



Minutes of the meeting of Senate held on Thursday, September 22, 2011 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT	Gillon, Brendan	Ma, Annie
Acker, Tom	Gold, Richard	Marcil, Olivier
Aitken, Ellen	Goldstein, Rose	Masi, Anthony
Allison, Paul	Gonnerman, Laura	McCulloch, Mary Jo
Barney, Darin	Grant, Martin	McDonough, Kevin
Beheshti, Jamshid	Gyakum, John	Mendelson, Morton
Benaroya, Sam	Han, Lily	Michaud, Mark
Bernard, Daneil	Harpp, David	Misra, Arun
Bin Shahid, Usman	Hashimoto, Kyoko	Munroe-Blum, Heather
Blachford, Gregg	Hebert, Terence	Nassim, Roland
Boyer, Daniel	Hepburn, Allan	Pekeles, Gary
Briones, Emil	Hobbins, Joan	Perrault, H�el�ene
Clare, Emily Yee	Hurtubise, Jacques	Peterson, Kathryn
Clarke, Ian	Hynes, Andrew	Potter, Judith
Cook, Colleen	Ismail, Ashraf	Raz, Amir
Covo, David	Janda, Richard	Richard, Marc
Crawford, Matthew	Johnson, Juliet	Richards, Mike
Cuello, Claudio	Jonsson, Wilbur	Riches, Caroline
Di Grappa, Michael	Jutras, Daniel	Roulet, Nigel
Dinel, Haley	Kirby, Torrance	Shaughnessy, Honora
Doucette, Elaine	Kirschner, Ryan	Wapnick, Joel
Dudek, Gregory	Knight, Maggie	White, Lydia
Etemad, Hamid	Kreiswirth, Martin	Wolfson, Christina
Everett, Jane	Kuzaitis, Ruth	Zorychta, Edith
Ferguson, Sean	Leask, Richard	Strople, Stephen
Galaty, John	Leung, Jason	(Secretary)
Gale, Charles	Lowther, David	
Gehring, Kalle	Luke, Max	

REGRETS: Sameer Apte, Randall Blom, Leslie Breitner, James Brophy, Serge Carrier, Renzo Cecere, Roshi Chadha, Stuart Cobbett, Brian Driscoll, Peter Gr utter, John Kurien, Mark Lefsrud, Bruce Lennox, Chandra Madramootoo, Christopher Manfredi, Christophe Pierre, Andrew Piper, Melvin Schloss, Ada Sinacore, Arnold Steinberg, Peter Todd, Kevin Wade, Marc Weinstein, Ji Zhang.

SECTION I

1. Resolution on the death of Professor Charles Tanner

Senator Ashraf Ismail, rose and read the following death resolution, which was subsequently unanimously approved:

Dr. Charles Ewart Tanner passed away peacefully on February 20th, 2011, in Pointe Claire, at the age of 78. His wife, Jurate, was by his side throughout to provide the best quality of life possible during a difficult time battling cancer. Charles also leaves behind his son Andrew, daughter Christina, and grandchildren, Alexandra, Madeleine, Danielle, Christina and Leah. Charles was devoted to his family, friends and colleagues. He was a widely recognized scholar and parasitologist, beloved and respected by all who crossed his path.

Charles Tanner was born to Canadian parents on 10 September 1932 in Preston, Cuba. His primary and secondary education were both done in Cuba and he graduated from High School at Havana, Cuba, in May 1949. He received the degree of Bachelor of Science from Purdue University, Lafayette, Indiana, U.S.A, in May 1953. He qualified in bacteriology at McGill University in May 1954 and received the degree of Master of Science (Bacteriology) from McGill University in May 1956. His thesis was: “The influence of a mold product on the antigenicity of Staphylococcal toxin”. He received the degree of Doctor of Philosophy (Bacteriology) from McGill University in 1957 for his thesis: “The influence of a mold product on the antigenicity of Staphylococcal toxin: Further Studies”. He married in 1957, his wife also a Ph.D. graduate from the Department of Bacteriology and Immunology of McGill University. Dr. Tanner accepted a National Research Council Postdoctorate Overseas Fellowship at the Institut Pasteur (Service de chimie microbienne), Paris, France. While a postdoctoral fellow at the Institut Pasteur, he was contacted by Prof. T.W. Cameron, then the Director of the Institute of Parasitology on the Macdonald Campus of McGill University, who offered him the position of Assistant Professor, which he accepted. He started his career at the Institute of Parasitology on November 1st, 1958. He was promoted to Associate Professor on June 1st, 1962, and to Full Professorship on September 1st, 1971. For many years, he ran the National Reference Centre for Parasitology which was based at the Institute of Parasitology, until it was moved to the Montreal General Hospital. On June 1st, 1991, Charles Tanner was appointed a Research Associate in the Department of Medicine, Division of Tropical Medicine, Montreal General Hospital. He retired from academic life on July 31st, 1996 to enjoy his grandchildren and grow roses.

Charles Tanner was a man of elegance and civility, a gentleman and a scholar. He was fluent in English, French and Spanish. Staff and students fondly referred to him as “Dr. T.”. Charlie was a cherished mentor and friend to his departmental colleagues and was admired and respected for his lifetime of contributions to parasitology worldwide. His scientific achievements included the training of some 20 graduate students and the publication of more than 60 articles and book chapters. Charlie had a great love for worldly travels, sailing, and a passion for music, being a faithful supporter of the Lakeshore Chamber Music Society and Orchestra until his life’s end.

His research interests included hydatidosis and cysticercosis and he led an active research group throughout his career, publishing a plethora of papers in highly esteemed scientific peer-reviewed journals. He had a particular professional interest in the parasites *Trichinella spiralis* and *Echinococcus multilocularis*, but his professional curiosity led him to investigate many aspects of the host-parasite relationship, including leishmaniasis and trypanosomiasis. He developed and taught Immunology at Mac until his retirement. His drive was constantly to push back the frontiers of science. His wit, bonhomie, generosity and devotion to our Faculty and to the science of parasitology, evident throughout his almost 40-year tenure at Mac, will be deeply missed.

2. Resolution on the death of Professor Paul André Crépeau

The Dean of Law rose and read the following death resolution, which was subsequently unanimously approved:

It is with profound sadness that McGill University and its Faculty of Law learned of the death of Emeritus Professor Paul-André Crépeau, who was a shining beacon of Quebec Civil Law for over sixty years. Professor Crépeau was one of Canada's greatest humanists. His penetrating intellect, the depth of his intellectual cultivation, his extraordinary knowledge of Civil Law, his boundless energy, his sound judgement, and his great tact and discretion, all explain why he became a model for several generations of legal scholars and practitioners. Thousands of students cherish life-long memories of their time with Professor Crépeau, as he invited them to immerse themselves in the millennial tradition of the Civil Law as well as its modern and particular expression in Quebec.

Born in Gravelbourg, Saskatchewan, Paul-André Crépeau completed both Bachelor of Arts and licentiate degrees in philosophy at the University of Ottawa, and a licentiate in law at the University of Montreal. After he was called to the *Barreau du Québec*, M. Crépeau was awarded a Rhodes scholarship and undertook graduate studies in law at Oxford University, which he completed in 1952. He then earned a doctorate in law at the University of Paris and also a *diplôme supérieur* in comparative law from the *Faculté internationale de droit comparé de Strasbourg*. Thereafter, Paul-André Crépeau came back to teach law in Montreal, first at the *Université de Montréal*, then at McGill University. From then on, Professor Crépeau dedicated his life to the advancement of learning in private law. A professor at the Faculty of Law of McGill University for more than fifty years, he was the author of over 130 academic books, articles and presentations. At the age of 84, a few weeks before his death, he could still be found in his office at the Faculty of Law, hard at work on a project addressing the fundamental principles of the law of contract. Throughout his career, he remained vibrant with his passion for the law, which he transmitted with so much enthusiasm to his students and colleagues, right to the end of a life devoted to teaching, research, and public service.

Paul-André Crépeau a été au cœur même des réformes qui ont marqué la société québécoise depuis les années soixante. De 1965 à 1977, il a présidé les travaux titanesques de l'Office de révision du Code civil du Québec, animant avec talent le travail de plus de deux cents chercheurs, étudiants, avocats, notaires et juges dans une réflexion qui allait tracer la voie au

nouveau Code Civil du Québec, entré en vigueur en 1994. Avec son collègue Frank R. Scott, le professeur Crépeau a rédigé le Rapport sur un projet de loi concernant les droits et libertés de la personne, qui inspira le législateur dans l'élaboration de la Charte des droits et libertés de la personne de 1975. Monsieur Crépeau a aussi fondé et dirigé pendant plus de vingt ans le Centre de recherche en droit privé et comparé du Québec, à l'Université McGill, lequel est encore aujourd'hui un point de rassemblement et un lieu de dialogue pour les plus grands spécialistes du droit civil et de la jurilinguistique au Québec et à l'étranger.

In short, a colossus passed away on July 6, 2011. McGill University and its Faculty of Law are deeply sorrowed by the death of a man who for so long knew how to express and embody all the poetry, the richness and the deep roots of the Civil Law tradition in Quebec.

The Senate of McGill University offers its most sincere condolences to the spouse of Paul-André Crépeau, Madame Nicole Thomas, to his children Philippe, Marie-Geneviève and Professor François Crépeau, and to Paul-André Crépeau's grandchildren.

3. Resolution on the death of Professor Ivan Vlastic

The Dean of Law rose and read the following death resolution, which was subsequently unanimously approved:

The Faculty of Law and McGill University mourn Emeritus Professor Ivan A. Vlastic, LL.M'55, who passed away on Wednesday, April 20, 2011, at the age of 84. He was a formidable man, famous for his growl, his mischievous smile, and his sharp intellect.

Born in Italy in 1926, the young Ivan Vlastic fought in the resistance against Nazi occupation and was a decorated World War II veteran of the Yugoslav partisan army. After earning an undergraduate degree in Yugoslavia, he came to Canada to study law at McGill University, and supported himself by laboring in the construction of Place Ville-Marie. He then earned a PhD from Yale Law School and taught in Florida and Ottawa. He joined McGill's Faculty of Law in 1963 and retired 33 years later in 1995. McGill University made him Professor Emeritus in 1996.

For many years, Professor Vlastic was McGill's principal instructor of public international law, well before this field acquired the prominence and significance that it has today. Ivan Vlastic also served from 1971 to 1975 as director of the McGill Institute of Air and Space Law and was a mainstay of the Institute throughout his entire McGill career. Within the IASL, Professor Ivan Vlastic was an imposing yet humble mentor to many master's and doctoral students. They remember him as a demanding and attentive teacher, who challenged their views with great vigor, strength and sometimes brutal honesty, and expected equally forceful responses from them.

Professor Vlastic's was a giant in the field of Space Law. As early as 1963, he co-authored a pioneering and seminal book on *Law and Public Order in Space*, a far-reaching study which laid down the conceptual and philosophical framework for the law of outer space as we know it today. Ivan Vlastic was also noted for his contributions to scholarship on the legality and

control of weapons of mass destruction, on international disarmament and on international space law. He prepared two important reports for the United Nations - one on remote sensing, the other on the establishment of an international satellite monitoring agency - which shaped the discussions on these subjects for many years.

In the words of one of his former students, “All existence is transitory, of course, so we shall neither miss nor grieve at the passing of Ivan. We shall, however, never hesitate to celebrate his life as embodying one of the most challenging, instructive, and admired individuals” to influence generations of students and scholars, personally as well as professionally.

The Senate of McGill University offers its most sincere condolences to the family of Professor Ivan Vlastic.

4. Report of the Steering Committee

The report of the Steering Committee (11-12:01) was received.

Item 1. Approval of Minutes of Senate. On motion duly proposed and seconded, Senate approved the minutes of the May 18, 2011 meeting.

Item 2. Speaking Rights. On motion duly proposed and seconded, speaking rights were granted to Professor Mara Ludwig, Associate Dean (Faculty Affairs), for item IIB4 (430th Report of the Academic Policy Committee); and Professor Abraham Fuks, Research Integrity Officer, for item IIB6 (Annual Report Concerning the Investigation of Research Misconduct 2010-2011).

Item 3. Degrees and Diplomas. Presented for the information of Senate.

5. Adoption of the Agenda

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

6. Chair’s Remarks

The Chair opened her remarks by mentioning that this year marks the 190th anniversary of McGill’s founding as a university. A working group has been established with representatives from student groups, Campus Community, Development and Alumni Relations, and colleagues at Macdonald Campus to ensure that this will be a celebration at both campuses.

The Chair spoke about the strike, noting that on September 1st, 1700 administrative and academic support employees, laboratory technicians and library employees, who are part of MUNACA, went on strike. The start of the strike coincided with the first day of classes. This is an unfortunate event; one that the entire University community hopes is resolved as quickly as possible. Despite the challenges brought about by the strike, the University is working to fulfill its important academic and research mission, and to maintain McGill’s services to the best of its ability. McGill remains committed to reaching a negotiated settlement that is fair to both sides,

reasonable and that recognizes the financial realities in which the University operates, and the Quebec government's public-sector salary policy.

Provincial labour law allows certain categories of managers to perform work done by MUNACA members. Nonetheless, the provision of some services or hours of service have been reduced in many areas of the University. Strikes are never easy or comfortable. In McGill's tradition, we ask that everyone remain respectful and patient. Striking members are our colleagues and will be returning to work with us again. We are proud of all of our employees and the important work they do in fulfilling our academic and research mission. We have a superb university and an outstanding community of students and employees. We will get through this strike and come out with a settlement.

It is not business as usual at McGill. Many are working harder, and the extra efforts to support students, research, and general necessary operations are much appreciated, as is the commitment of our staff and students to continue with their work and studies respectfully and under more challenging circumstances than usual. The chair offered thanks to all members of the community for their understanding and patience as we work through this difficult time, the busiest time of the year for much of the University. To students the Chair noted appreciation for their understanding and your determination to continue with their classes and studies under the circumstances.

The Chair moved on to speak about the Desautels MBA, noting that the University is pleased that the Ministry of Education, Recreation and Sport has recognized that the MBA program can be offered on a self-funding basis. The Chair thanked Dean Todd and his team of colleagues and students at Desautels; Vaughan Dowie, executive head of Public Affairs, and his team; and the team at the Ministry for their efforts to bring the University this point.

Among the factors that give this MBA its strong international focus are a mandatory study trip abroad and other measures to ensure an international educational experience is a hallmark of the McGill MBA. McGill is working to offer an international element to students in other programs, but none has been a core program element. Modifications to the program are viewed by the Desautels Faculty of Management to enhance the MBA's multidisciplinary, integrated curriculum, which is unique in Quebec and distinct in many ways from other MBA programs around the world. The Chair noted that the new program was already approved by Senate, but took some time to communicate to MELS and have endorsed by the Ministry.

The Chair reminded Senate that the shift to a self-funded tuition model was necessary to sustain and build on the major improvements made to the MBA program in recent years. The University's substantial investment in scholarships will help ensure the program is accessible to all qualified students. The university and the Faculty are positioning the Desautels MBA to enhance its quality and unique character, to improve its reputation and ability to contribute, consistent with the mission to meet the highest international standards of education, research, and service.

The Chair spoke about university rankings, noting that the different ranking systems have different criteria that are dependent on publically available information. Although the criteria are

different across these ranking systems, McGill does not dispute the importance of the indicators of the main world university rankings, those being the Quacquarelli Symonds (QS), the Times Higher Education (THE), and the Shanghai Jiao Tong University (ARWU). The chair informed Senate that rankings would be reported again once all the results are published.

The Chair spoke about her recent trip to China for the World Economic Forum. The trip was important because it was an opportunity to think about how to create strategic opportunities and advantages for McGill given competition and funding handicaps. She noted that the world's talent pool is changing and that McGill is in a highly competitive arena, where nations and institutions that were formerly not competitors are now beginning to outpace us. Rapid expansion of higher education in developing countries and emerging economies mean that the global graduate talent pool is no longer predominantly in North America and Europe. The administration is looking to support broad-based scholarly and research work, but also to ascertain how to be a proactive progressive institution in thinking about what universities are doing in the 21st century. The Chair noted that this topic will be discussed again at the November meeting of Senate.

The Chair closed her remarks by informing Senate that Professor Morton Mendelson's term as the Deputy Provost (Student Life and Learning) has been extended for two years.

Senator Barney rose and made the following statement to Senate:

With due respect to the Principal, I feel I must rise to say that the account we have been presented with regarding the state of the campus in light of the MUNACA strike is not complete. For the information of Senate, I would like to fill-in the picture.

I have spent a great deal of time in the past weeks engaging with people affected by the MUNACA strike. Early in the strike, I wrote a letter to the Principal and the Provost expressing my personal support for our MUNACA co-workers. I have yet to receive a reply to that letter from those to whom it was addressed, but the letter was circulated otherwise and I have had many, many responses to it from concerned members of the McGill community, outlining their own experiences of the strike. I have walked the MUNACA picket-line and listened to dozens of striking workers, I have had many discussions with students inside and outside my classroom, I have spoken with many academic colleagues agonizing over the strike, I have visited offices and listened to managerial staff struggling to cope, and I have sat through the meetings of campus organizations trying to grapple with implications of the present moment.

Here are a few of the things I have seen and heard.

I heard a 20-year McGill employee, the only MUNACA worker in her unit, tell me through tears that when her several Managers encounter her as they cross the picket-line, they refuse to acknowledge or even to look at her, as if her effort to secure a favorable contract for herself and her co-workers is a personal injury to them. I have been embraced by MUNACA workers telling me that the presence of faculty members on the picket-line is the first time

they have ever felt that professors know they exist, let alone care about what happens to them.

I have heard dedicated Managers, Chairs and Directors despairing at the unsustainable and unhealthy workloads they are being asked to shoulder in order to maintain the impression of seamless functioning, as they work under conditions of physical and mental exhaustion for fear that they will be branded as disloyal to McGill if they object to these conditions. I have been told by dedicated professionals that they are actively seeking employment elsewhere, not because of these extraordinary conditions, but rather because they cannot abide working for an institution that asks them to choose between their health and their jobs.

I have heard students variously confused and angry at being forced to violate their consciences by crossing a picket line in order to attend classes, and I have heard them say that the Administration seems to be treating MUNACA workers the same way it treats their own organizations and representatives.

I have seen professors losing their faith in the decency of the institution to which they have committed their lives, as a result of messaging from the Administration that reduces the moral, political and ethical complexity of this situation to a simple budgetary calculation. I have seen them demoralized and anguished to watch the institution turning against its own professors by refusing to concede that teaching off campus-during a strike might actually be an acceptable form of expressing solidarity with the people we work with every single day.

I am not making this up. All these things are happening on campus. And they, too, must be reckoned into the consideration of where things now stand with regard to the MUNACA strike, and what its implications for the future of McGill might be.

Senator Janda noted that McGill must maintain a respectful community that recognizes a range of views concerning the strike. He said that the recent message prohibiting professors from teaching off campus suppresses the ability of people within the community to express their views in a respectful manner, creating a polarizing moment at McGill. Senator Janda also asked if any changes to the MBA program would be brought back to APC so that Senate would be able to see the current program design.

The Chair noted that changes to the MBA program would be brought before APC, but that the delay in eventual government approval was rooted in the clarification of the program, which had not been fully considered before the fines had been imposed.

Senator McDonough hoped that the change in tone in the Chair's remarks reflects an effort to resolve the strike. The Chair replied that the Administration is working to resolve the strike with utmost seriousness.

Senator Knight noted that students have been reporting that a general lack of access to facilities and delays in paperwork are jeopardizing their ability to succeed at McGill.

Senator Galaty asked that symbolic expressions of solidarity with the union that respect liability and the constraints of scheduling be tolerated.

Senator McCollough told Senate that managers are working long and difficult hours to ensure that critical functions are being maintained. She asked how the administration envisioned managers sustaining these work conditions before there are serious health and moral consequences that could negatively affect our core activities, which in turn affect the academic mission.

The Chair noted that the Administration recognizes the personal costs to staff who are working and those on strike, and that the University is working towards a resolution.

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding the Impact on Students of Reduced Access to Academic Resources and Services

Senator Clare rose and asked the following question:

In the draft Principal's Taskforce on Diversity, Excellence and Community Engagement (PTFDECE), McGill emphasizes a commitment to nourishing the welfare of its students and staff. The Taskforce recommends that "McGill should develop measures to support the retention and flourishing of staff." Additionally, the Taskforce asserts that such measures would include "programs that encourage positive work-life balance, as well as increased supports for those with family obligations".

In the Principal's Taskforce on Student Life and Learning (PTFSLL), McGill asserts that these "interactions among students, faculty, and administrative and support staff are based on mutual trust and respect." Both Taskforces imply that the University values the input of every individual as integral to furthering McGill's educational mission. Furthermore, the University acknowledged the importance of two central components of what makes a university community great: the students and staff.

While students are not party to labor disputes, they are nonetheless affected by limited services and resources. For example, medical and dental students have been negatively impacted by reduced clinic time, and questions about graduation time have been raised. Certain residences have lacked night stewards and maintenance staff, potentially compromising the safety of student residents. The Edward Rosenthal Mathematics and Statistics Library and the Birks Reading Room have been closed, significantly reducing student access to specialized academic resources and study space. More generally, some students have found it difficult to access the Scholarships and Student Aid Office, the Office of International Student Services, and general administrative services related to course registration.

How does the University expect students to “achieve their full potential while at McGill” – as per the PTFSSL – in light of critically reduced access to vital services?

How will McGill work to ensure that, as stated in the Administrative Response to the PTFSSL, “University decisions are made with due consideration given to their impact on students”?

What actions is the University taking to ensure that reduced access to academic resources and services does not lead to issues involving graduation and term completion?

The Deputy-Provost (Student Life and Learning) rose and answered as follows:

I would like thank Senator Clare for raising this question.

I do not accept the premise of the first question that there is critically reduced access to vital services. Although the MUNACA strike has caused some delays or disruptions on campus, the vast majority of services to students have not been critically reduced. Students’ needs have been a top priority in our contingency planning and in the deployment of managers to meet staffing shortages. Also, I am confident that our resourceful students will be able to work around slowdowns that do occur and focus on learning.

I assure Senate that decisions by the administration about the strike have indeed been made with full consideration of their impact on students. We are thoroughly committed to reducing the effect of the MUNACA strike on students. Classes are continuing, and front-line areas such as those in Enrolment Services and key areas in Student Services have been a priority. We have also ensured that student safety in Residences will not be compromised.

By way of example, the Library is doing an admirable job in maintaining a good level of service to students, despite the walkout of MUNACA workers. The Library is providing access to all collections under its jurisdiction. The Humanities and Social Sciences Library and the Schulich Library of Science and Engineering are open for study 24 hours a day, 7 days a week, thanks in part to the SSMU Library Improvement Fund, which is greatly appreciated. All major branches are open with loans and information service Monday through Friday from 10 am to 6 pm, with the largest branch, the Humanities and Social Sciences Library, open with service 7 days a week.

There are a few exceptions: Rare Books and Special Collections and the Osler Library of the History of Medicine will now be open on selected days during the strike. The Library will retrieve any requested book from the Birks Reading Room and the Edward Rosenthal Mathematics Library, which is a graduate research library managed by the Department of Mathematics and Statistics and which remains open to graduate students and staff, who have always had keys. Liaison Librarians continue to provide information skills support, in-classroom teaching, orientation programs and the graduate student program, myResearch.

With respect to the last question, I am not aware that graduation or term completion is threatened due to the MUNACA strike for any student at McGill. However, if we do foresee this to be the case, we will address the situation with the same resolve that has enabled us to maintain the level of services we have. I would like to conclude by thanking everyone at McGill who is working hard to ensure that services to students are being met in a respectful manner, and their efforts exemplify the University's collective dedication to students.

Senator Barney asked if there are any provisions being granted to students who do not cross the picket lines as a matter of conscience, or are they simply subject to failure or withdrawal. The Deputy-Provost (Student Life and Learning) replied that students are responsible for the academic tasks in their classes. Not performing their work as a result of the strike is not an accepted excuse for under-performance. Senate has been historically clear that academic amnesty is not granted for taking part in protests.

Senator Barney asked if Senate had the authority to grant academic amnesty. The Deputy-Provost (Student Life and Learning) responded that he did not know.

2. Question Regarding Implications of TA Reductions

Senator Galaty rose and asked the following question:

Recent reductions in faculty budgets have been passed on to departments in the form of decreases in financial allocations for Teaching Assistantships. At the same time, the number of undergraduate students admitted to some faculties has been significantly increased. As a result, many faculty members will be teaching larger classes with fewer TA's than in recent years. It also appears that TA allocations were not adjusted to take account of the higher remuneration promised to the TA union, AGSEM, which will result in fewer TA's being supported within the TA budget than was previously the case. So the number of TA's and thus support to graduate studies is being reduced twice, due to a decreasing TA budget and higher salaries paid for the same service.

Could I ask the Provost whether the implications of TA cuts for faculty work-loads and thus terms of service were considered when budget planning and TA allocations to faculties took place? Since McGill has the stated priority of increasing graduate enrolments, were the effects of the reduction in TA-ships on graduate financial support considered? And when is it anticipated that the TA budget will be increased such that the same level of support for courses will be restored as was the case in 2010-11?

The Provost rose and answered as follows:

Thank you very much for your questions.

Let me begin by saying that for most faculties there is a line item in the budgets that is called teaching support, which may or may not be used for TAs. There is no line item that says that a faculty's teaching support must or should be used for TAs; this is a decision that

is made at the faculty level. That line item was neither cut nor protected in the request that there be a targeted budget cut of 2.5 percent in order to meet our obligations. This was left to the discretion of the deans to decide how they would meet the targeted budget cut. The budget cut for FY2012 was calculated as a percentage of operating funds, with certain exemptions, and it was, as you noted, applied at the Faculty level, not at the departmental level. Individual line items were not specified as having to be subject to the actual cut in order to provide Deans with the flexibility to implement cost savings in the manner best suited to their local conditions. For example, Deans have the discretion to allocate teaching support resources to various activities, including teaching assistantships, but none are separately identified as a line item in the budget. The line item is for teaching support.

As for the implications of teaching support reductions on faculty work load, let me remind Senate that the allocation of academic duties is the responsibility of the departmental chair or director or the Dean in faculties without departments. Moreover, in line with the collective agreement with AGSEM, the University has to provide additional funding to Faculties to cover increases in TA salary policies, which have led to nearly \$500K of transfers in the last two years just to cover current expenses.

Regarding the second question, the fact is that there have been large increases in spending on graduate student support from McGill's operating budget. To facilitate the timely and successful completion of degrees, McGill has made strategic funding allocations to support graduate students in thesis-based programs. Compared to other U15 universities, McGill graduate students rely less on TA funding and more on other funding sources, including research stipends, assistantships, and fellowships. We believe this is consistent with McGill's mission as a research-intensive university.

Total funding disbursed by Graduate and Postdoctoral Studies for graduate student support actually increased by \$2.1M (17.6%) in FY2012 over the previous year. Additionally, in line with the strategic academic priorities of the University, as established in the 2006 white paper ("Strengths and Aspirations"), GPDS-disbursed central funding for graduate fellowship support has increased nearly sevenfold over the period 2006-07 to 2011-12 (from \$2.2M in 2006-07 to \$14.47M in 2011-12.)

In response to the third question, there is no specific TA budget, but instead there is a teaching support budget; however, the University can track those expenditures. Since 2007-08, the increase in spending on graduates TAs has gone from \$6.1M to \$7.1M. Senator Galaty noted that shifting the responsibility to the faculties might not be accurate because there is no flexibility to decide once the budget has been decided at the University level. The Provost reiterated the increase in funding to TAs and added that the funds are allocated in a flexible way because it is not appropriate to centralize these decisions.

Senator Han asked what else the teaching support budget funds other than TAs. The Provost answered that it can go to a variety of things that the faculty deans and/or the chairs decide is appropriate to support teaching in their units.

Senator Nassim asked what the objections were to having separate line items for TAs in the budget. The Provost answered that it would be too proscriptive to the deans who need the flexibility to decide such things as if they will have multiple sections of smaller classes or one large class supported by TAs.

Senator Ma noted concern among students that TAs are decreasing, especially since tutorials and discussion groups are led by TAs. She asked if there were ways in which the University was compensating for the reductions in TAs. The Provost answered that this is a good question that should be asked locally.

Senator Crawford asked what the University's strategy is to ensure that access to TAs is not disrupted in the near future, considering that TAs are without a contract and the current atmosphere on the campus. The Provost answered that there are ongoing negotiations that he cannot discuss.

Senator Dinel asked what the effects of these reductions would be on professors? The Provost replied that professors are already allocating time to duties that they would have assigned elsewhere. It is up to department chairs to assign academic duties in the fulfillment of the role of a professor.

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

1. Report from the Vice-Principal (Research and International Relations)

a) Annual Report on Research Performance, Partnerships and Innovation (D11-01)

The Vice-Principal (Research and International Relations), Professor Goldstein, delivered the annual report on research performance, partnerships and innovation as presented in D11-01. The presentation described a challenging funding environment in which McGill is losing its share of research funding relative to other U5 universities, as well as schools that were not previously seen as competitors. Professor Goldstein told Senate that while McGill is making small gains in research funding, it needs to transform in order to regain market share. McGill is doing well in early innovation and discoveries, but that work needs to be better translated into commercialization initiatives.

Senator Acker asked what was meant by commercialization. The Vice-Principal (Research and International Relations) replied that this was to move the results of research into the marketplace. She noted that this did not imply that the University wants professors to go into business, but rather McGill should be finding ways of facilitating partnerships in the application of research beyond the University.

Senator Roulet noted that the excellence of the researcher is not as important as the excellence of the proposal for NSERC funding.

Senator Wolfson asked why researchers are not applying for provincial funding. The Vice-Principal (Research and International Relations) noted that while there are some translation problems, there is a lack of awareness and engagement with these funds.

Senator Janda noted that McGill should not sacrifice creativity for the sake of market share. He noted that performance indicators should be used to prompt inquiry into what McGill cares about, but they should not be the goal of its activities. The Vice-Principal (Research and International Relations) agreed, and noted that commercialization is often simply a matter of putting that creativity forward rather than changing what the institution does.

Senator Nassim asked if the numbers were adjusted to reflect McGill's size and composition. The Vice-Principal (Research and International Relations) replied that the numbers are adjusted for research intensity, but comparisons cannot be perfect due to factors such as the greater proportion of non-tenure track professors at other universities, who are eligible for research dollars, which skew those numbers.

Senator Cuello noted that McGill is losing significant opportunities because there is not sufficient funding. He noted that a patent is not useful if it is not introduced to the community to provide benefits.

Senator Bernard asked what our sister universities doing that McGill is not to attract more research dollars. The Vice-Principal (Research and International Relations) replied that other institutions do not have a higher quality of researchers, but there is culture of innovation and entrepreneurship in many other universities that needs to be fostered at McGill. In addition, McGill needs to be better organized to target areas of strength.

b) Strategic Research Plan Update (D11-02)

The Vice-Principal (Research and International Relations), Professor Goldstein, delivered the Strategic Research Plan update, noting that the overall goal of the plan is to support and increase transformative research initiatives at McGill, to advance McGill's research excellence, profile, and visibility nationally and internationally. As a result, McGill's research will have maximum impact. The plan will be closely aligned and developed in tandem with the Provost's ASAP 2012. The plan focuses on priorities while supporting and acknowledging the research strengths across the broader McGill community. The emphasis will be on the support of transformative research in already established areas, as well as providing the sub-straight and criteria from which to develop future priorities and areas of focus.

Senator Luke asked how students will be consulted. The Vice-Principal (Research and International Relations) replied that there will be a number of open forums geared towards students as part of the consultation process.

2. Achieving Strategic Academic Priorities 2012-2016 – Update on Consultation Process Presentation

The Provost rose and presented and update on ASAP 2012, noting the ten points as follows:

1. Achieve new directions in Faculty hiring, development, and retention.
2. Emphasize innovative delivery of educational programs and appropriate levels of student aid.
3. Ensure innovation in graduate studies based on research strengths and competitive funding.
4. Develop and implement transformative research initiatives based on competitive advantage
5. Develop a culture of “best practices” in academic endeavours.
6. Enhance career development opportunities for administrative and support staff
7. Implement academic analytics, processes, tools, and feedback loops
8. Provide service to Quebec, Canada and the global community by means of activities and international collaborations with measurable impact
9. Encourage diversity in origin and ideas among students, faculty, and staff
10. Attain pre-eminence in education for the professions.

Senator Clare asked if there would be an opportunity for students to co-chair working groups. The Provost replied that co-chairs would tend to complicate the working groups, but he reinforced that he is committed to having students on all the working groups throughout the process.

Senator Acker asked if there would be separate work groups for individual professional faculties in order to properly consider point ten. The Provost answered that the University wants to rationalize how the professional faculties intersect with accreditation bodies, and how those bodies may be encroaching on the academic mission of the University.

Senator Michaud asked if there would be further privatization of programs. The Provost replied that there has been no privatization of programs, but instead there has been a shift to self-financing. He noted that there is no central tendency towards self-financing.

3. Policy on Harassment, Sexual Harassment, and Discrimination Prohibited by Law

a) Annual Report (D11-03)

The Associate Provost (Policies, Procedures, and Equity) presented the Annual Report of the Policy on Harassment, Sexual Harassment, and Discrimination Prohibited by Law, noting that the number and distribution of cases has been stable.

Senator Han asked what has been done to promote the objective of preventing Harassment, Sexual Harassment and Discrimination Prohibited by Law through education and other proactive efforts to promote awareness about equity among members of the University community, including the nature of Harassment, Sexual Harassment and Discrimination Prohibited by Law, as stated in section three of the Policy. The Associate Provost (Policies, Procedures, and Equity) replied that there is no office, or particular individual that deals with sexual harassment; however, McGill does have harassment assessors to consider cases. Concerning the education aspect, she noted that the policy has concentrated on the harassment assessors and how they relate to the Policy, but the Policy is scheduled for review in 2012-2013.

b) Appointment of Assessors (D11-04)

Senate discussed the appointment of assessors for the Policy on Harassment, Sexual Harassment, and Discrimination Prohibited by Law.

Senator Clare asked why section 4.2.1 of the Policy only lists diversity of gender as a qualifying factor in the selection of assessors, when there are many other criteria of diversity. The Associate Provost (Policies, Procedures and Equity) acknowledged that this point should be addressed in the upcoming review of the policy.

Senator Han noted that the consultation process with graduate students was not a true consultation, and moved that the approvals be tabled until such time as the students have had the opportunity to consider the assessors. The Associate Provost (Policies, Procedures, and Equity) clarified that the request from PGSS had not specifically asked for the qualifications of assessors. She further pointed out that the proposed appointments were required to meet the terms of the policy to ensure that there would be enough assessors to consider cases. She asked Senate to approve the slate at this time. The Chair suggested that to table a motion would not be appropriate.

Senator Clarke asked if the assessors were qualified to perform their duties prior to selection. The Associate Provost (Policies, Procedures, and Equity) noted that assessors are trained after approval, but the initial selection is based on the ability of the candidates to act in a fair manner under difficult circumstances.

On a motion duly proposed and seconded, Senate approved the appointment of Andrew Staples (Administrative Assistant, Institute of Islamic Studies) and Elvie Coletta (Manager, Research and Restricted Funds), as assessors chosen from the administrative and support staff under the Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law, for three-year terms ending August 31, 2014.

Senate further approved the appointment of David Syncox, Graduate Education Officer, Teaching and Learning Services to serve as an alternate for a three-year term ending August 31, 2014.

4. 430th Report of the Academic Policy Committee (D11-05)

On a motion duly proposed and seconded, Senate approved the proposed M.Sc; Family Medicine; Thesis.

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors, the proposal for the creation of a Department of Pediatrics Surgery /"Département de chirurgie pédiatrique" in the Faculty of Medicine.

5. Report of the Nominating Committee (D11-06)

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D11-06).

6. Annual Report Concerning the Investigation of Research Misconduct (D11-07)

The Research Integrity Officer, Professor Abraham Fuks, presented the Annual Report Concerning the Investigation of Research Misconduct, noting the data is cumulative for the last couple of years, and that six allegations were formally investigated in the previous year.

7. Amendments to University Regulations

a) Omnibus resolution to amend University policies and regulations (“Director or Dean of Libraries”) (D11-08)

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors, amendments to University policies and regulations that require Senate’s approval to include “Director or Dean of Libraries.”

a) Regulations Relating to the Employment of Academic and Librarian Staff (D11-09)

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors, the phrase ‘At the beginning of each calendar year,’ at the beginning of Section 5.60 of the Regulations Relating to the Employment of Academic Staff and Section 3.60 the Regulations Relating to the Employment of Librarian Staff shall be replaced with the following phrase: ‘During the Fall term of each academic year.’

8. Other Business

There being no other business to deal with at the meeting, on motion duly proposed and seconded, the meeting adjourned at 6:00 p.m.

END

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