



## Minutes

Wednesday, April 17, 2013 12-13:08

Minutes of the meeting of Senate held on April 17, 2013, at 2:30 p.m. in the Robert Vogel Council Room (Room 232, Leacock Building.)

### PRESENT

Aitken, Ellen  
 Allison, Paul  
 Azmy, George  
 Beheshti, Jamshid  
 Belanger, Laurence  
 Bernard, Daniel  
 Bouchard, Adam  
 Boyer, Daniel  
 Breitner, Leslie  
 Carriere, Segre  
 Cecere, Renzo  
 Cook, Colleen  
 Costopoulos, Andre  
 Covo, David  
 Cuello, Claudio  
 Dedek, Helge  
 Di Grappa, Michael  
 Di Paola, Antonia  
 Dinell, Haley  
 Doucette, Elaine  
 Eidelman, David  
 Ferrie, Frank  
 Galaty, John  
 Gehring, Kalle  
 Gillon, Brendan  
 Goldstein, Rose

Grant, Martin  
 Harman, Christopher  
 Harpp, David  
 Heath, Nancy  
 Hebert, Terence  
 Henry, Evan  
 Hepburn, Allan  
 Hurtubise, Jacques  
 Hynes, Andrew  
 Jonsson, Wilbur  
 Jutras, Daniel  
 Kalil, Alex  
 Kirby, Torrance  
 Kirk, Andrew  
 Kreiswirth, Martin  
 Kucij, Maya  
 Kuzaitis, Ruth  
 Lametti, David  
 Laverdiere, Eric  
 Lennox, Bruce  
 Lowther, David  
 Lu, Catherine  
 Madramootoo, Chandra  
 Manfredi, Christopher  
 Masi, Anthony  
 McCulloch, Mary Jo  
 Mendelson, Morton

Misra, Arun  
 Mooney, Jonathan  
 Munroe-Blum, Heather  
*(Chair)*  
 Nasr, Mo  
 Nystrom, Derek  
 Pekeles, Gary  
 Potter, Judith  
 Price, Cynthia  
 Redel, Josh  
 Richard, Marc  
 Riches, Caroline  
 Roulet, Nigel  
 Schloss, Melvin  
 Sinacore, Ada  
 Thordardottir, Elin  
 Todd, Peter  
 Weinstein, Marc  
 White, Lydia  
 Wolfson, Christina  
 Xu, Boran  
 Zhang, Ji  
 Zidel, Max  
 Zorychta, Edith  
 Strople, Stephen  
*(Secretary)*

**REGRETS:** Stefano Algieri, Stephanie Bachelet, Graham Bell, Andrew Boudreau, Stuart Cobbett, Brian Cowan, Gregory Dudek, Rodrigo Espinosa, Sean Ferguson, Daniel Gagnier, Charles Gale, Peter Grütter, Jimmy Gutman, Shannon Herrick, Ashraf Ismail, Gillian Lane-Mercier, Mark Lefsrud, Olivier Marcil, Mark Michaud, Michael Ngadi, Che O'May, Hélène Perrault, Kathryn Peterson, Avi Rush, Honora Shaughnessy, Laurie Snider, Nikhil Srinidhi, Arnold Steinberg, Martina Stromvik, Isabel Vivas, Morty Yalovsky.

## **SECTION I**

The Chair began by welcoming Principal-Designate Dr. Suzanne Fortier to Senate. On the recommendation of the Steering Committee, Senate granted Dr. Fortier speaking rights to address the chambers. Dr. Fortier told Senate that she was looking forward to beginning her job at an institution with 192-year-old tradition of excellence recognized around the world. She recognized Senate's role in shaping the institution and maintaining its quality, even in the face of underfunding.

Senate applauded Dr. Fortier and her words.

### **1. Resolution on the death of Timothy Head**

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

It is with great sadness that the Faculty of Dentistry announces the tragic and sudden death of Dr. Tim Head on Friday March 22nd. Tim obtained his dental degree from McGill in 1976 and completed the McGill Oral & Maxillo-facial Residency Program in 1980, becoming a Fellow of the Royal College of Dentists of Canada and a Diplomate of the American Board of Oral & Maxillofacial Surgeons in 1983. He became a Faculty Lecturer in the Faculty of Dentistry at McGill in 1980, was promoted to Assistant Professor in 1981 and Associate Professor in 1998. In 1999, he became the Director of the Division of Oral & Maxillofacial Surgery and the Residency Program in that Division and stepped down from that role in 2008. He remained a very active member of the Division of OMFS and the Faculty and the broader dental community until his untimely death. In addition to being a highly active member of the Faculty, Tim was heavily involved in the Canadian Association of OMFS, becoming President in 2000-01. At the time of his death, he remained highly active in leadership roles concerning education in dental implantology, being president of the Canadian ITI-section. He was also a long time examiner for the Royal College of Dentists of Canada.

Apart from this list of professional accomplishments, Tim was a man of wisdom, of respect and of honour. He was a man that no matter the day, rain or shine, always brought a positive energy to his work place. From morning meetings, to emergencies, to long and complicated surgeries Dr. Head was always a colleague to be counted on to do a good job and contribute to the work of the Faculty, his private office or other groups. He was always the man that could. He was always the man that despite the long days cracked a joke or just a smile to reassure the team that he was happy to be alive and to be working with them. Tim Head was the kind of man who would turn to you and say “Life is too short...enjoy yourself!” Well, he enjoyed his life alright. From helicopter-skiing to fishing, days at his farm in Mansonville, to days of cycling and exercising at the gym, Tim Head did it all. He brought his energy with him everywhere he went. He had the gift of leaving people with smiles on their faces. Patients, friends, employees, everyone around him knew that he was good at what he did. He was trusted and well known in the dental community. Dr. Head changed the lives of those around him through his generosity and simplicity of spirit, as well as his skills as an oral and maxillofacial surgeon. A man that was no different than the rest. A man who didn't feel the need to be recognised as special, even though, in many ways, he was. Dr. Head gave his staff a reason to love their job. He gave them encouragement. “Good job today” he would say as he tapped you on the shoulder. A hard day at work never went unnoticed to Dr. Head.

Our thoughts and prayers go out to his family, friends and colleagues during this very difficult time. The Faculty, dental and broader community is in shock and mourns the loss of this mentor and very special man who has touched and enriched the lives of countless people.

## **2. Resolution on the death of Nayana N. Barthakur**

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

Nayana N. Barthakur passed away suddenly and unexpectedly on December 6, 2012. He leaves his wife Dolly, son Ankur (Anne), and daughter Bonnie (Albert) as well as grandchildren Jasmine and Ryan. He is also survived by his brothers and many relatives and friends in India.

Dr. Barthakur was born and raised in Assam, India, in which he remained deeply rooted throughout his life, and which he liked to describe as the Scotland of India. From humble beginnings in his hometown of Dibrugarh, his talent and hard worked took him to a BSc in Honours Physics from Cotton College, Guahati, Assam, in 1956, and a MSc in molecular spectroscopy from Allahabad University in Uttar Pradesh, India, in 1959. After his Master's degree, he came to the University of Saskatchewan to study for his doctorate in atmospheric physics, which was awarded in 1965. Dr. Barthakur returned to India but was disappointed with the opportunities that materialized. In 1966 he accepted a position in the Department of Agricultural Physics at Macdonald College of McGill University. His career progressed as his department evolved; he become Associate Professor in the Department of Agricultural Chemistry and Physics 1970 and Full Professor in the Department of Natural Resource Sciences in 1990. He retired in 2000 and was subsequently appointed Emeritus Professor.

Dr. Barthakur's research interests were wide-ranging and somewhat eclectic. Early in his career he worked with microwaves, in their use as a heat source in experimental studies of heat transfer from plants in wind-tunnel simulations, and in the exploration of possible non-thermal effects of microwave radiation on biological tissue. His subsequent long-term research interests involved the application of radioisotope tracer techniques, often in collaboration with other researchers on and off Campus. Examples include work with entomologists on the tracking of orchard pest pathways through imposed gamma emission, and with Agriculture Canada scientists on the potential of radiation induced mutations in plants ranging from tobacco to roses. An exploratory study on the use of high electric fields on the evaporation of water led to an invitation from the Nestle Company to join a gathering of innovative thinkers at their headquarters in Lausanne to explore new research tracks and led to a sabbatical stay in Japan. His work was published in over 100 refereed journal articles. He was aware that on a campus with relatively small Departments and much cross-disciplinary activity, collaboration is the key to effectiveness. His generous nature and wide range of interests and expertise made him attractive as a collaborator both on and off Campus.

Throughout his career, Dr. Barthakur was a mainstay of teaching in physics and mathematics on the Macdonald Campus, mainly in service courses for students in agriculture and biosystems engineering but including radiation biophysics and the use of radioisotope tracer techniques. He supervised Faculty's 'medium-level hot-lab' and was involved in virtually all tracer work on Campus. His mind and personality were stimulating in a certain creative unpredictability, and he gained a reputation the 'unexpected question' among thesis defence candidates.

Dr. Barthakur was heavily involved in the International Society of Biometeorology, and administered its secretariat from the Macdonald Campus for many years. He especially tried to open its meetings to scholars from less developed countries.

But Dr. Barthakur had interests ranging beyond the scope of his discipline. He was not only familiar with the ancient writings of his culture (in Sanskrit too), but with the sacred writings of other religions, including Christianity and Islam. Coupled with his knowledge of history, he was a cherished and insightful partner in any conversation. Visiting scholars often found themselves surprised by his familiarity with their own culture, insights cultivated by travels all across the globe, both professionally and as a tirelessly curious observer on independent itineraries.

His lifelong quest for knowledge and a love of travel took him around the world, from the Galapagos Islands, Iceland, the Middle East to South Africa, often with detours to his native India. He travelled to places such as Russia or Burma before it became fashionable. No group travel for him, and with unconventional travel modes and aims, he had a wide array of travel stories to retell. He became a local legend for riding his bicycle to campus every day of the year.

Dr. Barthukur's main retirement project was writing for people in his home province in India, Assam. Adapting software in Assamese, he published booklets and magazine articles on subjects ranging from biographies of outstanding scientists or humanitarians, to phenomena such as aging and accounts of his many trips around the globe. It is said that, in Assam, magazine sales increased for issues that included one of his essays.

Dr. Barthukur touched people through his originality, humanity and through an enthusiasm which he never lost. People remembered him and wanted to be remembered to him. He is deeply missed by many.

**3. Report of the Senate Steering Committee** (12-13:08)

*Item 1. Approval of Minutes of Senate.* On motion duly proposed and seconded, Senate approved the minutes of the March 20, 2013 meeting.

*Item 2. Approval of Confidential Minutes of Senate.* The Chair informed Senate that the Steering Committee had reviewed the confidential minutes of the meeting of March 20, 2013 and had approved them on behalf of Senate.

*Item 3. Speaking rights.* On motion duly proposed and seconded, speaking rights were granted to Mr. Jeffrey Ives, director of the Office of the Budget, for item IIB2 (McGill University Budget 2013-2014) and to Ms. Kathleen Massey, University Registrar and Executive Director of Enrolment Services, for item IIB8 (Annual Report on Strategic Enrolment Management).

*Item 4. Topic for the 2013 Joint Board-Senate Meeting.* The Chair informed Senate that the Steering Committee and the Executive Committee of the Board of Governors had selected the topic of Mental Health at the University for the 2013 joint meeting of Senate and the Board.

**4. Adoption of the Agenda**

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

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

The Chair began her remarks by discussing the recently tabled federal budget. While the budget was austere, it included funding for federal granting councils and the Canada Foundation for Innovation, as well as making universities eligible for money from the Building Canada Fund. The Chair told Senate that the federal government had indicated openness to increasing its indirect costs program to adequately support the cost of research. She spoke favourably about the recently announced International Education Strategy, which will facilitate international students' coming to Canada as well as international research collaborations. She added that the U15 would continue to make the case for the contributions of research-intensive universities, recognizing that their relationship with vocational colleges was not zero-sum.

The Chair next provided an update the provincial funding situation, which continued to be in flux. She told Senate that, following the recent Summit on Higher Education, the government had created 5 working groups; McGill has requested a meeting with the chairs of two working groups in order to discuss the University's needs and concerns within the current funding formula. The Chair mentioned the withdrawal of members from CREPUQ and told Senate that the recent challenges would lead to rethinking and reorganizing among associations in the sector, but McGill would reflect before making any commitments.

The Chair ended her remarks by recognizing student achievements. She spoke about this year's Scarlet Key ceremony, which recognizes students who have demonstrated qualities of leadership, unselfishness and perseverance through their outstanding extra-curricular contributions. This year's recipients included former Student Senator Kady Paterson. The Chair also recognized students from the Desautels Faculty of Management who won first prize in the Hult Competition on social entrepreneurship. McGill's project champions turning crickets into safe, affordable food source.

Senator Galaty asked about the potential impacts on CREPUQ as a source for the collection of comparative data. The Chair agreed that this could be an issue and added that she had asked CREPUQ members to maintain its sustainability even if they withdraw.

## **SECTION II**

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

*No questions or motions were submitted.*

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

### **1. ASAP 2012 Implementation Progress Update (deferred from March 20) (D12-55)**

Senator Masi, Provost, delivered this presentation for Senate's information. He provided Senate a review of the major aspects of ASAP 2012, McGill's strategic academic plan. The plan serves as a structure from which other planning activities and resource allocations are derived. The Plan enables the University to coordinate priorities and objectives with new multiyear budget framework and timelines. The Provost explained that, going forward, ASAP 2012 would be used to match performance indicators to strategic objectives and would be used at the Faculty and unity levels to establish priorities and targets. He said that any McGill courses developed for the edX consortium would be governed through the Academic Policy Committee. In response to a question, the Provost explained that the transformation of Active Learning Spaces was one initiative that arose out of the plan. Senator Lu asked whether the scope of the document that they endorsed in October should be scaled back in light of budget cuts. The Provost responded that the document would continue to serve the University's needs.

### **2. McGill University Budget 2013-2014 (D12-56)**

Senator Masi, Provost, presented this item for Senate's information. The Budget had been approved by the Finance Committee of the Board of Governors and would be going to the full Board for approval.

The Provost told Senate that this budget had been developed within a context of uncertainty, with unprecedented challenges due to cuts in funding that left the University with a \$30M operating deficit for the current year. For FY2014, the Provost explained that McGill would be cutting \$43M from its operating budget allocations, resulting in a projected \$10.4M deficit. He told Senate that the cuts were necessary to comply with government mandates and to avoid catastrophic deficit accumulation. The Provost provided details about assumptions underlying McGill's revenues and expenditures for the FY2014 Budget and beyond. He also explained that the situation would lead to a reduction in staffing numbers.

Senators thanked the Provost for his presentation and recognized the work that went into planning the FY2014 budget. The Provost thanked everyone involved in the process.

Senators asked about recent statements regarding the possible closure of libraries, suggesting decisions were made without adequate consultation. The Provost explained that each unit and faculty – libraries included – was allowed to determine how to implement cuts at the local level. Senator Cook, the Trenholme Dean of Libraries, said that final decisions had not been made, adding that she was still gathering input and would consult with all stakeholders, not just librarians.

Senator McCulloch asked what the University would be doing to prevent burnout following the elimination of 300 staff jobs. The Provost and Senator Di Grappa answered that workforce planning was ongoing and the University would work with managers to ensure proper support was in place.

Senator Mooney asked about impacts on student aid. The Provost answered that the trend line had been upward, but might flatten going forward. Senator Mooney also asked about the negative impacts of higher ratios of students to tenure-track professors. The Provost explained that the increased ratio of graduate students to tenure-track professors would be carried out in ways that minimize impacts.

Senator Lu asked about the imbalance in the number of staff in central administration compared to the faculties and whether staffing cuts would rebalance this ratio. The Provost responded that employees paid by a central unit often provided services to the faculties and their students. He added the University was looking at staffing needs and would try to rebalance through workforce planning in order to provide the most appropriate support.

Senator Dinel asked about the impact on teaching and learning provided to students. The Provost answered that there would be cuts to library hours and slight adjustments in course offerings, but McGill's offerings would retain their quality and quantity.

Senator Bernard asked whether the University had considered selling physical assets to offset funding shortfalls. Senator Di Grappa responded that the possibility was being explored, but the University's space needs were an issue.

Senator Redel implored deans and unit heads to continue consultations at the local level, including students. He also said that increases to international student tuition in deregulated programs had been unsustainable and incommensurate with the services provided. The Chair answered that because McGill was forced to give the province additional tuition funds paid by international students for regulated programs, McGill was forced to find revenue wherever it could.

### **3. Revisions to the Code of Student Conduct and Disciplinary Procedures (D12-57)**

Senator White, Associate Provost (Policies, Procedures and Equity), and Senator Costopoulos, Dean of Students, presented this item to Senate for approval. Senator White explained that they had considered all the points raised at the March Senate meeting, but felt that they were already addressed in the revised Code.

In response to a question, Senator Costopoulos explained that the new article 21 allowed disciplinary officers to issue preventative actions to protect a complainant prior to a finding of responsibility.



Senator Mooney asked why students would not be allowed to be represented by lawyers in disciplinary processes. Senator Costopoulos explained that the Code aimed to have the community resolve its own problems and that nothing in the Code prohibited stakeholders from seeking civil or criminal recourse. Senator Lametti said that administrative systems like this one intended to provide a more efficient – but no less fair – framework and added that the Student Advocacy Program volunteers provided outstanding services.

Senator Nasr suggested that the revised Code should not have been brought forward for approval on the first day of exams, since many student Senators were not present to add their voices. The Chair responded that the Senate calendar of business is available and discussed by the Steering Committee, but no objections had been raised. Senator Costopoulos added that this was a starting point since the Code was a living document.

Senator Jutras commended Senators White and Costopoulos for the quality and clarity of the revised Code, which provided a perfect balance between specificity and flexibility. Senator Mendelson asked Senate to recognize the tireless and excellent work of Professor Jane Everett and everyone else who participated in these revisions over the years.

*On a motion duly proposed and seconded, Senate approved the revisions to the Code of Student Conduct and Disciplinary Procedures, to be implemented as of September 1, 2013.*

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

(D12-58)

Senator Masi, Provost, and Senator Di Grappa, Vice-Principal (Administration and Finance), presented this report for Senate's information.

The Provost explained that this document provided a snapshot of the previous year and tracked changes over the last 5 years. He highlighted the University's achievements in terms of academic renewal and diversity among the tenure-track professoriate.

Senator Di Grappa discussed administrative and support staff sections of the Report. He told Senate that the evolving nature of the University and its academics has shifted some staffing needs to institutional-level support, including Teaching and Learning Services and financial services for research grants. He emphasized how, whether located in the Faculties or in the University administration, a primary function of these staff is to facilitate the academic work of professors and the learning environment for our students.

Senator Mooney asked about the much higher growth in graduate student enrolment compared with academic staff, suggesting that this led to fewer interactions. The Provost responded that McGill was below its peers in these ratios and had strategically identified specific departments and professors with the capacity to supervise more students. Senator Kreiswirth agreed that aggregate numbers did not explain the process and added that growth in graduate students had followed an earlier growth pattern among academic staff.

Senator Xu asked whether the University should reduce the number of graduate students to reflect employment patterns. The Provost responded that the University does not expect all graduate students to pursue academic careers, but to gain skills for a wide array of career paths. Senator Kreiswirth added that McGill took employment concerns seriously and conducted surveys of its graduate studies alumni in order to better inform students of career opportunities outside of academia.

**5. Appointment of Assessors under the Policy on Harassment, Sexual Harassment and Discrimination Prohibited by Law (D12-59)**

Senator White, Associate Provost (Policies, Procedures and Equity) presented this item for Senate's approval. Senator Diné asked about assessors' training and qualifications. Senator White answered that assessors were nominated based on fairness and impartiality, and were provided training throughout their term. Senator Wolfson asked whether assessors were evaluated. Senator White responded that they were not at the moment, but the suggestion would be taken under advisement.

*On a motion duly proposed and seconded, Senate approved the appointments of appointment of Professor Danielle Donnelly for a three year term ending August 31, 2016, the reappointment of Professor Ghyslaine McClure for a two year term ending August 31, 2015 and the appointment of Mr. David Syncox for a three year term ending August 31, 2016.*

**6. 446<sup>th</sup> Report of the Academic Policy Committee (D12-60)**

*On motions duly proposed and seconded, Senate approved the recommendations contained in the 446<sup>th</sup> Report of the Academic Policy Committee.*

**7. Report of the Nominating Committee (D12-61)**

The Provost presented the Report of the Nominating Committee for approval. He explained that the proposed Ad Hoc Committee to Review the Composition of Senate had been developed in response to a question at the March Senate meeting and that its membership would be considered at the subsequent Committee meeting.

*On motions duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee.*

**8. Annual Report on Strategic Enrolment Management** (D12-62)

Senator Mendelson, Deputy Provost (Student Life and Learning), presented this report for Senate's information. He thanked Kathleen Massey, Registrar and Executive Director of Enrolment Services, and her team as well as people in the various faculties for their work on this matter. Senator Mendelson explained that the Strategic Enrolment Plan was a working document that was being managed in accordance with McGill's academic priorities.

Senator Bouchard asked whether the University had data on how funding cuts had impacted applications. Senator Mendelson said that no perceptible shifts had occurred in terms of applications, but the University had received questions regarding the impact of the cuts.

Senator Harpp asked whether the University was considering full-dossier admissions. Senator Mendelson answered that the Desautels Faculty of Management had begun a pilot project and the Faculty of Education was considering its own, but nothing University-wide was planned.

**9. Progress Report on Quartier de l'Innovation** (D12-63)

On motion duly proposed and seconded this item was tabled.

**10. Proposed Change of Term Dates for Student Senators** (D12-64)

The Secretary-General presented this item for Senate's approval. He explained that differences in the start dates between students' Senate terms and their student organization terms created issues, including Student Senators graduating before the end of their Senate terms. For these reasons, at the request of the presidents of SSMU and PGSS, the Board of Governors had recently approved a motion modifying the Statutes to align students' terms on the Board with their terms as officers of those student organizations, that is beginning on June 1 and ending May 31 each year.

*On motion duly proposed and seconded, Senate approved establishing student Senators' terms as beginning on June 1 following their election and ending on May 31 of the following year.*

**11. Other Business**

There being no other business to deal with, on motion duly proposed and seconded, the meeting adjourned at 5:50 pm.

**END**

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