

Present: Jim Fyles (Co-Chair), Martine Gauthier, Axel Hundemer, Vera Romano, Lina Di Genova, John Mac Master, Césarée Morier-Gxoyiya, Dusica Maysinger, Ian Simmie, Isabella Anderson, Isabelle Oke, Jemark Earle, Jenny Ann Pura, Alyssa Wooster, Tre Mansdoerfer, Kyla Hosie (Secretary)

Regrets: Tamara Western, Ahmer (Muhammad) Wali, Freddy Lee

Meeting called to order 10:03

1. Approval of Agenda

The Committee approved the agenda with slight modifications on the order of items

2. Approval of Minutes from September 27, 2017 meeting

J. Mac Master raised a concern regarding the contradiction of McGill students reporting higher suicidality, academic issues and depression versus the assertion that McGill students are not much different (stated on page 2). The minutes will be amended to reflect this change (that these areas of concerns are higher at McGill than other institutions).

3. Business Arising

a. Student Co-Chair

The committee agreed that Isabella Anderson would be the 2017-18 Student Co-Chair.

b. Communication pathways

How far does our communications milieu go? Where we can get information from or disseminate information to?

J. Fyles led the members in an activity where each member drew their own communications milieu/pathway (demonstrating all the activities, projects, committees, etc. that members are involved in).

4. New Business

a. Overview of S2 Budget

Evelina Balut (Director of Operations, Student Services) presented a slide showing the Student Services budget for fiscal year 2018, including salaries, benefits and non-salaries with the following categories:

*Note that the document will be attached to the final version of the minutes.

Health and Wellness

Counselling

Psychiatric

Office of Religious and Spiritual Life



Access and academic support

Office for Students with Disabilities
First Peoples House
International Student Services
Scholarship and Student Aid

Transitions and Engagement

Campus Life and Engagement
Career Planning Service

EDSS & Mac

Office of the Executive Director
Mac Campus

Total S2 budget: almost \$11 million; health and wellness is almost half the budget.

Questions arose on why the information is being displayed this way.

M. Gauthier noted that this is how it has been displayed in the past, but we are open to other ways if you prefer. Need a holistic approach, some groupings aren't so obvious. Instead of 11 separate access hubs, want to create 3-4 hubs; what would that look like?

A request was made to include the trends over the past several years (2-3) so people can see how things have changed. Evelina will come back to the November meeting with the trends over the past couple of years.

J. Fyles: what exactly is Mac Campus referring to?

M. Gauthier/E. Balut: operating budget of Student Services on Mac campus. Administrators (staff) at Mac, then almost each unit has representatives at Mac.

J. Fyles: Mac vs central administration budget isn't separated. Something that emerged from cyclical review was that Mac Campus services needed to be reviewed and we have seen that: (ie increasing the counsellor hours at Mac)

M. Gauthier: Mac students were surveyed to identify their needs/desires ; this helps to drive what we are doing at Mac and it also informs Mac Matters advisory board. It is recognized that there is a need for a medical professional at Mac. We do have some applicants for the nurse practitioner position.

J. Fyles noted the overall budget is in deficit; projects are ongoing to get budget balanced. Question arose with EDP; cost associated with it. How does that work overall in budget?

M. Gauthier: EDP cost between \$300-500K. 8-10% of health and wellness slice.

J. Fyles: what percentage of the budget is in salaries?

E. Balut/M. Gauthier: almost all of it

I. Simmie noted that because collective agreements have built in percentage increases, it is difficult to tell whether or not we are increasing our staff numbers. Has total staff head count increased or decreased?

J. Fyles: How many people have been in discussion regarding unionization, etc? Relatively new development/structure that we have to work within. Challenge for Executive Director but also opportunity for this group to think about how things should be shifted. Good value in being able to bring knowledge from constituencies into this discussion.

M. Gauthier: Unions and our Human Resources system are not set up for services, more set up for academics. S2 struggles with being able to define and post the exact kinds of positions that we need because it doesn't fall into the pre-determined categories that HR has. Some institutions have moved to a new system where they have service orientation positions but not at McGill yet. For example: nurses are in clerical union as HR doesn't allow a separate category for nurses. Struggle to get the salaries that we need to attract the type of professionals that we need. We have done a good job of attracting staff but they do it because they love Student Services, not for the money.

I. Oke: could we see the distribution of casual staff versus regular staff in S2 (trends over the years)?

J. Mac Master: relatively new to academia, as we try to get our head around this, what we should be interested in is effectiveness. Appreciate that Martine asked for the audit. Can talk about budget lots but we would continue to hear the same thing: constraints around everything and lack of resources that seemingly cannot be dealt with (space, etc.). This is a movement in favour of stasis. Can we talk about effectiveness? There is only so much we can do, budgets are finite, and costs go up to retain same staff year to year.

M. Gauthier: completely understand and that is the direction that we are taking. I've been here for 9 months; there hasn't been an emphasis on measuring effectiveness. This is where we need to go in order to decide where to put our resources. Resources have been put in S2 haphazardly. This opportunistic approach is not just McGill, but across Canada. This is changing. How do we assess and evaluate programming to ensure that it is working? As we develop the S2 strategic plan this year, this will be built into the plan (KPIs)

I. Oke noted that efficiency is very relevant to the student perspective. This committee is an opportunity for the students to talk about how they feel their money is being spent.

M. Gauthier: money shouldn't be main priority of committee. Until we get a good handle on the budget, there are a lot of other ways for committee to contribute (ie. strategic plan)

V. Romano: effectiveness shouldn't be imposed on the service, needs to be built into service.

D. Maysinger: students should contribute to establishing criteria of effectiveness. What is effective and what isn't?

M. Gauthier brought up the example of waiting time to see a counsellor, which S2 hears about a lot. Very sympathetic to this but it is impossible to continue to keep increasing our counsellors. Currently 24 FTEs Counsellors and all day, every day, they are seeing students. If students want to be seen immediately or every 2 weeks, how do we build a system to facilitate this? No space and very expensive. This is why we have explored other service delivery models like collaborative care. Adding another 20 counsellors is a lot of money.



A. Wooster expressed that students want to know if their money is being efficiently used. Biggest problem that she has heard is the lack of transparency and students not being aware of what is going on. Working with Mental Health Services for the past 3 years, there have been a lot of positive changes but these changes haven't been communicated to students. How do we emphasize the less used services at McGill? (I.e: Counselling groups are efficient use of counsellor's time and it may be just as effective as individual therapy). Some people don't realize this is an option. Many people aren't aware of groups and other options available to them, are we allocating our time and advertisements efficiently? "Cool" topic for people to hate on S2. Need something to get new students being acquainted with s2.

T. Mansdoerfer: when faculty gets information from S2, it should be a McGill wide initiative. Example: slides on mental health services during midterms - why isn't this happening?

M. Gauthier: very helpful information. We can put together this content in the strategy, perhaps a video.

J. Fyles: question of effectiveness of delivery. What does this look like? To come back to in the future; will bring back at a future mtg.

5. Executive Director's Report

- Starting work on **physical integration of Health Services, Counselling Services and Psychiatric services**. Received 1 million from Rossy Foundation. Goal is one stop shopping for students. Upcoming visioning sessions - anyone interested can contact Kyla.
- **Health and Wellness strategy**. Went to advisory committee and P7. Concerns around negative tone of document. As the gap analysis was undertaken, found that McGill is doing a lot of things across campus for health and wellness but very decentralized and not well known. Currently re-working strategy, going forward with more specific recommendations to support student mental health. Students talked about harassment, discrimination; these are systemic issues, S2 alone cannot deal with them. Next version coming out next Friday then there will be a meeting with advisory committee. Struggling with gap analysis, trying to get a good sample and a bigger picture of what is going on.

I. Oke inquired if the administration has provided any resources for developing the strategy for the entire campus? How much buy in and support the administration has been providing?

M. Gauthier responded that the administration's main focus is on student mental health and they were surprised that faculty and staff were included in the strategy. Martine explained best practices and that only addressing student mental health is a band aid solution, need to address the systemic issues. A lot of buy in for the student mental health and staff, less buy in for faculty. Different constraints for faculty than students. Will be retaining staff and faculty piece but main recommendations will be moving forward on student mental health. In terms of resources, McGill will help fund the Health and Wellness office (Directors position and an administrative position). Also trying to get money for an assessment and evaluation person, student staff, operational budget, money that can be disseminated for projects, etc.

I. Oke: if administration's perspective on this was to address student mental health on campus, why was this framed as a campus wide strategy?



M. Gauthier: my understanding was that it was initially framed as a student mental health strategy, but as the research was done, there was recognition that if we only did a student strategy, we would be behind the ball.

I. Oke asked if the change in framing not from administration but from people working on strategy?

M. Gauthier noted it was from research and the Deputy Provost (SLL).

- **Student Services audit**

The internal audit identified the following high-risk control weaknesses:

- Mandate and strategic planning
- Formalization of processes
- Human resource (HR) processes
- Financial oversight and accountability
- Segregation of Duties (SOD)
- Billing and Accounts Receivable
- Scheduling and Billing software, IT systems
- Contract Management - No contracts with physicians and psychiatrists; big risk for institution and also leads to inequities. General practitioners pay 5% overhead that gives back to University, Psychiatric Services has 1% overhead. GP's are here for a couple of hours a day at the most, our Psychiatrists run clinics out of McGill. Additionally, S2 has no jurisdiction over Psychiatric Services. Legal is dealing with this.

I. Simmie noted that some S2 units were excluded from the audit

M. Gauthier noted that you can share these high level ideas for now and once we put out the summary, you can share that with your constituents

The meeting concluded with each CSS member presenting their “communication milieu”. Pictures of each member’s poster will be in the OneDrive.

The meeting was adjourned at 11:52.

NEXT MEETINGS:

Wednesday, November 29	1:30-3:30	James Admin, 302
Wednesday, January 31	1:30-3:30	James Admin, 301
Wednesday, February 28	1:30-3:30	James Admin, 301
Thursday, March 29	10:00-12:00	TBC