

Minutes

Wednesday, January 13, 2016 15-16:05

Minutes of the meeting of Senate held on Wednesday, January 13, 2016 at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building)

PRESENT

Allison, Paul

Bader, Darine

Bajeux-Besnainou, Isabelle

Barg, Lisa

Bartlett, Joan

Bede, Jacqueline

Benrimoh, David

Bernard, Daniel

Brunot, Benjamin

Campbell, Angela

Choi, Julie

Cook, Colleen

Costopoulos, Andre

Covo, David

Crelinsten, Gordon

Damha, Masad

Di Grappa, Michael

Dyens, Ollivier

Eidelman, David

Elstein, Eleanore

Farid, Doaa

Fortier, Suzanne

Fuhrer, Rebecca

Galaty, John

Gehr, Ronald

Gehring, Kalle

Geitmann, Anja

Goldstein, Rose

Gore, Genevieve

Gruenheid, Samantha

Grütter, Peter

Harpp, David

Hastings, Kenneth

Hébert, Terence

Hill, Reghan

Hooton, Brett

Ibrahim, Kareem

Jutras, Daniel

Kartinen, Mari

Kamen, Amine

Kpeglo-Hennessy,

Alexander

Kuzaitis, Ruth

Lach, Lucyna

Lennox, Bruce

Lowther, David

Manfredi, Christopher

Martel, Michel

Massey, Kathleen

McCullogh, Mary Jo

Mills, Devin

Moore, Timothy

Moye, Felicia

Nalbantoglu, Josephine

Nicell, Jim

Noyhouzer, Tomer

Price, Cynthia

Rassier, Dilson

Ray, Saibal

Richard, Marc

Riches, Caroline

Ritchie, Fiona

Robaire, Bernard

Rourke, Chloe

Saroyan, Alenoush

Smailes, Marina

Snider, Laurie

Sobat, Erin

Steinhauer, Karsten

Stephens, David

Strople, Stephen

(Secretary)

Thon, Joshua

Toccalino, Danielle

Waters, Natalie

Weinstein, Marc

Winer, Laura

Yalovsky, Morty

Zalba, Josefina

Zorychta, Edith

REGRETS: Mindy Carter, Daniel Cere, Parvesh Chainani, Nicolas Chatel-Launay, Allen Chen, Kathleen Chu, Stuart Cobbett, Terence Coderre, Rosemary Cooke, Antonia Di Paola, Elaine Doucette, Gregory Dudek, Marie-Josée Dumont, Jim Engle-Warnick, Sean Ferguson, Richard Gold, Garth Green, John Gyakum, Amanda Holmes, Ashraf Ismail, Alex Kalil, Gillian Lane-Mercier, Marcelo Lannes, Margaret Levey, Olivier Marcil, Hudson Meadwell, Michael A. Meighen, Guy Mineau, Alfonso Mucci, Philip Oxhorn, Ram Panda, Trevor Ponech, Judith Potter, Nigel Roulet, Devon Sanon.

SECTION I

1. Welcoming Remarks

The Chair welcomed Senators to the fifth Senate meeting of the 2015-2016 governance year.

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 Chancellor Emeritus H. Arnold Steinberg

The Chair read the following memorial tribute for Chancellor Emeritus H. Arnold Steinberg, which Senate subsequently unanimously approved:

The McGill University community is deeply saddened by the passing of Arnold Steinberg on Friday, December 11, 2015 at the age of 82. Throughout his life, Arnold fully embodied the McGill spirit—a spirit that unites open curiosity, intellectual rigour, energy and compassion. For more than half a century, and in countless ways, Arnold helped advance academic life at McGill University. As a leader. As a mentor. As a philanthropist. As a friend. While he graduated in 1954 and led a rich life outside our gates, in a very real sense, he never left McGill.

Arnold told a story about his very first day of classes as a commerce undergraduate, in the fall of 1950. When he walked into the Arts Building, he saw the list of Chancellors past and present. “They were all ‘Sir somebody’ or ‘Lord somebody,’” Arnold remembered. “I just felt so honoured to be attending a university where all these prestigious people had served. I never, never thought that one day my name would be included there.”

That story is telling for two reasons: It shows Arnold’s enormous pride in McGill, and it shows his humility about his own talents and contributions.

He once said that studying at McGill gave him “the confidence to move forward in a way that I could not have had before entering the University.” And move forward is exactly what he did. Being captain of the McGill water polo team was only the beginning.

After graduating from McGill, Arnold went on to earn an MBA from the Harvard Business School, and to enjoy a successful career, first in his family’s grocery business and later with his own investment holding company. But McGill was never far from his mind, or heart.

His wife, Professor Emerita Blema Steinberg, began teaching in the Department of Political Science in 1961. Through her, Arnold kept his finger on the pulse of academic life, both from the perspectives of students and faculty, as it changed and grew. He was not a passive observer; he used what he learned to effect change. It was while serving on the board of the Montreal Children’s Hospital Research Institute, for example, that he

learned about the near-epidemic level of rickets amongst Quebec’s children—and how something as simple as adding Vitamin D into milk could virtually eliminate this terrible problem. Dairy producers, however, were reluctant to fortify their milk. As Chief Financial Officer of the province’s leading grocery chain, Arnold issued an ultimatum that was elegant in its brevity: “No D, no contract.” Those four words improved the health of generations of Canadian children.

Arnold’s knowledge was extensive, his interests boundless. The wide variety of gifts that he and Blema made to McGill over the years reflect this range, whether it was supporting the work of a particular student, or creating and growing the cutting-edge medical simulation centre that bears their names. Agriculture, management, music, libraries, medicine, neuroscience—Arnold’s generosity spoke to his inquisitive intellect and deep belief in the transformative power of education.

He gave his time and expertise in formal as well as informal ways. His mentorship of a group of Desautels MBA students, for example, helped them refine the business proposal that won the \$1-million Hult Prize for social enterprise, and he continued to work with the young entrepreneurs to help them develop their idea for the marketplace.

Arnold Steinberg served for 10 years on the University’s Board of Governors, and 19 years as Chairman of the Board of Governors of the McGill University-Montreal Children’s Hospital Research Institute. He also served as a Co-Chair of the Capital Campaign for the Montreal Children’s Hospital, the Founding Chairman of the MUHC Board, a member of the MUHC Research Institute, Chairman of the Advisory Board of the Faculty of Medicine, as well as a special advisor for Campaign McGill. And, of course, he served as McGill’s 18th Chancellor. In the board room, Arnold was often the person who voiced a difficult, necessary question, but he always did so with goodwill and positivity. He brought people together.

McGill was not alone in benefiting from Arnold’s generosity, hard work and vision. In recognition of his commitment to improving the lives of his fellow Quebecers and Canadians, he was made a member of the Order of Canada, and an Officer of the Order of Quebec.

Arnold Steinberg’s passing is an enormous loss to the whole McGill community. Boundless in his enthusiasm for other people’s accomplishments and potential, yet humble about his own sizable achievements, he made the world better with a quiet elegance. He was truly of McGill; the impact of his many contributions to the University that he loved will continue to be felt for generations to come.

3. Report of the Steering Committee (15:16-05)

Senate received the Report of the Steering Committee (15-16:05).

Item 1. Approval of Minutes of Senate – December 2, 2015.

Item 2. Approval of Confidential Minutes of Senate – December 2, 2015.

Item 3. Speaking rights. Upon approval of the report, speaking rights were granted to Professor Abraham Fuks, Research Integrity Officer, for item IIB1.1

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 December 2, 2015 Senate Minutes

Senator Nalbantoglu provided a response to the two supplemental questions asked by Senator Mills with respect to the “Question Regarding Management and/or Ownership of Companies by McGill University Professors”.

Firstly, Senator Mills had asked whether a confidential review of past decisions by the Committee on Student Grievances and the Appeal Committee for Student Discipline and Grievances could be carried out. Senator Nalbantoglu explained that the policies do not provide for such a review and it would not be possible due to confidentiality issues. However, she noted that Graduate and Postdoctoral Studies (“GPS”) reviewed the files handled by the three Associate Deans. Each year, the Associate Deans handle approximately 600 cases, 300 of which require considerable involvement by GPS. Over the past three years, a total of three cases pertained to a possible conflict of interest about the supervisor’s involvement with a company or with an advisory committee member’s involvement with a company. This works out to be one case per 600 cases.

Secondly, Senator Mills asked GPS to modify the Progress Tracking Form to include a section regarding conflicts of interest. Senator Nalbantoglu informed Senators that GPS is aiming to implement this suggestion by Fall 2016, after consultations with the Council of Graduate and Postdoctoral Studies. She explained that the new form will include a section with a summary definition of conflicts of interest and a link to the University regulations. That section will be followed by checkboxes asking if a new conflict of interest has been declared, or if there is a potential for a conflict of interest. The form will be signed by the supervisor and members of the advisory committee as well as the student.

Senator Saroyan wondered why the form needed to be modified considering that there are other mechanisms currently in place regarding conflicts of interest. Senator Nalbantoglu explained that since completing the form is an annual requirement, it will increase awareness and assist in tracking conflicts of interest and potential conflicts of interest.

5. Chair’s Remarks

The Chair began her remarks by discussing government relations. She noted that the Federal government is in pre-budget consultations and is seeking public input. She encouraged all Senators to complete the online questionnaire in order to share their views with the federal finance department. She mentioned that McGill, the U15 and Universities Canada will continue

to engage directly with elected and senior government officials to put their priorities forward. These priorities include improved support for fundamental research through the Tri-Council as well as campus infrastructure. The Chair also shared that she was invited to attend the World Economic Forum Annual Meeting 2016 in Davos, Switzerland, as well as the Global University Leaders Forum.

The Chair then updated Senators on the work of the Principal's Task Force on the Academic Mission and Vision of the RVH Site. She explained that the Task Force members met five times during the Fall semester. The goal of the Task Force, in the first instance, was to develop a call to the McGill units and groups interested in moving or expanding to the RVH site asking them to submit a vision for the site. This call was sent to the community in early December and submissions are due mid-February. She reminded Senators that the decision as to whether McGill will in fact acquire the RVH site has not yet been made, and will depend on the results of the feasibility study and availability of funding.

The Chair noted that McGill will celebrate the 200th anniversary of its founding in 2021. She shared that the late Chancellor Emeritus Steinberg chaired an advisory ad-hoc committee, composed of professors, students, and alumni to develop a framework for the Bicentennial Celebrations. The committee completed its work and submitted a report in November 2015. The Chair took this opportunity to thank the committee members for their work and commended them on the quality of the report.

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She shared that Québec Science magazine selected its 10 Discoveries of the Year, three of which were led by McGill researchers, and encouraged Senators to vote for this year's top discovery. The Chair congratulated Professor Frederick Leblond of Polytechnique Montréal and Dr. Kevin Petrecca of the Montreal Neurological Institute and Hospital, on being recognized by La Presse as 2015 Personalities of the Year in the Science category for their brain cancer detection method. She noted that Forbes selected their 30 under 30 list of the brightest young entrepreneurs, and shared that McGill alumni Mohammed Ashour and Shobhita Soor, co-founders of Aspire Food Group, were selected for the Social Entrepreneurs category. The Chair then congratulated the following five members of the McGill community on their appointment to the Order of Canada: Morris Rosenberg (BA'72); Jennifer Stoddart (BCL'80, Hon LLD'15); Wade Davis (Hon DSc'14); Louise Richer (MBA'15, McGill-HEC Montreal); Atom Egoyan (DLitt'03). Finally, the Chair shared that the 2015 McGill Centraide campaign reported a fundraising total of \$511,000. Having surpassed the \$500,000 mark, the Chair explained that McGill now joins the ranks of major organizations such as Bell, Scotiabank and the Ville de Montréal among the "Top 20 Campaigns." The Chair thanked the co-chairs of the campaign, Senators Goldstein, Ibrahim and Jutras, for their hard work and thanked all those who participated in making the campaign such a success.

Senators had no questions or comments regarding the Chair's remarks.

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding Divestment from Fossil Fuels

Senators Sobat, Noyhouzer and Ritchie submitted the following question:

WHEREAS the COP21 Paris Agreement will commit 196 countries to preventing a 1.5° increase in global warming above pre-industrial levels;

WHEREAS fossil fuel companies have been shown to impair efforts to adhere to such protocols through exploration and extraction of fossil fuel reserves and by undermining the transition toward renewable and sustainable energy sources;¹

WHEREAS divestment campaigns have historically been a successful means by which public institutions can apply pressure on and change the practices of regimes and industries engaged in documented social injury;

WHEREAS in February 2015, Divest McGill submitted its second petition and research report to the Committee to Advise on Matters of Social Responsibility (CAMSR), asking the University to divest its holdings from the top 200 fossil fuel companies;²

WHEREAS the University of Toronto *President's Advisory Committee on Divestment from Fossil Fuels* recently recommended immediate targeted divestment from fossil fuel companies whose activities “disregard a 1.5-degree threshold” of global warming, citing “the University’s fundamental role as an academic community leader;”³

WHEREAS the McGill Faculty of Arts Council, the Students’ Society of McGill University (SSMU), the Post-Graduate Students’ Society (PGSS) and the Arts Undergraduate Society (AUS) are among the groups that have endorsed Divest McGill’s petition;

1. Given the scope of the current divestment movement, including media coverage, endorsements, and divestment decisions at other institutions, is the University concerned that a lack of action on this issue might impact McGill’s academic reputation and integrity as a research institution?

¹ “Industry Ignored its Scientists on Climate,” *The New York Times* (April 23, 2009) <http://www.nytimes.com/2009/04/24/science/earth/24deny.html>

² “Carbon at All Costs: The Fossil Fuel Industry and the Case for Divestment,” *Divest McGill* (February 2, 2015) http://divestmcgill.com/wp-content/uploads/2015/02/Feb2015_CAMSR_Submission_Brief.pdf

³ “Report of the President’s Advisory Committee on Divestment from Fossil Fuels,” *University of Toronto* (December 15, 2015), <http://www.president.utoronto.ca/secure-content/uploads/2015/12/Report-of-the-Advisory-Committee-on-Divestment-from-Fossil-Fuels-December-2015.pdf>

2. What is the university's responsibility in finding non-fossil fuel based funding sources and experiential learning opportunities for students and researchers? How does this role relate to McGill's overall vision of sustainability as outlined in the Vision 2020 Sustainability Strategy?

The Secretary-General and Senator Goldstein provided the following written responses to the first and second questions respectively, prior to the Senate meeting:

Question 1:

McGill University has been actively engaged with the issue of global warming and the impact of fossil fuel emissions on climate change for several years.

The University hired its first Director of Sustainability in 2008 and established the Office of Sustainability in 2009. It adopted "Vision 2020: A Sustainability Strategy", in Spring 2014. The Strategy includes 23 goals and 14 priority actions across five categories: research, education, connectivity, operations, governance and administration. At October 30, 2015, 51% of the Vision 2020 deliverables have been completed.

McGill has made a significant commitment to interdisciplinary academic strength in sustainability science and social science through initiatives such as the Chairs in Green Chemistry and Climate Change Mitigation, the School of the Environment and the Trottier Institute on Sustainability. Senator Goldstein addresses this in the response to Question 2 below.

McGill is one of 34 Canadian universities actively processing proposals to divest holdings in fossil fuel companies as part of a broad 350.org campaign. Several including Dalhousie, Concordia, Queen's, Trent, Toronto, Guelph, Calgary and Simon Fraser have undertaken preliminary consideration of the proposals and issued reports with various recommendations. In many cases, including McGill, processes are ongoing.

The Divest McGill petition falls within the mandate of the Board of Governors Committee to Advise on Matters of Social Responsibility (CAMSR), which has been in existence in various forms since the 1970s.

Divest McGill submitted its petition to CAMSR on February 2, 2015. Since February 19, 2015, when CAMSR first reviewed the petition, it has met seven times in ongoing consideration of the submission. Four of these meetings have included representatives of, and presentations by, Divest McGill. CAMSR also has consulted with members of the academic staff of McGill whose research and scholarship deal with climate change.

CAMSR has committed to conclude its deliberations and issue a report on the Divest McGill petition by the end of March.

Question 2:

As noted in the Report on Research and Innovation 2015, McGill receives more than 90% of its annual sponsored research funding from non-industry sources, with around 70% of funding coming from the federal and provincial governments. Funding from industry partners remains a relatively small portion of our research funding overall. For example, in FY14, \$37 million out of a total of \$478 million in sponsored research funding (8%) came from industry partners of all types. Since 2008, sponsored research funding from easily identifiable fossil fuel companies, such as Imperial Oil and Shell Canada, has amounted to approximately \$678,000 total for that period.

McGill is deeply committed to sustainability as a goal and value in all aspects of our research enterprise, as outlined in the [Strategic Research Plan \(SRP\) 2013-2017](#), which includes “Sustainability” as one of the “five core commitments” McGill makes in pursuit of research excellence. Our commitment is further articulated in the [Vision 2020 Sustainability Strategy](#), which states:

“Sustainability in research encapsulates the ‘what’, ‘why’, ‘how’ and ‘who’ of research at McGill: We consider research activities conducted both on campus and elsewhere. It includes themes such as collaboration, interdisciplinarity, community engagement, the social-ecological footprint of the research process, and applied student research.”

Vision 2020 has a clear set of priority actions for 2014-16. Noteworthy accomplishments so far include the creation of a Sustainable Labs Working Group, which is engaging relevant faculty, staff and student groups to develop a sustainability checklist to be incorporated into lab safety inspections; as well as the Applied Student Research initiative, which is identifying and facilitating opportunities for applied student research that advances sustainability.

Moreover, through NSERC CREATE programs in Green Chemistry, led by C.J. Li, and Environmental Innovation, led by Murray Humphries, as well as activities in the lab of Robin Rogers, the Canada Excellence Research Chair in Green Chemistry and Green Chemicals, to name just three examples, McGill offers world-class experiential learning opportunities directly related to sustainability. McGill is also at the forefront of the development of sustainable, advanced biofuels as the host institution of BioFuelNet Canada, which is funded in part through the Canadian Network of Centres of Excellence Program and based in the Quartier de l’innovation. A final example is McGill’s partnership with [Mitacs](#), through which the University provides students with a broad range of experiential learning opportunities in companies and non-profit organizations from all sectors. It is worth noting, however, that of the 137 McGill-related projects listed on the Mitacs website, no project is classified as taking place in the oil and gas industry.

The University aims to foster and grow sustainability in all aspects of our mission. From the Office of Sustainability to the upcoming [McGill Symposium on Science for a Sustainable Society](#), there are countless examples of how, as stated in the SRP, “McGill

faculty, staff, students, and administrators are citizens who consider the environmental, social, and economic contexts and consequences of their work.”

The subsequent discussion focused on McGill’s academic reputation. The Principal noted that there is no evidence that a university’s decision on divestment or the amount of time taken to review a divestment submission has an impact on its reputation. She explained that what is expected of universities is a thorough and serious assessment of the submission.

Senator Sobat asked about McGill’s response to the policy changes underway with the new federal government. The Principal responded that, with respect to universities and colleges, the only concrete item announced was the Liberal Party’s intention to invest in research and sustainable technologies and establish new Canada Research Chairs in sustainable technologies. The competitions have yet to be launched but McGill is tracking the progress in hopes of participating.

Senator Ritchie asked whether McGill’s decision on divestment will impact its chances of obtaining one of the Research Chairs. The Principal responded that political questions are not part of the competitions. She expressed the view that the selection will be made on the quality of the research programs at the university participating in the competition, and the ability to translate its research into tangible benefits for society. She noted that McGill has considerable strength in areas related to sustainable technologies and expects it to be a very competitive candidate.

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

Open Session

1. 469th Report of the Academic Policy Committee (D15-28)

Senator Manfredi introduced this report, which contained five items for Senate’s consideration.

On a motion duly proposed and seconded, Senate approved the proposed Graduate Artist Diploma.

On a motion duly proposed and seconded, Senate approved the proposed Certificate in Computers and Information Technology.

On a motion duly proposed and seconded, Senate approved the proposed Certificate in Indigenous Business Management.

Senator Manfredi then moved to approve the proposed revisions to the *Regulations Concerning the Investigation of Research Misconduct* (the “Regulations”), which was duly seconded. Professor Abraham Fuks, Research Integrity Officer, was granted speaking rights to address any questions regarding this item.

Senator Benrimoh wondered about the rationale behind the revisions in sections 4.3, 5.10, 8.2, and 11.1.1 of the Regulations. Professor Fuks explained that the proposed revision in section 4.3 broadens the protection afforded to a person making a Good Faith Allegation of Research Misconduct. Currently, the protection is limited by the *Policy on Safe Disclosure*, which was undergoing revision at the same time as the Regulations. He noted that section 5.10 deals with a specific set of records that are the property of a granting agency. Since the Respondent does not own those documents, he cannot be forced to allow access to them. However, cooperation is required to avoid certain conflicts, such as the Respondent telling the Agency to not release the requested documents. Regarding section 8.2, Professor Fuks explained that the time for the committee to make a decision was increased from 90 days to 120 days to reflect the reality of the situation. He noted that it takes time to strike a committee, especially when an allegation is received during the summer months. However, he noted that the Regulations continue to apply to those who leave the University and stressed that the University does make accommodations when a delay would negatively impact a student or faculty member. Finally, Professor Fuks noted that section 11.1.1 is meant to avoid striking a committee to investigate an allegation that is self-evident.

In response to Senator Benrimoh's question on whether witnesses are required to appear before a committee investigating an allegation of research misconduct and answer questions, Professor Fuks explained that the Regulations provide that members of the McGill community are only required to cooperate. However, he noted that there has never been a need to force someone to testify in the past. He further explained that there are two types of witnesses. Firstly, witnesses may be called by the Respondent to help his/her case. If the witness does not want to get involved, his/her wishes are respected. Secondly, witnesses may be called to provide an expert opinion. If an expert refuses to testify, another expert will be contacted.

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors for approval, the proposed revisions to the Regulations Concerning the Investigation of Research Misconduct, as detailed in Appendix D of D15-28.

Senator Manfredi then moved to approve the creation of the McGill University Research Centre on Complex Traits, which was duly seconded. Senator Robaire asked for an explanation regarding the name of the proposed centre. He noted that there is a discrepancy in the French and English versions of the name and expressed the view that the French name is more transparent since the term "complex traits" is not as specific as "*maladies infectieuses et inflammatoires chroniques*". Senator Goldstein agreed to relay the comments to the Complex Trait Group. She noted that the English name is followed by the subtitle "An Initiative to Cure Infectious and Chronic Inflammatory Diseases" while in French, this subtitle was directly incorporated into the name.

[*Secretary's Note: Following the Senate meeting, Senator Goldstein contacted Dr. Silvia Vidal, the proposed co-director of the Centre. Dr. Vidal explained that the term "complex traits" emphasizes the genetic approach to understanding human disease, which will be the core of the Centre's activities. This approach is unique at McGill and in Canada. She further explained that the term "complex traits" provides continuity with the history of the Complex Traits Group, while connecting the Centre with 21st century medicine driven by data and mathematics.

Dr. Vidal confirmed that the subtitle is part of the official name of the Centre and should be included in the name presented to the Board of Governors for approval.]

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors for approval, the creation of the McGill University Research Centre on Complex Traits, An Initiative to Cure Infectious and Chronic Inflammatory Diseases/Le Centre de recherche de l'Université McGill sur les maladies infectieuses et inflammatoires chroniques.

Senator Manfredi also mentioned that the report contained items for Senate's information, namely new courses and teaching programs, as well as revised nomination guidelines for the Lifetime Achievement Award for Leadership in Learning, which APC approved in the name of Senate.

2. Report of the Senate Nominating Committee (D15-29)

Senator Manfredi presented this report for Senate's consideration. He explained that it contained a recommendation to appoint Mr. Devin Mills to the Committee on Student Grievances.

On a motion duly proposed and seconded, Senate approved the recommendation contained within the Senate Nominating report (D15-29).

4. Annual Report on Research Performance and Innovation (2014-15) (D15-30)

Senator Goldstein presented this report for Senate's information. This annual report presents key indicators of McGill's recent research funding performance as well as an update on areas of innovation related to both the commercialization of research and moving knowledge from the University into society. Senator Goldstein highlighted that there has been a significant increase in income from patents, licenses and royalties and noted that McGill will be recruiting an Associate Vice-Principal ("AVP"), Innovation and Partnerships, during the winter term.

Senator Hastings asked about the new AVP position. Senator Goldstein responded that this is a new position but part of a reorganization of the Office of Innovation and Partnerships that will lead to a reduction in the number of managers within the Office. She clarified that the new AVP will have more of an operational role with a broad mission of innovation and entrepreneurship.

In response to Senator Saroyan's question on the University conducting an in-depth analysis to determine why it is not performing well in CIHR funding, Senator Goldstein noted that her office is in the process of conducting such an analysis. Senator Grütter was interested in knowing how much output McGill generates for the income received. Senator Goldstein noted that McGill and the U15 are looking at bibliometrics and at ways of measuring output. Senator Robaire remarked that the report shows a change in research intensity but does not indicate the number of dollars per professor. He mentioned that in previous years, data was provided on output per department and on institutions across Canada for comparative purposes. He also noted that it would be useful to provide data for the last five years in order to see a trend. Senator Goldstein responded that such data can be provided but her office is currently working on making meaningful comparisons with other universities since they have different structures.

Senator Farid asked how McGill is collaborating with the available business accelerator programs to increase startup rates. Senator Goldstein responded that McGill is working with the accelerators. For example, it has agreements with FounderFuel and *Centre d'entreprises et d'innovation de Montréal*. She noted that awareness is a challenge but there is information online and students can call or email the Office of Innovation and Partnerships if they have questions. Senator Farid also asked if credit can be obtained for the training programs. Senator Goldstein responded in the negative. However, Senator Grütter noted that various faculties are establishing entrepreneurship minors and Senator Costopoulos added that certain faculties have structures in place to credit internships and practicum courses.

Senator Bernard asked about the contributing factors to McGill's success rates with respect to CFI8. Senator Goldstein responded that it is difficult to prove causality. However, she expressed the view that factors include timing and the rigorous reviewing process that was implemented from the beginning. She noted that funding programs are different and the University cannot automatically apply the same techniques to all the programs.

5. Annual Report on Student Life and Learning (2014-15) (D15-31)

Senator Dyens presented this report for Senate's information. He highlighted some of the projects Student Life and Learning ("SLL") is working on and asked Senators to contemplate certain challenges faced by the unit, namely how SLL can:

- a) Efficiently respond to an increased demand on its services while funding to McGill has decreased;
- b) Quickly and efficiently respond to the increased demands on its health and mental health services;
- c) Improve its services;
- d) Support students while also allowing them to develop autonomy and resiliency;
- e) Develop an even better partnership with the student leadership (SSMU, PGSS, AUS, MCSS, MACES, etc.) based on collaboration, efficiency and mutual benefit;
- f) Continue to improve the relationship with the Milton Park Community;
- g) Provide all students with the advising support they need;
- h) Use technology to allow students to get quick, and constant access to its services;
- i) Provide all students with the richest possible McGill experience.

Senator Farid suggested that student groups and the student body be more involved in the initiatives by SLL. As an example, she mentioned that students studying nutrition were never consulted to create programs and help other students in the area of nutrition, even though it is their specialty. Senator Rourke suggested that the challenges faced by SLL be included in the annual report along with a list of initiatives by SLL and an assessment of those initiatives. Senator Brunot expressed the view that a global vision and objectives are required before making assessments and tracking progress.

Senator Dyens explained that SLL is working on bringing the various units making up SLL into one cohesive unit. He mentioned that SLL is also trying to create a vision and mission statement and is in the process of developing pillars and key performance indicators (KPIs).

In response to Senator Thon's question on harm reduction, Senator Dyens explained that harm reduction is now framed as a preventative approach. It is a global phenomenon that is important to McGill and essential for the well-being of its students.

Senator Kpeglo-Hennessy asked how SLL is dealing with being overburdened. Senator Dyens responded that the aim of creating one cohesive unit is to increase efficiency by reducing redundancies. He also noted that SLL is taking a more preventative approach to free up resources for more critical matters. Senator Bernard suggested setting priorities and cutting services using a transparent approach. He also expressed the view that students mobilizing is one way of communicating to the provincial government that institutions in Quebec are underfunded. Senator Dyens assured Senators that SLL will not sacrifice the quality of its services and noted that SLL has the advantage of being self-funded. There are therefore possibilities to increase revenue. However, it would be a collaborative effort and would require time.

6. Report from the Board of Governors to Senate (D15-32)

Senator Zorychta presented this report, which provided a summary of matters reviewed at the October 30, 2015 Executive Committee meeting and the November 26, 2015 Board of Governors meeting, for Senate's information. She mentioned that the open meeting documents for the Board of Governors meetings are available on the Secretariat's website and encouraged all Senators to review the full reports.

7. Other Business

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 4:16 p.m.

END

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