

**Minutes of Open Session**

Thursday, December 13, 2018 18-19 BR:02

---

Minutes of a meeting of the Board of Governors held on Thursday, December 13, 2018 at 4:00 p.m. in room 301 of the James Administration Building, 845 Sherbrooke Street West, Montreal.

---

**Present:**

Babinski, Bob  
Barney, Darin  
Bertrand, Maryse  
Coughlin, Peter  
Critchley, Ronald  
Desnoyers, Alan (*by phone*)  
Fortier, Suzanne  
Généreux, Claude  
Halperin, Stephen (*by phone*)  
Harpp, David  
Hobday, Tina (*by phone*)  
Lotayef, Ehab

Mansdoerfer, Richard (Tre)  
Matuszewski, Pierre  
Meighen, Michael A.  
Minzberg, Samuel  
Murphy, Sean (Observer)  
Nystrom, Derek  
Panda, Ram (Chair)  
Paul, Maarika  
Price Verreault, Cynthia  
Turcotte, Martine (*by phone*)  
Zakrzewski, Helena  
Zorychta, Edith

*Resource Persons:*  
Arseneault, Louis  
Beauchamp, Yves  
Manfredi, Christopher  
Weinstein, Marc  
Rogowska, Edyta  
(Secretary-General)  
Dobie, Kevin  
(Associate Director)  
Duarte, Sandra  
(Governance Officer)

*Guests:* Mr. Bradley Tucker, Executive Director, Analysis, Planning and Budget;  
Mr. Robert Couvrette, Associate Vice-Principal (Facilities Management & Ancillary Services);  
Mr. François Miller, Director of Sustainability  
Professor Robert Leckey, Dean of the Faculty of Law

**Regrets:** Daniel Amon, Michael Boychuk, Samira Sakhia.

**8. Chair's Remarks**

Governor Ram Panda, Chair of the Board of Governors (Chair), welcomed members to the second regular meeting of the Board of Governors for the 2018 – 2019 governance year.

He welcomed and introduced Governor Maarika Paul and also noted her service on the Audit Committee of the Board of Governors.

The Chair announced that, during the closed session, the Board of Governors approved the reappointment of Professor Dilson Rassier as Dean of the Faculty of Education and that his second five-year term would begin on July 1, 2019. The Chair indicated that an official announcement would be made to the McGill community on Friday, December 14.

**9. Consent Items**

Governor Zakrzewski requested that the item 'Report of Nominating, Governance and Ethics Committee' be withdrawn as a consent item. In response, the Chair stated that this Report would be addressed at the time of the Board's consideration of the other Board Committee reports.

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

- *Agenda and Minutes (Open Session) of October 4, 2018.*

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

- Report of the Executive Committee [GD18-16]
- Report of the Investment Committee [GD18-17]
- Report of the Building and Property Committee [GD18-18]
- Report of the Information Technology Committee [GD18-19]
- Report of the Joint Board of Governors and Senate Meeting [GD18-20]

## **10. Business Arising from Open Session Minutes**

The Chair informed members that a motion submitted by Governor Lotayef would be discussed in the context of the Board’s consideration of the Report of the Committee to Advise on Matters of Social Responsibility (CAMSR).

## **11. Principal’s Remarks**

Professor Suzanne Fortier, Principal and Vice-Chancellor, discussed fall 2018 enrolment data, indicating that the total student body had increased by 0.9%, and the total number of degree-seeking students had increased by 1.6%. She mentioned that the percentage of female students stood at 58.3% (up by 0.6%). She then reported that the geographic mix of the student body was 47.9% from Quebec, 21.3% for the rest of Canada and 30.8% international and, that for the first time, China was the top country of origin for international students, surpassing the United States.

Regarding provincial government relations, Professor Fortier reported on her meetings with members of the recently elected Quebec government, including Mr. Jean-François Roberge, Minister of Education and Higher Education and Mr. Éric Girard ('89, B.Com), Minister of Finance.

With respect to funding, Principal Fortier highlighted points from the Government of Canada’s Fall Economic Statement 2018, including proposed additional funds for the Mitacs International Incubators Internships program, and a proposed investment of \$800 million over five years to the Strategic Innovation Fund. With respect to provincial funding, she then indicated that a budgetary surplus was forecasted for 2018-2019, and new initiatives and resources for higher education would likely be announced as part of the 2019-2020 Budget.

The Principal then spoke about community relations, providing an update on the Final Report of the Working Group on Principles of Commemoration and Renaming. She noted that the Report established core principles relating to commemoration, naming, and renaming, which would be applied to the question of renaming the men’s varsity team. The

Principal indicated that she was listening carefully to the diverse viewpoints, insights and suggestions that had been shared and added that in his message to the community last Friday, the Provost shared the Report and invited further comments from across the broader McGill community.

Other community relations activities described by the Principal included her attendance at an event recognizing five new Royal Society of Canada Fellows, six new College of New Scholars, Artists and Scientists Members, and the two McGill medal winners, which were announced in 2018. She also reported that on December 5, the University celebrated the ten-year anniversary of the Life Sciences Complex, and that at this event, she had the opportunity to thank Francesco Bellini and Morris Goodman for their visionary gifts. She also informed members that McGill had officially launched the Bensadoun School of Retail Management on November 16, which was realized thanks to a transformative gift of \$25 million from the Bensadoun Family Foundation and a subsequent contribution of more than \$7.5 million from the School's Founder's Circle. The Principal then reported that the National Bank of Canada contributed \$4 million in support of the Dobson Cup start-up competition. She then mentioned the Ludmer Center Symposium, which was held on November 13 in recognition of the \$10 million gift by the Irving Ludmer Family Foundation in support of the Ludmer Centre for Neuroinformatics & Mental Health. The event highlighted research that was shaping our understanding of the human brain, and the implications for mental health and society. The Principal also mentioned that the Cundill History Prize announced its grand prize winner on November 15.

Principal Fortier then asked Secretary-General to provide an update on the 2018 Centraide Campaign. The Secretary-General stated that the campaign was approaching 75% of the \$500,000 goal, with nearly 700 employees contributing to the campaign so far.

The Principal concluded her remarks with examples of external recognition of members of the McGill community, including the announcement by the Canadian Institute for Advanced Research (CIFAR) of the inaugural cohort of 29 Canada CIFAR AI (CCAI) Chairs, of which six were from McGill. She also mentioned that Arisha Khan, currently studying Comparative Social Policy and Social Entrepreneurship, was named a Rhodes Scholar for 2019 – the 145<sup>th</sup> McGillian to receive this honour. The Principal then informed members that the inaugural recipient of the *Centre culturel islamique du Québec* (CCIQ) Memorial Award was Lina Bensaidane, a third year Law student who was honoured for her work to advance the inclusion of Muslims in Québec and Canadian society. She then mentioned that Marcel d'Entremont, who is currently completing a Graduate Diploma in Performance, was announced the winner of the Wirth Vocal Competition on November 25. The Principal ended her report by reporting that five McGillians were among the 2018 winners of the Prix du Québec, the Quebec Government's top honour for cultural and scientific achievement.

In response to a question from Governor Barney regarding the report released in November 2018 by the Canadian Association of University Teachers (CAUT) regarding the case of Dr. Andrew Potter from the McGill Institute for the Study of Canada (MISC), the Principal stated that the University had different views from the CAUT and noted that academic freedom was a core value of the University. In response to a question regarding the

telecommunications firm Huawei, Principal Fortier stated that the University was monitoring the situation closely.

## **12. Board Committee Reports**

### **12.1 Finance Committee**

[GD18-21]

Governor Pierre Matuszewski, Chair of the Finance Committee, presented the Report of the Finance Committee, arising from its meeting of November 20, 2018. He reviewed with the Board the key matters considered by the Committee at the meeting.

In response to a question regarding the one-year delay for the Royal Victoria Hospital Redevelopment Project (RVH) site master plan, Professor Yves Beauchamp (Vice-Principal (Administration and Finance)), explained that this marked the first time that the *Société québécoise des infrastructures* (SQI) was developing a master plan, and that the SQI had requested additional time to complete the work. He also noted that the original amount of time (13 months) allotted to the SQI to deliver the master plan for the RVH site was very limited, and that it was more realistic for the site master plan to be delivered by January 2021.

Governor Matuszewski then invited the Provost and Vice-Principal (Academic) to present the Budget Planning 2019 – 2020: Report I.

#### **12.1.1 Budget Planning 2019 – 2020: Report I**

Provost and Vice-Principal (Academic) Christopher Manfredi presented an overview of the budget planning exercise for fiscal year 2020 (FY2020). He explained that this was the first of three budget presentations to the Board and that his team was currently developing forecasting models and consulting Faculties about their respective needs. He indicated that last year, at his request, an internal audit was performed on the University's internal budget process, and that its findings identified areas that could be improved to enhance the budget planning process. Professor Manfredi noted that one of the principle expense drivers was the growth in administrative staff.

In response to a question concerning the deregulation of international undergraduate student tuition, the Principal expressed her understanding that the government would honour the new funding policy, and that the University was forecasting revenues as a function of the deregulation policy. In response to a question about what was driving the growth of administrative and support staff, the Provost and Vice-Principal (Academic) stated that his office was working closely with Human Resources to better understand the trend. He also indicated that it was now a requirement for all staff salaries to be fully budgeted for, noting that the accreditation process of programs required significant administrative resources. With regard to University plans on future enrolment, the Provost explained that these were based on the University's Strategic Enrolment Management Plan, which was currently being reviewed. He mentioned that Strategic Enrolment Management

was moved from the Office of the Registrar to the Analysis, Planning and Budget (APB) Team in order to better align enrolment management and revenue projections. The Provost and Vice-Principal (Academic) also noted that increasing the number of students admitted from francophone CEGEPs was a strategic objective identified by McGill.

The Chair informed members that the second budget planning presentation would be delivered at the Board's February 14 meeting and the proposed budget would be presented for approval at the Board's April 2019 meeting.

## **12.2 Committee to Advise on Matters of Social Responsibility Activities [GD18-22]**

The Chair reminded members that at its meeting of October 22, 2018, CAMSR discussed the Senate resolution and determined that it would review the issue of divestment, in the context of recent developments regarding climate change and socially responsible investments (SRI), as related to University endowment investments. He then reported that the Committee had started consultation sessions with members of the community on December 3, 2018, and noted that additional sessions would be held in February 2019.

The Chair then asked Governor Lotayef to speak to the motion he wished to present. Governor Lotayef stated that his motion addressed the timeline of CAMSR's work. He added that members of the McGill community were eager for CAMSR to report to the Board, and that he believed it was important to set a firm deadline for the report to be received by the Board. In a discussion that followed, several members underlined the need to take the necessary time to consider the matter thoroughly. Governor Cynthia Price-Verreault, Chair of CAMSR, acknowledged that a deadline of May, 2019 would be difficult to meet. Governor Paul commented that work done at the *Caisse de dépôt et placement du Québec (CDPQ)* in relation to SRI initiatives spanned a period of two years. Members agreed that it was important to allow some flexibility in the timeline in order to ensure a thorough study of the matter. Based on the discussion, it was agreed that the Committee would put forward its best efforts to submit a report to the Board by end of calendar year 2019.

The CAMSR Chair noted that the Committee would continue to provide updates on its work to the Board and to Senate at future meetings and that information regarding recent activities and plans would be posted on the Secretariat's website.

## **12.3 Report of Nominating, Governance and Ethics Committee [GD18-15]**

The Chair of the Board of Governors invited Governor Zakrzewski to speak to the Report of the Nominating, Governance and Ethics (NGE) Committee, following her request to withdraw it from the consent items. Governor Zakrzewski stated she wished to discuss item 5 of the Report, *Updates to Regulations of the Committees of the Board of Governors*. She expressed concern that one student representative sat on each committee. She stated that her goal was to foster dialogue and reevaluate the issue of student representation on Board committees. The Chair suggested that the NGE Committee was the appropriate venue for this discussion and invited Governor Zakrzewski to express her comments in writing to the

Secretariat. Governor Lotayef asked a question requesting clarification on the selection process for committee members. Governor Minzberg (Chair of the NGE Committee) explained that candidates were chosen based on a skills matrix, which was reviewed annually.

There being no other questions, the Board approved the recommendations Report of the Governance and Ethics Committee, as consent items.

### **13. Annual Reports**

#### **13.1 Annual Report of University Advancement [GD18-23]**

Mr. Marc Weinstein, Vice-Principal (University Advancement) presented the Annual Report of University Advancement (UA), including an overview of the strategic initiatives UA was undertaking in light of the University's upcoming bicentennial celebrations. He stated that Fiscal Year 2018 had been successful for McGill, and also marked the best annual performance for the McGill Fund (which is the annual fund that supports faculties and schools). Vice-Principal Weinstein reported that UA was currently in the active planning phase of the Bicentennial Campaign, which would be launched in the fall of 2019, and was working closely with the Provost, Deans, Faculties and units to identify needs and opportunities. He mentioned that UA was in the process of establishing the Campaign Cabinet and encouraged Board members to be ambassadors of the Campaign.

#### **13.2 Annual Report on McGill Sustainability and Climate Initiatives [GD18-24]**

Professor Yves Beauchamp, Vice-Principal (Administration and Finance), presented the Annual Report on McGill Sustainability and Climate Initiatives. He provided an overview of all initiatives and accomplishments since October 2017 in the areas of governance, research and education, and operations. He also discussed highlights of the Sustainability Project Fund. Principal Fortier informed members that Mr. Francois Miller, Sustainability Director, present at the meeting, had won the Principal's Excellence Award in fall, 2018 (Applause).

### **14. Report from Senate [GD18-25]**

The Principal presented the Report from Senate, arising from meetings held on November 21 and December 5, 2018. She indicated that the Report contained several informational items and two items requiring approval by the Board.

#### **14.1 488th Report of the Academic Policy Committee**

Principal Fortier reported that at the meeting of November 21, 2018, Senate reviewed a recommendation of the Academic Policy Committee for the renaming of the Department of Ophthalmology to the Department of Ophthalmology and Visual Sciences and recommended that it be approved by the Board. She noted that the name change would help recognize the strong research component of the unit alongside its clinical activities and foster increased collaborations between researchers and scientists.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the renaming of the Department of Ophthalmology to Department of Ophthalmology and Visual Sciences.*

#### **14.2 Consolidation of Sustainability Policy and Environmental Policy**

The Principal informed members that Senate approved revisions to the *Sustainability Policy* and the repeal of the *Environmental Policy*. She mentioned that the *Environmental Policy* and *Sustainability Policy* had not been reviewed since approved by the Board of Governors in 2002 and 2010 respectively. The revised *Sustainability Policy* consolidated the two policies, embedding and revitalizing within it, the principles underlying the *Environmental Policy*.

*On a motion duly proposed and seconded, the Board of Governors, on the recommendation of Senate, approved the revised Sustainability Policy, and repeal of the Environmental Policy.*

#### **15. Presentation: Faculty of Law**

[GD18-26]

Professor Robert Leckey, Dean, Faculty of Law, provided an overview of activities, initiatives and developments within the Faculty of Law. He presented data on enrolment, rankings and comparative statistics about the Faculty, as well as information on current initiatives in university advancement and community relations.

Following the presentation, members discussed challenges related to the financial sustainability of the Faculty. In response to a question about the possibility of privatizing the core undergraduate degree program, Dean Leckey responded that this would be a significant cultural shift for the Faculty, which could result in a decrease of Quebec students, thereby impacting the bilingual nature of the Faculty which had become a core part of its identity.

Members thanked Dean Leckey for his work as Co-chair of the Working Group on Principles of Commemoration and Renaming.

#### **16. Other Business**

There was none.

The meeting was adjourned at 7:00 p.m.

**END**

**SUMMARY OF MATTERS CONSIDERED IN CLOSED SESSION OF THE BOARD OF GOVERNORS HELD ON DECEMBER 13, 2018**

**1. Report on Promotions and Tenure**

The Board of Governors approved recommendations concerning promotions.

**2. Recommendation of Advisory Committee**

The Board of Governors approved the reappointment of Professor Dilson Rassier as Dean of the Faculty of Education, for another five-year term commencing on July 1, 2019.

**3. Competitive Tender for the Provision of Food Services**

The Board of Governors authorized the launch of a competitive tender for the provision of food services for McGill University over a five year period beginning June 1, 2019, with a five year extension option. The current concession contract expires on May 31, 2019.