



Minutes of the meeting of Senate held on September 20, 2012, at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

PRESENT

Aitken, Ellen
 Algieri, Stefano
 Allison, Paul
 Azmy, George
 Bachelet, Stephanie
 Beheshti, Jamshid
 Belanger, Laurence
 Bell, Graham
 Bernard, Daniel
 Bouchard, Adam
 Boudreau, Andrew
 Boyer, Daniel
 Breitner, Leslie
 Carrier, Serge
 Chiang, Edward
 Cook, Colleen
 Cowan, Brian
 Covo, David
 Cuello, Claudio
 Dedek, Helge
 Di Grappa, Michael
 Di Paola, Antonia
 Dinel, Haley
 Doucette, Elaine
 Dudek, Gregory
 Eidelman, David
 Espinosa, Rodrigo

Ferguson, Sean
 Ferrie, Frank
 Galaty, John
 Gale, Charles
 Gillon, Brendan
 Goldstein, Rose
 Gutman, Jimmy
 Harman, Christopher
 Harpp, David
 Hebert, Terence
 Henry, Evan
 Hepburn, Allan
 Herrick, Shannon
 Hurtubise, Jacques
 Ismail, Ashraf
 Jacobs Starkey, Linda
 Jonsson, Wilbur
 Kirk, Andrew
 Kreiswirth, Martin
 Kucij, Maya
 Kuzaitis, Ruth
 Lametti, David
 Laverdiere, Eric
 Lu, Catherine
 Madramootoo, Chandra
 Marcil, Olivier
 Masi, Anthony
 McCulloch, Mary Jo

Mendelson, Morton
 Michaud, Mark
 Misra, Arun
 Munroe-Blum, Heather
(Chair)
 Nasr, Mo
 Nystrom, Derek
 Pekeles, Gary
 Peterson, Kathryn
 Potter, Judith
 Redel, Josh
 Richard, Marc
 Riches, Caroline
 Roulet, Nigel
 Rush, Avi
 Snider, Laurie
 Stromvik, Martina
 Vivas, Isabel
 White, Lydia
 Wolfson, Christina
 Xu, Boran
 Yalovsky, Morty
 Zhang, Ji
 Zidel, Max
 Zorychta, Edith
 Strople, Stephen
(Secretary)

REGRETS: Renzo Cecere, Stuart Cobbett, Ziad El-Khatib, Kalle Gehring, Martin Grant, Peter Grütter, Nancy Heath, Andrew Hynes, Daniel Jutras, Alex Kalil, Torrance Kirby, Gillian Lane-Mercier, Mark Lefsrud, Bruce Lennox, David Lowther, Christopher Manfredi, Michael Ngadi, Hélène Perrault, Amir Raz, Melvin Schloss, Honora Shaughnessy, Ada Sinacore, Arnold Steinberg, Elin Thordardottir, Peter Todd, Marc Weinstein,.

The Chair welcomed Senators to the 2012-2013 year and introduced all the new Senators.

SECTION I

1. Resolution on the death of Professor Robert Lemon

Senator Bell rose and read the following death resolution, which Senate subsequently unanimously approved:

We learned with sadness of the death of Bob Lemon earlier this month, from complications arising from open heart surgery.

Bob was born in West Lorne, Ontario, and earned all of his degrees at the University of Western Ontario, graduating with a Ph.D. in 1964. He came to the Zoology Department, as it then was, as a Lecturer in 1965, and subsequently became an Assistant Professor. He moved to Psychiatry for several years before returning to Zoology and subsequently the Biology Department, where he spent the rest of his career. He was promoted to full Professor in 1979. He graduated five Ph.D. and nine M.Sc. students, and taught BIOL 206, the main second-year organismal lab course, as well as his specialty course on the Biology of Birds for many years.

Bob was a well-known researcher in ornithology, particularly in the field of bird song. He worked in particular on the song repertoires of birds such as starlings, warblers and redstarts. His papers on Markov chain models of song sequences were influential outside of ornithology and helped many people think about the rules that govern the organization of behaviour.

Once lectures were over in the spring, Bob would head out east with his current group of students to begin the season's fieldwork. Danny Weary, who was Bob's student in the late 1980s and early 1990s, remembers these field trips well, and writes as follows:

“His greatest love would be to arrive 'early' at the field site in St. Andrews, New Brunswick. Early meant about the 15th of May, just a few days before the singing males would descend upon the woods. We'd leave Montreal, full of sunshine and miniskirts, to arrive in desolate St. Andrews with trees still just in early bud. Bob loved the warblers most of all (with their frustrating diversity and endless song types), but as a true naturalist never tired of telling us about the diversity of life forms found in and around Passamquaddy Bay. Being in the field with Bob was an amazing experience - he would tramp endlessly around the mosquito infested alder swamps in the outskirts of St. Andrews, shouting out the band patterns formed by the colour rings we used to individually identify the redstarts and other warblers we followed. "Red over yellow on the right, black over white of the left" he'd bark out as I would clumsily try to focus my parabolic microphone on the singing male. Later I would be try (and usually fail) to see the bird with my binoculars, but Bob would have already surged ahead to find a cryptic nest or identify the neighbouring male.”

Bob retired from the University in 2009 and was appointed as an Emeritus Professor. On retirement he moved to Peterborough Ontario where he made new friends playing bridge and bird watching. A small family ceremony was held in the garden he loved, and which attracted many local and migratory birds. He is survived by his wife Nancy, daughter Joanna, son Mark, daughter-in-law Tomoko, and two grandchildren, Kaede Grace and Mizuki Claire. He will be missed by all those who knew him.

2. Report of the Steering Committee (12-13:01)

The Report of the Steering Committee (12-13:01) was received.

Item 1. Approval of Minutes of Senate. On motion duly proposed and seconded, Senate approved the minutes of the May 16, 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 May 16, 2012, and had approved them on behalf of Senate.

Item 3. Speaking Rights. On motion duly proposed and seconded, speaking rights were granted to Professor Abraham Fuks, Research Integrity Officer for item IIB3 (Annual Report Concerning the Investigation of Research Misconduct).

Item 4. Confidential Session for the Report of the Honorary Degrees and Convocations Committee. On motion duly proposed and seconded, Senate agreed that it would enter into Confidential Session for discussion of item IIB1, the Report of the Honorary Degrees and Convocations Committee (D12-01).

Item 5. Themes and Discussion Topics for Discussions at Future Senate Meetings. The Chair informed Senate that the Steering Committee had begun exploring academic themes and topics for discussion at future Senate meetings over the course of the 2012-2013 governance year and invited Senators to suggest topics to the Secretariat.

3. Adoption of the Agenda

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

4. Chair's Remarks

The Chair began by calling this a year of transitions for the University, building on last year's accomplishments and lessons learned. Along these lines, she reminded Senate of the upcoming discussions on:

- The Report of the Ad Hoc Committee on the Recording and Transmission of Senate Meetings;
- Achieving Strategic and Academic Priorities (ASAP 2012);
- The Strategic Research Plan;
- Campaign McGill;
- The Administrative Response to the Task Force on Diversity, Excellence and Community Engagement.

The Chair then discussed Dean Manfredi's Report on Free Expression and Peaceful Assembly. The Chair told Senate that she would be receiving the report in early October and then consulting with members of the senior administration on the University's response to the Report as well as its recommendations with respect to the Provisional Protocol Regarding Demonstrations, Protests, and Occupations on McGill University Campuses. The Chair said that the administration's response to Dean Manfredi's report would be shared with Senate when it discussed the report in October or November.

The Chair noted the successful orientation activities recently held on McGill's campuses and acknowledged the work of Senators Mendelson and Redel in organizing the Orientation Planning Group, which was responsible for turning Frosh into a broadly inclusive experience for all.

The Chair then discussed the recent provincial elections and the new minority Parti Quebecois government. The Chair pointed out that two McGill alumni were named to the new Cabinet – Véronique Hivon (Public Health and Youth Protection) and Martine Ouellet (Natural Resources) – and told Senate that Pierre Duchesne would be Minister of Higher Education, Research, Science and Technology.

The Chair explained that the new government had stated budgetary, regulatory and governance related priorities that could impact McGill. She warned Senate that if the cancellation of tuition increases was not compensated for with additional government resources, McGill would expect a reduction of approximately \$77 million over the next five years as well as reductions in student financial support. She told Senate that McGill's priorities vis-à-vis the government were: to hold on to the special fees charged to its out-of-province and international students; to obtain a special mission grant; and to obtain a special infrastructure grant. In terms of the federal government, the Chair reported that McGill would be advocating for investments in the research granting councils; investments in the Canada Foundation for Innovation; support for graduate students and the internationalization of post-secondary education.

The Chair then spoke about McGill's positioning in global university rankings. She emphasized that McGill was doing very well in the rankings, which were taken very seriously by international students, professors and all alumni and philanthropists.

The Chair finished by telling Senate about recent achievements of the McGill Academic Health Network and by congratulating Senator Bell on his recent designation as the President of the Royal Society of Canada.

SECTION II

Part "A" – Questions and Motions by Members

No questions or motions were submitted.

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

Confidential Session

1. Report of the Honorary Degrees and Convocations Committee (D12-01)

Senate moved into confidential session to discuss the 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").

Open Session

2. Overview of Workforce Planning (D12-02)

The Vice-Principal (Administration & Finance), Mr. Michael Di Grappa, delivered this presentation for Senate's information. He told Senate that the Workforce Planning initiative had been launched in May and arose from the Strategic Reframing Initiative. The project aims to allow McGill to comply with the external exigencies of Bill 100 and, moreover, to strategically address the University's internal needs in the coming years. Vice-Principal Di Grappa explained that the goal of Workforce Planning was to build the necessary capacity in human resources to align McGill's workforce capabilities with the University's overall mission. Vice-Principal Di Grappa said that Workforce Planning intended to empower faculties and administrative units to develop staffing objectives at the local level while McGill invested in staff development across the University. He explained that Workforce Planning involved two components: a comprehensive organizational program to support units with their staffing changes and a 1-for-2 attrition program that aimed to comply with Bill 100 and reduce staffing expenditures.

Vice-Principal Di Grappa then provided examples of pilot projects that would help the University respond to immediate needs regarding staffing changes. He also explained that the long-term goal was to develop Work Force Plans for each faculty and administrative unit, consistent with University priorities.

Senator Mooney asked whether positions related to front-line student services would be maintained as was previously stated at Senate. Vice-Principal Di Grappa answered that the University was committed to maintaining the level and quality of student services, but that Student Services would consider the best possible way to deliver such services.

Senator Bell said that an abundance of regulations had made it difficult to hire short-term student support for research projects. He added that this obstructed research while also harming students. Vice-Principal Di Grappa said that he would relay these specific concerns to the Associate Vice-Principal (Human Resources).

Senator Lu asked whether planning at the faculty level would harm interfaculty research centres. Vice-Principal Di Grappa explained that part of the initiative was to determine the most appropriate and effective level for dealing with workforce issues and added that the Workforce Planning Steering Committee would be tasked with exploring how to deal with issues like these.

Senator Galaty pointed out that recent growth in the numbers of administrative staff has been concentrated in the upper levels of administration, while Workforce Planning focused on the level of the faculty. He also suggested that expertise had to be maintained at the local level in order to best serve students and academic staff. Vice-Principal Di Grappa responded that the recent growth at upper levels was in response to specific circumstances and that Workforce Planning would evaluate the best locale for resources going forward based on input from faculties and administrative units.

Senator Ismail raised the issue of institutional memory and questioned whether the most experienced employees could be properly replaced by half their number, especially since they often had the least time for mentoring junior staff. Vice-Principal Di Grappa acknowledged that succession planning was a challenge of Workforce Planning and one of the reasons that the University was approaching this in an organized manner.

3. Annual Report Concerning the Investigation of Research Misconduct 2011-2012 (D12-03)

Vice-Principal (Research and International Relations) Rose Goldstein introduced Professor Abe Fuks, McGill's Research Integrity Officer. Professor Fuks pointed out that the number of allegations of research misconduct had gone up since 2010 and attributed this to higher awareness of research integrity issues. He told Senate that his office also provided training seminars on research integrity. Professor Fuks thanked those who brought forward allegations as well as the members of the Research Misconduct Investigation Committees.

Senator Gutman asked about the status of the ongoing investigation into McGill's research on asbestos. Professor Fuks explained that he had recently provided Senator Eidelman a draft of his investigation report and that the final report would be completed in the coming days. Senator Eidelman thanked Professor Fuks for his work and his draft recommendations and informed senators that he would report back to Senate on the matter.

Senator Wolfson asked why Research Misconduct Investigation Committee members were not informed of the ultimate outcome of cases to which they dedicate much time and effort. Professor Fuks answered that this was stipulated in the *Regulations on Research Misconduct*, which were due to be reviewed next year. He suggested that Senator Wolfson make a suggestion to the review committee.

Senator Mooney asked whether graduate and postdoctoral students working under a professor had a legitimate interest in the outcome of allegations of research misconduct against that professor. Professor Fuks answered that graduate and postdoctoral students who were co-authors were treated the same as collaborative faculty members, and would be informed by the Provost of any finding of misconduct. For non-collaborators, notions of legitimate interest were typically given a narrow scope in the name of confidentiality.

4. 439th Report of the Academic Policy Committee (D12-04)

The Provost delivered this report for Senate's information and highlighted the new student exchange with the University of Zurich.

5. Report of the Nominating Committee (D12-05)

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

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D12-05).

6. Advancing Academic Advising in 2012-2013

The Deputy Provost (Student Life and Learning) delivered this verbal report for Senate's information, going over recent developments at McGill that would advance the University's academic advising. The Deputy Provost thanked Professor Jane Everett, former Dean of Students, for her contributions to endeavours that are enabling the University to enhance academic advising. He also highlighted the new Academic Advising Advisory Board, chaired by Kelly Meighen, which would increase viability and financing for advising and provide the University with strategic guidance on advising issues.

The Deputy Provost said that the new initiatives were partly in response to negative feedback on services provided. He described the upcoming Consultation Fair as an opportunity for students to offer suggestions and voice their opinions. The Deputy Provost told Senate about many new initiatives, including in-residence advising, the Aboriginal Student Advisor and the e-calendar project. He finished by asking Senators to share the success stories and best practices in their faculties or departments.

Senator Ismail asked that the administrative staff at the departmental level be empowered by any changes, since they know the students best and have the best capacity to serve them.

7. Amendment to Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff

(D12-06)

Professor Lydia White, Associate Provost (Policies, Procedure and Equity) presented these amendments for Senate's approval. She explained that the first resolution was a housekeeping matter arising out of changes made to the *Regulations* in May.

On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors for approval that, wherever there is reference in existing McGill regulations to August 31 as the date for electing to defer tenure consideration on the basis of an authorized leave, this date be changed to June 1.

Professor White told Senate that, following the changes made to the *Regulations* in May, the criteria for determining promotion to full professor differed from those for tenure. She explained that a Statutory Selection Committee (SSC) was not comprised of members with proper expertise for determining tenure. In consequence of this difference, she moved to revoke section 8.22 of the *Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff* and section 4.9 of the *Regulations Relating to the Employment of Librarian Staff* and any references thereto in these regulations.

Senator Richard raised concerns that these amendments had not been brought to MAUT for review. He also spoke against the motion for the following reasons:

- 1) Anyone who can achieve the rank of full professor/librarian after bypassing the original tenure process seems to be exceptional and meritorious of tenure;
- 2) These regulations are unclear as to whether SSC's recommendations of tenure and promotion are binding on the Principal and/or inseparable;
- 3) Promotion and tenure are coupled at the associate stage and decoupling at the SSC level may later justify decoupling at that stage.

The Provost explained that the University hired people at all levels of rank, but that not all hires at the associate level were given tenure. He added that rank and tenure were only coupled for the promotion of internal academic staff from the assistant level to the associate level.

On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors the deletion of section 8.22 of the Regulations Relating to the Employment of Academic Staff and section 4.9 of the Regulations Relating to the Employment of Librarian Staff and any references thereto in the said regulations.

8. Annual Report of the Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law

(D12-07)

Professor Lydia White, Associate Provost (Policies, Procedure and Equity) presented this report for Senate's information. She highlighted its table on educational activities and pointed out that complaints under the *Policy* were down. Professor White thanked the harassment assessors for their hard work in a difficult role. In response to a question, Senator White said that she would add a table to the official record explaining who (undergraduate or graduate students or staff) had lodged complaints and against whom they had been lodged, and that this table would form part of the report for the Senate record.

Senator Gutman asked whether awareness training had been offered to professors. Professor White answered that this had not happened yet, but was planned for the upcoming year.

Senator Mooney asked about the benefits or drawbacks of McGill handling these cases internally rather than in the legal system. Professor White answered that outside recourses remained available to members of the community, but that this system made it less intimidating for complainants and enabled McGill to educate itself and the community. She felt that the system allowed the University to deal with problems in a satisfactory manner for all involved. The Provost pointed out that such a policy was actually required by law for large organizations like McGill. The Chair added that the *Policy* enabled McGill's international population to work within the University as they might not always be aware of norms and procedures of dealing with local police.

9. Other Business

There being no other business to deal with, on motion duly proposed and seconded, the meeting adjourned at 4:50 pm.

END

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