost.

There is also extensive volunteer oversight of DAR's activities by McGill alumni. Campaign McGill is overseen by an Executive Committee and an International Cabinet composed of volunteers, most of whom are alumni. About one-third of the members of the Campaign Executive are current or former McGill Governors. The Campaign Executive also includes the President of the McGill Alumni Association, cementing the link between the University's alumni and the Campaign.

The McGill Alumni Association and its worldwide network of branches is the volunteer group that represents and serves McGill's 200,000 living alumni that both supports and advises the office of alumni relations. Worldwide, there are 170,448 active alumni on the DAR database. McGill has 104 alumni branches in 51 countries. In 2007, alumni took part in 271 branch events.

Alumni volunteers and staff work closely together to provide programs and channels of communications to keep alumni in touch with each other and the University for the mutual benefit of both. The staff of the Alumni Relations Office, while supporting the work of the alumni volunteers, are also an integral part of DAR and work together with the fundraising staff to advance the objectives of the University.

In sum, the operations of DAR are fully servant to the academic mission of DAR, and there are direct lines of accountability to the academic leadership of the University and to University Governance. Further, alumni volunteers in Montreal and in key cities around the world play a vital role in the planning and execution of alumni events and activities.

This brings me to the first question, the role of DAR beyond fundraising. McGill is a leader in integrating alumni and development, which makes it almost impossible to separate alumni costs from overall DAR costs. Although about 20 of the approximately 175 staff at DAR report directly or indirectly to the Senior Executive Director of Alumni Affairs, it is critical to note that the operations of our alumni and fundraising staffs are highly integrated. Many of the DAR staff members working in other areas work on projects jointly with Alumni staff, and Alumni staff work closely with DAR staff on projects related to fund raising. This high degree of integration reflects the emerging best practice model at leading North American universities.

Allow me here to quote an article from the March 2008 issue of "Case Currents", the monthly magazine published by the Council for the Advancement and Support of Education. The article states: "Many educational institutions still shy away from involving the alumni association in campaigns, but professionals at institutions that have joined forces say they'll never again raise a wall between the two disciplines. The benefits of working together, they say, are just too great."

The comparative metrics that are available are comprehensive and reflect the integration of Development and Alumni Relations as the industry best practice. In this regard, it is important to note that although the development and alumni programs at McGill face a more geographically dispersed prospect pool than our Canadian research-intensive university peers, DAR's cost-effectiveness is well within industry standards.

McGill's high level of alumni involvement provides both quantitative and qualitative benefits to the University. In direct financial terms, alumni account for more than half of the total raised by Campaign McGill to date – more than \$200 million. Alumni play a critical role in advancing the interests of the University, by building its profile, providing financial support, serving as volunteers and supporting the student experience. In direct response to the second part of the first question, the role of alumni in "shaping the operational and strategic aspects of the university" is limited to the mandate of alumni representatives in University governance.

Alumni volunteers are critical to McGill's ability to organize and execute student send-offs in key regions around the world; reach out to the parents of McGill students, and organize speeches and lectures that bring McGill's intellectual richness and research achievements to alumni communities in Montreal, across Canada and around the world. This is critical to the maintenance of McGill's global presence, a key asset in our ability to recruit top students internationally and support McGill's global teaching and research presence.

In direct response to the question, in addition to building McGill's worldwide relationships with alumni and raising McGill's profile, alumni play a critical role in a number of DAR programs that reach out to students directly. These programs include two popular activities that we are in the process of expanding:

The Mentor Program is one of the many ways in which alumni can make a significant contribution to McGill and its students. The Alumni Student Mentor program, which currently serves roughly 300 students per year, involves more than 100 alumni. The Backpack to Briefcase series is offered by the McGill Alumni Association in partnership with McGill's Career Centre. Under the auspices of this program, alumni and other speakers lead seminars and presentations on 'real-world' life skills topics, including how to manage personal finances, dining etiquette, networking skills, and more. The program is offered every year in February and March. This year it involved more than 400 students and 20 volunteers.

We are now investigating new approaches to better involve McGill students in alumni life immediately upon their graduation. We are surveying alumni who have graduated in the last 10 years, to determine ways to make the McGill alumni community more relevant to the needs of graduating students. Program options under consideration include developing more networking opportunities, and utilizing alumni networks in cities across Canada and around the world to welcome McGill graduates to new communities.

The Chair thanked Vice-Principal Weinstein for his response, and opened the floor to supplemental questions.

Mr. Itzkowitz asked about how the statement, "How students are treated while on campus largely dictates how they will feel about the institution when they are alumni" (quoted from a 2007 issue of *CASE Currents*), reflects what the role of DAR is or should be regarding student life at McGill. Vice-Principal Weinstein replied that McGill has launched its campaign on a global level, and will be simultaneously launching a campus community campaign, which will have a large student component. DAR will be meeting with the leaders of the various student groups in the near future to discuss how to involve students across campus in the campus community campaign. The Deputy Provost further added that he agreed with the sentiment expressed in the quote, and that the notion of enrollment management at McGill is something that the University is moving towards – lifetime engagement on the part of our students should be encouraged in terms of benefits to McGill for a rich ongoing intellectual community.

PART "B" – MOTIONS AND REPORTS FROM ORGANS OF UNIVERSITY GOVERNMENT

1. 401st Report of the Academic Policy Committee (D07-52)

The Deputy Provost presented the Report of the Academic Policy Committee (D07-52).

I. For Approval

A. New Teaching Programs

Item I.A, Faculty of Agricultural and Environmental Sciences: Concurrent B.Sc. (F.Sc.) in Food Science/B.Sc. (Nutr.Sc.) in Nutrition, was approved.

IV. For Information

Presented for information.

2. Report of the Nominating Committee (D07-53)

Mr. Richard presented the Report of the Nominating Committee (D07-53).

For Information

Membership of University Tenure Committees, 2008-2009, were presented for information.

Professor Wade commented that Professor Urs Kuhnlein (a member of the Senate slate for the University Tenure Committee for the Faculty of Medicine) is retired.

3. Report on Research Performance and International Relations (D07-54)

Vice-Principal (Research and International Relations) Thérien presented a Report on Research Performance and International Relations (D07-54). The Chair thanked Vice-Principal Thérien for his presentation, and opened the floor to questions and comments.

Professor Boulet inquired as to whether the \$400 million amount referred to in the research envelope included research contracts. Vice-Principal Thérien confirmed that it did.

Professor Robaire asked about the technology transfer (OTT) component of the portfolio, with respect to patents, inventions, spinoffs, etc. Vice-Principal Thérien replied that he had not presented the statistics on performance in the industrial or international aspects of his portfolio, which would merit a separate discussion. Globally, the OTT picture has been relatively stable over the past several years, with advances of a strategic nature being made.

Professor Robaire then asked if the Vice-Principal's office had done an analysis to determine if the rapid turnover of professors could account for the transient decrease in research funding. Vice-Principal Thérien responded that Research and International Relations (RIR) is gathering this data but is unable to develop a meaningful analysis at this point.

Professor Harpp inquired as to whether looking at the research funding per professor, as opposed to overall dollars, would show McGill as being more competitive. Vice-Principal Thérien responded that the CFI envelope was calculated by performance in the Tri-Council competitions over the past three years. If calculated on a per-capita basis, McGill would have the largest envelope in the country.

Mr. Itzkowitz asked what steps were being taken to ensure McGill's improvement with regards to CFI funding. Vice-Principal Thérien answered that, among other things, there was a stronger collaboration between his operation and the Faculties; that RIR was taking a more critical look at the applications being submitted; and that efforts would be made to fulfill institutional commitments well in advance of submission deadlines, all in order to be able to make a much stronger case.

Dean Kasirer commented on the possible paradox in the connection between the capital campaign and research performance, where performance is measured on numbers in dollars. As the number of professors across the University has been capped, and we expect an influx of

philanthropic funds, is it possible that this could reduce the number of applications to external granting agencies. As McGill measures success on research going forward, it should keep this fact in mind, and perhaps consider using benchmarks other than dollar figures. Vice-Principal Thérien replied that McGill has to work on selling the global story on research excellence at McGill, keeping dollar figures in the picture, but also making a case for other benchmarks.

Mr. Burgoyne inquired, with regards to the anticipated increase in graduate enrollments, as to whether McGill needed to attract more research funding first, in order to support graduate students, or that as McGill brings in more graduate students this will increase its ability to attract research funding. Vice-Principal Thérien responded that research productivity and research success is directly proportional to the quality of graduate students and post-doctoral fellows. By increasing the number and quality of graduate students, it directly influences the success of research.

Mr. Henderson asked for elaboration on the Vice-Principal's statement regarding increasing impact. Vice-Principal Thérien explained that this referred to increasing collaboration between McGill and the rest of Quebec, and more willingness on the part of the Quebec government to collaborate with McGill.

Professor Boulet asked how departments could ensure that opportunities to apply for grants are not missed or overlooked. Vice-Principal Thérien responded that the collaboration between the associate deans of research in each faculty and RIR is of crucial importance in developing guidelines as to where resources and efforts should be directed.

Mr. Karmouty inquired as to whether the University was looking at enhancing opportunities with the industrial sector as an additional source of research funding. Vice-Principal Thérien answered that it was essential to continue to build relationships between the university and private sectors.

Professor Robaire requested clarification of two apparently conflicting statements - that the percentage of funds McGill receives from the Tri-Council is relatively stable, yet the University is slipping in terms of dollar rankings. Vice-Principal Thérien replied that all indicator lines, except for CFI and Genome Québec, are increasing.

4. Revisions to the Policy on the Ethical Conduct of Research Involving Human Subjects (D07-55)

Vice-Principal (Research and International Relations) Thérien presented the Revisions to the Policy on the Ethical Conduct of Research Involving Human Subjects (D07-55). On a motion duly proposed and seconded, the revisions were approved.

5. Annual Report on Leaves of Absence (D07-56)

Deputy Provost Mendelson presented an amendment to the regulations on Leaves of Absence (D07-56). On a motion duly proposed and seconded, the amendment was approved.

6. Annual Report, Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law (D07-57)

Deputy Provost Mendelson presented the Annual Report, Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law (D07-57). The Chair then opened the floor to questions.

Professor Robaire inquired as to whether the University knew, with regards to people who drop out of the process, if these cases have been satisfactorily resolved. Professor Foster responded that he did not have this information, but was unaware of any actions being pursued through the courts on the basis of this policy.

Professor Robaire then asked if there were plans to conduct an exit survey of the success of this policy, and to improve the training of assessors. Professor Foster responded that training is made available to all assessors and members of various tribunals to assist them in performing their duties, and will continue to be provided. Ms. Peterson commented that, as an assessor, her experience had been that in the majority of cases that were not pursued, it was either because people felt that there were not grounds that fit into the policy, or discussions were held and mutual conclusions derived between the parties and the assessor. She added that, in her experience, training has been provided and has been greatly appreciated.

Professor Foster added that he wished to acknowledge the University's debt and gratitude to those who have agreed to serve as assessors, thanking them for their services.

The Secretary-General noted that the University is currently looking for assessors to serve as alternates. They would be welcome to join the training sessions that are being held, and would come into service in 2009.

On a motion duly proposed and seconded, the meeting was adjourned at 4:05 p.m.