

Minutes

Wednesday, October 19, 2016 16-17:02

Minutes of the meeting of Senate held on Wednesday, October 19, 2016 at 2:30 p.m. in the auditorium of the Redpath Museum

PRESENT

Allison, Paul
Bayen, Stephane
Bede, Jacqueline
Bernard, Daniel
Buddle, Christopher
Campbell, Angela
Carter, Mindy
Chin, Joshua
Cleveland, William
Cook, Colleen
Corriveau, Jade
Covo, David
Crelinsten, Gordon
Cumming, Julie
Damha, Masad
Di Paola, Antonia
Dow, Alexander
Dunn, Nicholas
Dyens, Ollivier
Eidelman, David
Elbourne, Elizabeth
Elstein, Eleanor
Fortier, Suzanne
Frankel, Victor
Fuhrer, Rebecca
Fussmann, Gregor
Galaty, John

Gehring, Kalle
Ger, Ben
Geitmann, Anja
Gold, Richard
Goldstein, Rose
Gore, Genevieve
Grütter, Peter
Gyakum, John
Harpp, David
Hastings, Kenneth
Hébert, Terence
Hocevar, Casarina
Holmes, Amanda
Hooton, Brett
Kalil, Alex
Kamen, Amine
Keita, Charles
Krupiy, Tetyana
Lach, Lucyna
Larsson, Hans
Leckey, Robert
Lennox, Bruce
Levey, Margaret
Lowther, David
Maciasz, Eva
Magdzinski, Alexandre
Manfredi, Christopher
Massey, Kathleen

McCulloch, Mary Jo
Montague, Amanda
Mucci, Alfonso
Nalbantoglu, Josephine
Nicell, Jim
Nichol, Jarrod
Panda, Ram
Price-Verreault, Cynthia
Rassier, Dilson
Ray, Saibal
Richard, Marc
Riches, Caroline
Ritchie, Fiona
Robaire, Bernard
Roulet, Nigel
Russo, Mitchel
Rogowska, Edyta
(Secretary)
Snider, Laurie
Snow, Shannon
Sobat, Erin
Steinhauer, Karsten
Stephens, David
Voudouris, Nellie
Weinstein, Marc
Winer, Laura
Yalovsky, Morty

REGRETS: Isabelle Bajeux-Besnainou, Lisa Barg, Joan Bartlett, Stuart Cobbett, Terence Coderre, Elaine Doucette, Jim Engle-Warnick, Guy Ettlin, Ronald Gehr, Lawrence Goodridge, Samantha Gruenheid, James Gutman, Mari Kaartinen, Gillian Lane-Mercier, Marcelo Lannes, Antonia Maioni, Michael A. Meighen, Guy Mineau, Felicia Moye, Philip Oxhorn, Alexandre Perron, Trevor Ponech, Judith Potter, Nathaniel Quitoriano, Jerome Savaria-Carriere, Jaaved Singh, Sean Taylor, Natalie Waters, Edith Zorychta.

1. Approval of the Agenda and Confidential Session

Due to an unforeseen conflict, the Chair of Senate requested that the Senate meeting begin in confidential session to receive the Report of the Honorary Degree and Convocation Committee, thereby amending the order of business on the proposed Senate Agenda. She noted that the rest of the items contained in the Report of the Steering Committee would be presented in Section I of the Agenda.

She also informed Senators that the Report of the Honorary Degree and Convocation Committee would be presented by Senator Manfredi instead of Senator Zorychta. Senate then unanimously endorsed a motion of condolence to Senator Zorychta and her family on the death of her husband, Professor John Richardson (Pathology; Neurology and Neurosurgery, Medicine).

On a motion duly proposed and seconded, Senate approved the recommendation of the Senate Steering Committee to hold a confidential session for the discussion of item IIB11, Report of the Honorary Degrees and Convocations Committee, and approved the Senate agenda, as amended.

Confidential Session

2. Report of the Honorary Degrees and Convocations Committee (D16-18)

Senate moved into confidential session to review the Report of the Honorary Degrees and Convocations Committee (this minute is approved by the Senate Steering Committee and is not published or circulated, but is attached to the permanent minutes of Senate as Appendix A).

SECTION I

1. Welcoming Remarks

The Chair welcomed Senators to the second Senate meeting of the 2016-2017 governance year. She explained that, due to an unforeseen conflict, the meeting started in confidential session for the purposes of considering the Report of the Honorary Degrees and Convocations Committee and thanked Senators and spectators for their understanding.

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. Finally, she reminded Senators that, in accordance with the recommendations from the Ad Hoc Committee to Review the Livestreaming of Senate Meetings, a recording of the livestream would be accessible on the Senate webpage until the meeting minutes are approved at the following meeting.

2. Memorial Tribute for Professor Emeritus Michael Whitehead

Senator Eidelman read the following memorial tribute for Professor Emeritus Whitehead, which Senate subsequently unanimously approved:

It is with great sadness that we inform you of the death of a McGill leader in the care of children with cancer, Professor V. Michael Whitehead, who died September 18, 2016, at the age of 82.

Dr. Whitehead had deep roots in Montreal and Quebec. He attended Selwyn House School, where he later would serve on the board, and Bishops' College. He completed both a Bachelor's and a Master's degree at Christ's College, Cambridge, before returning to McGill to attend medical school. His residency training was in Internal Medicine, followed by clinical and research training in Hematology as a fellow at the Royal Victoria Hospital. During this time, he discovered that the major form of the vitamin folic acid that circulates in the blood, 5-methyltetrahydrofolate, is actually produced in the intestine.

Dr. Whitehead's first appointment in 1966 was at the Montreal General Hospital in Adult Hematology. He remained there until 1977, when he made the move that would define his academic future. He was asked to become Director of Hematology at the Montreal Children's Hospital. He served in that capacity with great distinction until 1999. In 1997, he was named the inaugural Jack Cole Professor in Pediatric Oncology in recognition of both his scientific accomplishments and his involvement in local, national and international research projects.

Dr. Whitehead was a transformational leader at the Montreal Children's Hospital. He was instrumental in increasing the profile of the hospital in the Pediatric Oncology Group, a North American Umbrella group of pediatric oncology centres committed to improving outcomes in children with cancer. He conducted ground-breaking work showing that the chemotherapeutic agent methotrexate could be metabolized by leukemic cells, and that this could affect clinical outcomes. He served as the Scientific Director of the Research Institute of the Montreal Children's Hospital. This was a very exciting time with the growth of the Telethon of Stars. It required administrative work within the walls of the Montreal Children's Hospital, and also a serious involvement with the community at large. In recognition of this, Dr. Whitehead was made an Honorary Governor of the Inter Service Clubs Council and was recognized by the Italian Community of Montreal with the "Lion d'Or Du Mérite."

A superb clinician, clinician-scientist and administrator, Dr. Whitehead was loved by children, their families and his colleagues. His warmth, kindness and generosity of spirit will be greatly missed by all who respected and loved him.

3. Report of the Steering Committee

(16:17-02)

Senate received the Report of the Steering Committee (16-17:02). The agenda, as amended, and the confidential session were already approved at the beginning of the meeting.

Item 1. Approval of Minutes of Senate – September 21, 2016.

Item 2. Speaking rights. Upon approval of the report, speaking rights were granted to Mr. Robert Couvrette, Associate Vice-Principal (Facilities Management and Ancillary Service) for item IIB7, Annual Report from the Senate Committee on Physical Development (2015-16).

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

4. Business Arising from the September 21, 2016 Minutes

There was none.

5. Chair's Remarks

The Chair began her remarks by discussing government relations. She shared that she attended a meeting with Quebec's Minister of Higher Education, other Quebec rectors, and the Deputy Minister of Education as well as a meeting with the Minister responsible for the Montreal region, where she raised the need for a new approach to financing universities in Quebec. She then reported that the Quebec government recently launched consultations with respect to its international strategy. She explained that McGill will be making a submission that calls upon the provincial government to set an ambitious target for attracting and retaining international students, as well as increased support for international research collaboration. She then spoke about the ongoing activity at the Advisory Council on Economic Growth and Science, Technology and Innovation Council (STIC) with respect to the review of fundamental research and on innovation, noting that McGill was well represented during the discussions. On the municipal level, she stated that Mayor Coderre will be visiting McGill's downtown campus this week to view McGill's deferred maintenance needs and challenges, as well as discuss the RVH project. She explained that this visit is part of a larger outreach initiative to engage political leaders and build support for sustainable infrastructure funding.

Regarding external relations, the Chair shared that she participated in the Public Policy Forum's Growth Summit and moderated a panel titled "Established Innovators: Becoming and Remaining a Global Champion". She also mentioned that she participated in the press launch of a new study co-sponsored by the *Chambre de commerce de Montréal métropolitain* and *Montréal International* on the contribution of greater Montreal universities to the Quebec economy. Finally she reported that the Quebec government and *Montréal International* launched a new initiative called "Choose Montreal" geared at encouraging more international students to live and work in Quebec after graduation. She explained that this program came about in part through the advocacy of McGill and its supporters and was part of the Quebec 2016-2017 budget.

The Chair then spoke about Fall Convocation, which is taking place on November 2, 2016 at Place des Arts. She noted that Mr. Bertrand Cesvet and Dr. Johanne Liu will receive honorary degrees and encouraged all Senators to participate and join in congratulating the graduating class.

The Chair concluded her remarks by giving highlights of the kudos circulated prior to the meeting. She congratulated Professor Emeritus Charles Taylor (Philosophy, Arts) on being named the first winner of the \$1 million Berggruen Prize, and third-year McGill medical student Doulia Hamad on receiving the Marty Kelman & Gilda Tanz Medical Hall Of Fame Award. She then shared that the Royal Society of Canada (RSC) honoured Professor John Hall (Sociology, Arts) for his research on capitalism, nationalism and the civil society, and that the Social Science and Humanities Research Council of Canada (SSHRC) recently announced the recipients of its latest round of Insight, Insight Development, and Partnership Grants. She noted that 70 projects led by McGill researchers and a total of 157 McGill-affiliated researchers will be supported by these grants. The Chair was proud to report that Professor Stephen Toope (McGill BCL'83, LLB'83 and former Dean of McGill's Faculty of Law) has been nominated as the 346th Vice-Chancellor of the University of Cambridge and that McGill has earned a Gold rating from the Sustainability Tracking, Assessment & Rating System (STARS). Finally, she shared that McGill Postdoctoral Fellows Kristen Lowitt (Department of Natural Resource Sciences) and Olga Stelmakh (Institute of Air and Space Law) were selected as the World Economic Forum's Global Future Council Fellows and invited to attend the World Economic Forum's Annual Meeting of the Global Future Councils.

The Chair then opened the floor to questions and comments. Senator Richard asked whether the Quebec government has established clear timelines for the review of the funding formula. The Chair responded in the negative, noting that the review has been linked, albeit informally, to a reinvestment into the education sector. In response to Senator Robaire's questions regarding the creation of a *Conseil des Universités*, the Chair confirmed that the Minister of Higher Education intends to form two new councils, one for universities and one for colleges. However, she noted that the mandate of each council remains to be determined by the Minister.

SECTION II

Part "A" – Questions and Motions by Members

1. Question Regarding Engaging the Broader McGill Community on Issues of Importance

Senators Hébert and Quitoriano submitted the following question:

Given the constraints that provincial policies place on McGill, and all universities in Québec, and the difficulties there are in changing them;

Given the importance of convincing the Federal and Provincial governments to sustain and improve funding for universities and research;

Given that sustained lobbying efforts are required to help solve many problems in Québec and Canadian Universities;

Is there some way to engage the broader McGill Community (McGill alumni, parents, donors) on issues that matter to us independently of our requests for direct financial support?

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

McGill is fortunate to have a large community of alumni, parents, donors and friends in positions of influence in government, business, the arts and many other sectors in Montreal, across Quebec and Canada, and around the world. We have developed various mechanisms to engage this community around issues of importance, including those concerns described above, several of which are outlined below.

First, the Principal has convened a group of key Quebec influencers from diverse communities around issues of importance to McGill. These individuals are consulted regularly, and provide valuable insight on how McGill might best advocate for its interests with the provincial and federal governments.

Beyond this roundtable body, the Principal's International Advisory Group (PIAB) was formed in 2012 to advise the Principal and McGill's senior leadership on issues of priority to the University, including revenue pressures. The McGill Alumni Association, Faculty Advisory Boards consisting of senior Faculty-associated volunteers and volunteer Leadership Councils in Montreal, Toronto and other key alumni communities are also engaged on matters of strategic concern to the University.

In a recent example of how we have worked with our community, the advocacy of influential supporters was key in generating a new study co-sponsored by the Chambre de commerce de Montréal métropolitain and Montréal International on the contribution of greater Montreal universities to the Quebec economy. Following the release of the study on October 5th, McGill called on key Quebec-based alumni to promote the study and its findings via their social media channels. Leveraging the power of these influential networks helped spread the message that universities are vital economic drivers in Quebec, and must be supported at competitive levels.

Similarly, on October 4th, the Quebec government and Montréal International launched a new partnership to encourage more international students to live and work in Quebec after graduation. This endeavour also came about in part through the advocacy of McGill and its supporters, demonstrating positive collaboration in another area of key priority for the University.

Going forward, as we continue to work with government to advance McGill's interests, we will be relying even more closely on our communities of supporters as advocates, champions and spokespeople.

Senators Hébert and Quitoriano thanked Senator Weinstein for the response. Senator Hébert stated that the question was seeking input on developing a strategy by which McGill stakeholders (i.e. McGill staff, students, alumni, parents, etc.) could be involved in helping communicate to governments issues that are of concern to McGill. Senator Weinstein undertook

to provide a response at the next meeting. Senator Frankel supported Senators Hébert's comments, adding that he believes there is a lot of interest from students, faculty, staff, and alumni to work together on such an initiative.

[*Secretary's Note: Based on further consultation with Senators Hébert and Quitoriano, and following the Senate Steering Committee meeting, it was agreed that this question would be further discussed at another venue.]

2. Question Regarding Educational Activities and Research on Climate Change

Senators Snow and Sobat submitted the following question:

Whereas, the McGill Bookstore is an important academic resource for students, staff, and faculty members;

Whereas, the former Bookstore location was recently reallocated to the Faculty of Management;

Whereas, Bookstore operations have been relocated to retail spaces on Rue Sherbrooke and Avenue du Parc, in addition to pop-up locations across campus;

Whereas, the new Avenue du Parc location, though technically accessible, is difficult to navigate for students with reduced mobility;

Whereas, student representatives have received complaints regarding the new operation, including but not limited to accessibility issues; the organization and navigation of the physical space; and a lack of stock or pricing information both online and in-store;

- 1) When was the original decision made to relocate the McGill Bookstore, and what was the timeline to execute this change?
- 2) What criteria were used in selecting the new Avenue du Parc location, and what other locations were considered?
- 3) What are the future plans for the McGill Bookstore?
 - a. Are there opportunities to improve the layout of, and access to, the Bookstore space in the short-term?
 - b. What criteria will be used to evaluate the prospect of remaining in this location in the long-term?

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

Senior Administration decided to allocate the McTavish street location, where the McGill Bookstore was formerly located, to the Faculty of Management in the Fall of 2014. The Faculty of Management requires expansion for new teaching space and to accommodate students and staff in the Faculty's Masters programs, as well as undergraduate students.

The move of the Bookstore was scheduled for no later than June 30th, 2016, in order to provide the time needed to find another location for the Bookstore.

Following a study which considered possible scenarios, several locations on Sherbrooke Street and De Maisonneuve Boulevard were explored. The first objective was to find one location to house all of the Bookstore's activities. This could not be achieved. Another objective for the academic portion of the Bookstore's activities was to identify a location on or adjacent to campus which would be accessible to the community and allow for the delivery of course materials to the site. Finally, the location had to ready for the start of classes in September.

There does not appear to be flexibility to change the layout of the Avenue du Parc location. However, to ease congestion at the Avenue du Parc location, temporary pick-up locations (SSMU and McIntyre Medical Building) for online orders were implemented. In addition, online orders can always be picked up at the Avenue du Parc location. There are no plans to remain at the Avenue du Parc location in the long-term. The future plan for the Bookstore is to relocate most of its functions into one location. It is hoped that this will take place within the next two to four years.

Senator Snow thanked Professor Yalovsky for his response. She commented that a wheelchair ramp to access the Bookstore was not installed before the start of classes and there is no automatic door to enter the building. She stated that the online store did not contain up-to-date information and that many items were out of stock. She then asked why there is no flexibility in the layout of the room, noting that the aisles between the stacks of books are narrow, and wondered whether the online system can be improved to allow direct shipping to students. Senator Yalovsky responded that the current layout allows to maximize on space and ensure enough books are available at the high demand periods before each semester. However, he noted he is open to suggestions. He explained that while direct shipping is normally available for items purchased online, it is not possible to do so during the heavy rush periods. In response to Senator Ger's question on the length of the lease, Senator Yalovsky stated that the lease on avenue du Parc is for two years.

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

Open Session

1. Reports of the Academic Policy Committee

1.1 475th Report of the Academic Policy Committee (D16-08)

Senator Manfredi presented this report which contained two items for Senate's consideration.

On a motion duly proposed and seconded, Senate approved the proposed Graduate Diploma in Surgical Innovation, as detailed in Appendix A of Part A of D16-08.

Senator Manfredi then moved to approve the creation of the School of Population and Global Health within the Faculty of Medicine.

Senator Galaxy noted that the Report proposes that the Department of Social Studies of Medicine (SSOM) be amalgamated into a new division within the School of Population and Global Health. He asked whether systematic consultations with SSOM have been carried out and whether its approval has been secured. He wondered if the members of the various units within this proposed division had the opportunity to meet and deliberate on their collective future and whether there has been consultations with the Faculty of Arts and the departments linked to SSOM through shared teaching and graduate programs. Senator Eidelman stressed that no unit is asked to join without its consent and agreement. He added that SSOM would be part of the proposed School under its own terms. He noted that Chair of SSOM, Professor Annmarie Adams, has undertaken to consult further with her department.

Senator Fuhrer asked about the relationship of the proposed School with the School of Public Policy. Senator Eidelman responded that the Schools are considered to be complementary. He stated that there was extensive consultation done and while there is some overlap, there is sufficient differentiation to have both Schools. He explained that the Schools will be collaborating, noting professors from the School of Population and Global Health will be invited to teach in the School of Public Policy and vice-versa.

On a motion duly proposed and seconded, Senate approved, and recommended to the Board of Governors for approval, the creation of the School of Population and Global Health/École de Santé des Populations et de Santé Mondiale, as detailed in Appendix A of Part B of D16-08.

1.2 Annual Report of the Academic Policy Committee (2015-16) (D16-09)

Senator Manfredi presented this item for information. The report outlines the Committee's activities of the past year, and its plans and priorities for the upcoming year.

2. Report of the Senate Nominating Committee (D16-10)

Senator Manfredi presented this report for Senate's consideration. He explained that it contained recommendations to fill vacancies on the Senate Standing Committees, Committees arising out of University Regulations, and an advisory committee.

On a motion duly proposed and seconded, Senate approved the recommendations contained in the Report of the Senate Nominating Committee (D16-10).

3. Proposed Revisions to the *Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff* and to the *Regulations Relating to the Employment of Librarian Staff* (D16-11)

Senator Campbell presented this report for Senate's consideration and moved that it be approved. Senator Robaire expressed concern over removing the tenure review process from the University Tenure Committee for Recruitment (UTCR) and asked for more information regarding the need for the proposed revisions. Senator Campbell explained that it was the view of several recruitment committees, deans and departmental chairs that the UTCR process is slowing down the process for recruitment unnecessarily, especially when recruiting a full professor at a peer institution. She stressed that the new process would be an exceptional measure. She stated that recruitment often occurs in a time-sensitive context but there is no data on whether McGill has lost candidates due to the UTCR process. Senator Robaire noted that the documents indicate that the exception may be used when recruiting a candidate with tenure from "an institution considered equivalent to McGill" and asked how this is determined. Senator Campbell responded that it would probably depend on the discipline in question, adding that the Office of the Provost and Vice-Principal (Academic) will report to Senate within three years on the number of times this mechanism was used and from which institutions the candidates were recruited. Senator Robaire asked if the three year period is a sunset clause. Senator Campbell responded in the negative.

On a motion duly proposed and seconded, Senate approved the proposed revisions to the Regulations Relating to the Employment of Tenure Track and Tenured Academic Staff and to the Regulations Relating to the Employment of Librarian Staff, as presented in D16-11.

4. Discussion: Draft Policy against Sexual Violence (D16-12)

Senator Manfredi presented this item for discussion. He stated that the draft Policy affirms McGill's commitment to survivors of sexual violence. He explained that the aim of the Policy is to ensure support for survivors in a manner that is respectful and confidential and not conditional on initiating a disciplinary or criminal investigation. He noted that a further aim is education of sexual violence and its effects with a view to its prevention. He stressed that the draft policy does not remove or compromise processes currently in place, as established in other University regulations and policies, for investigating and adjudicating reports of sexual violence. He also mentioned that the University is committed to putting the resources in place to support the policy and work in this area.

Senator Manfredi explained that the foundational document was produced by a student working group. He thanked and commended the students for their hard work in developing a draft policy. He noted that Senator Campbell, in her role as Associate Provost (Policies, Procedures and Equity) conducted extensive consultations, and that PGSS and SSMU, with the support of the Office of the Provost and Vice-Principal (Academic), conducted a series of student focus groups.

Senator Cleveland noted that section 7(e) of the draft Policy mentions that the development of an implementation plan will include stakeholder engagement and consultation. He then asked who

the stakeholders are and who will be responsible for the implementation of the Policy. Senator Campbell responded that the Office of the Provost and Vice-Principal (Academic) will be responsible for the Policy and that the stakeholders will be the same groups listed on the Senate cover memo under “prior consultation”.

Senator Frankel asked if consultations with other universities took place and wondered whether the work being done at McGill can be beneficial to other universities. Senator Manfredi responded that sexual violence is a subject of great interest and activity within the Canadian university context. He reported that he has reviewed what other universities in North America have done, noting it was a subject of discussion at the AAU Provosts’ meeting group and of the U15 Provosts’ group. He stated that the intent is that the policy serves the interests of the McGill community.

Senator Leckey applauded the degree of consultation and the balanced reflection of comments in the draft Policy. He also invited Senators to use the presentation of the draft Policy to Senate as an opportunity to communicate within their respective faculties and departments on the issue of sexual violence.

Senator Galaty noted that this policy uses “sexual violence” as an umbrella term and expressed the view that it is preferable to retain everyday usage of language and suggested that the future educational component include actual scenarios of sexual violence in social situations. He then asked for clarification regarding the issue of intoxication. He noted that section 4.1 states that consent cannot occur when a person is rendered incapacitated by alcohol while section 9(e) states that questions with respect to the consumption of alcohol should not be asked. Senator Campbell responded that the purpose of the Policy is not to determine whether an incident has occurred for the purposes of assessing disciplinary actions, investigation or adjudication. Instead, she explained that it sets out the commitment of the University to educating the community and supporting survivors who come forward. She clarified that it is the lack of capacity that renders consent vitiated and not the consumption of alcohol, noting that the definitions of consent and sexual violence were based on Ontario legislation. Senator Snow expressed her support for the term “sexual violence”, adding that it makes the Policy stronger.

5. Report of the Ad Hoc Working Group on Systemic Discrimination (D16-13)

Senator Campbell presented this report for Senate’s information. She highlighted that one of the conclusions reached by the working group members was that, while many tenure-track faculty affirmed that they find McGill a positive and rewarding place to work, several individuals, mostly individuals who are racialized, Indigenous or women, have encountered experiences of discrimination. She reported that a lot of work has already been done to implement the recommendations of the working group. However, she noted that the recommendation to create a formal mentoring program for pre-tenure academic staff would be difficult to do university-wide.

Senator Richard informed Senators that the McGill Library has developed a fairly extensive mentorship program and suggested that Senator Campbell contact the mentorship ambassadors that overlook the program.

Senator Sobat asked if there has been any progress in setting targets and determining a university-wide strategy for working with faculties, departments and human resources to improve the recruitment, hiring and retention of staff and faculty, as discussed at the February 2016 Senate open discussion on employment equity. More particularly, he asked if department level audits are being carried out. Senator Campbell noted that the department level audits are a recommendation within the Report and have been discussed. She explained that it is difficult to implement university-wide strategies because methodologies and cycles for recruitment vary across units. However, she recognized that some units have begun discussing equity and diversity in their annual reports. Regarding targets, she stated they will be discussed at the May Senate meeting during the presentation of the Report on Employment Equity. Senator Sobat asked whether there is a commitment to monitor the implementation of these strategies and review the data. Senator Campbell responded that the data is reviewed every two years when the Report on Employment Equity is presented.

6. University Advancement Annual Report (2015-16)

(D16-14)

Senator Weinstein presented this report for Senate's information. He highlighted that last year, University Advancement raised \$112 million, launched new web platforms, and raised close to \$800,000 on McGill's first-ever giving day (#McGill24). Regarding the bicentennial campaign, he informed Senators that a pre-campaign titled "The Road to 200" was created and five themes were identified: healthy brains for healthy lives; towards a sustainable future; humanity beyond boundaries; and the promise of better health.

In response to Senator Nichol's question regarding the net promoter score, Senator Weinstein stated that the score is 48, which is considered high.

Senator Dow asked how priorities for fundraising are determined and whether fundraising initiatives go towards student groups. Senator Weinstein responded that they are determined by the University, noting that initiatives related to programs are determined by the Provost and Vice-Principal, Academic, and the Deans. He stated that there are several initiatives within the McGill Alumni Association and University Advancement to support students and encouraged students to use McGill's crowdfunding platform. Senator Ger asked for further details regarding the funding for student-led initiatives. As an example, Senator Weinstein mentioned that the McGill Alumni Student Sponsorship Committee, provides funding to support students in the development of special projects of a cultural, athletic or educational nature.

Senator Frankel noted that one of the umbrella themes is sustainability. He expressed the view that it can be used to set ambitious goals for reducing greenhouse gas emissions, notably by buying carbon credits. Senator Weinstein underlined that the themes presented in the report were preliminary themes and may not be the ones put forward when at the start of the campaign.

Senator Elbourne asked if support for teaching can be included within the fundraising campaign. Senator Weinstein responded that it is being considered but it would depend on the needs of each Faculty and stated that there is already a mini-campaign within the Faculty of Law related to teaching. Senator Winer expressed the view that teaching should not always be thought of as anchored in faculties, noting that there is a large infrastructure in place at the University dedicated to supporting teaching across the University.

7. Annual Report from the Senate Committee on Physical Development (2015-16) (D16-15)

Mr. Couvrette presented this report for Senate's information. In response to Senator Sobat's question on deferred maintenance, Mr. Couvrette stated that McGill receives around \$46 million per year for maintenance projects and has borrowed \$300 million for projects. He confirmed that no additional funding will be provided by the government, noting that the choice of priority is therefore very important.

8. Report from the Board of Governors to Senate (D16-16)

Senator Panda presented this report for Senate's information. He highlighted that the Board of Governors approved the appointments of Professor Brenda Ravenscroft as the Dean of the Schulich School of Music for a term beginning July 1st, 2017, and of Professor Christopher Buddle as Dean of Students for a term beginning August 1st, 2016. He also reported that the Board of Governors approved a number of recommendations from Senate, including the recommendation for the creation of the McGill Centre for Islam and Science.

9. Notice of the Joint Board-Senate Meeting: November 10, 2016 (D16-17)

In accordance with the Statutes of McGill University, the Board of Governors and the Senate meet on an annual basis. The Chair reminded Senators that this year's joint meeting would take place on Thursday, November 10, 2016, in the Faculty Club. She noted that the topic of the meeting is "McGill's Sustainability Plans and Initiatives". She encouraged Senators to participate.

10. Other Business

There being no other business to deal with, on a motion duly proposed and seconded, the meeting adjourned at 4:33 p.m.

END

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