

Minutes of Open Session

Thursday, April 25, 2024 23-24 BR:04

Minutes of a meeting of the Board of Governors held on Thursday, April 25, 2024, at 4:00 p.m. at Room 301 of the James Administration Building, and via the Zoom Conferencing Application.

Present:

Ashkir, Alexandre	Headon, Fred	Prando, Diletta
Babinski, Bob	Jabalpurwala, Inez	Rohrbach, Petra
Bajaj, Arun	Matuszewski, Pierre (Vice-Chair)	Saini, Deep (President)
Bertrand, Maryse (Chair)	McCall MacBain, John	Sigler, Jonathan
David, Gregory	Panda, Ram	Tumulu, Satish Kamar
Deckelbaum, Ariel	Paul, Maarika (Vice-Chair)	Zorychta, Edith
D'Iorio, Luciano	Piggott, Adrienne	
Greenwood, Celia		

Regrets: Alan Desnoyers, Samira Sakhia, Joseph Hakim, Lucy Gilbert, Vaishnavi Parey, Amanda Rosenberg.

Secretary-General: Edyta Rogowska, supported by Pietro Mastromatteo (Associate Director) and Emily Barriere (Governance Officer), Secretariat.

Resource Persons: Ms. Diana Dutton, Interim Vice-President (Administration and Finance); Professor Christopher Manfredi, Provost and Executive Vice-President (Academic), Professor Fabrice Labeau, Deputy Provost, Student Life and Learning.

Guests: Professor Martha Crago, Vice-President, Research and Innovation, Ms, Sophie Leblanc, Chief Investment Officer attended for agenda item 10.5 “Report of the Investment Committee Denis Mondou, Associate Vice-President (Facilities Management and Ancillary Services), Cristiane Tinmouth, Associate Vice-President, Financial Services, Richard Martin, Executive Director, Analysis, Planning and Budget, and François Pouliot, Senior Director, Procurement Services, w

9. Chair’s Remarks

Governor Maryse Bertrand, Chair of the Board of Governors, welcomed members to the fourth regular meeting of the Board of Governors for the 2023 – 2024 governance year.

10. Consent Items

On a motion duly proposed and seconded, the Board of Governors approved the following as consent items:

10.1 *Minutes (Open Session) of February 8, 2024*

10.2 *Report of the Nominating, Governance and Ethics Committee*

[GD23-53]

10.6 *Report from Senate*

[GD23-57]

The following items were received by the Board of Governors, as consent items, for information:

10.3	Report of the Committee on Sustainability and Social Responsibility	[GD23-54]
10.4	Report of the Equity, Diversity and Inclusion Committee (EDIC)	[GD23-55]
10.5	Report of the Investment Committee: 2023 SRI Report	[GD23-56]
10.7	Report of the Joint Meeting of the Executive Committee and Senate Steering	[GD23-58]
10.8	Annual Report on Enrolment and Strategic Enrolment Management	[GD23-59]

11. Business Arising from Open Session Minutes

There was none.

12. President's Remarks (Continued)

Professor Deep Saini, President and Vice-Chancellor, began his remarks with an update on government relations, noting that the federal budget had been tabled the previous week. He informed members that it was an ambitious budget that proposed more than \$3B in research spending over the subsequent five years, including significant increases to granting council budgets, and increases to federally funded scholarships and fellowships. He noted that the proposed funding increase was backdated, with a 3% increase in the first year that would increase incrementally to reach 8% over years four and five. The President stated that this funding would bring the annual value of master's scholarships to \$27,000, doctoral student scholarships to \$40,000 and post-doctoral fellowships to \$70,000, and that there would be 1,720 more graduate student scholarships added. He noted that significant investments were also made in major research facilities, including \$399.8M over five years to support TRIUMF, Canada's sub-atomic physics research laboratory, and \$176M over five years, to CANARIE, a national not-for-profit organization that managed Canada's ultra high-speed network. Finally, the president stated that the budget had allocated \$2.4B for AI-enhancement initiatives, including \$2B for upgrading technological infrastructure, and launching the AI Compute Access Fund for immediate support to access computing processing power. He informed members that the administration would review budget documents thoroughly to identify all opportunities for students, faculty, and researchers in relevant funding envelopes.

With regard to the Quebec government, the President noted that, in March 2024, the government had announced major changes to its funding policies. As a result, McGill's anticipated operating revenue would drop by \$9M in FY2025, gradually increasing to a \$37M annual loss in FY2028. He informed members that the \$91M cumulative loss over the FY2025 to FY2028 period assumed that McGill would maintain its current enrolment levels and distribution among the different student populations, but that these projections excluded other potential revenue losses that might occur because of decreased enrolment caused by the French proficiency requirements. The President reminded members that McGill had launched a legal challenge against tuition measures as well as changes to the funding model for international students, and noted that the Provost would speak to impact

of these measures in more detail when he presented the proposed provisional budget 2024-2025 later in the meeting.

With regard to external relations, the President noted that he had attended the spring membership meeting of the Association of American Universities (AAU) in Washington D.C. the previous week, adding that McGill was one of two Canadian universities included, along with the University of Toronto. He noted that participation in such discussion with leading public and private research universities in the United States provided an opportunity for McGill to learn from their experiences.

The President offered selected kudos, beginning by noting that McGill had again ranked among the world's best universities in the latest QS rankings by subject, with three subjects in the global Top 10, seven subjects in the Top 20, 35 subjects in the Top 50, and 47 subjects in the Top 100. He congratulated McGill faculty for their work in keeping the University high in global rankings. He noted that McGill had also earned a platinum Sustainability Tracking, Assessment and Rating System (STARS) rating, the highest possible ranking from STARS, a self-reporting framework for colleges and universities around the world to measure sustainability performance. He added that a celebration had been held several weeks earlier to mark the event and thanked all members of the McGill community who contributed to attaining this rating. The President informed members that two McGill scholars- Henri Darmon (Department of Mathematics and Statistics) and Jonathan Sterne (Department of Art History and Communication Studies) - had been selected as 2024 Guggenheim fellows, among 188 fellows chosen from over 300 applicants. Finally, the President gave kudos to the organizers and volunteers of McGill's solar eclipse viewing events at downtown campus, Gault Nature Reserve, and on the West Island, noting that an estimated 10,000 people had attended the downtown campus event.

13. Annual Report on Research and Innovation

[GD23-60]

Professor Martha Crago, Vice-President, Research and Innovation presented the Annual Report on Research and Innovation.

Professor Crago began by highlighting McGill's recognition of non-traditional research outputs, in alignment with the recommendations stemming from the San Francisco Declaration on Research Assessment (DORA), notably the use of personal or supporting statements as evidence of the impact of individual published articles and other research. She noted that McGill had started involving selected impact stories in its own assessment metrics, as included in the annual report. Professor Crago noted that, in 2023, McGill researchers received 128 major national and international prizes and awards, and that the University had welcomed three new Canada Excellence Research Chairs. She stated that most of McGill's research funding came from federal research councils, adding that McGill was the best-funded university in the province for research. She informed members that McGill ranked third in the U15 for total Tri-Agency funding, and second in funding from the Canada Foundation for Innovation (CFI). Professor Crago noted that McGill was a close second to the University of Calgary with regard to spin-offs and had the highest

percentage of publications in the top 10% of journal percentiles in the U6. In terms of rankings, Professor Crago noted that McGill was third in Canada for the Times Higher Education rankings, second for QS rankings and first in the McClean's rating.

The Board commended Professor Crago for the quality of the report, and for her contributions in her role as Vice-President, Research and Innovation.

14. Board Committee Reports: Part II

14.1 Report of the Report of the Finance and Infrastructure Committee [GD23-61]

Governor Pierre Matuszewski, Chair of the Finance and Infrastructure Committee, assisted by Professor Christopher Manfredi, Provost and Executive Vice-President (Academic), presented the Report of the Finance and Infrastructure Committee for approval arising from the Committee meeting of April 19, 2024.

14.1.1 Proposed Provisional McGill University Budget: 2024-2025

Governor Matuszewski noted that the 2024-2025 provisional budget presentation was the third budget presentation received by the Committee. He stated that, given the uncertainty of revenues accrued from enrolments and the level of Quebec grant revenues to be received by the University in light of changes to the funding policies announced by the Government of Quebec, a provisional budget was being presented, and an approval for a final budget for FY2025 would be presented in fall 2024. He added that this had been done before, during the pandemic. Governor Matuszewski noted that the Committee had also discussed with management budget projections for the next 3-5 years, looking at various scenarios and possibilities.

Professor Manfredi highlighted select parts of the provisional budget presentation, first pointing to the FY2024 revenue and expense forecast compared to the budget approved by the Board. He noted that, the previous fall, when it was projected that McGill was on a deficit path, important corrective measures were taken that ensured that the fiscal year would now be ending on a balanced budget. He addressed additional changes made to funding policies by the Quebec government in March 2024, noting that they would result in a \$9M drop in anticipated operating revenues for FY2025, and which would gradually increase to an annual loss of \$37M by FY2028. He added that the University's enrolment-driven revenue models would need to be rebuilt, and that past budget allocation decisions would need to be revisited. On a positive note, Professor Manfredi stated that the enrolment loss mitigation measures that were been deployed by the University proving successful, and that Fall 2024 enrolment levels overall were projected to be comparable to previous years. Professor Manfredi noted that the baseline assumption for the FY2025 provisional budget, which planned for a \$12M deficit, including a \$10M contingency, was that overall enrolment levels will be comparable to FY2024. He

iterated that critical transformational changes to McGill’s operations would be needed to remedy the University’s fiscal situation and stated that more information would be presented to the Board in the fall.

The Board commended Professor Manfredi and his team, as well as the Finance and Infrastructure Committee, for the excellent work done on the provisional budget in the midst of a difficult situation, and for the clarity of the budget presentation. Professor Manfredi took the opportunity to thank Mr. Richard Martin, Executive Director, Analysis, Planning and Budget, and Ms. Cristiane Tinmouth, Associate Vice-President, Financial Services for their work on this analysis and collaboration, which was echoed by the Board.

The Board approved the following motion:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance and Infrastructure Committee, approved the proposed provisional FY2025 Budget, as presented.

14.1.2 Maximum Short-Term Borrowing Resolution for FY2025

Governor Matuszeski called on Ms. Cristiane Tinmouth, Associate Vice-President, Financial Services, to present, for approval, the annual short-term borrowing limit of \$10 million for the twelve-month period from June 1, 2024 to May 31, 2025.

Ms. Tinmouth noted the University had made an agreement with the *Ministère de l’Enseignement supérieur* (MES) to limit its short-term borrowing limit to \$10M, with the MES waiving the normal requirement for a cash flow substantiating the requested amount She noted that it was unlikely that this limit would need to be increased during the year, but, if needed, a cash flow would be submitted to MES for authorization, followed by a resolution for Board approval.

The Board approved the following motion:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance and Infrastructure Committee, approved a maximum borrowing of up to \$10 million, for the twelve-month period from June 1, 2024 to May 31, 2025.

14.1.3 Project 18-156: McConnell Arena Upgrade

Governor Matuszewski presented a recommendation for approval of Lot 2 for the McConnell Arena Upgrade, noting that the funding required to proceed, based on

tender results, was \$13,689,939, which would bring the total funded budget for the project to \$17.3 million. He noted that the project was funded by the *Ministère de l'Enseignement supérieur* (MES) in the form of a grant from the *Programme de soutien aux infrastructures sportives et récréatives scolaire et d'enseignement supérieur* (PSISRES), with bond proceeds, and with funds provided by McGill Athletics. Governor Matuszewski added that the upgrade would update the Arena's electrical infrastructure, improve and modernize the ventilation and cooling systems, install an HVAC system at the east side of the arena, and install new rink boards.

Governor Maryse Bertrand, Chair of the Board of Governors, informed members that this project has been prioritized due to the availability of the grant from the MES, available uniquely for recreational buildings.

The Board approved the following motion:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance and Infrastructure Committee, approved Lot 2B of Project 18-156: McConnell Arena Upgrade in the amount of \$13,689,939 to bring the total funded budget for this project to \$17.3M.

The Board of Governors also authorized the Interim Vice-President (Administration and Finance), the Associate Vice-President (Facilities Management and Ancillary Services) or the Director, Project Management, to sign contracts and any other agreements with respect to this approval on behalf of The Royal Institution for the Advancement of Learning/McGill University, provided that the total amount of the contracts does not exceed the project's total funded budget amount, and that the contracts are reviewed by Legal Services, as necessary.

14.1.4 Proposed Policy for the Management of Moveable Assets

Governor Matuszewski presented a recommendation for approval of the proposed Policy for the Management of Moveable Assets, noting that the Policy was related to the recently revised Procurement Policy (now known as the Sustainable Procurement Policy), which had been approved by the Board at its meeting of December 14, 2023. He stated that, since the Sustainable Procurement Policy no longer addressed the management of moveable assets, the procedures for this category of assets were addressed in the proposed policy. Governor Matuszewski added that the process to register the University's assets had been underway since 2015, and that the focus was now on the on-going acquisition of new assets. He noted that registering assets and properly managing internal reuse assets was expected to promote savings.

The Board approved the following motion:

On a motion duly proposed and seconded, the Board of Governors, on the recommendation of the Finance and Infrastructure Committee, approved the proposed Policy for the Management of Moveable Assets, as presented.

15. Other Business

There was none.

The meeting ended at 6:29 p.m. and was followed by an in-camera session.

END.

SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON APRIL 25, 2024

1. New Appointments

1.1 Appointment of the Vice-President (Administration and Finance)

The Board approved the appointment of Professor Fabrice Labeau to the role of Vice-President (Administration and Finance) for a five-year, renewable term beginning on June 1, 2024.

1.2 Appointment of the Dean of the Faculty of Education

The Board approved to appoint Professor Vivek Venkatesh to the role of Dean of the Faculty of Education for a five-year, renewable term beginning on June 1, 2024.

2. Report on Promotions and Tenure

The Board approved one appointment to the rank of Full Professor with tenure, one promotion to the rank of Full Professor, and the granting of tenure to one academic staff member.

3. Report of the Nominating, Governance and Ethics Committee

3.1 Reappointment of the Vice-Chair of the Board of Governors

The Board approved the reappointment of Mr. Pierre Matuszewski as Vice-Chair of the Board of Governors of McGill University for a two-year term commencing July 1, 2024 and ending June 30, 2026, with the understanding that he will continue to serve as a member and Vice-Chair of the Executive Committee of the Board.

3.2 Appointment to the Rank of Chancellor Emeritus

The Board approved the appointment of Chancellor John McCall MacBain to the rank of Chancellor Emeritus, effective July 1, 2024.

3.3 Appointment to the Rank of Governor Emeritus

The Board approved the appointment of Mr. Ram Panda to the rank of Governor Emeritus commencing July 1, 2024.