

**Minutes**

Wednesday, January 18, 2017 16-17:05

Minutes of the meeting of Senate held on Wednesday, January 18, 2017 at 2:30 p.m. in the auditorium of the Redpath Museum

**PRESENT**

Bartlett, Joan  
Bayen, Stephane  
Bede, Jacqueline  
Buddle, Christopher  
Campbell, Angela  
Carter, Mindy  
Cleveland, William  
Coderre, Terence  
Cook, Colleen  
Corriveau, Jade  
Covo, David  
Cumming, Julie  
Damha, Masad  
Di Paola, Antonia  
Dow, Alexander  
Dunn, Nicholas  
Dyens, Ollivier  
Elbourne, Elizabeth  
Elstein, Eleanor  
Galaty, John  
Gehr, Ronald  
Ger, Ben  
Geitmann, Anja  
Gold, Richard  
Goldstein, Rose  
Goodridge, Lawrence

Gore, Genevieve  
Grütter, Peter  
Gyakum, John  
Harpp, David  
Hastings, Kenneth  
Hébert, Terence  
Hocevar, Casarina  
Hooton, Brett  
Kartinen, Mari  
Kamen, Amine  
Keita, Charles  
Krupiy, Tetyana  
Lane-Mercier, Gillian  
Larsson, Hans  
Leckey, Robert  
Lennox, Bruce  
Levey, Margaret  
Lowther, David  
Maciasz, Eva  
Magdzinski, Alexandre  
Maioni, Antonia  
Manfredi, Christopher  
Massey, Kathleen  
McCulloch, Mary Jo  
Mineau, Guy  
Mucci, Alfonso  
Nicell, Jim

Nichol, Jarrod  
Oxhorn, Philip  
Perron, Alexandre  
Ponech, Trevor  
Potter, Judith  
Quitoriano, Nathaniel  
Rassier, Dilson  
Richard, Marc  
Riches, Caroline  
Robaire, Bernard  
Russo, Mitchel  
Rogowska, Edyta  
(*Secretary*)  
Saroyan, Alenoush  
Savaria-Carriere, Jerome  
Snider, Laurie  
Snow, Shannon  
Sobat, Erin  
Steinhauer, Karsten  
Stephens, David  
Taylor, Sean  
Voudouris, Nellie  
Waters, Natalie  
Weinstein, Marc  
Winer, Laura  
Yalovsky, Morty

**REGRETS:** Paul Allison, Isabelle Bajoux-Besnainou, Lisa Barg, Yves Beauchamp, Daniel Bernard, Joshua Chin, Stuart Cobbett, Gordon Crelinsten, Elaine Doucette, David Eidelman, Jim Engle-Warnick, Guy Ettlin, Suzanne Fortier, Victor Frankel, Rebecca Fuhrer, Gregor Fussmann, Kalle Gehring, James Gutman, Amanda Holmes, Alex Kalil, Lucyna Lach, Marcelo Lannes, Michael A. Meighen, Amanda Montaque, Felicia Moye, Josephine Nalbantoglu, Ram Panda, Cynthia Price Verreault, Saibal Ray, Fiona Ritchie, Nigel Roulet, Jaaved Singh, Edith Zorychta.

## **SECTION I**

### **1. Approval of Senator Nicell as Chair of the January 18, 2017 Senate Meeting**

In the Principal's absence, the Secretary-General convened the meeting and asked Senate to approve item 2 of the Report of the Steering Committee (Recommendation of Senator Nicell as Chair of Senate for the January 18, 2017 Meeting).

*On a motion duly proposed and seconded, Senate approved the appointment of Senator Nicell as Chair of Senate for the January 18, 2017 meeting.*

### **2. Welcoming Remarks**

The Chair welcomed Senators to the fifth Senate meeting of the 2016-2017 governance year. He explained that Principal Fortier was unable to attend the Senate meeting as she was participating in the World Economic Forum Annual Meeting in Davos. He then 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.

### **3. Memorial Tributes**

There were none.

### **4. Report of the Steering Committee** (16:17-05)

Senate received the Report of the Steering Committee (16-17:05).

*Item 1. Approval of Minutes of Senate – December 7, 2016.*

*Item 2. Recommendation of Senator Nicell as Chair of Senate for the January 18, 2017 Meeting.*

*Item 3. Speaking Rights* Upon approval of the report, speaking rights were granted to Professor Frédéric Bachand, Chair of the Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment, for item IIB1 (Report and Response: Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment) and Professor Dimitrios Berk, Ombudsperson for Students, for item IIB3 (Annual Report of the Ombudsperson for Students).

*Item 4. Approval of the Agenda.*

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

## 5. Business Arising from the December 7, 2016 Minutes

### 5.1 Additional Information Concerning Indirect Costs of Research

In response to Senator Hébert's question regarding indirect costs of research, Senator Goldstein provided the following information:

#### **Federal Indirect Costs Allocation**

For funds received via the Federal Research Support Fund (RSF), 75% remains with central administration and 25% returns to the Faculties. McGill has received approximately \$25 million from the RSF in each of the last three fiscal years (FY14-FY16). For hospital-based research, 80% of the indirect costs from the Federal RSF is transferred to the appropriate research institute. Approximately \$5 million from the RSF allocation is distributed to the Faculties and \$7 million to the affiliated hospitals annually. In addition to their normal 25% share of the Federal RSF, Faculties receive 50% of both the incremental Federal and Provincial indirect cost rates above a baseline (calculated on a 3-year average, currently FY07 to FY09).

#### **Provincial Indirect Costs Allocation**

McGill has received approximately \$18 million each year from the Government of Quebec (*frais indirect de recherche* (FIR). In FY15, the *Ministère de l'Éducation et de l'Enseignement supérieur* (MEES) initiated a reform of the allocation formula related to the provincial indirect costs of research, *les frais indirects de recherche* (FIR). The budget envelope did not change under this reform. Previously, McGill, like other Quebec institutions, received an amount each year based on a formula of various rates, depending on a number of factors, where the type of sponsor was the most important. The reform applies a simplified model where indirect costs are now allocated via two separate mechanisms: (1) administration and other services, which is a fixed rate of 27% on direct research support for eligible funding programs (i.e. *Fonds de recherche du Québec*); and (2) research facilities (based on research space available for research). Quebec no longer provides indirect costs on research funded by foundations and other organizations, which were previously covered (i.e. Accredited Agencies). It is now each university's responsibility to obtain the equivalent indirect costs from non-provincial sources (i.e. the foundations and non-profits previously covered). In FY17, we expect McGill's FIR to be approximately: \$18-19 million for Research Space; \$1-2 million for Research Grants (i.e. administration and other costs, at the 27% rate). When administrative indirect costs are awarded on FRQ grants, they are initially accounted for in each project-specific fund for agency financial reporting purposes. Nevertheless, all provincial indirect costs are then redirected (i.e. clawed back) to an institutional fund under the purview of the Provost and Vice-Principal (Academic).

#### **Indirect Costs on Contracts and Grants from Other Sponsors**

For grants and contracts from sponsors other than Tri-Agency and FRQ, Faculties receive an allocation equivalent to one-third of the overhead revenues. When research takes place at affiliated institutions while the University administers those projects, Faculties receive 30% and hospitals receive 60% of the overhead (the remaining 10% goes to the University). Faculties receive approximately \$2.4 million while hospitals receive about

\$840,000 annually via grants and contracts from sponsors other than Tri-Agency and FRQ.

### **Closing**

Once indirect costs funds are distributed to the Faculties, it is up to each individual Dean to decide how they will be allocated. Comprehensive information about indirect cost allocations, including a breakdown by Faculty, can be found each year in the University Budget Book.

Senator Hébert asked whether the breakdown for indirect cost allocations includes individual amounts. Senator Goldstein responded in the negative, noting that the amounts are listed per faculty only.

Senator Gehr noted that academic staff received an email in mid-December regarding changes to the taxation and status of postdoctoral fellows. He asked why this information was not sent out when professors were preparing their budgets for their postdocs. He also wondered where the extra funds that are now required would come from. Senator Manfredi reminded Senators the University cannot comment on matters related to the ongoing labour negotiations with the postdoctoral fellows. Senator Hastings expressed that labour negotiations were interfering with internal communications, leaving many people uninformed on key matters.

## **6. Principal's Remarks**

Given the Principal's absence, her remarks and kudos were circulated electronically before the meeting. The Chair indicated that any questions could be referred to the Principal at the next Senate meeting.

Her remarks contain the following information:

### **External Relations**

The Annual Meeting of the World Economic Forum is taking place from January 17 to 20, 2017, in Davos, Switzerland. The theme of the meeting is "Responsive and Responsible Leadership." McGill is participating as the only Canadian member of the Global University Leaders Forum and will be presenting an IdeasLab, led by Professors Andy Gonzalez, Elena Bennett, and Graham Macdonald, on the theme "Shaping a Sustainable World."

The Larry and Judy Tanenbaum Family Foundation donated \$20 million to the MNI for the creation of the Tanenbaum Open Science Institute. This gift will serve to facilitate the sharing of neuroscience findings worldwide to accelerate the discovery of leading edge therapeutics to treat patients suffering from neurological diseases.

### **Senior Leadership Appointment**

The McGill University's Board of Governors approved the appointment of Mr. Louis Arseneault as Vice-Principal (Communications and External Relations) for a term

beginning February 1, 2017, and ending June 30, 2022. The Principal thanked Senator Weinstein for his leadership as interim Vice-Principal (Communications and External Relations) as well as the members of the Advisory Committee for the Selection of a Vice-Principal (Communications and External Relations) for their diligence.

### **Provincial Government Relations**

The Principal joined fellow Executive Heads from Quebec universities in a meeting with Minister of Finance Carlos Leitão and Minister of Higher Education H  l  ne David to discuss, among other topics, the need for Quebec to reinvest in its universities.

### **Kudos**

Professor Chao-Jun (CJ) Li (Chemistry) was elected as one of the forty new fellows of The World Academy of Sciences (TWAS). Professor Victoria Kaspi (Physics) was named a Companion of the Order of Canada. McGill alumnus Lorne Trottier (BEng '70, MEng '73, DSc '06) was promoted to Officer of the Order and McGill alumni Katherine Carleton (Mgmt '02), Michael David Dan (PhD '89, medical resident 1992), John Parisella (BA '71, DipEd '73) and Isaac Schiff (BSc '64, MDCM '68) were named as Members of the Order. Professor Barbara Hales (Pharmacology and Therapeutics) is the lead on a Canadian Institutes of Health Research (CIHR) Team Grant, worth \$2 million, for the project "Endocrine Disrupting Chemicals: Towards Responsible Replacements." Professor Henri Darmon (Mathematics) won the 2017 CRM-Fields-PIMS Prize. Professor Gustavo Turecki (Department of Psychiatry and the Douglas Institute) was awarded The Brain & Behavior Research Foundation's NARSAD Distinguished Investigator Grants. Qu  bec Science magazine selected its 10 Discoveries of the Year for 2016 and McGill researchers figured in six of them, with two discoveries led by researchers at McGill (Senator Gr  tter (Physics) and Professor Sylvain Williams (Psychiatry). M  lodie Daoust of the McGill Martlets women's hockey was named female athlete of the year in the team sports category. Finally, the Council for Advancement and Support of Education (CASE), District 1 announced the winners of its 2017 Awards of Excellence, and McGill won the most awards of any institution in Canada.

## **SECTION II**

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

#### **1. Question Regarding University Governance Best Practices**

Senators Ger and Sobat submitted the following question:

Whereas, the McGill University Board of Governors holds "final authority over the conduct of all academic, business, and financial affairs of the University," while the

Senate “exercises general control and supervision over the academic affairs of the institution;”<sup>1</sup>

Whereas, the Senate has undergone several procedural reviews in past years, including through Ad Hoc Committees on the Recording and Transmission of Senate Meetings (2011-12); on the Enhancement of Senate Meetings (2013); to Review the Composition of Senate (2013-2014); and to Review the Livestreaming of Senate Meetings (2014);<sup>2</sup>

Whereas, at its meeting of December 1, 2016, the McGill Board of Governors approved a proposal to create “Community Sessions” at two meetings each year, which will allow community members to submit written questions on topics of interest and to interact directly with Board members;<sup>3</sup>

Whereas, the Students’ Society of McGill University (SSMU) recently released a research report, entitled *A Seat at the Table: An Analysis of the McGill University Board of Governors*, which identifies potential structural and administrative changes that could be made to improve on Board governance.<sup>4</sup>

1. What opportunities exist for Senators, and Senate as a whole, to provide recommendations regarding governance practices to the Board of Governors?
2. Given that the cyclical review process has recently been extended to include administrative units, would the University consider implementing this model for a review of governance bodies?

Senator Manfredi provided the following written response prior to the Senate meeting:

1. The framework set out in the Statutes explains Senate’s role in relation to the Board of Governors and establishes Senate’s ability to submit recommendations to the Board with respect to certain matters. As the question posed relates specifically to opportunities for Senate and Senators to make recommendations to the Board with respect to governance practices, it should be noted that it has been customary for the Board of Governors to receive recommendations from Senate in the course of the Board undergoing extensive governance reviews that implicate the academic mission of the University. In the normal course of proceedings, the Board of Governors and Senate are responsible for establishing rules and regulations governing their own meetings, practices and procedures.

Senate, as a whole, or individual Senators are welcome to provide input to the Board of Governors through formal communications addressed to the Chair of the Board of Governors or the Chair of the Nominating, Governance and Ethics Committee.

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<sup>1</sup> <http://www.mcgill.ca/boardofgovernors/board-governors>

<sup>2</sup> <http://www.mcgill.ca/senate/committeesofsenate/ad-hoc-committees>

<sup>3</sup> [https://www.mcgill.ca/boardofgovernors/files/boardofgovernors/09.\\_gd16-18\\_nge\\_committee\\_report\\_part\\_ii.pdf#page=7](https://www.mcgill.ca/boardofgovernors/files/boardofgovernors/09._gd16-18_nge_committee_report_part_ii.pdf#page=7)

<sup>4</sup> <http://ssmu.mcgill.ca/blog/2016/11/press-release-a-seat-at-the-table-an-analysis-of-the-mcgill-university-board-of-governors/>

Individual Senators are also able to provide feedback to any one of the eight Senators (including the Chair of Senate) who are members of the Board or through Senate representatives or members of Senate who serve on a number of Board Committees. Senators could also refer comments to the Secretary-General for referral to the Board or relevant Board Committee. Individual Senators are invited to contact the Secretary-General for further guidance in this regard.

Senators interested in exploring further the topic of governance practices are welcome to suggest it to the Board's Executive Committee and the Senate's Steering Committee as these bodies have been tasked by Senate and the Board to select, on an annual basis, the topic of the joint Board-Senate meeting. Individual Senators may also submit requests in the form of questions to the Board community sessions<sup>5</sup>. The first session will be held on April 27, 2017.

2. Both the academic unit review process and the more recently implemented administrative unit review process focus on the assessment of the unit's ability to meet its core objectives and priorities through a self-study exercise and site visits by an external review team. This process addresses, among other things, how well the unit is aligned with University priorities, how well it manages its resources, how well it compares to equivalent units at peer institutions, and, with respect to academic units, the scale and scope of faculty members' contribution to scholarship. This process is managed by the Cyclical Unit Review team within the Analysis, Planning and Budget area of the Office of the Provost and Vice-Principal (Academic).

The Board of Governors is the body to which all other areas of the University are ultimately answerable, as it "has final authority over the conduct of all academic, business, and financial affairs of the University."<sup>6</sup> Evaluating university governance by means of a cyclical unit review process would be ill-advised as it would create a situation in which the core units of the University – the Office of the Provost and Vice-Principal (Academic) – would set the scope and terms of a review of the bodies to which it reports, and which are charged, in other contexts, with oversight and approval of the academic and administrative objectives of the University.

The Board of Governors and the Senate are responsible for ensuring proper governance review of their functions and activities. Focused reviews are usually carried out by special purpose committees or standing committees which have been mandated by the Board or Senate. Senate has, in the recent past, established a number of special purpose committees to review various areas of Senate's activities. On the Board side, the function of governance assessment is carried out regularly by the Board's Nominating, Governance and Ethics Committee.

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<sup>5</sup> <https://www.mcgill.ca/boardofgovernors/community-sessions> 16 January 2017.

<sup>6</sup> <http://www.mcgill.ca/boardofgovernors/> 16 January 2017.

Senator Ger asked whether the first community session could be moved to the February 2, 2017 Board meeting as the April meeting is during the exam period. The Secretary-General agreed to take the request under advisement and discuss it with the Chair of the Board.

[\*Secretary's Note: After consultation with the Chair of the Board, the first community session was moved to the February 2, 2017 Board meeting.]

Senator Sobat asked if it would be possible to strike an ad hoc committee to review Board practices. The Secretary-General responded that the Board's Nominating, Governance and Ethics Committee is responsible for the governance review for the Board and its committees, noting that it carries out that function annually. She referred Senator Sobat to the response, which explained how Senators would be able to provide input to the Board, noting that governance requests would be referred to the Chair of the Nominating, Governance and Ethics Committee.

Senator Cleveland expressed concern over the recent rejection of the floor fellows' collective agreement by the Human Resources Committee of the Board following arbitration. He stated that he would like to see a Board that takes community and employee interests into account.

Senator Saroyan asked if the criteria the Board uses for its evaluations can be made available in order for Senators to understand what goals the Board sets for itself and uses to judge its performance. The Secretary-General responded that the information is available on the Board website, noting results from the [latest review](#) were presented at the December 1, 2016 Board meeting.

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

### **Open Session**

#### **1. Report and Response: Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment (D16-31)**

Senator Manfredi presented this item for Senate's information. Professor Bachand thanked all participants of the Open Forum for contributing to the discussion as well as the Office of the Provost and Vice-Principal (Academic) for its support.

Certain Senators had comments and questions regarding the CAMSR Report and the justifications of the decisions that were made by CAMSR. Senator Manfredi reminded Senators that the purpose of the discussion was the report from the Open Forum and his Response, which are based on the terms of reference of the Open Forum.

Senator Sobat asked whether the Provost and Vice-Principal (Academic) would address the concerns reported in section IIa of the Report on the breakdown of trust in the University's administration and governance practices. Senator Manfredi responded that he focused on items that were within the authority of his Office and actionable in the near term, noting that the last two elements of his Response do touch on some of those concerns.



Student Senators expressed interest in moving a motion with respect to this item of business. The Secretary-General noted that no motion was received by Senate and asked for a summary of the issue. Senator Taylor explained that there has been inadequate response to the questions posed with respect to the CAMSR Report by students and other members of the McGill community. He stated that the CAMSR Report lacks credibility as it does not disclose the identities of the experts consulted. He mentioned that the actions of the Board seem to disregard the concerns that many people have about investments in the fossil fuel industry and expressed his disapproval that the CAMSR and Board meetings were held in closed session. He suggested that the Board look at its decision making process and address these concerns in a timely manner.

Student Senators also expressed interest in the Board's Nominating, Governance and Ethics Committee receiving the Report and Response for consideration as it mentions items related to governance practices at the University. The Secretary-General explained that the Terms of Reference of the Open Forum provide that the report be presented to Senate and the Board. Senator Cleveland asked that Senate make recommendations to the Board concerning the Board's governance practices for when it considers the Report and Response. The Chair reminded Senators that the Report and Response are presented for information.

[\*Secretary's Note: The Report of the Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment will contain a correction to clarify, for the record, that the Board of Governors endorsed the recommendations on page 15 of the CAMSR Report, as recommended by CAMSR.]

**2. 477<sup>th</sup> Report of the Academic Policy Committee** (D16-32)

Senator Manfredi presented this report for Senate's consideration.

*On a motion duly proposed and seconded, Senate approved the proposed Professional Development Certificate in Parliamentary Governance.*

*On a motion duly proposed and seconded, Senate approved the proposed B.Eng.; Major in Mining Engineering.*

**3. Annual Report of the Ombudsperson for Students (2015-16)** (D16-33)

Professor Berk presented this Report for Senate's information. He explained the Office of the Ombudsperson for Students offers informal, independent, impartial and confidential dispute resolution services to students. He highlighted that there was an increase in the number of requests for assistance in 2015-16, noting this is not unusual as the number fluctuates from year-to-year. He reported that most cases related to marks/grades and research and thesis supervisors.

Senator Robaire asked if the cases regarding interpersonal issues with thesis supervisors were mostly in one particular faculty and wondered if the Ombudsperson had any advice on how to sensitize professors to minimize this type of issue. Professor Berk responded that the cases did not appear to be specific to any one faculty. He stated that most of the issues with supervisors

end up with Graduate and Postdoctoral Studies, noting that the Dean and the Associate Deans are the ones to resolve issues. The Chair then suggested getting input from Senator Nalbantoglu.

Senator Keita noted that part of the mandate of the Ombudsperson is to make recommendations with respect to University policies, guidelines and procedures affecting students and wondered if he had any recommendations to share. Professor Berk responded in the negative. He explained that he has not noticed any particular issues to address, adding that he consulted with student associations last May and no issues were identified. Senator Hastings suggested adding a paragraph on this subject in future reports, even if there are no recommendations.

Senator Dow asked for clarification with respect to the relationship between the Ombudsperson and the new Senior Equity & Inclusion Officer. Professor Berk responded that the Office of the Ombudsperson does not provide formal mediation and refers cases of harassment, sexual harassment and discrimination to the Senior Equity & Inclusion Officer. Senator Dow commented that concerns have been raised over the new position not being at arm's length from the administration and wondered if it should be co-located with the Office of the Ombudsperson. Senator Campbell responded that the parameters of the position are not fully defined under the *Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law*, noting that the Policy is undergoing review. She stated that the Office of the Ombudsperson and the mandate of the Senior Equity & Inclusion Officer overlap. She mentioned that the Ombudsperson offers services only to students while all members of the McGill community can invoke the Policy. She further explained that the position is currently located within the Office of the Provost and Vice-Principal (Academic) because the Provost is the custodian of the Policy. She stated that harassment assessors are appointed by Senate but she is responsible for providing them with support and training. She mentioned that the new position was created to improve training of assessors, as they can draw on the Senior Equity & Inclusion Officer's expertise. She informed Senators that the position is currently held by Pascale Legros, a member of the Quebec Bar who is trained in mediation. Senator Campbell stated that complainants concerned that the Senior Equity & Inclusion Officer is not at arm's length can choose to speak with one of the 11 assessors appointed under the Policy instead.

#### **4. Annual Report on Research and Innovation (2016)**

(D16-34)

Senator Goldstein presented this report for Senate's information. She explained that the goal of the report is to provide Senators with a high level portrait of McGill's competitiveness in major funding programs, its effectiveness in moving discoveries and advancing inventions from its campuses to the community and commercial market and to highlight the achievements of its researchers and the impact of McGill's research. She noted that this year's report includes preliminary results from a recent survey of McGill researchers on their satisfaction and awareness of Research and Innovation services. Senator Goldstein acknowledged that the report concentrates on funding performance and provides information on innovation metrics, new and strengthened partnerships as well as significant recognition and awards for McGill researchers. She stated that these are all important indicators of McGill's research impact and outcomes.

She highlighted that the University did relatively well in FY15 considering that total federal funding has seen minimal or no growth. She stated that McGill's CIHR, NSERC and SSHRC funding increased by 8.51%, 2.73% and 9.96% respectively. She stated that McGill's market

share in the *Fonds de recherche du Québec* (FRQ) and in each of the *Trois Fonds* has increased over the previous five years. She noted that the report includes the same FY15 data as last year's annual report because updated information has not been released.

Regarding innovation-related measurements captured by the Association of University Technology Managers (AUTM)'s Canadian Licensing Activity Survey for FY15, McGill ranked 1<sup>st</sup> in new patent applications, 2<sup>nd</sup> in invention disclosures and 2<sup>nd</sup> in cumulative active licenses among Canadian universities. Senator Goldstein noted that licensing revenues were unusually high last year due to a certain patent.

She stated that 2016 was an important year for innovation-related initiatives at McGill and mentioned that the University hired its first Associate Vice-Principal of Innovation and Partnerships, a position currently held by Angelique Mannella. Senator Goldstein highlighted that some of AVP Mannella's initial accomplishments include establishing a McGill Startup Space at Notman House, an innovation fellowship and the Compass Startup Legal Clinic.

Senator Quitariano noted that McGill is number one in terms of IT protection in Canada and suggested using the universities outside Canada as a benchmark. Senator Goldstein stated that AVP Mannella will look at top universities in the United States and the world.

Senator Hébert asked how the University plans to help early and mid-career investigators to sustain their research. Senator Goldstein explained that the University advocates for more funding, adding that the survey results may help identify areas where McGill can increase support. She expressed the view that early career investigators are doing well but mid-career investigators may require more support.

Senator Krupiy expressed concern over the \$32,000 minimum wage for postdocs proposed by the University. Senator Goldstein noted that she cannot comment as negotiations are ongoing.

Senator Keita wondered what McGill is doing in terms of community engagement to identify and respond to local issues and the needs of the community. Senator Goldstein responded that it is part of AVP Manella's mandate to bring such programs forward. As an example, she gave the *Quartier de l'innovation*. She also explained that McGill has internship programs for social science and humanities students in not-for-profit organizations and community partnerships with local community. She added that the Office of Innovation and Partnerships has a Director for Innovation and Practice whose mandate is to work on partnerships with local community. Senator Sobat suggested that the Office of Innovation and Partnerships considers supporting initiatives such as at the Centre for Interdisciplinary Research on Montreal (CIRM) and the community-engaged learning projects being coordinated by the SEEDE Office. Senator Goldstein responded that the Office has been working with those projects, noting that it collaborated with University Advancement to bring in a significant donation for CIRM. She stated that more information with respect to community engagement is reported online under the Principal's Priorities.

Senator Grütter asked that impact or output numbers be included in the report going forward. Senator Goldstein responded that her Office is looking into it, especially bibliometrics. She explained that information is available for certain disciplines such as neuroscience and

sustainability but it is difficult to mix the disciplines and find a way of encapsulating the data. Senator Grütter then asked for comparative data from U15. Senator Goldstein responded that it is not currently possible to collect such data.

Senator Elbourne asked if there is a correlation between the greater success of early career researchers and the challenges affecting mid-career researchers. She suggested looking at entry barriers to research and wondered if McGill could commit to overcoming the basic ones. Senator Goldstein stated that McGill has less seed funding than other institutions and there is no evidence that its early career researchers suffer. Senator Grütter commented that he would not be able to hire a single faculty member in the Department of Physics without a generous start-up package. Senator Goldstein clarified that she was commenting on the success of the researchers, noting that attracting faculty to the University is another matter.

**5. Report from the Board of Governors to Senate** (D16-35)

Senator Harpp presented this report for Senate's information. He highlighted that the Board made a number of significant appointments including the appointment of a new Chair of the Board, the reappointments of the Chancellor and the Dean of Medicine as well as the appointments of three new Vice-Principals. He stated that the Board also approved a number of recommendations from Senate including the *Policy against Sexual Violence*, the creation of the School of Population and Global Health and proposed amendments to the Terms of Reference of the Joint Board-Senate Committee on Equity. He informed Senators that the Board will be implementing the practice of holding community sessions.

Senator Gehr wondered who prepared the report and suggested the name of the person be included. The Secretary-General responded that the Secretariat is responsible for drafting the Board Report to Senate.

**6. Other Business**

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 3:57 p.m.

**END**

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