

# Minutes

Wednesday, April 19, 2022 21-22:09

Minutes of the meeting of Senate held on Tuesday, April 19, 2022 at 2:30 p.m. in the Robert Vogel Council Room (Room 232) of the Leacock Building (future site of the Rimer Building).

**PRESENT**

Bartlett, Joan  
Beauchamp, Yves  
Behzadi, Houman  
Campbell, Angela  
Chan, Yolande E.  
Crago, Martha  
Cumming, Julie  
Cummings, Beth  
Dirks, Melanie  
Eidelman, David  
Emami, Elham  
Engle-Warnick, Jim  
Eperjesi, Debbie  
Faraj, Samer  
Fortier, Suzanne  
Geitmann, Anja  
Guyatt, Claire  
Hébert, Terence

Hickman, Miranda  
Hunter, Mary  
Karaminassian, Roubina  
Khoury, Lara  
Kirk, Andrew  
Labeau, Fabrice  
Leckey, Robert  
Lennox, Bruce  
Levey, Margaret  
Levine, Alissa  
Manfredi, Christopher  
Moore, Catriona  
Nalbantoglu, Josephine  
Nicell, Jim  
Nilson, Laura  
Nystrom, Derek  
Rassier, Dilon  
Richard, Marc

Riches, Caroline  
Robillard, Martin  
Rodriguez Saenz, Maria  
Snider, Laurie  
Theodore, David  
Tureli, Ipek  
Vachon, Brigitte  
Vennat, Manon  
Voudouris, Nellie  
Weil, Carola  
Weinstein, Marc  
Weinstock, Daniel  
Willie, Bettina  
Winer, Laura  
Yang, Kerry  
Zorychta, Edith

**REGRETS:** Darelle Agtang, Arshiyah Ahsan, Louis Arseneault, Bob Babinski, Jacqueline Bede, Robin Beech, Mathieu Blanchette, Sébastien Breau, Jennifer Chen, Paige Collins, Colleen Cook, Nancy Czernmel, Darshan Daryanani, Jean Deschenes, Claire Downie, Susan Drouin, Nikulas Dworek, Gael Eakin, Elizabeth Elbourne, Eleanor Elstein, Samer Faraj, Michael Fronda, Maiya Rachel Geddes, Pierre-Luc Girard-Lauriault, Chantal Grignon, Kenneth Hastings, Jacques Hurtubise, Lucy Kiester, Kristi Kouchakji, Srinivasan Krishnamurthy, Lucyna Lach, Jacob Levy, Bronwen Low, Saku Mantere, John McCall MacBain, Jeffrey McKenzie, Momar Ndao, Gillian Nycum, Carla-Elvira Olteanu, Ram Panda, Addy Parsons, Dima Perepichka, Hossein Poorhemati, George Qiao, Nathaniel Quitarano, Brenda Ravenscroft, Petra Rohrbach, Jennifer Ronholm, Francisco Ruge-Murcia, Samer Salameh, Harmehr Sekhon, Shaheen Shariff, Eran Shor, Nathalie Sroka-Fillion, Karsten Steinhauer, Narendra Subramanian, Jean-Sébastien Vallée, Joshua Werber, Risann Wright.

## **1. Welcoming Remarks**

The Chair welcomed Senators to the ninth regular Senate meeting of the 2021-22 governance year, held in-person in the Robert Vogel Council Room (Room 232) of the Leacock Building (future site of the Rimer Building). She mentioned that Senate last met in-person in February 2020. She reminded Senators and guests that the use of electronic devices is permitted for viewing meeting documents, but that the Standing Rules of Procedure prohibit the recording of sound or images, and the communication or posting of Senate deliberations. In addition, she mentioned that the meeting was being livestreamed and that the recording would be accessible until the approval of the meeting minutes at a subsequent meeting.

## **2. Memorial Tributes: Professor Emeritus Jean-Louis Goffin, and Professors François Ricard and Jason C. Young**

Senator Chan read the following memorial tribute for Professor Emeritus Jean-Louis Goffin, which Senate subsequently unanimously endorsed:

It is with great sadness that we share the news of the passing of a dedicated teacher and researcher, Professor Emeritus Jean-Louis Goffin, on January 2<sup>nd</sup>. Born in Brussels, Belgium in 1944, Professor Goffin graduated from Electrical Engineering at the *Université Libre de Bruxelles*. He joined the Industrial Engineering and Operations Research Department at University of California, Berkeley in 1967 and graduated in 1971, under the supervision of American computer scientist and computational theorist Richard Karp, with a thesis on "Solving Linear Inequalities by the Relaxation Method". Professor Goffin came to Montreal in 1972, when he joined HEC Montreal as an assistant professor, and then moved to McGill in 1976, where he was a Professor in the Faculty of Management, and an associate member of the Department of Mathematics. At the Faculty of Management, he taught Operations Research, Applied Optimization, Simulation of Management Systems, Data Models and Decisions, and Operations Management at the undergraduate and graduate levels. Administratively, he played an important role as the Operations Management area coordinator for several years. A prolific researcher and recipient of numerous research grants, Professor Goffin's work has appeared in leading journals such as *Management Science*, *European Journal of Operations Research*, and the *Journal of Optimization Theory and Applications*. He also delivered more than forty lectures and seminars at a variety of prestigious universities and conferences around the world, and made significant contributions to a number of associations in his field. In 1979, Professor Goffin co-founded the *Groupe d'Études et de Recherches en Analyse des Décisions*, a Montreal-based inter-university research centre bringing together specialists in data and decision sciences, computer scientists, applied mathematicians and mathematical engineers. He also co-directed the International Symposium on Mathematical Programming, sat on the Editorial Board of Computational Optimization and Applications, and was Guest Editor for special issues of the Mathematical Programming Journal of Studies. His original research, particularly on interior-points method, continues to be cited in journals to this day. Professor Goffin will be remembered for his sense of humour, his quiet leadership, his commitment to research, and his genuine care for students. During

this difficult time, we extend our heartfelt condolences to his wife Vivian, his family, and his former colleagues and students. He is greatly missed.

Senator Hunter read the following memorial tribute for Professor François Ricard, which Senate subsequently unanimously endorsed:

It is with sadness that we share the news of the passing of Emeritus Distinguished James McGill Professor François Ricard, who taught in the Department of French Language and Literature from 1971 to 2009. Born in 1947, he passed away on February 17, 2022, in Montreal. After completing a Master's degree in French literature at McGill in 1968, he obtained a doctorate from the University of Aix-Marseille (1971). François Ricard's field of specialization was Quebec literature, more specifically the work of the novelist Gabrielle Roy. Together with Professor Jane Everett, he founded the *Groupe de recherche sur Gabrielle Roy*, which edited several of the novelist's unpublished or forgotten texts while training a large number of students. Accompanying students in their intellectual journeys was at the heart of François Ricard's academic research and he was known as an unsurpassed mentor. During his 38 years at McGill, he supervised over fifty master's and doctoral theses. From early in his academic career, François Ricard was also involved in the Quebec literary scene, first as a contributor to literary journals and on Radio-Canada radio, and then as an editor, notably at Éditions du Boréal, where he created and oversaw, up until his death, the "Papiers collés" series, which includes some of the most important essays ever written about Quebec and Quebec society. However, it is as an essayist that François Ricard's presence in Quebec's intellectual life has been the most significant. In the mid-1970s, he joined the editorial board of the prominent literary journal *Liberté*. In 1980, he became its director, a position he held until 1986. His numerous contributions were key in the honing of his rare talent for observation and writing. In 1985, he published his first collection of essays, *La littérature contre elle-même*, which won the Governor General's Award. It would be followed by three others: *Chroniques d'un temps loufoque* (2005), *Mœurs de province* (2014) and *La littérature malgré tout* (2018). In 1992, he published *La Génération lyrique, essai sur la vie et l'œuvre des premiers-nés du baby-boom*, which stands out as one of the most brilliant literary, social and political syntheses of the period from 1960 to 1980. In 1996, he published *Gabrielle Roy. Une vie*, a biography of the novelist, which was again immediately hailed as a major work, and a model of its kind. François Ricard was also internationally recognized for his work on the novels of Milan Kundera, which he edited for Gallimard's prestigious "Bibliothèque de la Pléiade" series. The strength of François Ricard's work lied in its intelligence and acuity. To these qualities of attention and insight can be added another, no less important: an ethic, a sense of mission and value from which he has never deviated. In the course of his career, François Ricard received numerous awards, including ACFAS's André-Laurendeau Prize (2005), the Killam Prize (2009) and the Athanase-David Prize, awarded by the Government of Quebec (2018). He was also made *Chevalier de l'Ordre national du Québec* in 1997. All those who knew him will remember him as a man of keen intellect, and a deeply caring and generous teacher and colleague.

Senator Eidelman then read the following memorial tribute for Professor Jason C. Young, which Senate subsequently unanimously endorsed:

It is with great sadness that we share the news of the passing of Professor Jason C. Young, Associate Professor in the Department of Biochemistry, and a prominent researcher in protein chaperone folding at McGill University, on February 3, 2022 at the age of 56. Born and raised in Toronto, Professor Young completed an Honours Bachelor of Science degree in Biochemistry at the University of Toronto, followed by a PhD in Biochemistry from McMaster University in 1996, where he studied the assembly of the Signal Recognition Particle receptor. He began his post-doctoral training at the Memorial Sloan-Kettering Cancer Center in New York City in the group of Professor Dr. F. Ulrich Hartl. In 1997, the group moved to the Max Planck Institute for Biochemistry in Munich, Germany. As Research Project Leader and Post-Doctoral Fellow, Professor Young and his colleagues established a highly successful research program on molecular chaperones and their roles in protein folding diseases. In 2004, Professor Young joined McGill University as an Assistant Professor in the Department of Biochemistry. In 2010, he became Associate Professor. He was Canada Research Chair in Molecular Chaperones, Tier II, from 2004 to 2014. He also served as the Graduate Program Director of the Department of Biochemistry between 2006 and 2021. Professor Young's research studied the biochemical mechanisms of chaperone and co-chaperone activity, and the consequences of this essential activity at a cellular level. With a focus on Hsp70 and Hsp90, his work investigated the role of chaperone proteins in the folding of soluble proteins and in other cellular processes. These processes included the targeting of certain precursor proteins to the mitochondria for import, and the regulated assembly or disassembly of protein complexes on other intracellular membranes. Professor Young and his lab used a combination of biochemistry, molecular, and cell biology techniques to answer key questions about these research topics. A forward-thinking scientist and knowledge-sharing enthusiast, Professor Young organized many large-scale workshops and conferences. In 2019, he was one of the key organizers of the inaugural *Proteostasis Researchers in Canada, Eh* (PRinCE) meeting in Toronto. He traveled around the world to deliver talks, presentations, lectures, and seminars. He had over 55 publications, which were cited more than 5000 times. Professor Young was an excellent and admirable teacher; he found joy being in the classroom and answering his students' thought-provoking questions. He was an exceptional mentor as he trained and motivated many cohorts of undergraduate, graduate, and post-graduate trainees. He was an outstanding director as he managed and led nearly 120 graduate students every year. He was a fount of factual knowledge spanning various subjects, including science, literature, music, and food. His intelligence, caring personality and sharp sense of humour left a lasting impression on all those he crossed paths with. We extend our heartfelt condolences to Professor Young's parents Donald and Susan, his brother Edgar, as well as to his other family members, friends, colleagues and everyone whose lives he touched. He will be greatly missed.

### **3. Report of the Steering Committee**

(21:22-08)

Senate received the Report of the Steering Committee (21-22:08).

*Item 1. Approval of Minutes of Senate – March 23, 2022 meeting.*

*Item 2. Approval of Confidential Minutes of Senate - March 23, 2022 meeting.*

*Item 3. Speaking Rights.* Upon approval of the report, speaking rights were granted to Mr. Serge Bergeron, Senior Director Budget and Finance, Analysis, Planning and Budget, for item IIB3 (Presentation on McGill University Budget 2022-2023 [Report III]), Ms. Diana Dutton, Associate Vice-Principal (Human Resources) for item IIB4 (McGill University Staffing Report), Professor Christopher Buddle, Associate Provost, Teaching & Academic Programs, for item IIB5 (Revisions to the Policy on the Assessment of Student Learning) and item IIB7 (Report of the Ad Hoc Advisory Committee on COVID Academic Planning and Policies), Professor Glenn Zabowski, Associate Dean of Students, for item IIB5 (Revisions to the Policy on the Assessment of Student Learning), Professor Manuel Balán, Associate Dean, Faculty of Arts, for item IIB5 (Revisions to the Policy on the Assessment of Student Learning), Ms. Sophie Leblanc, Chief Investment Officer and Treasurer, for item IIB8 [Open Discussion: CAMSR Report Recommendations and Implementation Plan (2019-2020)], and Mr. Joel Raby, Chair of the Investment Committee of the Board of Governors, for item IIB8 [Open Discussion: CAMSR Report Recommendations and Implementation Plan (2019-2020)].

*Item 4. Approval of the Agenda.*

*Item 5. Review of Questions and Motions.* The Steering Committee received one question, which was approved for submission to Senate, as drafted, and included on the April 19, 2022 Senate agenda.

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

#### **4. Business Arising from the March 23, 2022 Minutes**

There was none.

#### **5. Chair's Remarks**

The Chair began her remarks by providing a campus update. She mentioned that most classes had ended, and that students were now transitioning into the final exam period. With respect to COVID-19, she shared that there had been no outbreaks on campus and noted that mask-wearing policies were still in effect, at least until the end of the semester. She extended her gratitude to all those who had followed guidelines to help keep the University community safe. She then reported that Spring Convocation would be held from May 26 - June 3, 2022, on both the Downtown Campus' Lower Field and at MacDonald Campus. She went on to share that the Chancellor's Installation Ceremony was planned to take place on May 25, 2022, and that celebratory events for virtually-convocated cohorts would take place during the period of June 6 - June 13, 2022.

Concerning Government relations, the Chair noted that the Federal Budget was presented on April 7, 2022, by The Honourable Deputy Prime Minister and Minister of Finance, Chrystia Freeland, and mentioned that the current situation in the Ukraine and the rising inflation had a major impact on the budget. She reported that the Federal Budget did include some investments for the research

sector, notably in the form of 25 additional Canada Research chairs over four years, and initiatives to support Black student researchers, well as COVID-related research. She also reported that the Government was providing assistance to help protect the intellectual property of researchers, and that the Ministry of Innovation, Science, and Industry was creating a new \$48M fund to launch a new lab-to-market platform to help take university research to market. It was also noted that the SR&ED tax credit was slated for review by the Government, and that it was expected that the University would be asked for comment on the matter. The Chair shared that the Quebec Provincial Budget was tabled in March 2022 and noted the significant increase of support for the university sector (5.2%). In regard to the funding of the New Vic Project, she reported that the Provincial and Federal Governments had pledged a total amount of \$620 million, the bulk of which (\$522.4 million), was coming from Quebec. She shared that there also was support in the Provincial budget for the Digital Transformation of Higher Education in Institutions (\$132 million), though this number still fell short of the amount required to complete all necessary work on that front.

The Chair mentioned that Provincial Bill 32 *An Act respecting academic freedom in the university sector* had been tabled recently. She noted that the Bill was being reviewed by the University, expressing concern with respect to increased bureaucracy and the power being awarded to the Minister to intervene in a process if they were displeased with an outcome.

Concerning Community Relations, with respect to the University's Bicentennial celebrations, the Chair shared that the next event, 'Space Week', would take place from May 2 - May 6, 2022, followed by 'Global Health Week', taking place from May 16 - 20, 2022.

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She reported that the Guggenheim Foundation had awarded fellowships to Marco Amabili (Faculty of Engineering), and Elena Bennett (Faculty of Agricultural and Environmental Sciences). She congratulated student swimmer Clement Secchi who was awarded 'Swimmer of the Year' by U SPORTS at a competition held in March 2022 and had won four gold and two silver medals, and broke three National records. The Chair also noted that the awarding ceremony of the Principal's Prize for Public Engagement was forthcoming, honoring recipients involved in the youth-led venture 'Medical Herstory', which aims to advance gender-based health equality. Other individual recipients include Stephanie Zito (Ph.D candidate, Educational and Counselling Psychology), Professor Cindy Blackstock (School of Social Work), Dr. Jesse Papenberg (Montreal Children's Hospital, division of Infectious Disease), and Professor Daniel Béland (McGill Institute for the Study of Canada, Department of Political Science). The Chair concluded her remarks by acknowledging those individuals involved in the Dobson Cup, mentioning that she had had the pleasure of attending the virtual award ceremony.

## **SECTION II**

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

#### **1. Question Regarding Administration's response to the SSMU's Palestine Solidarity Policy**

Senators Levey and Tureli submitted the following question:

How does the SSMU's Palestine Solidarity Policy, to quote Deputy Provost Labeau's MRO, "create excessive polarization in our community, encourage a culture of ostracization and disrespect due to students' identity, religious or political beliefs"?

In what way is the SSMU in contradiction with the principles expressed by SSMU in its own constitution?

How does the SSMU's Palestine Solidarity Policy violate SSMU's obligations under its Memorandum of Agreement with the University?

Senator Fabrice Labeau, Deputy Provost (Student Life and Learning), provided the following written response prior to the Senate meeting:

I would like to start by thanking Senators Levey and Tureli for their question, which will allow me to give further context around the communication that I sent to the community on March 24.

Over the last few years, our campus has seen several flashpoints around the theme of Zionism and the Palestinian occupied territories. While the University (and I personally) fully subscribe to the principles contained in the Principal's message from October 2020 quoted by Senators Levey and Tureli, the public stances taken by some student groups on this particular issue cannot be said to "support an open environment where different views and ideas can be expressed and debated with mutual respect and without fear", as they have often generated debate that has descended into uncivil and exclusionary discourse. This has led many of our Jewish students to feel targeted, unwelcome and even unsafe on our campuses.

I do realize that proponents of taking public stances such as the Palestine Solidarity Policy do so with the genuine intent of making what they believe will be a positive impact on the world, and that they feel that their views' alignment with those expressed by some organizations and some UN resolutions justify these actions. Yet we cannot ignore the very real harm that adopting such stances causes within our own community, and to a portion of the student body that SSMU is meant to represent as a whole. Irrespective of the intent of such a policy, its impact, as we see it on the ground amongst our community members, is to make a portion of our community feel unwelcome, ostracized and fearful of expressing their identity and views on our campuses.

In this context, the Palestine Solidarity Policy cannot be considered to "facilitate communication and interaction between all students from all McGill communities" or to "act in the best interests of [SSMU's] Members as a whole". Moreover, it does not align with the stated principle that "all the SSMU's endeavours shall be undertaken with full respect for human dignity [...] and without discrimination on the basis of irrelevant personal characteristics that include but are not limited to race, national or ethnic origin, colour, [or] religion [...]". These quoted passages are explicit commitments that SSMU makes in its constitution. The Policy in question clearly falls short of these commitments.

The Memorandum of Agreement (MoA) between McGill university and SSMU outlines that SSMU is considered in default of the MoA when it violates its own constitution. The fact that the Policy in question represented a violation by SSMU of its own constitution explains my MRO of March 24th, 2022.

As a follow-up question, Senator Tureli asked Senator Labeau if he conflated the criticism of the settler-colonial practices of the State of Israel with anti-Semitism, and, if so, if this represented the McGill Administration's views. Senator Labeau responded by dispelling the notion that the University was conflating the actions mentioned in the question with anti-Semitism, and noted that some individuals in the community had expressed concern to him that this was, in fact, anti-Semitism. He underscored the idea that the University is in no way asking anyone to censor themselves, but reminded Senators to be mindful of actions that may resonate negatively in some way with members of the community. With respect to the task force on Islamophobia and anti-Semitism, Senator Faraj shared his concern that future discussions, debates, and functions would need to be filtered in in order not to negatively affect any given communities. He claimed this would be detrimental to both freedom and academic analysis. He went on to suggest that the University impose limits on how much these concepts can truly be regulated, and create forums to debate the issues. The Chair shared her feeling that the role of the University is to promote respectful and open debate on campus, and allow all views to be expressed. She also reminded Senators that the task force was already in existence prior to the SSMU vote. Senator Labeau offered the term 'initiative' in place of 'task force', noting that Senator Campbell and he had been given the opportunity to engage with key stakeholder groups, with specific focus on the issues of Islamophobia and anti-Semitism. He also reminded Senators of the initiative's goal to bring forward actionable proposals for this academic year. Senator Labeau was asked to comment on the alleged threat to cut funding to the SSMU, and the concrete instances where students were discriminated against. Senator Labeau explained that, over the past several years, many students had made concerns known to organizations on campus with respect to their fears of presenting their identities. Senator Nystrom stated that his interpretation of the SSMU statement was that it was non-discriminatory. Senator Kirk noted the importance of students' sense of safety on campus, and then read an excerpt from a message sent to Senator Labeau by the McGill Community Council, suggesting that further actions be taken to enter into collegial dialogue with the association. The Chair reminded Senators that the Memorandum of Agreement was made with SSMU, not with any other governing body. Senator Campbell shared that she and Senator Labeau and receive correspondences on this issue, with varying points of view. She noted the importance of maintaining dialogue and acknowledged that University interventions can have a chilling effect on discussions. She reminded Senators that the SSMU statement may be being read through an objective lens, and encouraged them to read it from the viewpoint of individuals with varying opinions. The Chair concluded the item by encouraging Senators to review the language of the statement carefully, noting that it was problematic.



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

### **Open Session**

#### **1. 511<sup>th</sup> Report of the Academic Policy Committee (D21-49)**

Senator Manfredi presented this report for Senate's consideration. He highlighted that the report contained recommendations concerning the creation of a B.A.; Faculty Program in Population Global Health (Faculty of Arts), the creation of a Certificate in STEM Foundations (Science, Technology, Engineering and Mathematics) (School of Continuing Studies), the creation of the McGill Institute of Genomic Medicine (Faculty of Medicine and Health Sciences), and the creation of the Centre for Business Ethics (Desautels Faculty of Management).

*On a motion duly proposed and seconded, Senate approved the creation of the proposed B.A.; Faculty Program in Population and Global Health.*

*On a motion duly proposed and seconded, Senate approved the creation of the proposed Certificate in STEM Foundations (Science, Technology, Engineering and Mathematics).*

*On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors the proposed creation of the McGill Institute of Genomic Medicine.*

*On a motion duly proposed and seconded, Senate approved and recommended to the Board of Governors the proposed creation of the Centre for Business Ethics.*

#### **2. Report of the Senate Nominating Committee (D21-50)**

Senator Manfredi presented this report for Senate's consideration. The report contained recommendations to fill vacancies on Committees arising from University Regulations.

*On a motion duly proposed and seconded, Senate approved the recommendations for appointments to Committees arising from University Regulations contained in the Report of the Senate Nominating Committee (D21-50).*

#### **3. Presentation on McGill University Budget 2022-2023 (Report III) (D21-51)**

Senator Manfredi presented this item for information. He noted that the presentation included projections for the end of the current fiscal year, as well as information on the Budget for the upcoming fiscal year. He shared that for the fiscal year ending April 30, 2022 (FY2022), the Board of Governors approved an operating (unrestricted fund) budget with an anticipated deficit of \$9.8 million, including a \$15 million contingency. Additionally, based on January 31, 2022 actuals and commitments, and financial information collected from units and historical trends, the University's updated expectations are such that revenues will be higher, and expenses will be lower than originally budgeted. It is thus anticipated that the University will end FY2022 with a balanced budget. With respect to FY2023, Senator Manfredi reported that financial support from the Quebec Government will continue. He noted that although the University is assuming less uncertainty

related to the COVID pandemic, the risks associated with the decline of international deregulated fee-paying students, inflation, and geopolitical instability will be monitored and mitigated. He noted that the University had also included a \$20M contingency in the FY2023 Budget (an increase of \$5 million) to account for these uncertainties. He mentioned that enrolment for FY2023 was expected to return to pre-pandemic levels for certain affected activities, such as bilateral exchanges, and that FTEs were projected to decrease slightly in FY2023 overall. He added that although the University's deregulated population is decreasing due to lower incoming cohorts during the pandemic, the increase in number of Ph.D. students lessens the effect on the total population.

Further to Fall 2022, Senator Manfredi reported that the number of applicants was down slightly (-3.5% from the previous year), but still far exceeding other prior years, due to the fact that prospective students were applying to more schools on average. With respect to Quebec's regulated tuition fees, Senator Manfredi indicated that the Ministry had shared its funding policy in advance of the University submitting its Budget for approval which had allowed the University to incorporate the actual parameters set by the Provincial Government into the FY2023 Budget. The indexation of all regulated rates (Quebec based tuition, Canadian and International supplement) has been set at 2.64%, which, Senator Manfredi remarked, is lower than in the past five years. However, increased revenues resulting from the indexation of enrolment-driven grants has compensated for the loss of anticipated revenue from regulated tuition rates. Senator Manfredi went on to share that the University would be adopting a new model for deregulated tuition fees, according to which tuition fee rates for a given cohort would be frozen for the duration of the four years. He explained that this model would allow students to pay the same tuition rate for each year of their program. With respect to the sale of goods and services, Senator Manfredi predicted a slow return to normal levels. Senator Manfredi reminded Senators that money is placed aside on an annual basis into a sinking fund to aid in deferred maintenance costs, noting that money flows into the sinking fund from the operating fund in a unidirectional manner. Lastly, he mentioned that any excess surplus is applied against the sinking fund.

#### **4. McGill University Staffing Report**

(D21-52)

Senator Manfredi and Senator Beauchamp presented this report for information. Senator Manfredi indicated that due to challenges relating to the COVID-19 pandemic, the Staffing Report had not been presented last year and mentioned that new technologies (Tableau and Workday) allowed for a more dynamic and timely staffing presentation. He highlighted that a slight decrease was noted through 2021 regarding tenure-track academics; however, the numbers had increased overall over the last five-year period. Senator Beauchamp reported an overall increase of 7.7% in the number of Administrative and Support Staff since 2018. He shared that the proportion of Administrative and Support Staff had remained consistent at 54% for administrative units and 46% for Faculties and Libraries. He also mentioned that the average turnover rate (arrivals/departures) was 7% for the past two years, three years, and five years, respectively.

In response to an inquiry from Senator Cumming on the MUNACA strike vote, Senator Manfredi replied that the University continued to work toward an outcome that was mutually beneficial to both parties.

**5. Revisions to the Policy on the Assessment of Student Learning (D21-53)**

Senator Labeau presented this report for information. He began by noting that a new Policy on the Assessment of Student Learning was to be adopted, and that various principles contained in this new Policy had been the object of discussion over the past five years. He explained that this presentation served as a final consultation with Senate on the text of the Policy, with the objective of presenting a final proposal to Senate in May. He reminded Senators that the Policy was to serve as a guideline to shape all assessment practices within the University.

Professor Buddle shared that the current Policy was, in his view, highly process-oriented and not principle-based. He explained that the goal of the new Policy was to set principles that could aid in local guideline and procedure creation. He then drew Senators' attention to the Policy start date of Fall 2024, noting that this lead time was given to allow for individuals to become familiar with the changes in advance. Senator Winer highlighted that the new Policy focused on assessment for learning, not necessarily assessment for grading, and strongly supported feedback. She shared that the new Policy would increase accountability, noting new reporting paths and response time limits for any concerns brought forward. She also shared that the new Policy included the permission to change assessment for a course following the Add-Drop period.

Professor Buddle shared some feedback from MAUT, noting, among other items, that a section had been added to avoid contradictions with McGill's Statement of Academic Freedom. Senator Leckey questioned the interpretation of section 4.4 c) which indicated that "The average grade and/or distribution of grades for any course, examination, or other academic assessment task is not predetermined," noting that discussions within the Faculty of Law had resulted in a disagreement as to an instructor's ability to provide justification, in line with the Faculty's guidelines, as to why a set of grades may fall outside of the Faculty's predetermined range. Professor Balan explained that the new Policy would encourage Faculties to develop specific local guidelines, and assured Senator Leckey that the Faculty of Law guidelines were in-line with the new Policy. Senator Kirk inquired if, under section 5.5, all instructors were required to create a rubric. Professor Buddle indicated that they were working with Teaching and Learning Services to provide support on both basic and complex rubrics and that this was one of the reasons that the Policy would only come into force in the Fall of 2024. Senator Balan added that the removal of the term 'rubric' had been the subject of much discussion explaining that the new Policy encourages the creation of assessment criteria and guidelines by faculties. Senator Lennox shared his appreciation of the new Policy and its restatement of the relationship between instructors and students. Senator Faraj inquired as to the new Policy's flexibility on the assessment of unconventional, creative answers or works. Senator Labeau replied that support would be provided in the cases he described. Senator Cummings suggested that the principles be applied to courses that are not term-based.

**6. Annual Report on Research and Innovation (D21-54)**

Senator Crago presented this report for information. She began by thanking Victor Arshad and Dr. Candice Miller, and went on to highlight various aspects of McGill's research funding. She noted that overall research funding had increased since 2018. In FY2020, the University had placed third overall in the U15 in terms of total research funding and faculty count, based on information presented by CAUBO and Statistics Canada. The University also placed third overall in the U15

in terms of total research funding per faculty count; however, Senator Crago suggested that other institutions' calculations may be inconsistent with that of the University. With respect to McGill's share of the U15 CIHR Tri-Agency funding, Senator Crago mentioned that a decrease had been observed since 2016, though NSERC funding was slowly increasing, and SSHRC funding had been moderately erratic. She went on to indicate that, on the provincial side, most funding was directed towards the health sector. Additionally, she noted that industry sponsored research funding had been steadily increasing over the past five years. She enthusiastically shared that the University was at the top of the U15 in terms of excellence in bibliometrics, and highlighted some recently received awards and prizes by community members. She also noted that several Government contests were underway for funding in response to the pandemic, with a focus on enhancing at-home biomedical and vaccine production. In response to a question from Senator Geitmann, Senator Crago mentioned that the University had signed the Declaration of Research Assessment last week. Senator Chan congratulated Senator Crago on the University's excellent research engine. The Chair added, as a reminder to Senators, that there were many awards received by community members that were not outlined in the Annual Report.

**7. Report of the Ad Hoc advisory Committee on COVID Academic Planning and Policies (D21-55)**

Senator Campbell presented this report for information. She reminded Senators that the Committee meets weekly, and that they were currently working towards the end of their mandate in May, adding that a final overview on activities would be forthcoming. Senator Nystrom inquired as to the hypothetical situations that would result in the Committee being reformed, to which Senator Campbell replied that the Committee's mandate was set to end this academic year and that a Senate vote would be required to extend it. She added that the Committee's final report, to be presented to Senate in May, would include mention of scenarios where Committee activity may be asked to resume. She also added that pandemic consideration would likely be incorporated in regular academic planning going forward.

**8. Report of the Joint Senate Steering and Board Executive Committees Meeting (D21-56)**

The Chair presented this report for information. She shared that the discussion topic selected for the upcoming Joint Board-Senate meeting was 'Experiential Learning Opportunities at Local, National, and International Levels.'

**9. Open Discussion: CAMSR Report Recommendations and Implementation Plan (2019-2020) (D21-57)**

The Chair introduced the topic of the open discussion and provided a brief outline of the Open Discussion process. She then introduced the Chief Investment Officer and Treasurer, Ms. Sophie Leblanc and the Chair of the Investment Committee of the Board of Governors, Mr. Joel Raby, to deliver a presentation relating to the implementation plan contained in the CAMSR Report that was adopted by the Board of Governors in April 2020.

Mr. Raby provided an overview of the University's endowment characteristics, highlighting that the endowment was currently valued at \$2.0 billion and was composed of 62% equity, 20% alternative assets, 16% fixed income, and 2% cash and other investments. He then provided an overview of the process and decisions that had led to the 2019 CAMSR Report and its 2020 implementation plan. He explained that the process began in September 2018 when Senate adopted a resolution, which informed the Board, through the Principal, that Senate favoured, in principle, a move to divest the endowment from all companies whose primary business is the extraction, distribution, and/or sale of fossil fuels; and from all mutual funds that invest in such companies. He noted that CAMSR deliberations on the resolution encompassed thirteen meetings, and that the Board of Governors approved, in December 2019, CAMSR's eight recommendations with respect to decarbonization, impact investing, screening, engagement, ESG integration, and annual reporting. Additionally, a rolling five-year review procedure was implemented, as well as a request for the University to take a leadership role in decarbonization processes. Mr. Raby informed Senators that on April 23, 2020, the Board then adopted a plan for the implementation of the recommendations found in the report. He underscored that this occurred two years ago and that the investment world has much changed since then: it now also incorporates a social dimension. He concluded by indicating that the addition of this social dimension alters the University's risk reward framework and that the endowment fund would not necessarily follow the same cycle as the market due to these decisions.

The Chief Investment Officer and Treasurer, Ms. Sophie Leblanc, shared some of the results of the University's commitments, noting that the University had made much progress in the last two years. She reported that all commitments were on track, and highlighted that, in regard to the target of reducing the carbon intensity of the listed equity portfolio to at least 33% less than its benchmark by 2025, the University was already at 30% in relation to its benchmark. In regard to impact investment, the University had achieved its target with 5% invested. She added that the University had also achieved its target relating to ESG Integration as it had included ESG factors in the University's Statement of Investment Policy and managers are now asked to abide by this.

Concerning negative screening, she mentioned that University Advancement continues their branding efforts to build up investments in the Fossil Fuel Free Fund, which currently sits at \$10 million. She indicated that targets relating to Reporting, SRI Review and Institutional Leadership had also been met.

Ms. Leblanc explained that the implementation plan was particularly ambitious as the benchmark continues to move, due to the majority of companies working to decrease their carbon footprint. Ms. Leblanc underscored that the Office of Investment had calculated the reduction of the carbon footprint if the University had simply removed the top 200 fossil fuel companies and it was less than the carbon reduction that had resulted from the University's decarbonization plan. She also clarified that the carbon footprint was currently measured based on scopes 1 and 2 of the "scopes" framework which categorizes companies' emissions, adding that scopes 1 and 2 are related to emissions derived from a company's own operations. However, she noted that the University was looking at expanding this to include scope 3 as well.

Senators discussed the implementation plan and the University's accomplishments thus far. Senators were generally satisfied with the progress made by the University in regard to its targets.

A few Senators indicated that, in addition to the University's implementation plan, they would be in favour of the University divesting from the top 200 fossil fuel companies. The performance of the University's endowment was also discussed, and it was noted that the endowment fund was meeting McGill's needs and had posted returns over 9% per year which is slightly above its peers. Lastly, Senators discussed negative screening and how to increase interest in these funds, suggesting that more outreach could be done by the University to promote the Fossil Fuel Free Fund.

#### **10. Other Business**

There being no other business to deal with, on a motion duly proposed and seconded, the meeting ended at 5:06 p.m.

**END**

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