

Minutes

Wednesday, December 6, 2017 17-18:04

Minutes of the meeting of Senate held on Wednesday, December 6, 2017 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building)

PRESENT

Allison, Paul	Gyakum, John	Richard, Marc
Animesh, Animesh	Harpp, David	Ritchie, Fiona
Anjum, Fatima	Hastings, Kenneth	Rogowska, Edyta
Arseneault, Louis	Holmes, Amanda	(<i>Secretary</i>)
Bajeux-Besnainou, Isabelle	Kamen, Amine	Roulet, Nigel
Bartlett, Joan	Larson, Erik	Saroyan, Alenoush
Bayen, Stephane	Larsson, Hans	Sinacore, Ada
Beauchamp, Yves	Leckey, Robert	Sladek, Robert
Bede, Jacqueline	Lefebvre, Alice	Spiousas, Ignacio
Buddle, Christopher	Lennox, Bruce	Steinhauer, Karsten
Campbell, Angela	Liboiron-Ladouceur, Odile	Stifani, Stefano
Cavanagh, Chelsea	Lowther, David	Theodore, David
Cook, Colleen	Maciasz, Eva	Tojiboeva, Muna
Damha, Masad	Maioni, Antonia	Tremblay, Michel
Di Paola, Antonia	Manfredi, Christopher	Voudouris, Nellie
Doucette, Elaine	McCullogh, Mary Jo	Wali, Ahmer
Dyens, Ollivier	McKenzie, Jeffrey	Waters, Natalie
Eakin, Gael	Mikkelson, Gregory	Yalovsky, Morty
Elstein, Eleanor	Mineau, Guy	Younan, Jocelyne
Ericsson, Hans-Ola	Ndao, Momar	Youssef, Salma
Fortier, Suzanne	Nicell, Jim	Zorychta, Edith
Fussmann, Gregor	Nwabufo, Michael	
Geitmann, Anja	Oke, Isabelle	
Gold, Richard	Oxhorn, Philip	
	Potter, Judith	

REGRETS: Isabella Anderson, Lisa Barg, Daniel Bernard, Martha Crago, Nicholas Dunn, David Eidelman, Jim Engle-Warnick, Nahal Fansia, Lawrence Goodridge, Genevieve Gore, Peter Grütter, James Gutman, Qi Yue He, Terence Hébert, Tina Hobday, Mari Kaartinen, Alex Kalil, Lucyna Lach, Gillian Lane-Mercier, Marcelo Lannes, Jed Lenetsky, Margaret Levey, Richard Mansdoerfer, Michael A. Meighen, Josephine Nalbantoglu, Jarrod Nichol, Ronald Niezen, Ram Panda, Nathaniel Quitarano, Dilson Rassier, Brenda Ravenscroft, Bernard Robaire, Jerome Savaria-Carriere, Erin Shor, Laurie Snider, Lisa Starr, David Stephens, Maria Tippler, Anna Walsh, Marc Weinstein, Laura Winer, Shufeng Zhou.

SECTION I

1. Welcoming Remarks

The Chair welcomed Senators to the fourth Senate meeting of the 2017-2018 governance year. As this was the last Senate meeting of the calendar year, she wished student Senators success in their exams and all Senators a joyful holiday period. She thanked Senator Steinhauer for his service as he was attending his last meeting as a representative of the Faculty of Medicine.

She reminded Senators, guests and spectators that the use of electronic devices is permitted for viewing meeting documents, but that the Senate Rules of Procedure prohibit the recording of sound or images, and the communication or posting of Senate deliberations.

2. Memorial Tribute for Professor Winston Purdy

Senator Zorychta read the following memorial tribute for Professor Purdy, which Senate subsequently unanimously approved:

It is with great sadness that we share the news of the passing of our longtime colleague Professor Winston Purdy, Associate Professor of Voice in the Schulich School of Music of McGill University.

Born in Windsor, Nova Scotia, Professor Purdy began his musical training on the clarinet and was a member of the National Youth Orchestra. In an early performance, he played a movement of the Mozart Clarinet Concerto in A with the Montreal Symphony Orchestra, conducted by the legendary Wilfrid Pelletier. Professor Purdy's long association with McGill University began when he entered the Faculty of Music as a student in 1959 to study clarinet and composition, graduating with a B.Mus. degree in 1964.

Following graduation, he developed an active career as a baritone specializing in oratorio and art song, and moved to Europe to further his vocal studies in Frankfurt, Germany, and London, England. During this time, he performed as a soloist under Helmut Rilling in the Bach Magnificat, gave several performances of contemporary music, and sang with the choir of Saint Paul's Cathedral.

After returning to Montreal in 1971, Professor Purdy established himself as a voice teacher and performer. He joined McGill's Faculty of Music in 1973, where he taught voice and vocal pedagogy, and established the Vocal Techniques course for music education students. In 1976, he obtained a master's degree in Vocal Performance and Literature from the Eastman School of Music in Rochester, New York.

Professor Purdy was an extraordinary teacher whose passion and devotion inspired generations of young singers, many of whom went on to have international performing careers. He continued to study pedagogy and to hone his teaching skills, and was recognized by a Faculty Teaching Award in 2005. In the words of his former student and subsequent colleague, Dominique Labelle: "He was a splendid teacher who spent his

lifetime exploring and researching the complex universe of the human voice, and its purpose in communicating the human condition.”

Many in the McGill community will remember Professor Purdy for his role in singing the University Anthem, *Hail, Alma Mater*, at the beginning of almost every Convocation ceremony since 1999, a role he only recently passed on to a fellow music professor and colleague.

Professor Purdy was a vital member of the music community and a warm and thoughtful colleague who will be greatly missed and fondly remembered. We extend our heartfelt condolences to his family and to the many students whose lives he touched.

3. Report of the Steering Committee (17:18-04)

Senate received the Report of the Steering Committee (17-18:04).

Item 1. Approval of Minutes of Senate – November 23, 2017.

Item 2. Approval of Confidential Minutes of Senate – November 23, 2017.

Item 3. Speaking Rights. Upon approval of the report, speaking rights were granted to Ms. Cristiane Tinmouth, Associate Vice-Principal (Financial Services), for item IIB1 (Annual Report on the Financial State of the University); Mr. Bradley Tucker, Executive Director, Analysis, Planning and Budget, for item IIB2 (Budget Planning 2018-2019 Report I); and Professor Ghyslaine McClure, Associate Provost (Academic Priorities and Resource Allocation), for item IIB4 (Annual Report from the Committee on Libraries).

Item 4. Approval of the Agenda.

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

4. Business Arising from the November 23, 2017 Senate Minutes

There was none.

5. Chair’s Remarks

The Chair started her remarks by acknowledging the anniversary of the 1989 École Polytechnique shooting in which 14 women were killed. She reminded Senators that, in 1991, the Parliament of Canada declared December 6 to be the National Day of Remembrance and Action on Violence Against Women. The Chair noted that McGill’s flag was lowered to half-staff and informed Senators that a memorial service would be held at Birks Heritage Chapel. Senators then observed a moment of silence in memory of the victims.

The Chair provided an update on government relations. She spoke about Bill 151, which was introduced by Ms. H       David, the Minister responsible for Higher Education and for the Status of Women. She noted that the Bill requires universities and CEGEPs in Quebec to have a sexual assault policy in place by September 2019. She mentioned that Senator Campbell was part of the *Bureau de coop  ration interuniversitaire* (BCI) delegation in Quebec City and is working closely with BCI to ensure that the views of universities are taken into account as the Bill goes through the legislative process. The Chair noted that McGill adopted the *Policy against Sexual Violence* in the fall of 2016 and informed Senators that a committee, chaired by Professor Lucyna Lach (School of Social Work), was established to support the implementation of the Policy. She added that an ad hoc panel, chaired by Professor Shaheen Shariff (Education), is conducting a study of sexual violence at the University. She shared that the committees are scheduled to complete their work during the spring of 2018. The Chair then spoke about Bill 157 concerning recreational cannabis. She reported that public hearings would be held throughout December and January, noting that the BCI has been invited to appear on behalf of all Quebec universities on January 17. She informed Senators that Dr. Mark Ware, Associate Professor in Family Medicine and Anesthesia and Director of Clinical Research in the Alan Edwards Pain Management Unit at the MUHC, was also invited to participate in the hearings in his capacity as an expert in evaluating the safety and effectiveness of medicines derived from cannabis.

Regarding community relations, the Chair discussed her trip to China. She explained that McGill, through the Faculty of Medicine and the Montreal Neurological Institute, has cultivated ties with the Shenzhen Second People's Hospital and the Association of Shenzhen Family Medicine Physicians and spoke about her participation at alumni events in Hong Kong and Shanghai.

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She shared that McGill received \$9.7 million in funding for nine new Canada Research Chairs (eight new Tier 2 Chairs and one new Tier 1 Chair) and five renewals, noting that additional funding for research infrastructure would be associated with the new Chairs from the Canada Foundation for Innovation (CFI). She congratulated McGill alumna Sheilah Martin (BCL/LLB'81) on her appointment to the Supreme Court of Canada and Professors Alan Evans (Montreal Neurological Institute), Andr     C. LeBlanc (Lady Davis Institute) and Bernard J. Lapointe (Director, Palliative Care McGill) on being awarded Senate of Canada 150 Medals. Finally, she shared that Professor Xue (Steve) Liu (School of Computer Science) and McGill alumna Justine Behan (Nursing) were each recognized with Mitacs Awards.

She then called on Senator Dyens to provide an update on McGill's annual Centraide Campaign. Senator Dyens stated that the campaign ends on December 15th but donations would be accepted until December 31st.

SECTION II

Part "A" – Questions and Motions by Members

There were none.

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

Open Session

1. Annual Report on the Financial State of the University (D17-31)

Senator Beauchamp presented this report for Senate's information. He highlighted that the University posted a net operating surplus of \$5.1 million based on Generally Accepted Accounting Principles (GAAP). He presented an overview of revenues and expenses, indicating that operating revenues for fiscal year 2017 were lower than forecasted due to a recovery of \$25.2 million by the *Ministère de l'Éducation et de l'Enseignement supérieur* (MEES) relating to overfunded enrolment grants for fiscal years 2015 and 2016. He then highlighted that the formula used by the MEES to calculate operating costs excludes GAAP and other adjustments and resulted in an operating deficit of \$31.5 million for McGill. Consequently, he noted that a *plan de redressement* must be filed by December 31, 2017 demonstrating a return to a balanced budget over the next three to five years. Senator Beauchamp also reported that the University's deferred maintenance inventory is estimated at \$1.35 million, based on a study conducted by the *Bureau de coopération interuniversitaire* (BCI), and noted that almost 25% of the expenses are due to the patrimonial aspect of the buildings. He explained that McGill is in discussions with the *Conseil du trésor* to establish a special patrimonial envelope that would include resources needed to help address this challenge at McGill.

In response to a question by Senator Hastings concerning unspent income from the Endowment Fund, Senator Beauchamp stated that McGill's current policy is to distribute 4.5% of investment earnings to the beneficiaries of the endowment. He noted that the remaining funds are reinvested. Senator Nwabufu asked if there are restrictions on how the funds could be spent. The Principal responded that there were a number of restrictions, and noted that only 6% of the Endowment is not targeted at specific investments.

Senator Saroyan suggested including the same timeframe on the charts provided in the report with respect to faculty and administrative and support staff growth and student enrolment. Senator Beauchamp noted that the annual staffing report would normally contain that information. In response to Senator Saroyan's question on the University's growth rate, the Principal stated that McGill is not on a growth path, noting that the plan is to grow slightly at the graduate level, at a slow pace. She mentioned that the University includes students in deregulated programs when calculating its growth rate. Senator Saroyan expressed that the number of students in certain undergraduate classes are unmanageable and cautioned that growing at the graduate level would have implications on supervision by academic staff. She also expressed concern over the impact of growth on experiential learning opportunities. The Principal commented that enrolment growth would normally be compared to U15 data.

Senator Wali asked for clarification regarding the item listed as "students" in the financial statements. Ms. Tinmouth stated that it referred to student salaries. In response to Senator Wali's question on student aid, Ms. Tinmouth stated that a large part of student aid is from the Endowment, which can be very restrictive as to the recipients.

Senator Richard asked if other universities were asked to submit a *plan de redressement*. Senator Beauchamp explained that a *plan de redressement* is required by the *Règles budgétaires* when a university records a deficit according to the government formula. He stated that this is the first year McGill has to produce one but noted that such a request is not uncommon for universities in Quebec. The *Université de Montréal* prepared one last year.

With respect to non-salary expenses, Senator Maciasz noted that the total “other non-salary expenses” for fiscal year 2017 was \$39.6 million. She suggested including further details on this category as it represents a large sum. She also noted that considerably more money was spent on meals and entertainment than in previous years and the amount spent on printing and postage remained stable despite the University’s sustainability efforts. Ms. Tinmouth stated that there was more travel last year and that printing included uPrint and courier charges. The Principal added that McGill received a number of large donations last year resulting in additional costs related to events that took place in support of gifts made to the University.

Senator Oke noted that the 2010 pay equity maintenance was posted in 2016 while the 2015 exercise was posted a year later. She asked whether there was a particular reason for the time difference. Senator Beauchamp responded in the negative. Senator Oke then asked for the total amount of payments disbursed for the period of February 2014 to May 2016. Ms. Tinmouth responded that the payments were minimal, as the University had not addressed the 2010 and 2015 pay equity exercises. Senator Beauchamp added that the final amount depends on the settlement that would be negotiated. Senator Oke noted that the exercises of pay equity maintenance for 2010 and 2015 would be reviewed by a joint committee under the CNESST (the Commission des normes, de l’équité, de la santé et de la sécurité du travail) and wondered about the status of the review. She also asked whether the University was considering adjusting pay scales to avoid retroactive payments. Senator Beauchamp responded that these matters would be considered by the committee that was being established.

2. Budget Planning 2018-2019 Report I

(D17-32)

Senator Manfredi presented this report for Senate’s information. He mentioned that all faculties and administrative units are currently meeting with him and the Associate Provost (Academic Priorities and Resource Allocation) to discuss their finances. He reported that revenues and expenses are higher than budgeted due to grants, additional in-year allocations and a \$10.8 million provision to cover a potential defined pension plan solvency top-up. He highlighted key uncertainties when preparing the budget, stressing that figures are based on enrolment targets and assumptions on Ministry-controlled inputs. He reported that an added complication is that the final grant for a given year is only known two years later, and this resulted in the clawback noted by Senator Beauchamp in his presentation on the the financial state of the University. Regarding uncertainties at the macro level, he highlighted that the Canadian dollar exchange rate impacts many items, including library acquisitions. However, he assured Senators that McGill is committed to maintaining the acquisitions budget of the libraries against inflation.

Senator Richard commented that, a few years ago, there were major changes to the Ministry-controlled inputs throughout the year and asked if the situation has been more stable lately. Senator Manfredi responded in the affirmative noting that there could be delays in obtaining the required

information from the government. The Principal added that unexpected changes are tied to the economy. She indicated that Quebec currently has a balanced budget making any mid-year cuts unlikely. Senator Wali wondered which building projects are ministry-controlled. Senator Manfredi responded that certain projects require Ministry approval. Mr. Tucker mentioned the development of the RVH site as an example. In response to Senator Wali's question on the amount of money redistributed to McGill from the *forfaitaire* system, Senator Manfredi stated that McGill contributes around \$85 million and receives \$337 million in provincial grants. Senator Manfredi also noted that McGill contributes approximately \$9 million (collected from students' tuition fees) to the Quebec student aid budget.

3. Report of the Senate Nominating Committee (D17-33)

Senator Manfredi presented this report for Senate's consideration. He explained that it contained recommendations to fill vacancies on Senate Standing Committees and Committees Arising from University Regulations.

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D17-33).

4. Annual Report from the Committee on Libraries (2016-2017) (D17-34)

Professor McClure presented this report for Senate's information. She highlighted that a number of improvements were made in the Library last year, including more seating for users. She informed Senators that the Schulich Library of Science and Engineering was renamed to Schulich Library of Physical Sciences, Life Sciences, and Engineering to acknowledge that the Life Sciences disciplines are now served through the Schulich Library. She noted that Joseph Hafner, Associate Dean (Collection Services), is involved in the open access movement and that Jeffry Archer was appointed as Associate Dean (User Services). She mentioned that Rare & Special Collections, Osler, Art, and Archives underwent a Cyclical Unit Review, noting that the main recommendation was centralizing the physical location of all university archives. She noted that McGill Library continues to work with other universities in Quebec to create a shared software platform. Finally, she stated that the Fiat Lux fundraising efforts have been ongoing thanks to a group of very dedicated volunteers.

Senator Wali asked if the Osler Library would be moved because of the Cyclical Unit Review. Senator Cook responded that the Osler collection would not be affected as it is a rare books collection.

Senator Bede asked if the Library has considered becoming a full member of certain open access journals, as this would reduce the publishing costs for researchers. Senator Cook responded that the question of how much support should go towards publishing in journals and how much should go into purchasing journals is an ongoing issue that has yet to be settled.

Senator Oke requested further details on the software sharing platform initiative. Senator Cook stated that the shared platform would replace WorldCat and Aleph. She explained that universities have until March to indicate their willingness to participate.

5. Other Business

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 4:05 p.m.

END

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