BOARD OF GOVERNORS
9:00 a.m., Thursday, March 1, 2018
Gilmour Hall, Council Room (Room 111)

AGENDA

NOTE: Members who wish to have items moved from the Consent to the Regular Agenda should contact the University Secretariat before the Board meeting. Members may also request to have items moved when the Agenda is presented for approval at the Board meeting.

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

2. NOTICE OF MEETING – February 15, 2018

3. APPROVAL OF THE AGENDA - OPEN SESSION

CONSENT (9:00 a.m.)

4. MINUTES OF PREVIOUS MEETING – December 7, 2017
   (OPEN SESSION)  Approval

5. BUSINESS ARISING (none)

6. REPORTS FOR INFORMATION

   a. McMaster Museum of Art – Annual Report

7. REPORT FROM SENATE  Approval

   a. Correction to Recommended Revisions to SPS A3, “Procedures for Other Appointments (Except in Health Sciences)”

   b. Proposal to Establish the International Society on Thrombosis and Haemostasis – McMaster Chair in Thrombosis and Hemostasis
8. COMMITTEE REPORTS

a. Executive and Governance Committee

   i. Terms of Reference – Associate Vice-President, Equity and Inclusion

MOTION: That items 4 to 8 be approved or received for information by consent.

REGULAR (9:05 a.m.)

9. BUSINESS ARISING (none)

10. COMMUNICATIONS (none)

11. PRESENTATION TO THE BOARD OF GOVERNORS (9:10 a.m.)

   Research Showcase – Presentations

   Name: Mr. Chris Heysel, Director, McMaster Nuclear Reactor

   Name: Dr. John Valliant, Professor, Faculty of Science and CEO, Centre for Probe Development and Commercialization

   Name: Dr. Bruce Gaulin, Director, Brockhouse Institute for Materials Research

   Name: Dr. John Luxat, Professor, Faculty of Engineering and Director, Centre for Advanced Nuclear Systems

12. PRESIDENT’S REPORT TO THE BOARD (10:15 a.m.)

   a. President’s Report to the Board

   b. Minute of Appreciation – Dr. G.M Luxton

13. REPORT FROM SENATE

   a. Proposed Revisions to the Joint Intellectual Property Policy

14. COMMITTEE REPORTS (10:30 a.m.)

   a. Executive and Governance Committee

      i. Board of Governors By-laws – Proposed Revisions

   b. Planning and Resources Committee

      i. Centre for Continuing Education Fees
15. REPORTS RECEIVED FOR INFORMATION (10:45 a.m.)

   a. Report from Health, Safety and Risk Management

16. OTHER BUSINESS (10:50 a.m.)
McMaster University

MINUTES OF THE BOARD OF GOVERNORS
December 7, 2017 at 9:00 a.m.
Council Room, Gilmour Hall

PRESENT: Mr. P. Douglas (Chair), Ms L. Allan, Mr. Q. Broad, Mr. A. Colgoni, Ms. S. Cruickshanks, Dr. P. Deane, Mr. S. Donnelly, Dr. D. Farrar, Mr. D. Feather, Dr. A. Holloway, Mr. D. Horwood, Ms R. Jamieson, Mr. C. Keizer, Dr. R. Kleiman, Mr. C. Leeder, Mr. B. Merkel, Mr. R. Narro Perez, Dr. A. Niec, Mr. K. Nye, Ms J. Pike, Ms J. Rowe, Mr. M. Runciman, Ms F. Samji, Dr. H. Schellhorn, Dr. J. Schertzer, Dr. D. Sloboda, Ms. C. Stefankiewicz, Ms S. Stephenson, Dr. E. Szathmáry, Mr. T. Valeri, Ms C. Garneau (University Secretary), Mr. M. Downard (Associate University Secretary)

OBSERVERS: Mr. R. Couldrey, Ms E. Davies, Ms D. Henne, Mr. C. Ibe, Dr. B. Levy, Dr. P. O’Byrne, Dr. L. Parker, Ms T. Smith, Ms M. Williams

INVITED: Mr. D. Heidebrecht, Manager, Community Engagement
Ms W. McKenna, Assistant Vice-President, Human Resources
Ms P. Michaud, Director, Office of Equity and Inclusion
Ms L. Morine, Associate Director, Health, Safety and Risk Management
Ms S. Sammon, Director, Community Engagement
Mr. S. Van Koughnett, Associate Vice-President (Student Affairs)
Dr. D. Welch, Vice-Provost and Dean, Graduate Studies

REGRETS RECEIVED: Ms E. Alfanous, Dr. R. Baker, Dr. D. Harnish, Mr. E. Onuoha, Mr. N. Skelding, Mr. D. Williamson

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

   Mr. Douglas called the meeting to order, welcoming members to the December meeting of the Board.

2. NOTICE OF MEETING – November 23, 2017

   The Notice of Meeting was circulated on November 23, 2017.
3. APPROVAL OF THE AGENDA – OPEN SESSION

Mr. Douglas noted that no requests had been received to move any items from the Consent to the Regular agenda of the Open Session.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the Open Session agenda for the meeting of December 7, 2017, and that items 4-7 be approved or received for information by Consent.

The Motion was Carried.

CONSENT

4. MINUTES OF THE PREVIOUS MEETING – October 26, 2017 (OPEN SESSION)

Motion:
that the Board of Governors approve the Open Session minutes of the meeting held on October 26, 2017 as circulated.

Approved by Consent

5. BUSINESS ARISING

6. REPORT FROM SENATE

   a. Recommendation to Revise the Terms of Reference for the Professorship in Water Policy and Research

      Motion:
      that the Board of Governors approve the revisions to the terms of reference for the Professorship in Water Policy and Research, as contained in the attached report.

      Approved by Consent
b. Recommendation to Revise Section VIII, Clause 4a, of the Tenure and Promotion Policy

Motion:
that the Board of Governors approve the proposed revisions to Section VIII, Clause 4a, of the Tenure and Promotion Policy, as outlined in the circulated material.

Approved by Consent

7. COMMITTEE REPORTS

a. Planning and Resources Committee

i. Audited Financial Statements of Contributory Pension Plan for Hourly-Rated Employees of McMaster University Including McMaster Divinity College as at June 30, 2017

The material was for information.

ii. Audited Financial Statements of Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College Plan 2000 as at June 30, 2017

The material was for information.

iii. Audited Financial Statements of Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College as at June 30, 2017

The financial statements were provided for information.

iv. Amendments – Contributory Pension Plans for Salaried Employees

Motion:
that the Board of Governors approve Amendment #6 – Contributory Pension Plan for the Salaried Employees of McMaster University Including McMaster Divinity College 2000 (‘Plan 2000’), as contained in Attachment I.

Approved by Consent.
Motion:
that the Board of Governors approve Amendment #3 – Contributory Pension Plan for the Salaried Employees of McMaster University Including McMaster Divinity College (“Original Plan”), as contained in Attachment II.

Approved by Consent.

b. Remunerations Committee

i. Ratification of Collective Agreement – Sessional Faculty

Motion:
that the Board of Governors approve the tentative agreement between McMaster University and the CUPE, Local 3906, Unit 2 (Sessional Faculty and Hourly-Rated Sessional Music Faculty) for a term effective from the date the parties exchange notice of ratification and expiring August 31, 2020, with terms outlined in the report from the Remunerations Committee.

Approved by Consent.

REGULAR

8. BUSINESS ARISING

There was no business arising from the minutes of the meeting held on October 26, 2017.

9. COMMUNICATIONS

There were no communications for the meeting held on December 7, 2017.

10. PRESENTATION TO THE BOARD OF GOVERNORS

Ms Sheila Sammon, Director, Community Engagement, and Mr. Dave Heidebrecht, Manager, Community Engagement, gave a presentation on McMaster’s engagement with the local Hamilton community.

11. PRESIDENT’S REPORT TO THE BOARD

a. President’s Report to the Board

Dr. Deane provided members with an update on McMaster’s work in the area of community engagement. It was explained that a new initiative called CityLab will be launching, which brings together student, academic, and civic leaders to co-create a
stronger Hamilton for all. The work is very exciting and demonstrates the importance
engaging community partners for mutual benefit.

Members were informed about the new Socrates Project that has generously been
supported by a $2 million gift from Chancellor Emeritus, Lynton (Red) Wilson. The
Project will be piloted over the next two years, and seeks to draw on McMaster’s
strength in the arts and humanities. It will also highlight the importance of critical
thinking, creativity, engagement, and other such attributes that will help develop
future leaders.

b. Discussion of Free Speech on University Campuses

Dr. Deane led a discussion on free speech on university campuses. Members engaged
in a conversation about fair and respectful free expression, as well as academic
freedom at McMaster.

12. COMMITTEE REPORTS

a. Executive and Governance Committee

i. Tobacco and Smoke-Free University Policy

At its meeting on December 1, 2017, the Executive and Governance Committee reviewed and approved, for recommendation to the Board of Governors, the proposed Tobacco and Smoke-Free University Policy. It was explained that the proposed policy is in alignment with McMaster’s recent signing of the Okanagan Charter, which committed the University to include health and wellbeing in its strategic planning processes.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the Tobacco and Smoke-Free University Policy, effective January 1, 2018, as recommended by the Executive and Governance Committee.

The Motion was Carried.

b. Pension Trust Committee

i. Statement of Investment Policies and Procedures – Contributory Pension Plan for Salaried Employees of McMaster University

At its meeting on November 20, 2017, the Pension Trust Committee approved the proposed Statement of Investment Policies and Procedures for the Contributory Pension Plan for Salaried Employees. The material
was also reviewed and approved by the Planning and Resources Committee at its meeting on November 23.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the revised Statement of Investment Policies and Procedures for the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College, as shown in Attachment I.

The Motion was Carried.

13. REPORTS RECEIVED FOR INFORMATION

   a. Report from Health, Safety and Risk Management

      Ms Morine provided an overview of the report from Health, Safety and Risk Management.

   b. Office of Equity and Inclusion - Annual Report

      Ms Michaud provided the Board with an overview of the Office of Equity and Inclusion’s annual report.

   c. Enrolment Report

      Mr. Van Koughnett and Dr. Welch discussed McMaster’s undergraduate and graduate enrollment.

14. OTHER BUSINESS

   There was no other business for the Open Session portion of the meeting.
THE INDIGENIZATION OF THE MUSEUM

MCMASTER MUSEUM OF ART
ANNUAL REPORT
SEPTEMBER 1, 2016 – AUGUST 31, 2017
EXECUTIVE SUMMARY

2017 was a milestone kind of year for the MMA: education and information staff were promoted, including some new hires; the N. Gillian Cooper Education Program was launched; The Art of Seeing expanded beyond the Health Sciences and our MOU with the DFM was signed; fabulous on-line and social media platforms took us to the world and invited the world in to participate; The Unvarnished Truth came home to rest following a four venue tour; Living Building Thinking was prepped to head out on the road ... again; A Cultivating Journey was hosted at “home” and then prepped to send out on tour; the final publication in our three-volume collection set was published; the position of Curator of Indigenous Art was made full-time; lighting renovations to all 2nd and 4th floor galleries were completed; vault up-grades were facilitated through a generous grant from the Department of Canadian Heritage; key works were added to the collection; AND we celebrated our 50th birthday!

At the University level, the MMA continues to be directed by the University’s visioning statement Forward with Integrity, its Strategic Mandate Agreement with the province of Ontario and, the Mission/Mandate statement of the University. Meanwhile the Museum’s 2015-2020 Strategic Plan, Cultivating Community Connections, continues to direct our progress with passion, innovation and vision.

Two areas of particularly significant activity at the Museum in the reporting period were the hiring of a Curator of Indigenous Art, and the production of three permanent collection exhibitions.

With respect to Indigenous scholarship, while the MMA has been producing exhibitions and collecting in the area of contemporary First Nations art since 2006, with the addition of an Indigenous curatorial resident in 2015/2016 and, subsequently the extension of that position (from resident to curator) in 2016/2017, the formal Indigenization of the Museum began in earnest in 2017. In 1989, the Task Force on Museums and First Peoples (Assembly of First Nations and Canadian Museums Association) recommended that museums collect and exhibit Indigenous work in partnership with communities. In art museums, this took the form of acquisitions and exhibitions. In 2015, at the Canadian Art Museum Directors Organization (CAMDO) annual general meeting and conference in Whistler, BC, the call from the Indigenous speakers present was for a further shift in practice. In addition to the collection and exhibition of work by artists of Indigenous ancestry, Museums were called upon to recognize the need to make room for Indigenous scholars: curators, art historians, cultural administrators, and so on - in the staff complement of institutions. Only in this way they noted, by bringing Indigenous ways of knowing and practice into the day-to-day operations and management of the (colonial) cultural institution, can significant and lasting change be made.
There are four full-time Indigenous curators in art museums in Canada: at the National Gallery of Canada, the Art Gallery of Ontario, the MMA and, most recently, the MacKenzie Art Gallery (Regina). But a move is afoot: institutions across the country are scrambling to put Indigenous scholars in place, many now beginning to develop residencies. The MMA, with thanks to the Office of the President and Provost for the Residency and, to the Office of the Provost for the extension of the position (to June 30, 2020), have instigated real change on the Canadian cultural landscape.

With respect to the collections, the MMA has one of the best art collections in a university-affiliated art museum in the country. The last, partial, permanent collection publication was produced in 1994. The last full collection publication in 1988. With the assistance of almost half a million dollars in Department of Canadian Heritage funding over the past three years, the Museum has produced three permanent collection touring exhibitions with publications. The final in the three volume set: *A Cultivating Journey: The Herman H. Levy Legacy*, arrived this year (the two previous in 2015 and 2016, respectively). The exhibitions, which have toured to sister cultural institutions across the country, document the significant cultural heritage held in trust for the people of Canada at the MMA/McMaster University.

**ORGANIZATIONAL OVERVIEW**

Our Mission

The McMaster Museum of Art (MMA) engages, educates and enlightens through its innovative exhibitions and public programs while preserving the integrity of its collection. The MMA is a unique meeting place for both the campus and the wider community that aims to provoke people’s understanding of the visual arts with its online and physical presence.

Our Vision

The McMaster Museum of Art will inspire curiosity, expand knowledge, ignite creativity, and enrich people’s lives through an experience with visual arts.

As a university-affiliated, public art museum, the McMaster Museum of Art acquires, preserves, exhibits and interprets a collection of European, Canadian, Inuit and First Nations works of art for the people of Canada. The role of the MMA is twofold: to support the academic mission of McMaster University and to contribute to the discourse on art in Canada.

The MMA resides in a purpose-renovated building located at the centre of McMaster University’s main campus. It comprises 5 galleries, 5 on-site storage vaults, and attendant office and public areas. Specifically, these areas break down as follows: 1,700 net square feet of (non-collection area) public space; 5,000 net square feet of exhibition space; 4,000 net square feet of storage; and 1,200 net square feet of office/administration space. The physical plant of the MMA is maintained by the University proper. The Museum maintains and pays for its own
collections insurance coverage as a sub-set of the University’s larger institutional policy. The Museum maintains comprehensive security coverage in collaboration with an independent provider, Campus Security and the City of Hamilton police force. The Museum has 11 full-time staff: Director, Senior Curator, Curator of Indigenous Art, Collections Administrator, Senior Education Officer, Education Officer, Communications Officer, Preparator, and 3 Information Officers. The Curatorial staff is broadened by the addition of an Honorary Curator of Numismatics and Antiquities, a position currently held by Dr. Spencer Pope, Classics, McMaster University. Various student and community volunteers round out the staff complement at the MMA, helping primarily with educational programming and events.

Of the 40 university-affiliated art galleries/museums nation-wide, the MMA houses one of the top three collections in one of the best facilities in the country. The collection at the MMA numbers 6,000+ works of art and contains important historical, modern and contemporary period works. Highlights of the collection include:

- The Herman H. Levy Collection of Impressionist, Post-Impressionist and Modern work: including paintings by Caillebotte, Courbet, Derain, Marquet, Monet, Pissaro, Sickert, Soutine and Van Gogh;
- the Denner Wallace Collection, the most comprehensive collection of German Expressionist and Weimar period prints in Canada, including works by Barlach, Beckmann, Dix, Kirchner and Kollwitz;
- a significant holding of European Old Master works including 16th to 18th Century paintings and prints from Gosseart to Turner;
- 20th Century European art including modernist and contemporary artists from Duchamp, Nicholson and Rodchenko to Beuys, Kiefer, Kapoor and Richter;
- Canadian art including historical works by Thomson, Milne and the Group of Seven and including contemporary works by Andrews, Astman, Goodwin, Keeley, Maggs and Scherman;
- the Inuit collection with a focus on Cape Dorset prints and sculpture including works by Kenojuak, Pitseolak and Tookoome;
- and Contemporary First Nations Art, including works by artists such as Ash Poitras, Beam, Boyer, Kakegamic and Morrisseau.

The MMA produces on average 8 - 12 exhibitions annually and augments those exhibitions with publications and ancillary programs geared to engage both the campus and broader community audience of the region. Throughout its history, the MMA has actively contributed to the dialogue on contemporary art in its contemporary galleries while maintaining an active research program on the objects in the permanent collection in its collection galleries. The Museum, from its outset, has maintained a “doors open” policy in terms of collections access as well as an active education and public programs component.

The MMA is one among several cultural institutions in the Hamilton area. The City of Hamilton manages several historic buildings and homes – Dundurn Castle, Military Museum, Museum of Steam & Technology, Whitehern Historic House, and a Children’s Museum; as well the City is
home to the Art Gallery of Hamilton as well as the James Street North artists’ district. The MMA attempts to distinguish its contribution to the arts scene in the area by providing programming that is directed toward, on the one hand, scholarly research and on the other hand, interdisciplinary projects. In this way, the collections, exhibitions and programs of the MMA add a perspective on visual culture and society not currently being addressed on an on-going basis elsewhere in the region.

The museum has a national and international community in terms of collaborative exhibition projects and the use of its collections by sister institutions. Works of art from the collection are regularly borrowed by international institutions such as the Belevedere Palace, Vienna, Austria; Tate Modern, Tate Britain, Brooklyn Museum, and Kunsthalle Bremen, Denmark, among others. In Canada, MMA works have been borrowed by the Art Gallery of Hamilton, Winnipeg Art Gallery, Art Gallery of Ontario, Montreal Museum of Fine Arts and the National Gallery of Canada, among others.

(Summary of Organizational Operations, 2007–2017, can be found in APPENDIX A; the Museum’s Strategic Plan, 2015 – 2020: Cultivating Community Connections in Appendix B).

2016/2017 HIGHLIGHTS

ADMINISTRATION
Staff complement
Curatorial

In 2015/2016, the MMA hired an Aboriginal Curatorial Resident thanks to support from the Offices of the President and Provost. The Resident, Rheanne Chartrand (a McMaster Graduate - BA, Classics and Anthropology and, subsequently, with a Masters in Museum Studies from the University of Toronto), was contracted for one year to develop two exhibitions of Indigenous art, an Indigenous music program and, to advise on the day-to-day operations of the Museum. During her residency year, it quickly became apparent that Chartrand’s contribution to the Museum was significant. Her exhibitions were both popular and critical successes; her knowledge of Indigenous history, politics, progress into colonial institutions, and culture, informed both her projects at the Museum and her advice to MMA colleagues with respect to museological practice. Subsequently, in recognizing the truth of, and respecting the recommendations of, the Indigenous scholars at CAMDO’s 2015 AGM where Indigenous infiltration into the day-to-day activities of the museum in Canada were voiced, the MMA approached the Office of the Provost with the intention of making the position of Curator of Indigenous Art at the MMA permanent. Dr. David Wilkinson agreed to the request, noting its alignment with other efforts to Indigenize the University.

The position of Curator of Indigenous Art is currently confirmed until June 30, 2020.*
(* The appointment was confirmed for a 3 year term, the Provost noting that since that is a budget cycle at the University, the Museum can argue for the permanence of the position to the Budget Committee. That is, for the funds required for the position to be made part of the annual allotment to the Museum from the University moving forward. Until June 30, 2020, the funds are coming from the Office of the Provost. (With thanks)).

With the (temporary) permanence of the position confirmed, the role of the Curator of Indigenous Art at the MMA has expanded: exhibitions of contemporary First Nations and Inuit art have been confirmed over the next three years in the exhibition schedule of the Museum; acquisitions of contemporary Indigenous art have been increased; an Indigenous art historical voice has been added to the Museum's/Department of Family Medicine's joint Art of Seeing program (for the training of Family Medicine Residents); educational and public programs with Indigenous content have been significantly expanded at the Museum; and Indigeneity in museological practice has become common practice in the day-to-day operations of the MMA.

The reception, both public and critical, of this shift/addition to the MMA's staff complement has resulted in significant attention the MMA: often, the Hamilton Spectator has made Chartrand's exhibitions front page news, Canadian Art magazine regularly lists her exhibitions as "must sees" for not just a particular week, but for the year!; the announcement of the permanence of the position made national art community news; and attendance at her exhibitions and programs is off the charts! Beyond the Museum, the Curator of Indigenous Art has made significant connections with faculty in the Indigenous Studies Program and future joint projects are in the works. As well, AH 3BB3: First Nations Art in Canada, 1960 - present, previously taught by the Director of the Museum, is now taught by the Curator of Indigenous Art.

In the Hamilton Spectator's recent (January 13, 2018) three page article on 'the Indigenous way," particularly in terms of education in Hamilton, the Curator of Indigenous Art position at the MMA was noted as a progressive move. As a popular liaison between the campus and the community - through public programs and events, tours for schools, formal teaching opportunities, exhibitions, and publications - the MMA is actively and significantly supporting the move to Indigenize the University in very public ways.

**Staff complement**

**Educational**

Over the past several years, the educational component of the MMA's workload has expanded to the extent that a reorganization of the staff complement was required in 2017. Two positions: Operations Assistant and Monitor were terminated. In the first instance, the role of the position is more appropriately covered by other McMaster employees in UTS, Security, and Facilities. In the Monitor role, aspects of the position have been subsumed under new hires.
Three new Information Officer positions were created and filled. These positions have put in place individuals with art and art history degrees who are able to contribute to the educational programs of the MMA: leading tours and workshops and providing research assistance as well as monitoring/guarding in the galleries. As part of this move, the (previous) positions of Education Coordinator and Information Officer have been promoted to Senior Education Officer and Education Officer respectively.

Facilities

The MMA is situated in a purpose renovated building for the collection and presentation of works of art. The Museum has been housed in this facility since 1994. Over the course of the past 24 years, the unique environmental, security and lighting requirements of a cultural institution have functioned well and been well maintained by the University. That said, in 2016 hardware issues began to arise in all areas. The in-gallery lighting systems were degrading, becoming a danger to staff working with them on the change of every exhibition. In addition, their hardware had become obsolete such that broken fixtures, screens and track could not be replaced. In terms of the security system, up-grades were required to an obsolete panel/system in order to make it serviceable but also compatible with the Axiom System used by McMaster Security. As well, all 21 cameras in the Museum were analog (versus the more current digital systems). To date the lighting systems in all galleries have been replaced (covered by deferred maintenance); the security system brought up to contemporary standards (covered by the Office of the Provost); and the environmental fans serving the Museum are on schedule to be repaired/re-built within the next 12 months (this is a deferred maintenance item). It is assumed/understood that these significant facility repairs/up-grades/replacements should serve the Museum for the next 15 - 20 years without significant incident.

Also in 2016/2017, the Museum received a significant grant from the Department of Canadian Heritage to up-grade its storage vaults. The Museum has five collections storage vaults on site. The collection is constantly growing. Storage space is limited. The grant from Canadian Heritage has enabled the Museum to expand its storage spaces through the addition of four new painting screens, two significant bin systems and a textile rack. It is estimated that the new systems will increase the Museum's storage area by 15 - 20%.

Grants & funding

The Museum's funding comes from four sources: University allocation; Museum trusts and endowments; external grants from various sources; and revenue generated through sales and loan exhibitions. In 2016/2017, the Museum received an increase to its three year operating grant from the Ontario Arts Council; the final pay out of two Department of Canadian Heritage Grants for the production of two collection exhibitions; year two funds from Canadian Heritage
for the production of a collection exhibition; and, Canadian Heritage funds for the up-grade of Museum storage vaults.

**COLLECTIONS**
**Acquisitions, Loans**

In the reporting period, the Museum acquired seventeen works of art, primarily Canadian, including works by important artists such as Paul-Emile Borduas, Harold Klunder, Kazuo Nakamura and Tony Urquhart. A large mural by Norval Morrisseau is now permanently hanging in the lobby of the Indigenous Studies Program in Wilson Hall. The latter acquisition was featured in a story in the Hamilton Spectator.

In 2016/2017, the MMA toured nine works from the permanent collection in the exhibition *The Unvarnished Truth: exploring the material history of paintings*. The exhibition documented a research project utilizing equipment, expertise and scholars from McMaster University departments as varied as Anthropology, Biomedical Engineering, Applied Radiation Sciences and the Museum. Initial research was supported by the Office of Research at McMaster. Subsequently a significant grant from the Department of Canadian Heritage supported the production of the exhibition, educational programming, a national tour, a publication, and a virtual inter-active website. In addition to its run at the MMA, *The Unvarnished Truth* toured to the Art Gallery of Alberta, Edmonton (2016), AB; Thunder Bay Art Gallery (2016) and, Agnes Etherington Art Centre, Kingston, ON (2017).

In the reporting period, the Museum loaned works from the collection to the following institutions, at home and abroad: Musee d'art contemporain de Montreal; Migros Museum fur Genenwartskunst, Zurick, Switzerland; Kunstverein, Hamburg, Germany; Musee d'Art Moderne et d'Art Contemporain, Nice, France; Ordrupgaard Museum, Charlottenlund, Denmark; The Govett-Brewster Art Gallery, Aukland, New Zealand; and Campbell House Museum, Toronto, ON and Dundas Museum and Archives, Dundas, ON.

In addition, in terms of works of art/collections, the Museum also supported the commissioning of a work of art at the 2017 iteration of the *Hamilton Super Crawl* and; on campus, the installation of *Basin*, a work by local Hamilton-based artists' collective TH&B. The latter work culminates its two-year site installation in the Museum's Artists' Garden in spring 2018. Additionally, in support of public art on campus, the Museum created a QR Code for its campus sculpture tour, enabling visitors to stroll the campus, using just their phones, to get a detailed intimate tour of the 26 works of public art on campus!

Detailed lists of acquisitions, touring exhibitions and works on loan can be found in appendices C, D and E.
De-Accessioning

At the CAMDO AGM in Halifax, NS, in spring 2014, discussions regarding collections in public institutions and the need for de-accessioning (the conscientious removal of works from institutional collections) took place. The Director of the Art Gallery of Ontario led the discussions and put forward best practices guidelines with respect to process, procedure and forward planning. At the MMA, these ethical practices regarding de-accessioning, along with those of the Canadian Museums Association (CMA) and the International Council on Museums (ICOM, and arm of UNESCO) inform discussions around collection growth and development.

In fall 2016, the MMA brought forward a De-Accessioning Plan to the Museum's Advisory Committee and Acquisitions Sub-Committee. Generally, works are de-accessioned when they do not fall into the collecting mandate of the institution, but may also be de-accessioned if they duplicate existing works (in the case of prints and photo-based works), if they are damaged beyond repair, if the artist is over represented in the collection and/or if they are inferior to other works by the same artist in the collection. Once the decision has been made to de-accession, it must be approved by members of the Acquisitions Sub-Committee and the Advisory Committee (after presentation at three consecutive meetings). It is then incumbent on the curatorial and collections staff of the Museum to make every reasonable effort to contact the donor, donor’s family or estate of same, and obtain their agreement to the de-accession. When applicable, CCPERB (The Canadian Cultural Property Review Board) must also be notified and their approval garnered. Once all approvals are in place, the process then requires that the Museum notify sister Canadian cultural institutions and offer them the opportunity to purchase said work. Other arrangements in addition to purchase, can be made, for instance de-accessioning via trade, exchange or transfer to another cultural institution. Institutions are given an extended period (generally 3 months) in which to notify the MMA of their intentions. Thereafter, the MMA is free to take the work(s) to be de-accessioned to auction for sale in an open market.

As per international ethical museum practice, all monies realized from the sale of de-accessioned works must be used solely for the acquisition of new works of art to the collection.

In 2016/2017, the MMA de-accessioned 5 works: returning a long held portrait work never accessioned, to the Guelph Museum (its original and rightful owner); a landscape painting by American artist, Thomas Hill (the MMA does not collect American art); and several small paintings by Albert Franck, Frank Panabaker, J.W.G. MacDonald and Harold Town. Combined, these sales realized approximately $90,000 toward future acquisitions.
Collections
Holocaust-Era Provenance Research

For several years now, the MMA has been involved in provenance research. Initially, the Museum was one of six Canadian institutions to partner with CAMDO on the development of a research project/ “best practices” guidelines. In 2013, with Canadian Heritage funds secured by CAMDO, provenance researcher Janet Brooke and her assistant visited the six partner institutions, including the MMA. At the MMA, they reviewed 9 paintings from the collection that fell into the period under review. All works were deemed clear.

In spring 2017, the CAMDO Best Practices Guidelines were released. In April 2017, the MMA’s Director and Senior Curator met with President Patrick Deane and Provost David Wilkinson and shared the CAMDO Best Practices Guidelines as well as the provenance research to date at the Museum. Deane and Wilkinson were in full support of the ethical need to facilitate the restitution of looted objects. With respect to the possible loss of a capital asset of the University, Deane took the issue and the Guidelines to the Audit Committee of the Board of Governors in September 2017. From that meeting, a memorandum was written from the Office of the President. The University will adopt the recommendations of the CAMDO Best Practice Guidelines. Moving forward regular up-dates to provenance research at the Museum will be presented to the Advisory Committee who will then provide the Audit Committee with those up-dates where action is required.

Subsequently, the Senior Curator and MMA Collections Administrator have been proceeding with provenance research within the, mostly paper, collection of the museum. To date, four works on paper have been identified as possible looted, stolen or pillaged: Barlach, Munch, Pechstein and Durer. According to stamps on the verso of the works, confirmed through databases of stamps now available on-line, German museums identified as the owners of the first two works have been approached. In the case of the Barlach, communication has taken place and been completed. The museum, having secured another edition of the print after the war, have indicated their desire for the MMA to remain custodian of the work. Documents in the object file will be adjusted accordingly though the museum has requested that label copy when on display not make reference to the history. We await response from the second museum.

Please see memorandum from Patrick Deane to the Audit Committee, McMaster University, regarding Provenance Research Best Practices under Appendix: F.
EXHIBITIONS

The MMA produced 10 exhibitions in the reporting period: five were collection based in whole or part; two were comprised of contemporary Indigenous works; two included the work of local Hamilton-based artists; while one comprised a partnership with Mills Library and another, with the School of the Arts/BFA program. Two of the exhibitions saw the Museum partnering with the various Hamilton arts groups: the Hamilton Arts Council (Stuart Street) and Mills Hardware (King Street East) in one instance and, b contemporary (James Street North) in another.

One of the collection based projects, Living Building Thinking: art & expressionism filled the entire Museum, all five galleries, in the fall of 2016. It also toured in 2015 to the Art Gallery of Alberta, Edmonton's largest public institution and will be hosted at the Vancouver Art Gallery in March 2018. Living Building Thinking presents over 100 works of art from the Museum’s German Expressionist collection, one of the best collections of its kind in Canada. Built over the course of the Museum’s history on campus, the collection is comprehensive, vast and internationally recognized. Thanks to a significant grant from the Department of Canadian Heritage, the exhibition was augmented with a 300+ page publication, fully illustrated and featuring articles from German Expressionist scholars in Canada, the USA and Germany.

Other collection based exhibitions include Wine, Water & Oil, Kipling & Tanabe, Hansler and The Age of Enlightenment. Wine, Water & Oil was curated by Dr. Spencer Pope, McMaster University Classics professor. It continues the on-going research by that department, through Pope and his students, to research the antiquities collection at the MMA. Kipling & Tanabe and Hansler saw the presentation of recent acquisitions to the Museum through the generosity of various donors. The Age of Enlightenment featured the outstanding Conlon Collection of French Enlightenment literature from Mills Library & Archive, along with Enlightenment era prints, drawings and paintings from the collection of the MMA.

The Curator of Indigenous Art’s first two projects at the Museum: Unapologetic: Acts of Survivance and Coyote School featured, in the first instance, a re-consideration of the dynamic and controversial early 1980s period in Indigenous art in Canada and, in the second, a homage to that era through the work of young emerging and mid-career Indigenous artists. The exhibitions were augmented with receptions, artists’ talks, panels, and a musical performance by Indigenous classical composer, singer and pianist Jeremy Dutcher.

In her capacity as Curator of Indigenous Art at the MMA, Chartrand has also found numerous opportunities to take her role beyond our walls, participating in numerous professional development opportunities: attending conferences of her colleagues and peers in the Indigenous art community in Montreal, Ottawa, Winnipeg, Yellowknife and Nunavut. Moreover she has participated as a guest invitee on juries for the City of Toronto, Public Art; the Ontario Arts Council, arts grants; Art Gallery of Guelph, emerging curator grant; Imaginative Film Festival, documentary category; and the Juno Awards, Best Indigenous Music category. This coming year, she has been invited by the Canadian Embassy to be a member of the delegation
of members from Canada’s Aboriginal Curatorial Collective to attend a meeting in Washington, DC.

A full list of 2016/2017 exhibitions is available in Appendix G.

EDUCATION & PUBLIC PROGRAMS

Education programs at the MMA are varied and many. There is a public programs component in which public events are offered to the general public in support of the exhibition program; a public tours and workshops component offered to school and community groups as well as the general public; and a more scholarly component, including formal course work (for credit) and research visits. The public programs and tour components, in the past year, have been aligned under the over-arching umbrella of the N. Gillian Cooper Education Program. The following list details the varied nature of the educational programs offered by the MMA:

- Talks, panels, workshops et al for the general public in association with all exhibitions
- Tour programs for McMaster students (from 45 groups in 16/17)
- Tour programs for campus classes, elementary, middle, high and private schools in the region (from 23 schools in 16/17)
- Tour programs for community groups (from 19 groups in 16/17)
- Formal courses – The Art of Seeing, one of four electives for Residents in the Department of Family Medicine; component of leadership courses at the Centre for Continuing Education, offered to other interested groups as requested
- Formal Course – Museum 101, for high school students
- Formal Course – Good Morning Museum, for seniors
- Individual research appointments for external scholars and students
- + facility for several campus groups – MSU Creativity Circle, MSU Open Circle, Student Accessibility Services, Graduate Students/Year of Creativity, Onsite (student art journal)
- Museum provides special programs for several campus initiated events throughout the academic year: Alumni Weekend, New Marauder Orientation, Clubsfest, Healthy Workplace Fair, Student Mental Health Awareness Week, May @Mac, etc; as well as broader based community events: Hamilton Arts Week, National Culture Days, International Slow Art Day, Hamilton Winterfest, Supercrawl and so on.

The Art of Seeing, the Museum’s joint visual literacy program with the Department of Family Medicine continues to expand its reach. In 2016/2017, the program served Family Medicine for their Resident Education Course, as well as for their faculty Development and Research Days. It was also presented as a component of the Strategic Leadership program at the Centre for Continuing Education, to a group of Emerging Health Leaders and is being adapted to a cultural sensitivity training program at Six Nations for the Family Medicine Clinic.
Please refer to the following appendices for detailed statistics:

Appendix H: Tour Groups, including campus, school and community
Appendix I: Educational Programming in Support of Campus and Community Events
Appendix J: Digital/On-Line Education

MEDIA COVERAGE, SOCIAL MEDIA, DIGITAL OUTREACH

The Museum continues to enjoy some of the highest attendance figures for a university-affiliated gallery. In the recording period, 27,005 visitors came through the doors (this does not include visitors to MMA touring exhibitions at other institutions (*The Unvarnished Truth* tour to Edmonton, Thunder Bay and Kingston; Liss Platt at b contemporary, James Street North, Hamilton and, the Paul Cvetich Talk at Mills Hardware, King Street East, Hamilton).

In terms of virtual visitors, the Museum recorded the following statistics: website, 70,951 page views; e-museum (online collection database) 58,910 page views; *The Unvarnished Truth* website, 10,098 page views; Youtube Channel, viewed by 29,575 visitors; the digital campus sculpture walking tour (via QR Code), 309 views to date (launched in March 2017). The Museum has 1,256 subscribers to our e-invite, 1,646 Facebook friends, 3,206 Twitter followers and, 812 Instagram followers.

Detailed numbers regarding attendance figures (real and virtual), as well as social media demographics/statistics can be found in Appendix K.

In terms of media coverage, the Museum received the following coverage: forty print articles; eight broadcast (four TV, four radio); and eleven digital/blog reviews. A detailed listing of all spots can be found in Appendix L.
APPENDICES

Appendix A: On-going Achievements

Appendix B: Strategic Plan, 2015 – 2020: *Cultivating Community Connections*

Appendix C: Acquisitions

Appendix D: Exhibitions on Tour

Appendix E: Works of Art on Loan

Appendix F: Memorandum on Provenance Research Best Practices (Holocaust Era)

Appendix G: Exhibition Program, September 1, 2016 – August 31, 2017

Appendix H: Education Program: Tour Groups

Appendix I: Educational programming in support of Campus & Community Events

Appendix J: On-line/Digital Education

Appendix K: Digital Media Report & Social Media Demographics/Statistics

Appendix L: Media Summary
APPENDIX A: ON-GOING ORGANIZATIONAL OPERATIONS

OPERATIONS, 2007 - 2017

Including: FUNDING; ORGANIZATIONAL COMPETENCE & DEVELOPMENT; DIGITAL & SOCIAL MEDIA LAUNCHES, PLATFORMS & DEVELOPMENT; COLLECTIONS MANAGEMENT; FACILITIES UP-GRADES

2007 – 2015 CITY OF HAMILTON, COMMUNITY PARTNERSHIP GRANT

2007 FACEBOOK LAUNCHED

2008 LAUNCH OF INTER-DISCIPLINARY, COLLABORATIVE EXHIBITIONS WITH MCMASTER FACULTY (Psychology, Neuroscience & Behavior; Physics & Astronomy; Classics; Theatre & Film Studies; English & Cultural Studies; Indigenous Studies Program; Radiation Sciences; Anthropology; Studio Art; and so on)

2009 STRATEGIC PLAN 2009-2014 (First in Museum’s history, funded by a grant from Canadian Heritage, facilitated by Lord Cultural Resources)

2009 FACILITY REPORT CREATED (UP-DATED 2014)

2009 BLOG LAUNCHED

2010 ADVISORY COMMITTEE, TERMS OF REFERENCE REVISED

2010 EMERGENCY DISASTER RESPONSE PLAN CREATED

2010 BUDGET REPORT (7 YRS FORWARD)

2010 UNIVERSITY ALLOCATION TO MMA IS INCREASED BY 60%

2010 GEO-CACHE LAUNCHED

2010 DIGITIZATION OF PERMANENT COLLECTION (funded by a matching grant from Canadian Heritage, matching component from private donor)

2010 TMS/THE MUSEUM SYSTEM COLLECTION DATABASE (acquired and populated, funded by donation from private donor)

2010 MMA/DEPT OF FAMILY MEDICINE, VISUAL LITERACY PROGRAM, THE ART OF SEEING (Trade-marked in 2014; (1 of 4) Electives for Family Medicine Residents, CCE leadership course launched in 2016; among others; Memorandum of Agreement to
be signed with Department of Family Medicine 2016/17; Marketing Strategy Launched in 2016; Research Project with Family Medicine Launched in 2016)

2011- ON-GOING  ONTARIO ARTS COUNCIL OPERATING GRANT

2011  INSURANCE REVIEW (with resulting change in provider for a savings of $30,000 annually)

2011  SECURITY UP-GRADE

2011  GO-GREEN, E-INVITES

2011  TWITTER LAUNCHED

2011- 2014  PAINTING ANALYSIS RESEARCH PROJECT (funded by McMaster University, Office of Research and through a grant from Canadian Heritage)

2011- 2015  ANTIQUITIES & NUMISMATIC RESEARCH PROJECT

2011  POLICIES & PROCEDURES MANUAL REVISED

2011  SECURITY & MONITORING PROCEDURES REVISED

2012  E-MUSEUM LAUNCHED

2013  MMA YOUTUBE CHANNEL LAUNCHED

2014  WEB REDESIGN

2014  SOCIAL MEDIA PLAN ACTIVATED

2014  DEMOGRAPHIC/USER SURVEY (conducted by Hill Research Strategies Inc.)

2014  FIRE SYSTEM UP-GRADE

2014  DE-ACCESSIONING PLAN CREATED

2014  CANADIAN HERITAGE, MUSEUMS ASSISTANCE PROGRAM, ACCESS TO HERITAGE GRANT, $189,000, for The Unvarnished Truth: exploring the material history of paintings

2014  STRATEGIC PLAN, 2015-2020 (funded through a Compass Grant from the Ontario Arts Council, facilitated by Good Consulting)

2015  The Unvarnished Truth: exploring the material history of paintings INTER-ACTIVE WEB SITE (New Motto, Hamilton), launched, active until end of tour, Summer 2017
2015 **CANADIAN HERITAGE, MUSEUMS ASSISTANCE PROGRAM, ACCESS TO HERITAGE GRANT, $100,000, *Living Building Thinking: art and expressionism***

2015 – 2018 **Living, Building, Thinking: art & expressionism** EXHIBITION TOUR, Venues: Art Gallery of Alberta, Edmonton, AB; Vancouver Art Gallery, Vancouver, BC

2015 Launch of MMA IN THE COMMUNITY, public programs off-site with Carnegie Gallery, Super Crawl, Downtown Health Centre, Mills Hardware and Hamilton Arts Council

2016 – 2017 **The Unvarnished Truth: exploring the material history of paintings** EXHIBITION TOUR, Venues: Art Gallery of Alberta, Edmonton, AB; Thunder Bay Art Gallery, Thunder Bay, ON; Agnes Etherington Art Centre, Queens University, Kingston, ON

2016 **MUSEUM PERISCOPE LAUNCHED**

2016 EXHIBITION RELATED DIGITAL COMMUNITY COLLABORATIONS on Instagram, Twitter & Facebook

2016 **CANADIAN HERITAGE, MUSEUMS ASSISTANCE PROGRAM, ACCESS TO HERITAGE GRANT, $105,000, *Levy Legacy: A Cultivating Journey***

2016 LIGHTING RENOVATION, Main Floor, Contemporary Galleries, funded by McMaster University.

2016 ABORIGINAL CURATORIAL RESIDENT, Rheanne Chartrand, July 2016 – June 2017, funded by the **Office of the President and Office of the Provost, McMaster University.**

2016 MARKETING PLAN LAUNCHED

2017 LIGHTING RENOVATION, Fourth Floor, Collection Galleries, funded by McMaster University.

2017 – 2019 **A Cultivating Journey: The Levy Legacy** EXHIBITON TOUR, Venues: Vancouver Art Gallery, Vancouver, BC; ON; Kelowna Art Gallery, Kelowna, BC; The Rooms Provincial Art Gallery, St.John’s, NL.


2017 COLLECTIONS STORAGE UP-GRADE ($50,000). Funded by the **Department of Canadian Heritage, Museum Assistance Program.**

2017 LAUNCH OF N. GILLIAN COOPER EDUCATION PROGRAM
2017/2018  UP-GRADE OF MUSEUM SECURITY SYSTEM/HARDWARE, funded by the Office of the Provost.
APPENDIX B: 2015 – 2020 STRATEGIC PLAN

Road to 2020 – Cultivating Community Connections

Strategic Plan 2015-2020

Facilitated by:
Carol Good

Ontario Arts Council
Conseil des Arts de l'Ontario
Introduction and Overview  21
Vision Statement  21
Mission Statement  21
Strategic Priorities  21
Implementation Matrix  22
Appendix A: Approved Project Framework  23
Appendix B: Project Workplan  23
Appendix C: Strategic Planning Task Team (SPTT)  25
Appendix D: Environmental Scan (SWOT) results summary  26
Appendix E: Stakeholder Consultation Summary  27
Appendix F: Implementation Matrix  30
Introduction and Overview

The existing MMA strategic plan ended in June 2014. The Director, Carol Podedworny, engaged a facilitation specialist, Carol Good, Good Consulting, to provide external support for the project to develop the next five-year strategic plan. The Director applied for and received COMPASS grant funding from the Ontario Arts Council for this project.

Carol Good submitted a project framework that was approved by the Director (see Appendix A). This framework guided the creation of the project workplan shown in Appendix B. The Director identified the members of the Strategic Planning Task Team (SPTT) with representatives from the staff, volunteers and Advisory Committee. The SPTT Terms of Reference are available in Appendix C. The SPTT met monthly from August to December in 2014 to provide input on each phase of the project. They also participated in all scheduled workshops and provided feedback on stakeholder consultation results and workshop reports.

The key project outcomes included consensus on:

- A clarified vision statement
- An updated mission statement
- A set of aligned strategic priorities
- A high-level implementation matrix.

Vision Statement

The SPTT, Advisory Committee and staff developed the following vision statement based on their assessment of the past MMA strategic plan, the current MMA environment, the stakeholder consultation results and their own perceptions of what they want MMA to become over the next five years.

*The McMaster Museum of Art (MMA) will inspire curiosity, expand knowledge, ignite creativity, and enrich people’s lives, through an experience with visual arts.*

Mission Statement

The SPTT, Advisory Committee and staff came to consensus on an updated the mission statement – shown below – to describe how the MMA will achieve its vision.

*The MMA engages, educates and enlightens through its innovative exhibitions and public programs while preserving the integrity of its collection. The MMA is a unique meeting place for both the campus and the wider community that aims to provoke people’s understanding of the visual arts with its online and physical presence.*

Strategic Priorities

MMA staff, the Advisory Committee and the SPTT identified the following strategic priorities. They decided not to rank them – all are essential to achieving the vision and fulfilling the mission.
• Be a distinctive creative and cultural destination
• Cultivate local, national and global community connections intentionally
• Conduct unique and influential object-based, interdisciplinary and museological research
• Contribute to the academic mission of the University
• Develop robust sustainable operations.

Implementation Matrix

The MMA staff and SPTT worked together to identify the key activities required to implement the strategic priorities. These have been assembled into the implementation matrix shown in Appendix F.
Appendix A: Approved Project Framework

The project framework included:

- Conducting an environmental scan, compiling available information and consulting selected stakeholders
- Reviewing and updating MMA’s mission and vision statements
- Identifying strategic priorities aligned with the updated mission and vision statements
- Developing operational workplans to implement the strategic priorities
- Monitoring and supporting implementation.

Phase One – Environmental scan

The Strategic Planning Task Team (SPTT) was established (see Appendix C for the SPTT Terms of Reference) and current environmental scan information was compiled (see Appendix D for a SWOT summary). As well, selected stakeholders were consulted using a variety of methods. Appendix E presents a Stakeholder Consultation Summary.

Phase Two - Mission and vision

The Strategic Planning Task Team (SPTT), with members from the Advisory Committee, staff and other stakeholders, participated in this phase. The results were an updated mission statement and a clear vision statement.

Phase Three – Strategic priorities

In this phase, the primary activity was a facilitated workshop(s). The workshop included:

- Identifying and selecting strategic priorities aligned with the mission and vision
- Scoping high-level implementation plans.

Phase Four – Implementation matrix

The facilitation specialist worked with the SPTT to develop an implementation matrix to deliver the strategic priorities. The matrix (see Appendix E) included:

- Activities and timing
- Lead person.

Phase Five – Monitoring & supporting implementation

The facilitation specialist will work with the Advisory Committee and staff to assess implementation and make adjustments.

Appendix B: Project Workplan

<table>
<thead>
<tr>
<th>Activities</th>
<th>Apr</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Environmental Scan – 5 consulting days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify Strategic Planning Task Team (SPTT)</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hold monthly SPTT meetings – 1.5 hours each</td>
<td>19</td>
<td>16</td>
<td>7</td>
<td>18</td>
<td>16</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compile current MMA information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consult identified stakeholders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Apr</td>
<td>Jul</td>
<td>Aug</td>
<td>Sep</td>
<td>Oct</td>
<td>Nov</td>
<td>Dec</td>
</tr>
<tr>
<td>------------</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>Compile stakeholder consultation results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### II. Mission and Vision – 2 consulting days

- Distribute compiled information and current Mission and Vision statements to SPTT
- SPTT will refresh Mission and Vision statements – 2 half day sessions

### III. Strategic Priorities – 3 consulting days

- Advisory Committee & staff will refine Mission and Vision statements – half-day
- Document and distribute session results
- Advisory Committee & staff will identify and rank MMA strategic priorities – half-day
- Document and distribute session results
- SPTT & staff will develop high-level implementation plans – half-day session
- Document and distribute session results

### IV. Operational Work Plans – 3 consulting days

- Staff will generate operational work plans
- Document and distribute session results

### V. Implementation Monitoring and Support – 2 consulting days

- Compile final report
- Set meeting dates with Advisory Committee
- Set meeting dates with staff as needed
Appendix C: Strategic Planning Task Team (SPTT)

Terms of Reference

Context:
MMA has committed to completing the next strategic plan to support the evolution and growth of the organization during 2014. To ensure that those who will be implementing the plan will support both the process and the outcomes, the Director has formed a short-term task team to participate in the strategic planning project.

General Mandate:
The Strategic Planning Task Team (SPTT) will work with the Strategic Planning Consultant to develop the next MMA strategic plan.

General Responsibilities

Phase 1
- Review and refine current MMA information to be included
- Confirm stakeholder consultation plans
- Receive compiled stakeholder consultation results

Phase 2
- Refresh MMA Mission and Vision statements using consultation results and current information

Phase 3
- Participate in Strategic Priorities session(s)
- Receive and review session results

Phase 4
- Receive and review implementation plans developed by staff

Phase 5
- Receive and review final project report
- Confirm monitoring and implementation support plans

Accountability
The SPTT is ultimately accountable to the Director & Chief Curator

Appendix C: Strategic Planning Task Team (SPTT) - continued

SPTT Membership
- Director & Chief Curator – Carol Podedworny
- 2 staff members – Nicole Knibb, Julie Bronson
- 2 volunteers – Janice Waldrum, Lela Radisevic
- 1 Advisory Committee member – Wynn Bensen
- Strategic Planning Consultant – Carol Good

Timelines:
The SPTT will complete its work according to the project work plan available separately.
Appendix D: Environmental Scan (SWOT) results summary

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of collection</td>
<td>No direct involvement with donors</td>
</tr>
<tr>
<td>Long-serving, qualified, competent staff</td>
<td>Changing administrative priorities and practices in response to government program and priority changes</td>
</tr>
<tr>
<td>Current President contract extension is expected – guiding concept – Forward with Integrity (FWI)</td>
<td>Space constraints in MMA building</td>
</tr>
<tr>
<td>Current MMA leadership</td>
<td>Persistent challenges in working with Advancement Department – lack of support, collaboration and cooperation</td>
</tr>
<tr>
<td>Innovative MMA programming (eg, Visual Literacy)</td>
<td>On-going separation from School of the Arts (SOTA)</td>
</tr>
<tr>
<td>Recognized community collaborator</td>
<td>Parking is perceived as expensive by some visitors</td>
</tr>
<tr>
<td>New senior level leaders are supportive</td>
<td></td>
</tr>
<tr>
<td>Award-winning social media presence</td>
<td></td>
</tr>
<tr>
<td>Exhibition quality – from collection and loans</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emerging forms of contemporary art – eg, graffiti</td>
<td>University is under financial stress – increasing cutbacks</td>
</tr>
<tr>
<td>Changing audiences on campus – focus on access through devices</td>
<td>Changing government priorities</td>
</tr>
<tr>
<td>Changing technology – devices integrated into programs</td>
<td>Funders’ perception of financial health of academic institution’s galleries – eg, Canada Council definition of public gallery</td>
</tr>
<tr>
<td>Importance of identification of and easy access to “one piece” of MMA collection</td>
<td>Growing expectation by funders for clear differentiation in academic institutions</td>
</tr>
<tr>
<td>Urgency to repurpose space to accommodate improved exhibition space and efficient storage (eg, Coin Room)</td>
<td>Funders’ shifting requirements for accessibility and diversity exert pressure on accepted standards and criteria for galleries and collections</td>
</tr>
<tr>
<td>Awareness of local arts community</td>
<td>Humanities under pressure – test of relevance?</td>
</tr>
<tr>
<td>Changing audience expectations – eg, requests to serve new audiences eg, youth-at-risk</td>
<td></td>
</tr>
<tr>
<td>Awareness of what other Canadian university galleries are doing</td>
<td></td>
</tr>
</tbody>
</table>
# Appendix E: Stakeholder Consultation Summary

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Method</th>
<th>Topics to be addressed</th>
<th>Responses</th>
<th>Results highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisory Committee appointed members</td>
<td>Online survey</td>
<td>Strengths, Weaknesses, Opportunities, Threats (SWOT)</td>
<td>8</td>
<td>• Identified strengths in collections, staff, leadership and community collaborations&lt;br&gt;• Weaknesses included expensive parking, budget constraints, size of exhibition space&lt;br&gt;• Suggested opportunities in community outreach, visiting exhibitions, acquisitions&lt;br&gt;• Potential threats included budget cutbacks, unsupportive administration, government policy/program changes&lt;br&gt;• Areas of focus included more community outreach and collaboration, innovative programming initiatives</td>
</tr>
<tr>
<td>Advisory Committee Ex-officio members – President, Provost, VP Admin</td>
<td>One-on-one interviews – telephone</td>
<td>SWOT Areas of focus for next 5 years</td>
<td>3</td>
<td>• Identified strengths in collection, competent staff, relevance to institution&lt;br&gt;• Weaknesses included budget and space constraints, access for off-campus visitors&lt;br&gt;• Suggested opportunities increase relevance to institution, build/refine collection, use digitized collection for outreach&lt;br&gt;• Potential threats included becoming marginalized, humanities under pressure&lt;br&gt;• Areas of focus included open up to community, innovative programming initiatives</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>Method</td>
<td>Topics to be addressed</td>
<td>Responses</td>
<td>Results highlights</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------------------</td>
<td>------------------------</td>
<td>-----------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| MMA staff        | Online survey               | SWOT                   | 9         | • Identified strengths in collections, educational programs & leadership  
• Weaknesses included space constraints – storage, events, exhibits  
• Suggested opportunities – innovative programs, reconfiguring space & developing staff  
• Potential threats included budget cutbacks |
| MMA volunteers   | Online survey               | SWOT                   | 12        | • Recognized strength of collections and staff  
• Weaknesses – space constraints – storage, events, exhibits  
• Perceived opportunities for loans, offering innovative programs & community outreach  
• Potential threats included budget constraints & expensive parking |
| Students         | Online survey – in gallery  | Current appreciations & Hopes for the future | 41        | • Appreciated the collections, quiet space, accessibility (free admission!)  
• Hoped for funding, events, more publicity |
| Visitors         | Online survey – social media | Current appreciations & Hopes for the future | 5         | • Appreciated staff, access to art & welcoming space  
• Hoped for more access to collections (signature pieces), more community engagement, more publicity |
<p>| Artists          | One-on-one interviews       | Current appreciations   | 4         | • Appreciated accessibility, staff expertise, quality of exhibitions, collections |</p>
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Method</th>
<th>Topics to be addressed</th>
<th>Responses</th>
<th>Results highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>– telephone</td>
<td>&amp; Hopes for the future</td>
<td></td>
<td>• Hoped for more &amp; stronger community connections &amp; continued innovative programming</td>
</tr>
<tr>
<td>Friends</td>
<td>Online survey</td>
<td>Current appreciations &amp; Hopes for the future</td>
<td>3</td>
<td>• Appreciated collections, programming with live artists</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Hoped for stronger relationship with community, maintaining high standards</td>
</tr>
</tbody>
</table>
### Appendix F: Implementation Matrix

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Key Activities</th>
<th>Lead Person</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Be a distinctive creative &amp; cultural destination</strong></td>
<td>• Hold creativity workshops</td>
<td>Nicole</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Sponsor talk/event on James St. N. eg, curator talk</td>
<td>Carol &amp; Rose Anne</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Refine branding – create new logo</td>
<td>Carol &amp; Rose Anne</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Install way-finding banners by parking lot</td>
<td>Carol &amp; Rose Anne</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Participate in Welcome Week – eg, graffiti/interactive event outside</td>
<td>Nicole</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Use new logo on billboards, bus ads</td>
<td>Carol &amp; Rose Anne</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>• Develop broader approach to Culture Days</td>
<td>Nicole</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>• Create more exciting lobby/entrance – encouraging exploration eg, touch screens</td>
<td>Carol</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>• Develop app for MMA</td>
<td>Nicole &amp; Rose Anne</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>• Implement standardized signage for campus sculptures</td>
<td>Ihor</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>• Renovate building façade</td>
<td>Carol</td>
<td>2020</td>
</tr>
<tr>
<td><strong>Cultivate local, national &amp; global community connections intentionally</strong></td>
<td>• Redesign website with greater integration of social media including YouTube</td>
<td>Rose Anne</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Deliver planned high-school creativity workshops</td>
<td>Nicole</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Ensure controversy in programs</td>
<td>Carol &amp; Ihor</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Search for opportunities to participate in community and arts education</td>
<td>Carol &amp; Nicole</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Develop Community Collects community</td>
<td>Carol &amp; Ihor</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Participate in Supercrawl</td>
<td>Carol</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Cultivate relationship with Carnegie in Dundas</td>
<td>Carol</td>
<td>Late 2015</td>
</tr>
<tr>
<td>Strategic Priority</td>
<td>Key Activities</td>
<td>Lead Person</td>
<td>Target Date</td>
</tr>
<tr>
<td>-------------------</td>
<td>---------------------------------------------------------------------------------</td>
<td>----------------------</td>
<td>-------------</td>
</tr>
<tr>
<td><strong>Conduct unique and influential object-based, interdisciplinary &amp; museological research</strong></td>
<td>• Put out calls for Artists’ Garden</td>
<td>Carol &amp; Rose Anne</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Investigate potential connections with restaurants</td>
<td>Theresa</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Improve promotion on campus with banners, bus shelter signage, campus monitors</td>
<td>Carol &amp; Rose Anne</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Advocate for and contribute to posted campus maps</td>
<td>Carol &amp; Rose Anne</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Host touring high profile exhibitions</td>
<td>Carol &amp; Ihor</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>• Commission public art</td>
<td>Carol &amp; Ihor</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>• Partner with Art history/studio Art</td>
<td>Carol &amp; Ihor</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Host curators and artists in residence</td>
<td>Carol</td>
<td>Early 2015</td>
</tr>
<tr>
<td></td>
<td>• Have museological dialogue with interested partners</td>
<td>Carol, Ihor, Nicole &amp; Teresa</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Participate in publication of research results</td>
<td>Carol</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Offer course credit for research and special projects</td>
<td>Carol</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Host more professional workshops eg, OAAG, OMA, CMA</td>
<td>Carol</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>• Involve psychology building/music centre</td>
<td>Carol &amp; Teresa</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>• Integrate music in MMA programs</td>
<td>Carol</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>• Create MMA app with engineering department</td>
<td>Teresa &amp; Rose Anne</td>
<td>2020</td>
</tr>
<tr>
<td><strong>Contribute to academic</strong></td>
<td>• Continue to develop research projects with faculty</td>
<td>Carol</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>• Partner with other departments on exhibitions (outside humanities)</td>
<td>Carol</td>
<td>Early 2015</td>
</tr>
<tr>
<td>Strategic Priority</td>
<td>Key Activities</td>
<td>Lead Person</td>
<td>Target Date</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-----------------</td>
</tr>
<tr>
<td><strong>mission of the University</strong></td>
<td>• Update Advisory Committee on strategic plan status</td>
<td>Carol</td>
<td>May each year</td>
</tr>
<tr>
<td></td>
<td>• Launch online course</td>
<td>Carol</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Organize a touring exhibition from MMA</td>
<td>Carol, Ihor &amp; Teresa</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Develop/broaden applied humanities partnerships</td>
<td>Carol</td>
<td>2016</td>
</tr>
<tr>
<td><strong>Develop robust sustainable operations</strong></td>
<td>• Continue to apply for project grants eg, OAC</td>
<td>Carol</td>
<td>On-going</td>
</tr>
<tr>
<td></td>
<td>• Update staff on strategic plan status</td>
<td>Carol</td>
<td>June each year</td>
</tr>
<tr>
<td></td>
<td>• Implement de-accession plan</td>
<td>Ihor</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Cultivate private donors for cash, not art</td>
<td>Carol</td>
<td>Late 2015</td>
</tr>
<tr>
<td></td>
<td>• Request one-time funding from McMaster</td>
<td>Carol</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Cultivate corporate sponsors</td>
<td>Carol</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Be an item on next McMaster University capital campaign</td>
<td>Carol</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>• Expand to incorporate more public space</td>
<td>Carol</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>• Create classroom with display space</td>
<td>Nicole</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>• Hire MMA Advancement staff</td>
<td>Carol</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>• Investigate “green” projects</td>
<td>Carol</td>
<td>2020</td>
</tr>
</tbody>
</table>
APPENDIX C: ACQUISITIONS

Walter Bachinski  (Canadian b. 1939)
La Toilette, 1983-84
Pastel
71.2 x 53.7 cm (sight)
Gift of John Hansler
2016.012.0001

Paul-Émile Borduas  (Canadian 1905-1960)
Les barbeaux, 1951
Gouache on paper
27.8 x 21.5 cm
Gift of John Hansler
2016.012.0002

Ulysse Comtois  (Canadian 1931-1999)
Composition, 1954
Watercolour on paper
17.7 x 25.4 cm
Gift of John Hansler
2016.012.0003

L.L. FitzGerald  (Canadian 1890 – 1956)
Still Life – Blue Bowl and Cardboard Box, [possibly 1941]
Watercolour
60.8 x 45.6 cm
Gift of John Hansler
2016.012.0004

Paul Fournier  (Canadian b. 1939)
Sawu, 1979
Acrylic on canvas
81.5 x 122 cm (height irregular)
Gift of John Hansler
2016.012.0005

Harold Klunder  (Canadian b. Netherlands, 1943)
High Noon, 1976
Watercolour, wax and gouache
76 x 56.3 cm
Gift of John Hansler
2016.012.0006
Harold Klunder (Canadian b. Netherlands, 1943)
*Landscape / Self Portrait IV*, 1982-1985
Oil on canvas
91.5 x 91.5 cm
Gift of John Hansler
2016.012.0007

Harold Klunder (Canadian b. Netherlands, 1943)
*Ladysmith*, 1979
Lithograph on Andrew Smith paper with Chine-collé, both handmade; Edition 1/1
77 x 100.5 cm (irregular)
Gift of John Hansler
2016.012.0008

Kazuo Nakamura (Canadian 1926-2002)
*Central Seven*, 1961
Oil on canvas
50.5 x 45.5 cm
Gift of John Hansler
2016.012.0009

Kazuo Nakamura (Canadian 1926-2002)
*Composition*, 1963
Mixed media on card stock
40 x 56 cm
Gift of John Hansler
2016.012.0010

Kazuo Nakamura (Canadian 1926-2002)
*Landscape*, n.d.
Watercolour
39 x 56.2 cm
Gift of John Hansler
2016.012.0011

Tony Urquhart (Canadian b. 1934)
*The Eleventh Door*, 1978
Mixed media on a wooden headboard
66 x 91 cm
Gift of John Hansler
2016.012.0012

Gift of John Hansler
2016.012.0013

Laura Marotta (Canadian)
Dazzling Blue 18-3949, Spring 2014, 2014
Spruce plywood, birch plywood, MDF, particle board, paint and shims
106 × 91 × 91 cm
Naomi Jackson Groves Fund
2017.001.0001

Norval Morrisseau (Ojibway 1931-2007)
The Family, c.1979
Acrylic on canvas
295.3 x 177.8 cm
Gift to the McMaster Museum of Art from the collection of Jerry and Carol McElroy
2017.002.0001

Leonard Baskin (American 1922-2000)
The Strabismic Jew, 1955
Woodcut on paper
140.3 x 101.6 cm
Gift of Gail and Allan Petteplace, 2017
2017.003.0001
## APPENDIX D: EXHIBITIONS ON TOUR

<table>
<thead>
<tr>
<th>Borrowing Institution</th>
<th>Works on loan</th>
<th>Exhibition details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Art Gallery of Alberta</strong>&lt;br&gt;Edmonton, AB</td>
<td>Workshop of Adriaen Brouwer (Flemish 1605/6-1638) <em>The Drinker / The Bitter Draught</em>, c. 1635 1638 Oil on oak panel on oak cradle 34.3 x 27.1 cm Gift of Herman H. Levy, 1984</td>
<td><em>The Unvarnished Truth: Exploring the Material History of Paintings</em>&lt;br&gt;Art Gallery of Alberta&lt;br&gt;April 29 – September 18, 2016</td>
</tr>
<tr>
<td><strong>Thunder Bay Art Gallery</strong>&lt;br&gt;Thunder Bay, ON</td>
<td>Circle of Jan Gossart, (Mabuse) (Netherlandish, about 1478 – 1532) Unknown, Portrait of a Man, c. 1520 Oil on oak panel 40.6 x 30 cm Levy Bequest Purchase, 1994</td>
<td></td>
</tr>
<tr>
<td><strong>Agnes Etherington Art Centre</strong>&lt;br&gt;Queen’s University&lt;br&gt;Kingston, ON</td>
<td>Alexej von Jawlensky (Russian 1864-1941) <em>Murnauer Landschaft mit drei Heufahren / Murnau Landscape with Three Haystacks</em>, 1908-1909 Oil on cardboard 33 x 42.6 cm Levy Bequest Purchase, 1995</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Alexander Mikhailovich Rodchenko (Russian 1891-1956) <em>Untitled</em>, 1919 Oil on spruce panel 25.7 x 21.5 cm Levy Bequest Purchase, 1995</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workshop of Peter Paul Rubens (Flemish 1577-1640) <em>Portrait of Maximilian, Archduke of Austria</em>, 1621-1640 Oil on canvas 36.6 x 30 cm Gift of Herman H. Levy, 1984</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unknown Venetian (16th Century) <em>Unknown, Portrait of a Man</em>, 16th Century</td>
<td></td>
</tr>
<tr>
<td>Artist</td>
<td>Title</td>
<td>Date</td>
</tr>
<tr>
<td>--------------</td>
<td>------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Unknown</td>
<td>Untitled Trompe L’Oeil, late 17th Century</td>
<td></td>
</tr>
<tr>
<td>Aert van der Neer</td>
<td>Untitled, A Frozen Waterway with Villagers Playing Kolf and Skating and a Horsedrawn Sleigh, mid 17th Century</td>
<td></td>
</tr>
<tr>
<td>Vincent van Gogh</td>
<td>Untitled, Still Life: Ginger Pot and Onions, 1885</td>
<td>1885</td>
</tr>
</tbody>
</table>
### APPENDIX E: WORKS OF ART ON LOAN

<table>
<thead>
<tr>
<th>Borrowing Institution</th>
<th>Works</th>
<th>Title and Dates</th>
</tr>
</thead>
</table>
| **Musée d'art contemporain de Montréal, Quebec** | Liz Magor *(Canadian b. 1948)*  
Banff Chair, 1991  
Steel base, soft polyurethane foam, synthetic fur, deerskin gloves  
77 x 111 x 88 cm  
Purchased with the assistance of the Walter and Duncan Gordon Foundation Challenge Grant, 1998 | *Liz Magor: Habitude*  
Musée d'art contemporain de Montréal  
June 22 – September 5, 2016 |
| **Migros Museum fur Gegenwartskunst Zurich, Switzerland** | Liz Magor  
Steel base, soft polyurethane foam, synthetic fur, deerskin gloves  
77 x 111 x 88 cm  
Purchased with the assistance of the Walter and Duncan Gordon Foundation Challenge Grant, 1998 | Migros Museum fur Gegenwartskunst Zurich  
February 18 – May 7, 2017 |
| **Kunstverein Hamburg, Germany** | Liz Magor  
Steel base, soft polyurethane foam, synthetic fur, deerskin gloves  
77 x 111 x 88 cm  
Purchased with the assistance of the Walter and Duncan Gordon Foundation Challenge Grant, 1998 | Kunstverein Hamburg  
July 1-September 3, 2017 |
| **Musée d'art Moderne et d'Art Contemporain, Nice, France** | Liz Magor  
Steel base, soft polyurethane foam, synthetic fur, deerskin gloves  
77 x 111 x 88 cm  
Purchased with the assistance of the Walter and Duncan Gordon Foundation Challenge Grant, 1998 | Musée d'art Moderne et d'Art Contemporain, Nice  
November 18, 2017-May 13, 2018 |
| **Dundas Museum & Archives Dundas, ON** | Albrecht Dürer *(German 1471-1528)*  
Christ on the Mount of Olives, 1497-1500  
Woodcut on paper; late impression  
41.7 x 31.7 cm  
Gift of Herman H. Levy, 1984 | *Impressions: Five Hundred Years of Printmaking*  
June 23 – September 5, 2016 |
| | Albrecht Dürer  
Christ on the Mount of Olives, 1497-1500  
Woodcut on paper; late impression  
41.7 x 31.7 cm  
Gift of Herman H. Levy, 1984 | |
| **Witches' Sabbath** (block altered by an unknown hand), late impression, after 1510  
Woodcut on paper  
42.5 x 31 cm  
Gift of Herman H. Levy, 1984 |
| **Ernst Barlach** (German, 1870-1938)  
*Steinklopf er und Roter Kaiser / Stone Breaker and Red Kaiser*, 1922  
Plate 3 from *Der Findling / The Foundling*  
Woodcut on paper; Edition 34/80  
17.3 x 13.4 cm  
Gift of Dr. Naomi Jackson Groves, 1977 |
| **James Abbot McNeill Whistler** (American, 1834-1903)  
*The Long Gallery, Louvre*, 1894  
Published in *The Studio*, 1894  
Lithograph on paper  
28.5 x 20.2 cm  
Gift of Herman H. Levy, 1984 |
| **Georges Rouault** (French, 1871-1958)  
*Courtisane aux yeux baisses / Courtesan with Downcast Eyes*, 1937  
From *Fleurs de Mal/ Flowers of Evil* by Charles Baudelaire  
Coloured aquatint on Montval paper; Edition of 250  
44 x 34 cm  
Gift of Herman H. Levy, 1984 |
<table>
<thead>
<tr>
<th>Institution</th>
<th>Artist</th>
<th>Work Description</th>
<th>Exhibition Details</th>
</tr>
</thead>
</table>
| Ordrupgaard Museum, Charlottenlund, Denmark       | Claude Monet (French 1840-1926)              | *Waterloo Bridge, Effet de Soleil, 1903*  
Oil on canvas  
65.1 x 100 cm  
Gift of Herman H. Levy, 1984 | *Monet: Beyond Impressionism*  
August 24, 2016 - December 4, 2016 |
| Campbell House Museum, Toronto, Ontario          | John Abrams (Canadian, b. 1959)              | *Fathers of Confederation Burning, 2000*  
From the triptych, *Canadian History Trilogy*  
Oil on canvas  
167.8 x 243.8 cm  
Gift of the artist, 2006 | *Canada’s Birthday Portrait*  
June 25 - August 25, 2017 |
| The Govett-Brewster Art Gallery / Len Lye Centre | Ben Nicholson (English, 1894-1982)           | *Abstract Painting (Andrew), 1924*  
63.5 x 76 cm  
Oil on canvas  
Levy Bequest Purchase, 1993 | *On an Island: Len Lye, Robert Graves and Laura Riding*  
April 7 – July 9, 2017 |
September 21, 2017

TO: Audit Committee

FROM: Patrick Deane, President and Vice-Chancellor

RE: McMaster Museum of Art: Best Practices – Collection Provenance Research

Background
The McMaster Museum of Art (MMA) was a core participant in the Canadian Association of Museum Directors (CAMDO) Holocaust-Era Provenance Research in Canadian Art Museums and Galleries (CHERP) project. Supported by the Government of Canada through the Department of Canadian Heritage, the goal of the project was to develop best practice guidelines for provenance research and restitution. Other key participants in the project included the AGO, the Montreal Museum of Fine Arts, and the ROM.

CAMDO Best Practice Guidelines
The best practice guidelines developed through the CHERP project were finalized in June 2017. The goal of the guidelines is to “empower Canadian art institutions to understand and embrace their stewardship responsibilities in Holocaust-era provenance research, and to undertake their own research in coming years”. This builds upon a number of internationally developed principles and declarations (including the 1998 Washington Principles) concerned with Holocaust-era provenance research and restitution. The ultimate goal is to identify Nazi-looted art by examining art collections for potentially tainted work from the 1933-45 era, including those with Nazi-era provenance gaps, and pursue restitution where appropriate.

Scope of CAMDO Guidelines
The guidelines specify that “All works of art that were acquired after 1932 and created before 1946, and have been in continental Europe during this time period, need to be examined. If objects in this category have gaps in provenance or an unclear ownership history between 1933-1945, they need to be set aside for comprehensive research. This includes objects from the permanent collections, as well as all new acquisitions and donations.” The guidelines further specify a list of criteria that can serve as indicators that an object was possibly involved in an illegal transaction between 1933-1945.
Process for Restitution
In the event that provenance research reveals works of art that were confiscated by the Nazis and not subsequently restituted, the goal is to try to locate the pre-War owners or their heirs and to offer restitution. The CAMDO guidelines outline a number of possibilities that can be considered for resolving Holocaust-era art restitution:

- Returning the object to the heirs of the rightful owner.
- Compensation (a payment to extinguish the claim) so the object can stay in a public institution.
- Negotiating a long term or permanent loan agreement between the rightful owner and the museum.
- Negotiating a rotating possession or “time share” between the rightful owner and the institution.
- Non-monetary terms of an agreement may also be considered, such as providing public recognition of the circumstances under which the painting was taken from its rightful owner (e.g., if the painting remains with the institution, by installing a label that acknowledges the painting’s Holocaust-era history).

Other Requirements
The CAMDO document makes clear that information about Nazi-looted art that has not yet been restored should be made public, that restitution should be offered in an equitable way where possible, and that where no legitimate claimant can be identified, the history of the work should be acknowledged on museum labels and publications.

MMA Approach and Recommendations
The MMA has already begun provenance research based upon the CAMDO guidelines and is recommending adoption of the CAMDO guidelines, including that restitution be offered to legal owners of works that were looted, stolen or “sold” either under duress or collaboration with the Nazis, and that completed provenance and restitution cases be made public, through an MMA website Provenance Research page.

The ongoing MMA research is focused on the defined Holocaust-era search terms and to date has revealed two pieces of “degenerate art” within the Museum’s collection, removed from their respective German museum collections by the Nazis in 1937:

1. Edvard Munch, Bathing Girls, 1895, CAD $40,000 insured value; and
2. Ernst Barlach, Kindertod, 1919, CAD $2,000 insured value.

In both cases the MMA has offered restitution and is awaiting responses — from the Munch Museum in Oslo in the first case, and Hamburg Kunsthalle in the second. The MMA has identified around fourteen other works with potential provenance issues, which are currently being researched in detail.

Process/Next Steps
I have discussed the CAMDO recommendations with the President and Vice-Presidents group, and also with Carol Podedworny, the Director and Chief Curator of the MMA, and am in support
of the Museum’s adoption of the CAMDO best practice guidelines and approach to this issue. Provenance research is time-consuming and progress can be slow, especially given other demands on staff time, but the MMA plans to continue its detailed research and investigations over the coming months as time allows.

In terms of process, the MMA is overseen by an Advisory Committee which includes faculty members, members of the local community, and the President, Provost, Vice-President (Administration) and Dean of Humanities (or designate) as ex officio members. That Committee will receive regular updates on the provenance research underway, as well as recommendations regarding proposals for restitution for review and approval. In addition to the Advisory Committee’s oversight, updates on the progress of the project will be provided to the Audit Committee for information purposes as matters progress.

I look forward to discussing this at the meeting on October 5 and to responding to any questions that Committee members might have.
APPENDIX G:
EXHIBITION PROGRAM, SEPTEMBER 1, 2016 – AUGUST 31, 2017

*Living Building Thinking: art & expressionism* (permanent collection)
Curated by Dr. Ihor Holubizky, Senior Curator, MMA
1 September – 3 December, 2016
Sherman, Panabaker, Tomlinson & Levy Galleries

*Wine, Water & Oil* (permanent collection)
Curated by Dr. Spencer Pope, Honorary Curator, Numismatics & Antiquities, MMA
1 September, 2016 and on-going
Togo Salmon Gallery

*Unapologetic: Acts of Survivance*
Curated by Rheanne Chartrand, Curator of Indigenous Art, MMA
12 January – 25 March, 2017
Sherman & Panabaker Galleries

*Kuniyoshi vs Cvetich: Gangnam Style*
Curated by Dr. Ihor Holubizky, Senior Curator, MMA in discussion with the artist
12 January – 15 April, 2017
Tomlinson Gallery

*The Age of Enlightenment: The Pierre Conlon Book Collection*
Curated by Renu Barrett, Archivist, Mills Memorial Library
12 January – 15 April, 2017
Levy Gallery

*Equinox: McMaster BFA Graduation Exhibition*
Curated by Svava Thordis Juliusson, Artist
6 – 22 April, 2017
Sherman & Panabaker Galleries

*Liss Platt: A Constant Decade*
Curated by Dr. Ihor Holubizky, Senior Curator, MMA in discussion with the artist
4 May – 19 August, 2017
Panabaker Gallery

*Ann Kipling & Takao Tanabe* (permanent collection)
Curated by Dr. Ihor Holubizky, Senior Curator, MMA
18 May – 5 August, 2017
Levy Gallery
**John Hansler: A Life Collecting** (permanent collection)
Curated by Dr. Ihor Holubizky, Senior Curator, MMA
18 May – 5 August, 2017
Tomlinson Gallery

**Coyote School**
Curated by Rheanne Chartrand, Curator of Indigenous Art, MMA
8 June – 19 August, 2017
Sherman Gallery
APPENDIX H: EDUCATION PROGRAM: TOUR GROUPS

McMaster University
McMaster Summer ESL Program
McMaster Continuing Education New Employee Orientation
McMaster Master of Health Residence
MSU Creativity Circle
MSU Open Circle
McMaster Health Sciences MD Reunion
McMaster Student Accessibility Services
McMaster Department of Surgery Alumni
McMaster Residence Life
McMaster Woodstock Residence
McMaster Arts and Sciences Two Cultures Conference
McMaster Graduate Studies
McMaster Discovery Program
McMaster Librarians
McMaster Alumni
McMaster Indigenous Studies & Six Nations Youth
McMaster Advancement
McMaster MD Bootcamp
McMaster Office of International Affairs
McMaster Classics Club
McMaster Health Sciences Alumni

Arts and Sciences
Nursing PhDs and undergraduate
Biomedical Graphics
Foundations for Community Engagement
French
Classics
English/Cultural Studies/Critical Theory
Media Arts
Multimedia
Art History
Health Sciences
Indigenous Studies
Civil Engineering
Fine Art
Communications Studies and Multimedia
Peace Studies
Humanities
New Media
Social Work
Philosophy
Behavioural Sciences
History
Global Health
Pediatrics

**Elementary Schools**
Dundas Montessori School
Glenview Elementary School (HDSB)
Holbrook Elementary School (HWDSB)
Dundas Central Elementary School (HWDSB)
Queensdale School (HWDSB)
River Heights School (GEDSB)
P.L. Robertson School (PDSB)
Cootes Paradise School (HWDSB)
Pauline Johnson Elementary School (HWDSB)
St. Faustina School (DPCDSB)

**Secondary Schools**
Bronston Canadian Academy, Ancaster
Pearson High School (HDSB)
Mclachlan College, Oakville
Holy Trinity Secondary School (HCDSB)
Dundas Valley Secondary School (HWDSB)
H.B. Beal Secondary School (TVDSB)
Cawthra Park Secondary School (PDSB)
MacNab Secondary School (HWDSB)
Westdale Collegiate (HWDSB)
St. Ignatius of Loyola (HCDSB)
Rockway Mennonite Collegiate, Kitchener
Holy Trinity Secondary School (HWCDSB)
St. Mark's Secondary School (HWCDSB)

**Community Groups**
Hamilton Community Foundation Grad Track Program
Culture Francophone Hamilton Summer Camp
Petites Pommes French Immersion Winter Camp
Petites Pommes French Immersion March Break Camp
Petites Pommes French Immersion Summer Camp
Parkway Artists Guild (Niagara Falls)
Tapestry Seniors Home Residence (Toronto)
Retired Women Teachers of Ontario
Hamilton Girl Guides
Mohawk College ESL
Hamilton YWCA
Columbia College Japanese Club
Centre Francais March Break Camp
Charlton House Compass Day Treatment
Women’s Art Association Hamilton
Mohawk College Citizenship Course
St. Charles ESL Adult Education
Mohawk College Nursing
Mohawk Broadcasting Television and Communications
APPENDIX I: EDUCATIONAL PROGRAMMING IN SUPPORT OF CAMPUS & COMMUNITY EVENTS

International Slow Art Day 2017
National Culture Days (annual)
City of Hamilton Adult Basic Education Association Lifelong Learning Week (annual)
May@Mac Campus Open House (annual)
McMaster Alumni Weekend (annual)
McMaster New Marauder Orientation (Welcome Day) (annual)
McMaster Welcome Week Clubsfest
McMaster Healthy Workplace Fair for Employees
Hamilton Winterfest
Bookmaking Tour and Workshop
McMaster Financial Forum (November 2016)
Incite Magazine Launch
McMaster Horizons Leadership Conference (July 2017)
McMaster Student Mental Health Awareness Week
APPENDIX J: ON-LINE/DIGITAL EDUCATION

#PagesofEnlightenment hashtag promotion and distance-tour education live videos on Periscope for winter exhibition.

@macmuseum Instagram account: regular (3-5 times a week) education posts from collection and artwork on loan to museum


Expressionist Signature Series Youtube videos: five videos produced to complement Living Building Thinking exhibition with education and communications staff.
APPENDIX K: DIGITAL MEDIA REPORT & SOCIAL MEDIA DEMOGRAPHICS/STATISTICS

Attendance and Digital Media Report
McMaster Museum of Art
Sept 1, 2016 – August 31, 2017

VISITOR ATTENDANCE on site: 27,005
+ Attendance figures from offsite host venues (ie. TUT tour, Platt at b Contemporary Gallery, Cvetich at Mills Hardware, Hamilton)

AWARDS
Hamilton Spectator Readers Choice Awards 2017 – Best Art Gallery (Gold)
Hamilton Community News Readers Choice Awards 2017 - Best Art Gallery

DIGITAL MEDIA REPORT:

WEBSITE
# of Website visitors
- museum.mcmaster.ca 70,951 pageviews by 26,929 users
- eMuseum (online collections database) 58,910 pageviews by 3,633 users
- The Unvarnished Truth 10,098 pageviews in 2,800 users

EMAIL
# Number of Subscribers 1256
+ news blog subscribers 264
= 1520

APP – Walking Tour of McMaster Campus Sculpture (Officially launched March 2017)
309 views, 51 plays

YOUTUBE 13 videos added
Subscribers 104
Overall views to date 29,575

SOCIAL MEDIA (See attached social media doc for full breakdown)
Demographic across all platforms is approx. M 35% W 65% Hamilton 80%
Facebook 1,646
Twitter 3,026
Instagram 812
Culture Days
52 Museums
#Pages of Enlightenment

GEOCACHE
53 logged visits to McMaster geocache in this time frame (426 Logged Visits in lifetime)
22 Geocoins still circulating (of 92 launched). Traveling around the globe. Warhol geocoin is top traveler still active. It has travelled 64,994 km from Hamilton, to Australia and is now in Saskatchewan. All coins that have achieved their goals (to reach artists birthplace or equivalent distance) have now been assigned new goal to return to McMaster.
<table>
<thead>
<tr>
<th>Social Media</th>
<th># Followers</th>
<th>% Male</th>
<th>% Female</th>
<th>Age Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instagram</td>
<td>812</td>
<td>31%</td>
<td>69%</td>
<td>31% 18-24 years old, 29% 25-34, 19% 35-44, 12% 45-54, 4% 55-64, 4% 65+, 1% 13-17</td>
</tr>
<tr>
<td>Facebook</td>
<td>1,646</td>
<td>30%</td>
<td>70%</td>
<td>19% 18-24 years old, 29% 25-34, 16% 35-44, 15% 45-54, 11% 55-64, 6% 65+, 0% 13-17</td>
</tr>
<tr>
<td>Twitter</td>
<td>3,026</td>
<td>30%</td>
<td>70%</td>
<td>17% 18-24 years old, 46% 25-34, 16% 35-44, 14% 45-54, 3% 55-64, 4% 65+, 1% 13-17</td>
</tr>
</tbody>
</table>

### Instagram selected top posts (Impressions)

- Aug 15 Uncrating "Birch Grove, Autumn", a Tom Thomson on loan from @TheAGH. Visit this work on display here at the MMA beginning August 19! pic.twitter.com/Vf79w3nKKC
  - 726 impressions
  - engagements
  - engagement rate

- Congratulations to winners of Graduating Studio Art Awards
  - 670 impressions

**Average engagement rate is 5.1% which is considered high**

### Facebook selected top posts (engagement rate)

- 31/07/2017 Rhéanne Chartrand steps into new role as full time Curator of Indigenous Art at the McMaster Museum of Art
  - https://museum.mcmaster.ca/about/news/curator-indigenous-art/4K views (reach)
  - Engagement 626

- Käthe Kollwitz (German, 1867-1945) A brief artist's bio video
  - 502 views
  - Engagement 94 (109 clicks)

- A team of Mohawk Television and Broadcast students recently interviewed Paul Cvetich in the Kuniyoshi vs Cvetich exhibition. Thank you for sharing this footage with us.
  - 500 views
  - Engagement 131 (217 clicks)

- Painting by renowned artist Norval Morrisseau finds new home at McMaster | McMaster Daily News
  - 2.3 K views
  - Engagement 159

**Average engagement rate is 1.4% which is considered high**

### Twitter selected top posts (engagement rate)

- Aug 15 Uncrating "Birch Grove, Autumn", a Tom Thomson on loan from @TheAGH. Visit this work on display here at the MMA beginning August 19! pic.twitter.com/Vf79w3nKKC
  - 7,331 impressions
  - 247 engagements
  - 3.4% engagement rate

- May 18 Happy #InternationalMuseumDay! pic.twitter.com/dtEOOYSUHY
  - 4942 impressions
  - 139 engagements
  - 2.8% engagement rate

- 7 Dec 2016 December 7th is #ArtMeme Day! Here are a few from our collection.
  - pic.twitter.com/8eOmKVFL4N
  - 3553 impressions
  - 300 engagements
  - 8.4% engagement rate

- 31 July Rhéanne Chartrand steps into new role as full time Curator of Indigenous Art at the…
  - https://museum.mcmaster.ca/about/news/curator-indigenous-art/…
  - pic.twitter.com/0vaKxXqJjc
  - 1404 impressions
  - 119 engagements
  - 8.5% engagement rate

**Average engagement rate over 1% is good.**
Ref:
https://scrunch.com/blog/what-is-a-good-engagement-rate-on-instagram/
https://scrunch.com/blog/what-is-a-good-engagement-rate-on-twitter/
APPENDIX L: MEDIA SUMMARY

**American Physical Society** News – April, 2017. Rachel Gaal: Unveiling the Past with Nuclear Physics (Brandi Lee MacDonald / The Unvarnished Truth exhibition and research)

**Anvil, the** - news magazine, July 2017, centre-page spread on Coyote School

**Art Daily** – International Art News
*Living Building Thinking, September 1*
*Unapologetic: Acts of Survivance, January 2017*
International Art News *Kuniyoshi vs Cvetich* Jan 6, 2017

**Cambridge Times**, Elizabeth Doxtater, Mohawk artist to relate life, traditions, October 19

**Canadian Art Magazine**
*Coyote School* exhibition featured - Highlight of the Week June 7, 2017

**CBC Radio Thunder Bay** (Superior Morning) – McMaster’s exhibition *The Unvarnished Truth* at Thunder Bay Art Gallery. Interview with lead researcher Brandi Lee MacDonald, October 5

**ICI Radio Canada** - Line Boily conducted French interview with McMaster Professor Dr. William Hanley in the Museum about the Pierre Conlon Book Collection/Age of Enlightenment Exhibition. March 23 to air late 23rd and 24th.

**CFMU Radio**
- Morningfile – *Liss Platt's Constant decade*, radio interview and story, by Rachel Connell, May 23

**Echo Artist Talk Promotions** – Hamilton Arts Council production
video recording of talk by Paul Cvetich. *Kuniyoshi vs Cvetich*. Also published on *Akimbo* Art News

**Hamilton Life / Cable 14**
- Feature Interview with Senior Curator, Ihor Holubizky. Filmed Oct 18. Aired Oct 20 – 24 *Living Building Thinking*
- Paul Cvetich interview by Linda Rourke Jan 18 *Kuniyoshi vs Cvetich*
- Liss Platt feature interview by Linda Rourke May 5, *Liss Platt*

**Hamilton Magazine** – Arts & Culture page feature, winter issue *Kuniyoshi vs Cvetich*

**Hamilton Spectator**
- *How artists respond to troubled times* Regina Haggo, Sep 30, 2016
  *Living Building Thinking: art & expressionism*. Full page spread and online
- *Exhibition showcases McMaster’s graduating art students* by Regina Haggo
  SUMMA/Equinox exhibition, Apr 15, 2017
  In print and online: *Spec.com, Culture rodeo, Hamilton News*
- Graham Rockingham: A work by the ‘Picasso of the North’ graces a McMaster hallway, April 28
  Re: Norval Morrisseau painting donated to McMaster installed in Indigenous Studies
  *Waterloo Record* (May 5) and *Hamilton News* (Apr 27)
- **Coyote School’s trickster spirit remains ‘unapologetic’**, McMaster show provides ‘a more honest look at what indigenous art really is’ by Graham Rockingham, June 6
  Also published in
  Kitchener Post
  Waterloo Chronicle
  The Record
  New Hamburg Independent
  Shared by First American Art Magazine

- Regina Haggo interviews John Hansler about his donation to McMaster and exhibition **John Hansler: A Life Collecting**, June 27


**McMaster Daily News**
- Instagram - Video Interview/ Behind the Scenes Tour w/ Julie Bronson and Ihor Holubizky
- Liss Platt at McMaster Museum of Art, May 5. Interview. Shared on McMaster Faculty of Humanities website
- Museum of Art presenting works by eight Indigenous artists, Coyote School June 8, 2017

**McMaster Silhouette**
- Abeera Shahid interview with Rheanne Chartrand (Jan 13). Full page *Unapologetic*. January 19
- *East Meets West in New Art Show* by Michael Dennis (Jan 12) *Kuniyoshi vs Cvetich*

**McMaster Times** – Rheanne Chartrand, Curator of Indigenous Art, Profile in Fall issue

**Mirage News (Online Art Magazines)** – September 1 *Living Building Thinking*

**Mohawk College Press** – Interview by Sam Houpt Jan 18 *Kuniyoshi vs Cvetich*

**Mohawk College TV** – Video Interview by Melissa Crockett, January 26 *Kuniyoshi vs Cvetich*

**Muskrat Magazine** - Indigenous arts and culture magazine
- *Coyote School Exhibition and Musical Performance*, June 8

**National Gallery of Canada Magazine**
Defending the Crease: The Canadiana of Ken Danby
By Sierra Bellows on November 15, 2016. Interview with MMA Curator Ihor Holubizky re: Ken Danby exhibition at AGH

**NationTalk** – Canada’s Aboriginal newswire
- Exhibition to Highlight Foundational Indigenous Art, Jan 11, 2017
- Museum of Art presenting works by eight Indigenous artists, Coyote School, June 8, 2017

**The News Watch** (Thunder Bay) - Exhibit explores the art beneath the painting. McMaster’s *The Unvarnished Truth* exhibition. Oct 9, 2016 by Nicole Dixon

**Now Magazine**: Toronto Gallery Openings, June 7, 2017 *Coyote School*

**Quill & Quire**
How Canadian publishers are curating successful relationships with art galleries by Sue Carter, October 2016. Ihor Holubizky / Curated Danby exhibition for Art Gallery of Hamilton
Toronto on Demand Digital Magazine. McMaster’s Rheanne Chartrand curates ‘Our Home on Native Land’ at Harbourfront Centre, June 26

Visit Hamilton Magazine – ½ page feature on Arts Page (Installation view of The Age of Enlightenment)

Waterloo Record, the – video interview with Rheanne Chartrand, Unapologetic: Acts of Survivance, January 2017

BLOGS

- **AnthropologyWorks** – Blog *Take that Anthropology Degree and…* featuring Rheanne Chartrand/ McMaster Curator of Indigenous Art
- **OCADU News** Barbara Astman, Faculty of Art, to show in *Living Building Thinking*, Sept 2017
- **PanArmenian Network** – September 1 *Living Building Thinking*
- **The Heart of Ontario Blog** Liss Platt: A Constant Decade, June 2017
- **One Arty Minute** – Liss Platt: A Constant Decade, June 2017
- **Carpe Diem Hamilton**, June 4 – Liss Platt: A Constant Decade June 2017
- **Mississauga Camera Club** newsletter – Liss Platt: A Constant Decade, June 2017
- **MKG Gallery Blogspot** - *Liss Platt : A Constant Decade* at McMaster Museum of Art (May 5)
- **Middlebrook Prize** for Young Canadian Curators Awarded – One of jurors is Chartrand, McMaster Museum of Art Curator (May 19)
- **Harbourfront Centre** - Sounds of Home: Our Home On Native Land (June 30 – July 3) organized by Rheanne Chartrand, McMaster Museum of Art Curator
- **Codart**: Website for Curators of Dutch and Flemish art *The Unvarnished Truth: Exploring the Material History of Paintings* (McMaster’s exhibition on view at Queen’s University)
Report to the Board of Governors from the Senate

a. Correction to Recommended Revisions to SPS A3, “Procedures for Other Appointments (Except in Health Sciences)”

At its meeting on December 13, 2017, Senate approved a recommendation from the Committee on Appointments to correct the revisions to SPS A3, “Procedures for Other Appointments (Except in Health Sciences)”. Details of the proposal are contained as Attachment I of the report from Senate.

It is now recommended,

that the Board of Governors approve the corrections to the revised SPS A3, “Procedures for Other Appointments (Except in Health Sciences)”, as contained in the attached report.

b. Proposal to Establish the International Society on Thrombosis and Haemostasis – McMaster Chair in Thrombosis and Haemostasis

On February 14, 2018, Senate reviewed and approved the proposal to establish the International Society on Thrombosis and Haemostasis – McMaster Chair in Thrombosis and Hemostasis. Details of the proposal are contained in attachment II of the circulated report.

It is now recommended,

that the Board of Governors approve the establishment of the International Society on Thrombosis and Haemostasis – McMaster Chair in Thrombosis and Hemostasis, as outlined in the circulated material.

Board of Governors: FOR APPROVAL
March 1, 2018
REPORT TO SENATE

FROM THE

COMMITTEE ON APPOINTMENTS

Open Session (Regular Agenda Business Arising)

At the November 8, 2017 meeting, Senate approved, through the Consent agenda, what appeared to be a minor revision to Supplementary Policy Statement A3, “Procedures for Other Appointments (Except in Health Sciences),” as follows:

1. Adjunct Academic Appointments

The title of ‘Adjunct Lecturer’, ‘Adjunct Assistant Professor’, ‘Adjunct Associate Professor’ or ‘Adjunct Professor’ should be reserved for persons holding full-time positions at other institutions, or independent scholars who are not employees of McMaster University, or McMaster University staff who wish to participate in academic endeavours beyond those normally associated with their staff positions.

Subsequently, a Senator noticed that the whole final phrase, “or McMaster University staff who [wish to] participate in academic endeavours beyond those normally associated with their staff positions,” was new to the policy. Upon further investigation, it was discovered that the Committee on Appointments had not received the complete proposed revision, but only an early edit of the complete proposal.

The Committee on Appointments reviewed the complete proposed revision at its November 20, 2017 meeting (attached) and now recommends,

“that the Senate approve, for recommendation to the Board of Governors, revisions to Supplementary Policy Statement A3, ‘Procedures for Other Appointments (Except in Health Sciences),’ as set out in the attached.”

Senate: For Approval
December 13, 2017
The following procedures must be followed in the making of other appointments.

a) All appointments will be for a defined duration, as outlined in the letter of appointment, or renewal.

b) A list of all Adjunct and Visiting appointments of three months and more must be provided by the Provost to Senate, for information, in September of each year. Visiting appointments of less than three months are reported to the Dean for information.

c) If there are any payments to holders of these types of appointments, those arrangements are the responsibility of the Department or Faculty Office.

d) Letters for Visiting appointments of less than three months come from the Department. Letters of appointment for all other appointments come from the President and are to be prepared by the Provost. The supporting documentation to be sent to the Provost must include the C.V., the appointment recommendation form and any salary/stipend arrangements (see c).

e) If a potential appointee holds full-time employment at another university, institution or company then the approval of that ‘home’ employer should be obtained before any letter of appointment is sent. In the cases of appointments in categories 1 and 2 below (except for persons visiting while they are on leave from their home employer) this approval should be obtained in writing.

f) The participation of any appointee in the graduate work of a Department is subject to the regulations of Senate and the School of Graduate Studies and to the approval of the Dean of Graduate Studies (see SPS A11).
1. **Adjunct Academic Appointments**
   
a. The title of ‘Adjunct Lecturer’, ‘Adjunct Assistant Professor’, ‘Adjunct Associate Professor’ or ‘Adjunct Professor’ should be reserved for persons holding full-time positions at other institutions, or independent scholars who are not employees of McMaster University, or McMaster University staff who participate in academic endeavours beyond those normally associated with their staff positions.

b. These appointments should be reserved for persons who will have a significant involvement in the teaching and/or research activity of the Department, which may extend beyond one year.

c. Recommendations from Departments are subject to approval by the Faculty Appointments Committee.

2. "**Visiting**" Appointments
   
a. The title of 'Visiting Lecturer' or 'Visiting Assistant Professor', 'Visiting Associate Professor' or 'Visiting Professor' should be reserved for persons visiting for short periods from other universities or institutions. Normally, visiting appointments would not extend beyond one year.

b. For Visiting appointments of three months and more, recommendations from Departments are subject to approval by the Dean and the Provost.

3. **In-Residence Appointments**
   
a. This category of appointment is to allow for the appointment to the University of distinguished performers, artists, writers, industry leaders and other scholars. These appointments will not involve regular teaching duties.

b. Recommendations from Departments are subject to approval by the Faculty Appointments Committee.

4. **Industry Professor**
   
a. This category of appointment is without rank and is reserved for people who have substantial business or industrial experience at senior levels of management.

b. These appointments should be reserved for persons who will have a significant involvement in the teaching and/or research activity of the Department, usually extending beyond one year.

c. Recommendations from Departments are subject to approval by the Faculty Appointments Committee.
January 10, 2018

Senate Committee on Appointments
c/o University Secretariat
Gilmour Hall, Room 210

Re: Establishment of the ISTH-McMaster Chair in Thrombosis and Hemostasis

On behalf of the Faculty of Health Sciences, I would like to recommend the establishment of the ISTH-McMaster Chair in Thrombosis and Hemostasis.

The International Society on Thrombosis and Haemostasis, the Faculty of Health Sciences (via its Department of Medicine) and our colleagues at Hamilton Health Sciences Research Institute have come together to provide funding to permanently support this position. The Chair will provide additional resources to strengthen the University’s research in the fields of thrombosis and hemostasis.

The terms of reference for the Chair are attached.

Yours sincerely,

[Signature]

Paul O’Byrne MB, FRCP(C), FRSC
Dean and Vice-President

Encl.

PO/rl
TERMS OF REFERENCE

ISTH-McMaster Chair in Thrombosis and Hemostasis

General

A transfer of the annual interest on an endowment is being directed to the Faculty of Health Sciences to provide support for the ISTH-McMaster Chair in Thrombosis and Hemostasis. The incumbent will have demonstrated excellence in the areas of thrombosis and hemostasis.

Details and Duties

The holder of the Chair shall be an individual with sufficient educational, research and/or clinical experience.

Specifically, the Chair will:

- Hold a full-time appointment in the Department of Medicine in the Faculty of Health Sciences at McMaster University;
- Be an integral part of the institutional vision towards establishing and maintaining a world-class program in thrombosis and hemostasis that exemplifies the central values of the University, the Department of Medicine and Hamilton Health Sciences;
- Contribute significantly to the body of scholarship in the areas of thrombosis and hemostasis, through teaching, research and/or clinical work at McMaster University;
- Undertake the normal duties of a faculty member in the Faculty of Health Sciences and the Department of Medicine, including participation in the education programs of the Department.

Selection Process

The Dean and Vice-President of the Faculty of Health Sciences will appoint an appropriate ad-hoc selection committee that shall include, at minimum, the Associate Dean, Research, and the Chair of the Department of Medicine. For the initial search, this committee will accept recommendations from a separate search committee, as described in the funding agreement with ISTH. This Committee will forward its recommendation to the Senate Committee on Appointments.

Term

An appointment to the Chair shall be for up to five (5) years, with the understanding that renewal for additional terms is possible.

Acknowledgement

The incumbent will acknowledge that she/he holds the “ISTH-McMaster Chair in Thrombosis and Hemostasis” in all publications, lectures and other activities supported through the fund.

October 2017
REPORT TO THE BOARD OF GOVERNORS
FROM THE
EXECUTIVE AND GOVERNANCE COMMITTEE

i. Terms of Reference – Associate Vice-President, Equity and Inclusion

On January 11, 2018, through electronic vote, the Executive and Governance Committee reviewed and approved the revised terms of reference for the position of Associate Vice-President, Equity and Inclusion. Details of the approved item are contained in attachment I of the circulated material and has been provided for information.
December 8, 2017

TO: Senate Committee on Appointments

FROM: Patrick Deane, President and Vice-Chancellor

RE: TERMS OF REFERENCE FOR ASSOCIATE VICE-PRESIDENT (EQUITY AND INCLUSION)

At the outset of its work, the Selection Committee for an Associate Vice-President (Equity and Inclusion) submitted detailed Terms of Reference for this position, which were approved by Senate and the Board of Governors in February and March, 2017, respectively. The position was originally assumed to be an academic appointment but as the Committee became more deeply involved in the discussions regarding the exact nature of the role, the key attributes and level of experience required by candidates, and the complexity of the issues to be addressed, it became clear that the position could also be held by a skilled and experienced non-academic equity practitioner.

The Committee is therefore recommending removing the requirement that this be an academic appointment and is also recommending a number of housekeeping revisions to the previously approved Terms of Reference. The revisions are shown as tracked changes on the attached updated version of the Terms of Reference and can be summarized as follows:

- Senior Administrator – The reference to “academic” administrator has been removed to indicate that a non-academic administrative appointment is not precluded.
- Title – The title has been adjusted to “Associate Vice-President (Equity and Inclusion)” in line with the other senior non-academic administrative positions in the Provost’s area.
- Dispute Resolution – The responsibility for oversight of the dispute resolution process has been clarified.
- Relevant Policies – The reference to current policies has been revised to avoid the need for the Terms of Reference to be updated in the event that current policies are revised or the names changed.
- Term – The requirement that the position be held by a faculty member has been removed.

On behalf of the Selection Committee for an Associate Vice-President (Equity and Inclusion), I accordingly request that the Senate Committee on Appointments approve, for recommendation to Senate and the Board of Governors, the revised Terms of Reference for the position of Associate Vice-President (Equity and Inclusion) attached.
**Vice-Provost/Associate Vice-President (Equity and Inclusion)**

Primary Purpose of the Position:

The Vice-Provost/Associate Vice-President (Equity and Inclusion) is a senior academic administrator with University-wide responsibilities. Reporting to the Provost and Vice-President (Academic), this role has overarching responsibility for the promotion, development, coordination and support of initiatives related to equity, diversity, and inclusivity across the Institution. The Vice-Provost/Associate Vice-President (Equity and Inclusion) has a broad, proactive mandate to identify and address campus-wide systemic issues; play a central role in education and awareness-raising initiatives; support the development and implementation of relevant policies and processes, including those for the handling of concerns and complaints; provide expertise, insight, advice and assistance across the Institution on matters of equity, diversity and inclusivity; and ensure a visible presence for and sustained focus on these issues in order to infuse the values of equity, diversity and inclusivity into the day to day work of the University. The work of the Vice-Provost/Associate Vice-President (Equity and Inclusion) is expected to advance the University’s commitment to building an inclusive community, and foster a culture which embraces and promotes respect, equity and fairness, and celebrates the rich diversity of the campus community.

Accountability and Partnerships:

The Vice-Provost/Associate Vice-President (Equity and Inclusion) is accountable to the Provost and Vice-President (Academic) and works closely with the Vice President (Research), the Vice Provost (Faculty), the AVP (Students and Learning), the Vice Provost and Dean of Graduate Studies, the AVP (Academic) in the Faculty of Health Sciences, the Faculty Deans, and the Assistant Vice-President and Chief Human Resources Officer, as well as with other members of the senior administration with regard to matters of equity, diversity and inclusivity. The Vice-Provost/Associate Vice-President (Equity and Inclusion) directly oversees the Equity and Inclusion Office and supports and sustains the work of the President’s Advisory Committee on Building an Inclusive Community (PACBIC), the Indigenous Education Council (IEC), and the McMaster Accessibility Council (MAC).

Key Responsibilities:

1. **Strategic Leadership**
   a. Take leadership responsibility for developing and maintaining a university equity plan, including ensuring that this plan meets the requirements imposed by major external funding bodies such as the tri-Council agencies.
   b. Provide vision and leadership across the Institution for equity-focused initiatives. Working in close collaboration with key members of the senior administration, identify and develop strategies to address systemic issues, support equity-seeking groups, and promote diversity throughout the campus community.
c. Working in close collaboration with the AVP (Students and Learning), the Vice Provost and Dean of Graduate Studies, and the Faculty Deans, as well as with PACBIC, MAC and the IEC, identify the barriers to post-secondary education facing particular groups (including members of Indigenous and racialized communities, faith-based and LGBTQ+ community members and persons with disabilities), and support the development of pathways, strategies and policies intended to address such barriers.

d. Partner with the Indigenous community at McMaster to embrace and implement the recommendations of the Truth and Reconciliation Commission of Canada Final Report.

e. Work closely with the Vice President (Research) and Faculty Deans to ensure that selection processes for prestigious positions (e.g. CRCs and CERCs) as well as nominations for prestigious awards (e.g. FRSC) use processes that address issues of equity and diversity.

f. Support the work of the AVP and Chief Human Resources Officer in developing and implementing strategies and policies to advance and support employment equity across the University, as well as the work of the Vice Provost (Faculty) in supporting the recruitment and development of faculty members.

g. Provide leadership, guidance and advice to advance McMaster as an inclusive community, and to support the University’s proactive engagement in creating a positive, respectful and inclusive culture and climate throughout the Institution.

2. Promotion and Support of Equity and Diversity

   a. Work with units across the University to foster a culture of respect and inclusivity, oversee the development of equity initiatives intended to promote an understanding of diversity, raise awareness of historically marginalized groups, and incorporate an anti-oppressive framework.

   b. Working closely with the faculty Co-Chair, act as Co-Chair of the President’s Advisory Committee on Building an Inclusive Community, ensuring that issues identified by the Committee are taken up and communicated within the senior administration, and that appropriate strategies to enhance equity and diversity are developed and implemented.

   c. Support the work of the Indigenous Education Council, acting as an important liaison with the Council from the senior administration, supporting their work and assisting in the advancement of Indigenous communities and initiatives across the University.

   d. Support and assist the work of the McMaster Accessibility Council, taking up the recommendations of the Council and working with the Provost and Vice-President (Academic) and Vice-President (Administration) to ensure the University’s adherence to AODA Accessibility Standards.

3. Guidance and Advice

   a. Provide leadership, guidance and support to members of the senior administration and others on emerging issues, opportunities and challenges with regard to equity-related issues, and matters of campus climate, acting as the key point of contact with regard to such matters for members of the internal and external communities.

   b. Provide support and assistance in the implementation of equity-focused initiatives across the University incorporating input from equity-seeking campus groups and organizations.
c. Ensure the building of positive, safe, and constructive relationships with other University groups, units and offices engaged in such initiatives (including Human Resources Services, Ombuds Office, MSU Diversity Services, Student Affairs, Security Services and the Faculty of Health Sciences Professionalism Office) to ensure the sharing of best practices across the University.

d. Represent McMaster externally and build networks with peers at other institutions across Canada and elsewhere in order to build relationships and engage in a community of best practice with regard to the promotion of equity and diversity.

4. Dispute Resolution and Complaint Handling
   a. Oversee the office of Human Rights and Dispute Resolution and complaints handling, including direct supervision of the Director, Human Rights and Dispute Resolution of this office. This office has responsibility for handling all concerns, complaints and issues brought forward, including complaints of discrimination, harassment and sexual violence, ensuring the provision of timely advice and responses, the availability of effective counselling, support, mediation, and alternative dispute resolution services, and ensuring an effective process for the conduct of formal investigations when required.

   b. Ensure collaboration with colleagues in Human Resources Services, the Faculty of Health Sciences Professionalism Office, Student Support and Case Management, the University Secretariat, and other offices and senior administrators as appropriate, to ensure a consistent approach to the handling of complaints, and the effective implementation of policies and practices related to human rights and equity-related issues across the Institution.

5. Policy Advice, Training and Reporting
   a. Monitor legislative and policy developments in areas related to equity, human rights, sexual violence, and accessibility, and provide advice and support on the development and effective implementation of appropriate policies and strategies to ensure institutional compliance with legislative and reporting requirements.

   b. Collaborate with colleagues in Human Resources Services, the Faculty of Health Sciences Professionalism Office, the University Secretariat, and other offices and senior administrators as appropriate, to provide a training program and to raise awareness of human rights and equity-related policies, practices and legislative requirements throughout the institution, including the University’s policies related to discrimination and harassment, sexual violence, accessibility, and occupational health and safety, disability discrimination, harassment and sexual harassment, prevention and response, the Sexual Violence and Accessibility policies, and the Occupational Health and Safety Act, support the effective implementation of relevant policies, and ensure that members of the senior administration and persons in authority have a thorough understanding of relevant processes and responsibilities under relevant policies and/or legislation.

   c. Ensure pan-University statistical data is collected and maintained, recording the numbers of concerns brought forward, disclosures made, complaints dropped or withdrawn, informal resolutions effected and formal complaints pursued under the University’s Discrimination, Harassment and Sexual Harassment: Prevention and Response and Sexual Violence policies, and provide anonymized annual statistical reports to the University’s governing bodies, including an analysis of such data and identifying areas or issues of repeated concern.
Specific Accountabilities:

a. Provide overall leadership and direction to the Equity and Inclusion Office in a manner that is consistent with the strategic direction of the University, developing short-term and long-term strategic plans.
b. Lead, engage and inspire a team of Equity and Inclusion professionals. Ensure the ongoing development of staff and provide for an effective and productive work environment.
c. Support and sustain the work of the President's Advisory Committee on Building an Inclusive Community (PACBIC), the Indigenous Education Council (IEC), and the McMaster Accessibility Council (MAC).

Term of Office:

The position of Vice- Provost (Equity and Inclusion) shall be held by a qualified faculty member, appointed by the Senate and Board of Governors for a five-year, renewable term.
The McMaster Nuclear Reactor: Its History and its Future

McMaster’s Nuclear Reactor began operations in April 1959 and was the first research reactor on a University campus in the British Commonwealth. It remains the most powerful research reactor at a Canadian university. The initial focus was on nuclear physics, and shifted to neutron scattering with the arrival of Bertram Brockhouse, who joined McMaster in 1962, and went on to win the 1997 Nobel Prize in Physics for his work. Over time, the use of the reactor for applied work has increased to include nuclear dating techniques, using neutrons to analyze samples, neutron radiography, and isotope production for clinical and industrial applications. Following funding cuts, the University shut down the reactor in 1995; this decision was subsequently reversed and a new commercial plan was developed, which included paying off the reactor’s operating debt, building a decommissioning fund, and reinvesting in the facility.

Since that time, both the research and educational capacity of the reactor has gradually increased, and was further expanded with the award of a Knowledge Infrastructure Program grant to McMaster in 2009. This funding allowed for renovations and upgrades to the nuclear reactor and adjacent nuclear research building to accommodate new laboratories and research and training space, and enabled the increased commercial production of medical and industrial isotopes. In 2012, McMaster was awarded a Canada Foundation for Innovation grant to establish a Small Angle Neutron Scattering facility at the reactor, which further expanded its research capacity.

The McMaster Nuclear Reactor supports research across a range of disciplines, from biological and medical research and the production of medical isotopes, to material composition and neutron and gamma scattering. Researchers and students study nuclear safety, including testing and analyzing new Canadian ore deposits, and qualifying the detectors used to control the safety of nuclear power plants. The reactor’s neutron beams allow researchers to study the structure and dynamics of atoms. This research led to the first solution to the structures of high temperature superconductors, support for forensic sciences used for national defence, the production of radiotracers used to develop environmentally tolerant food sources, and the analysis of mineral samples to help in the development of natural resources. The aerospace industry also makes use of the neutrons produced by McMaster’s reactor to test for flaws in turbine blades and check for the corrosion of aircraft components. Radioanalytical laboratory services are also available to support environmental monitoring, natural resource development, and polymer analysis.

In terms of production activity, McMaster’s reactor is one of only two producers of iodine-125, a radioisotope used to treat prostate cancer, and currently produces 60% of the world’s supply, responsible for treating 400 prostate cancer patients per day. In addition to the development of medical isotopes, research at the reactor supports the design and validation of specialized irradiation devices to supply medical isotopes.
The McMaster Nuclear Reactor is a central feature of Canada’s scientific landscape. With the impending closure of the National Research Universal reactor at Chalk River Laboratories—currently Canada’s primary facility for neutron-based research—McMaster’s reactor will be the country’s sole nuclear research facility above low thermal power. Plans are underway to increase its capacity in order to support research programs that will be lost with the closure of the Chalk River facility. Currently the reactor operates at 25% of its capacity; the University is seeking a limited-term partnership with the Government of Canada to provide the transitional funding needed to increase this operating capacity to 100%, while developing the revenue streams that will make this level of operation self-sustainable by the end of the funding period. The government’s investment would be used to support a larger complement of reactor operations and radiation safety staff, increased reactor fuel consumption and management fees, additional facility maintenance costs, and logistical support staff.

With the closure of the National Research Universal reactor, the importance of McMaster’s reactor as a research and training site will also increase. The University’s reactor plays a vital role in educating large numbers of undergraduate and graduate students and highly qualified personnel in the area of medical and power nuclear technologies, and is expecting to absorb approximately half the 250 researchers, including 30 students, from over 60 departments in 30 universities who currently use the Chalk River facility for research and training purposes. Increasing the operating capacity of McMaster’s reactor in the way we envisage will also enable it to support a broader range of neutron beam experiments, including a significant portion of the world-leading materials science research that is currently conducted at the National Research Universal reactor.

I am delighted to welcome Chris Heysel, Director, Nuclear Operations and Facilities, Bruce Gaulin, Director of the Brockhouse Institute for Materials Research, John Luxat, Professor and Industrial Research Chair in Nuclear Safety Analysis, and John Valliant, Professor of Chemistry and CEO, Centre for Probe Development and Commercialization, as the guest speakers at our meeting. I look forward to hearing them speak in more detail about the operations of the McMaster Nuclear Reactor, future plans for the facility, and the critical and groundbreaking research and production work they are engaged in.

**CAMPUS UPDATE**

**Prime Minister hosts Town Hall at McMaster**
Prime Minister Justin Trudeau hosted a packed town hall meeting at McMaster on January 10, the second in a series of cross-country question and answer sessions that extended from Halifax to Edmonton. It was the Prime Minister’s second visit to McMaster in five months; he helped students move into residence during a visit to campus in August.

**Tobacco and Smoke-Free Campus**
McMaster is now officially Ontario’s first 100% tobacco and smoke-free campus. Widespread consultation and planning was undertaken during the Fall, in preparation for the implementation of the new policy on January 1. The new designation is in effect on the Hamilton campus, inside and on the grounds of the Ron Joyce Centre in Burlington, and at all McMaster-owned properties.
McMaster and Hamilton Partners in successful Supercluster Bid
Advanced Manufacturing is one of five superclusters that will bring industry, universities and other partners together as Canada unveiled a new, major investment to promote innovation and economic development. Federal Minister of Innovation, Science and Economic Development, Navdeep Bains, announced the winners of Ottawa’s $950 million Innovation Supercluster Initiative, which received more than 50 applications from across the country. The supercluster investment will help both Hamilton and McMaster continue to partner with companies such as ArcelorMittal Dofasco and Linamar to strengthen Canada’s manufacturing base through ground-breaking research.

Research

McMaster receives $19M in Health Research Funding
Twenty-two McMaster researchers have received new research grants totalling $19 million from the Canadian Institutes of Health Research (CIHR). Filomena Tassi, Member of Parliament for Hamilton West – Ancaster – Dundas, made the announcement of the grants as part of a total of $145 million of grants to Ontario institutions, during a recent visit to campus. The projects cover a wide range of health research, including immunology and stem cells, obesity and patient care.

McMaster Projects awarded more than $13.4M in Infrastructure Funding
Four McMaster projects have been awarded more than $13.4M in funding for equipment needed to facilitate large, collaborative projects. The Ontario Research Fund awards were announced on January 8 and include the Good Bugs, Bad Bugs program, led by infectious disease researcher Eric Brown, the Canadian Centre for Electron Microscopy, led by engineer Gianluigi Botton, and the Canadian Research Data Centre Network, led by economist Mike Veall. Condensed matter expert Graeme Luke also received funding for a project – High-Momentum and High-Luminosity Muon Beamlines for Molecular and Materials Science and Fundamental Muon Physics – which will be led by Simon Fraser University.

Celebrating Fifty years: The Bertrand Russell Archives
This year, McMaster Library is celebrating the 50th anniversary of the acquisition of the Bertrand Russell Archives, which remain the University’s largest research collection, and continue to be used by scholars from around the world. The collection, by far the largest on Russell in the world, has inspired a wealth of scholarly activity in a number of areas including peace and religious studies, philosophy, history, political science, literature and mathematics. Work continues on renovating the building at 88 Forsyth Avenue, which will become the new home for the Russell Archives this Spring.

Global and Community Engagement

McMaster Community Members Honoured with John C. Holland Awards
Sharon Nwamadi and Kayonne Christy were both recognized at a recent ceremony celebrating leaders in the local black community. Sharon Nwamadi was awarded the Evelyn Myrie Political Action Bursary. She is a member of the Student Representative Assembly at McMaster, as well as the Neighbourhood Assistance Advisory Council. Kayonne Christy, winner of the Lincoln
Alexander Scholarship, has been active in a number of areas, including co-founding the Black Aspiring Physicians of McMaster, the McMaster Womanist/Black Feminist Principals, and acting as convener and chair of the Race, Racialization and Racism working group of the President’s Advisory Committee on Building an Inclusive Community.

Fostering Global Engagement at McMaster
*Higher Education: The Ongoing Tension Between Nationalism and Internationalism,* was the title of a recent panel discussion that explored the importance of global engagement at McMaster and the opportunities and challenges it presents. Each panelist discussed their own unique experiences and spoke about the ways in which internationalism might impact the work, function, and mission of the university. The panel also discussed the importance of providing opportunities for faculty, staff and students to engage at both the local and global level. The event was moderated by Arshad Ahmad, Vice-Provost, Teaching and Learning and the Director of the Paul R. MacPherson Institute for Leadership, Innovation and Excellence in Teaching.

Workshop lays groundwork for Future Collaboration with French Research Community
A joint workshop hosted by McMaster and Le Centre National de la Recherche Scientifique (CNRS) – the European Union’s largest fundamental science agency – has laid the groundwork for future partnerships that could lead to new research collaborations, and expanded opportunities for graduate students. The three-day event, held recently on campus, brought McMaster researchers together with more than 30 researchers from some of France’s top universities, as well as from the CNRS, to exchange scientific knowledge, strengthen existing partnerships, and develop new research and academic collaborations in the areas of materials science, theoretical chemistry, and pure and applied mathematics.

Teaching and Learning

**McMaster Engineering Youth Camps receive Federal Funding**
Actua, the national organization that represents Venture and LEAP camps at McMaster University’s Faculty of Engineering, was named the largest recipient of funding from the Government of Canada’s new CanCode program. CanCode is a $50 million fund, announced in the federal budget 2017, that is supporting the development of coding and digital skills for youth from kindergarten to grade 12 (K-12). The program aims to equip youth, including traditionally underrepresented groups, with the skills and study incentives they need to be prepared for the jobs of today and the future.

**Students take Big Ideas to Silicon Valley**
Six engineering students are bridging their big ideas from McMaster Engineering to Silicon Valley as winners of the Big Ideas Contest. The contest, launched by McMaster Engineering Co-Op & Career Services (ECCS), gave students the opportunity to submit their big ideas to solve real-world problems for a chance to win a trip to Silicon Valley. The winners toured some of the top technology companies in the world, including Google and Tesla, learned from key innovators and developed their professional skills.
MINUTE OF APPRECIATION

George Martin Luxton, B.A., LL.B, LL.D (Hons)

It is with great sadness that the Board of Governors of McMaster University notes the passing of Dr. George Martin Luxton.

Dr. Luxton was born in Calgary in 1931, and graduated from the University of Western Ontario with a Bachelor of Arts Degree, followed by a law degree from Osgoode Hall. He was a committed volunteer and valued giving back to the community, including many organizations throughout the Hamilton area. Such service included President of the Hamilton Community Foundation, President of Opera Hamilton, President of the Art Gallery of Hamilton, and President of the Hamilton Law Association. Martin had a distinguished legal career in corporate law and practiced for 50 years.

Dr. Luxton was a strong supporter of McMaster University and served as a Board member from 1986 to 2000. Over his 14 years on the Board, Martin undertook many roles, including serving as Vice-Chair and Chair. In 1998, Dr. Luxton received an honorary doctorate, recognizing his many contributions to the community and legal profession.

As an expression of our regard for the contributions of Dr. Luxton to McMaster University, it is moved that this Minute of Appreciation be recorded in the permanent minutes of the Board of Governors and a copy sent to his family.

Board of Governors
March 1, 2018
REPORT TO THE BOARD OF GOVERNORS
FROM THE
SENATE

a. Proposed Revisions to the Joint Intellectual Property Policy

At its meeting on February 14, 2018, Senate approved a recommendation from the University Planning Committee regarding the proposed revisions to the Joint Intellectual Property Policy. Details of the proposal are contained as Attachment I of the report from Senate.

It is now recommended,

that the Board of Governors approve the revised Joint Intellectual Property Policy, as contained in the attached report.

Board of Governors: FOR APPROVAL
March 1, 2018
MEMORANDUM

Date: January 2, 2018

To: Senate Executive Committee and Senate Committee

From: Dr. Robert Baker, Vice-President (Research)

Re: Revisions to the Intellectual Property Policy

Background

Commercialization of research has long been a strategy of McMaster University, with oversight provided by the office of the Vice-President (Research) and the McMaster Industry Liaison Office (MILO). The Joint Intellectual Property Policy to encompass the activities of Hamilton Health Sciences and St. Joseph’s Healthcare Hamilton, was created and approved in June 2004. Since that time, we have had commercialization successes and are continuing to engage with researchers to encourage the intellectual development and innovation of the research community in a manner that benefits the knowledge creators, institutions, and society.

As part of a review of the IP Policy, we have recognized that the IP Board, as set out in the IP Policy, has been defunct for some time. In part, this is due to the very large size and diversity of the membership, as well as the lack of clarity on the role and responsibilities of the IP Board. Over the last few years, matters that would normally have gone for IP Board resolution have been minimal, and have been successfully dealt with by the three VP (Research) in consultation with MILO. As such, the need for a large IP Board is far less obvious than initially contemplated when the Joint IP Policy was drafted in 2004.

The need for a properly functioning IP Board is underlined by both the federal Standing Committee on Industry, Science and Technology and the provincial Office of the Auditor General sponsoring reviews and studies on intellectual property and technology transfer from post-secondary institutions to industry. The outcomes of these studies may provide suggestions for refinements to the University’s IP Policy and it will be important to have a function IP Board that can study and respond to any proposed changes.


Recommendation

That the Joint Intellectual Property Policy be amended, as indicated in the attached draft, to re-create the constitution of the Intellectual Property Board such that the members will consist of the three Vice-Presidents (Research) for each of McMaster, Hamilton Health Sciences (HHS), and St. Joseph’s Healthcare Hamilton (SJHH), plus the Executive Director of the McMaster Industry Liaison Office (MILO), two others from the university and one other from each of the hospitals. This would be a reduction from the previous 18 member Intellectual Property Board to 8 members.

This recommendation has been discussed, and agreed to in principle, by the Deans of all six faculties. We also have the support of all of the faculty members (including those with cross-appointments with the hospitals) who had served previously as IP Board members. In addition, both
VPs Research from HHS and SJHH are in agreement with this revised IP Policy and brought this forward to their respective Boards. Both of these Boards reviewed and approved the revisions. Last, the University Planning Committee has also reviewed the revisions.

Next Steps

In consultation with the members of the teaching and research community, the newly structured IP Board will continue to review on a regular basis any further changes or clarifications to improvement of this policy, particularly in light of any recommendations that may come from the current federal and provincial government reviews.
1 Introduction and Objectives

1.1 The purpose of McMaster University (hereinafter the “University”), Hamilton Health Sciences (“HHS”) and St. Joseph’s Healthcare Hamilton (“SJHH”) includes the discovery, communication, and preservation of knowledge. The vision of the University, HHS and SJHH includes the achievement of international distinction for creativity, innovation and excellence.

1.2 Discoveries are an objective of the University, HHS and SJHH (collectively the “Institutions”). As a part of their obligation to society in general, the Institutions and their members have a responsibility to communicate these discoveries to the public. Some of these discoveries may have commercial value which should be exploited to the mutual advantage of those concerned. If the use of these discoveries can be limited or controlled by physical or legal means, the discoveries may also be referred to as “intellectual property.”

1.3 The objectives of this policy are to:

(a) encourage any member of the Institutions who may have created or discovered intellectual property to disseminate that property to the public in a manner that benefits both the member and the Institutions;
(b) recognize and uphold the principles of academic and research integrity in the possible commercialization of intellectual property;

(c) develop a body of knowledge and expertise within the Institutions in order to permit the continued successful commercialization of intellectual property in the future;

(d) outline clearly the ownership rights in any newly created or discovered intellectual property as between the Institutions and their members and the obligation for related costs and the division of related revenues;

(e) provide for the rights and obligations of the Institutions and their members in protecting and exploiting any newly created or discovered intellectual property;

(f) provide exclusions for certain types of intellectual property from this policy; and

(g) provide for the rights and obligations of the Institutions among themselves for the responsibilities and benefits arising under this policy.

1.4 It is possible that, at times, the academic and research missions of the Institutions may conflict with the potential commercialization of intellectual property. As the academic and research missions of the Institutions should take priority, the following principles shall take precedence over any other aspect of this policy where applicable:

(a) Academic Researchers, as defined in section 2.1, have the right initially to determine whether or not any new creation or discovery for which they are responsible should be commercialized. Prior to making such a decision, the Institutions may be asked to review any such creation or discovery and provide advice on the possible commercial value thereof. In spite of such a review, the Academic Researcher shall be solely responsible for the decision to proceed with commercialization;

(b) Members of the Institutions who are involved in the commercialization of any creation or discovery may be asked to withhold publication of any material or not to make any presentation thereof only for a reasonable period of time not exceeding six (6) months from the time full disclosure is made. This period of time shall be used to assess the intellectual property and to allow for any applicable legal protection to be put into place;
(c) No member of the Institutions shall be required to engage in any work or research which prohibits the results of the work or research from publication or disclosure to the public unless:

(i) that person is engaged in a position where it is contemplated that they would not normally be expected to publish the result of their work or research; or

(ii) that person provides their informed consent to engage in such work or research, and, in the case of any Student, their involvement in the work or research does not conflict or jeopardize the timely completion of any academic requirements and that the Institutional Student Affairs Office, as that term is defined in section 2.4 below, has agreed to such participation.

2 Definitions

In this policy, the following terms, when capitalized, shall have the following meanings:

2.1 “Academic Researcher” means someone who is a Member of the Institutions and whose appointment contemplates that they will conduct research and be responsible for the publication or other dissemination of the results of that research or be responsible for teaching of Students. For greater certainty and without limitation, an Academic Researcher shall include:

(a) a member of the University Teaching Staff; and

(b) someone who holds an appointment to the medical staff of SJHH or HHS; and shall not include:

(c) a research technician;

(d) a research nurse; or

(e) any other staff member who works under the direct supervision of an Academic Researcher.

The determination of who is an Academic Researcher shall be the responsibility of the IP Board;

2.2 “Disclosure Form” means the form established under section 7 hereof;
2.3 “HHS” means Hamilton Health Sciences Corporation incorporated under the laws of the Province of Ontario.

2.4 “Institutional Student Affairs Office” means the office of the institution (which may include institutions such as hospitals, universities and community colleges other than SJHH, HHS and the University) that is responsible for the academic progress of a student. For a University Student that is enrolled in a graduate program it is the School of Graduate Studies; for a University Student that is enrolled in an undergraduate program it is the Dean’s office of the relevant Faculty. The determination of which is the correct office shall be the responsibility of the IP Board;

2.5 The “IP Board” means the Joint Institutional Intellectual Property Board created herein and comprises the membership described in section 3.5;

2.6 “IP Creator” has the meaning defined in section 5.1 hereof;

2.7 “Intellectual Property” means databases, audio-visual material, electronic circuitry, biotechnology and genetic engineering products, computer software recorded in any format, inventions, discoveries and all other products of research (which inventions, discoveries or other products are capable of protection pursuant to any law of Canada or any other country or which may be otherwise licensable) where any of the foregoing are created, whether by discovery, invention or otherwise by an IP Creator as hereinafter defined;

2.8 “Member of an Institution” or “Member of the Institutions” or any similar phrase means anyone who:

(a) holds any appointment as a member of the medical staff of any of the Institutions;

(b) is a member of the University Teaching Staff’

(c) is an employee of any type of any of the Institutions;

(d) holds any other type of office or privileges at any of the Institutions; or

(e) is a Student at any of the Institutions.

2.9 “ORCIPMILO” means the McMaster Industry Liaison Office of Research Contracts & Intellectual Property of the University;

2.10 “SJHH” means St. Joseph’s Healthcare Hamilton, a division of the St. Joseph’s Health System;
2.11 “Student” includes:

(a) a University Student;

(b) a person following a program at any of the Institutions as a Post-Doctoral Fellow, Clinical Fellow, Medical Intern or Medical Resident; and

(c) anyone else who is engaged in a course of study at any of the Institutions or at any other institution (which may include institutions such as hospitals, universities and community colleges other than the Institutions).

The determination of who is a Student shall be the responsibility of the IP Board;

2.12 the “University” means McMaster University created under the McMaster University Act, 1976;

2.13 “University Student” has the same meaning as the term “student” is defined in the McMaster University Act, 1976;

2.14 “University Teaching Staff” has the same meaning as the term “teaching staff” is defined in the McMaster University Act, 1976;

3 Responsibility for this Policy

3.1 ORCIP MILO is responsible for providing the administrative needs of this policy.

3.2 The Executive Director of the ORCIP MILO is responsible for the administration of this policy and shall be responsible to the Vice-President (Research and International Affairs) of the University.

3.3 The Vice-President (Research and International Affairs) of the University shall consult as necessary with the Vice-President Research and Corporate Development of HHS and the Vice-President Research Institute of SJHH on the operations of the ORCIP MILO (the three Vice-Presidents being the “Institutional Vice- Presidents”).

3.4 The Intellectual Property Board of the University existing at January 1, 2005, is continued as the Joint Institutional Intellectual Property Board.

3.5 The Joint Institutional Intellectual Property Board shall consist of the following members:

(a) Vice-President (Research & International Affairs) of the University, who shall act as Chair of the Board;
(b) Vice-President, Research and Corporate Development of HHS, who shall act as a vice-Chair of the Board;

(c) Vice-President, Research Institute of SJHH, who shall act as a vice-Chair of the Board;

(d) The Executive Director of the ORCIPMILO, who shall act as Secretary of the IP Board;

(e) Two (2) other persons who have experience in the commercialization of intellectual property appointed by the President of the University, after consultation with the Vice-President, Research and the Faculty Deans;

(f) One (1) person who has experience in the commercialization of intellectual property appointed by the President of HHS after consultation with the Vice-President, Research of HHS;

(g) One (1) person who has experience in the commercialization of intellectual property appointed by the President of SJHH after consultation with the Vice-President, Research Institute of SJHH.

(d) Five (5) members of the University Teaching Staff appointed by the President of the University, after consultation with the Vice-President (Research & International Affairs) and the President of the McMaster University Faculty Association;

(e) Three (3) other persons who have experience in the commercialization of intellectual property appointed by the Board of Governors of the University on the recommendation of the President of the University;

(f) Two Academic Researchers of HHS appointed by the President of HHS, after consultation with the Vice-President, Research and Corporate Development of HHS;

(g) One (1) other person who has experience in the commercialization of intellectual property appointed by the Board of Directors of HHS on the recommendation of the President of HHS;

(h) Two Academic Researchers of SJHH appointed by the President of SJHH, after consultation with the Vice-President, Research of SJHH;

(i) One (1) other person who has experience in the commercialization of intellectual property appointed by the Board of Trustees of SJHH on the recommendation of the President of SJHH.

Comment [YG1]: Recommended change: Reduce number to improve efficiency and productivity of the group. Discussion was this would include: 3 VPRs, Exec Director MILO, plus 1 additional delegate from each hospital, to ensure quorum and equal representation.
Terms for those described in paragraphs (e) through (jg) above shall be for a term of up to three (3) years which may be extended for no more than two (2) additional terms.

3.6 The IP Board shall from time to time establish its own rules of procedure which shall be consistent with practices within the Institutions. Such rules shall also provide that when the IP Board is acting in a quasi-judicial fashion in making decisions that rules of natural justice shall be applied.

3.7 Quorum of the IP Board shall be a simple majority thereof provided that there shall be at least two members present from an Institution when dealing with any matters arising from that Institution.

3.8 The duties of the IP Board shall include:

(a) the specific decisions referred to in sections 2.1, 2.4, 2.11, 3.6, 4.3(d), 4.4, 6.4, 6.6, 7.1, 10.2, 10.3, 11.2, 12, 13.3, 14.3, 14.4, 14.8, 15.2 and 16 hereof;

(b) preparing an annual report to the Senate and Board of Governors of the University, the Board of Directors of HHS and the Board of Trustees of SJHH on intellectual property and its commercialization;

(c) the recommendation to the Senate and the Board of Governors of the University, the Board of Directors of HHS and the Board of Trustees of SJHH of any revisions required to this or any other Institutional Policy relating to intellectual property;

(d) the resolution of issues of disputed discovery among two or more IP Creators of the same intellectual property, the entitlement to any portion of Net Revenues of any IP Creator or the division of Net Revenues as between IP Creators; and

(e) the resolution of any other issues relating to the commercialization of intellectual property at the Institutions including, without limitation, the decision whether or not to proceed with commercialization in the case of joint IP Creators where there is no unanimous agreement among them as to commercialization.

3.9 The IP Board has exclusive jurisdiction over the application, interpretation and administration of this policy. Any claim made by any IP Creator or anyone making any claim hereunder shall be submitted to the IP Board for final determination.

3.10 Every order, decision or proceeding of the IP Board is final and shall not be questioned, reviewed, prohibited or restrained by any court or be made the subject of any proceedings in or any process of any court, whether by way of injunction or certiorari or otherwise on any ground, including the ground that the order, decision or proceeding is beyond the jurisdiction of the IP Board.
4  Intellectual Property Covered by this Policy

4.1  Intellectual Property has the meaning defined in section 2.7 hereof.
4.2 In the case of members of the Institutions who are not Academic Researchers, Intellectual Property shall include anything created or discovered by them when the terms of their employment require them to engage in the activity that resulted in the creation or discovery;

4.3 Intellectual Property shall not include:

(a) copyright in traditional academic materials such as, without limitation, lecture notes, laboratory manuals, articles, books, artifacts, works of visual art, maps, charts, plans, photographs, engravings, sculptures and music, no matter in which format any of the foregoing materials may have been recorded or embodied including, without limitation, a computer readable format, where any of the foregoing material has been created by someone who is an Academic Researcher unless they have otherwise agreed to treat any such material as Intellectual Property hereunder;

(b) computer software that is either ancillary to or the functional equivalent of any of the items described in paragraph (a) hereof where such material has been created by someone who is an Academic Researcher;

(c) anything created or discovered by a member of the Institutions in the course of demonstrably private research outside of their normal Institutional duties or in the course of activities as a consultant to outside persons when such consulting activities otherwise comply with applicable Institutional policies on such activities and have been properly reported as required by those policies;

(d) provided that there has not been a significant use of Institutional resources (the level of which shall be determined by the IP Board) and provided that the work otherwise complies with applicable Institutional policies, anything independently created or discovered by a Student as part of the academic requirements of a program or course of study; or

(e) any material which is in the public domain.

4.4 Any member of the Institutions can seek a binding opinion from the IP Board as to whether or not any particular matter is or is not Intellectual Property within the scope of this policy.

5 Persons Covered by this Policy

5.1 In this policy, the term “IP Creator” means an individual who:

(a) creates or discovers any Intellectual Property; and
(b) is any one of:

(i) a member of any of the Institutions; or

(ii) a person who is permitted to use any facilities of any of the Institutions in a manner which is normally not available to a member of the general public except on special request.

5.2 Acceptance of the terms and conditions of this policy shall be a condition of appointment, employment, enrolment, or use as the case may be, of:

(a) every member of any of the Institutions; and

(b) every person who is permitted to use any facilities of any of the Institutions in a manner which is normally not available to a member of the general public except on special request.

5.3 This policy shall come into force on January 1, 2005. All matters related to Intellectual Property at any of the Institutions shall be governed by this policy after this date.

6 Decision to Commercialize

6.1 An IP Creator who is an Academic Researcher may make the decision to commercialize any newly created or discovered Intellectual Property. The decision and the disclosure of the creation or discovery must be made and communicated to the Institutions at least six (6) months prior to any publication or presentation that would have the effect of putting the new Intellectual Property in the public domain through notification to MILO with sufficient lead time to allow for timely evaluation of the discovery and sufficient time to file for patents or other appropriate means of intellectual property protection. Failure to do so could lead to loss of ability to file for intellectual property protection.

6.2 In the event that a decision to commercialize any newly created or discovered Intellectual Property has the effect of requiring any Student to be delayed in the presentation of any material required for the successful completion of the Student’s academic requirements, the delay cannot be more than six (6) months from the time that the Student first advises the Institutional Student Affairs Office and the ORCIPMILO of the Student’s ability to make such a presentation.

6.3 A decision to commercialize any Intellectual Property shall bind the IP Creator to the procedure established by this policy.

6.4 In the event that any newly created or discovered Intellectual Property is the result of the joint effort among more than one IP Creator, the decision to commercialize may proceed with the unanimous consent of the joint IP Creators failing which the matter will be referred to the IP Board for a decision.
6.5 In the case of any newly created or discovered Intellectual Property created by someone who is not an Academic Researcher, the decision to commercialize shall be made by that person’s supervising Academic Researcher or the Vice-President of the relevant administrative unit of the applicable Institution.

6.6 In the case of any newly created or discovered Intellectual Property created by a Student, the decision to commercialize may proceed with the unanimous consent of:

(a) the Student;
(b) the Student’s academic supervisor;
(c) any other collaborators; and
(d) the senior officer of the applicable Institutional Student Affairs Office.

In the event that there is no unanimous agreement the matter shall be referred to the IP Board for a decision.

6.7 In the event that a decision is made not to commercialize any newly created or discovered Intellectual Property, such Intellectual Property shall be, for the purposes of this policy, considered to have been dedicated to the public domain from the date of the first publication describing the Intellectual Property.

7 Disclosure

7.1 A disclosure to the Institutions of the creation or discovery of any new Intellectual Property shall be made in the form established by the IP Board from time-to-time (hereinafter the “Disclosure Form.”) The ORCIPMILO shall provide reasonable assistance to the IP Creator in the completion of the Disclosure Form.

7.2 A copy of the Disclosure Form shall be sent to the appropriate Departmental Chair.

7.3 In some cases, an IP Creator may wish to provide limited disclosure of the creation or discovery of any new Intellectual Property to third parties. Such disclosure shall be permitted only if the IP Creator has arranged for the third parties receiving such information to have signed a non-disclosure agreement in form and substance satisfactory to the Institutions.

7.4 In some cases, a member of the Institutions may wish to provide material or products (such as, without limitation, biological or genetic samples) to third parties. Such material or products may be transferred only if the member of the Institutions has arranged for the third parties receiving such material or products to have signed a material transfer agreement in form and substance satisfactory to the Institutions.
8 Receiving Disclosures and Materials

8.1 In some cases, members of the Institutions may wish to receive disclosure from third parties of the creation or discovery of intellectual property of those third parties. The receipt of such disclosure shall be permitted if the IP Creator has entered into appropriate arrangements in form and substance satisfactory to the Institutions with the third parties providing such disclosure.

8.2 In some cases, members of the Institutions may wish to receive material or products (such as, without limitation, biological or genetic samples) from third parties. Such material or products may be received only if the member has entered into appropriate arrangements in form and substance satisfactory to the Institutions with the third parties providing such materials or products.

9 Initial Ownership of Intellectual Property

9.1 Subject to section 15.4 hereof, the University shall be the nominal owner of all newly created or discovered Intellectual Property arising at any of the Institutions.

9.2 An IP Creator shall only deal with newly created or discovered Intellectual Property in accordance with this policy.

9.3 Notwithstanding sections 9.1 and 9.2 hereof, certain agreements (such as grants, sponsorships, research and affiliation agreements) have been or will be entered into by the Institutions with third parties. Such agreements may contain provisions whereby Intellectual Property is transferred, assigned, licensed or otherwise disposed of to such third parties. The provisions of such agreements shall supersede this policy:

(a) when the agreement involves the work of a Student, when the senior officer of the applicable Institutional Student Affairs Office has approved that the agreement shall so supersede; and

(b) when the applicable Institutional Vice President, and any member who is an Academic researcher who may be affected by such agreement have approved that the agreement shall so supersede;

failing which this policy shall continue to apply in precedence to such agreement.

10 Retention of Ownership Right

10.1 After a Disclosure Form has been received by the ORCIP MILO, a review will be conducted which will include an assessment of the potential commercial value of the Intellectual Property.
10.2 With respect to any Intellectual Property, the IP Board may decide that:

(a) the Institutions are interested in proceeding with the protection and commercialization of the intellectual Property; or

(b) the Institutions have no further interest in the Intellectual Property.

10.3 In the case where the IP Board has decided that the Institutions have no further interest in the Intellectual Property, the Intellectual Property may:

(a) at the request of the applicable Institution other than the University, be transferred to that Institution on such terms and conditions as the IP Board may prescribe; or

(b) failing such an Institutional request, and at the request of the original IP Creator, and subject to section 12, be transferred to the IP Creator on such terms and conditions as the IP Board may prescribe.

11 Transfer of Institutionally-Owned Intellectual Property

11.1 An IP Creator who is an Academic researcher may request that ownership of Intellectual Property be transferred to the IP Creator. Such a request may only be made with respect to Intellectual Property for which a Disclosure Form has been filed. A decision by the IP Board on the IP Creator’s request shall be made within six (6) months provided that the Institutions and IP Creator may agree in writing to further extensions of this time as may be required.

11.2 The IP Board shall not unreasonably withhold approval of the IP Creator’s request. The IP Board’s approval shall be subject to such reasonable terms and conditions that the IP Board may establish at the time of such approval and subject to section 12. Such terms and conditions shall take into account the provisions of section 14 providing for the sharing of revenues.

11.3 No resources of the Institutions shall be available to an IP Creator to whom Intellectual Property has been transferred except by means of an appropriate research contract. For greater certainty and without limitation, the IP Creator shall be solely responsible for any accounting or reporting requirements and the costs related to any professional advice required relating to Intellectual Property so assigned.
12 Assignments from Institutions

In the event that ownership of any Intellectual Property is being assigned away from the Institutions, the IP Board shall normally include the following terms and conditions in any such assignment:

(a) A royalty free non-exclusive perpetual licence for non-commercial academic and research purposes for the Intellectual Property in favour of the Institutions and all of the members of the Institutions while working at the Institutions;

(b) The right to reasonably consent to any further assignments or transfers of the Intellectual Property; and

(c) A Provision acknowledging that no resources of the Institutions shall be available to further develop the Intellectual Property without an appropriate research agreement.

13 Commercialization of Intellectual Property

13.1 The IP Creator shall be consulted in the commercialization by the Institutions of Intellectual Property. Such consultation will include exploring the opportunities for further research to be performed by the IP Creator or others at the Institutions, the potential revenues which may arise and the payment of costs related to patent applications and other aspects of commercializing the Intellectual Property.

13.2 The IP Creator shall have no responsibility for the payment of any costs relating to the commercialization by the Institutions of Intellectual Property.

13.3 The actual method of commercializing Intellectual Property shall be the determination of the IP Board.

13.4 In the event that the IP Board determines that the Institutions no longer wish to continue to commercialize any Intellectual Property, the Institutions may discontinue such efforts provided that there are no outstanding contractual commitments relating thereto, and further provided that sections 10.3 and 12 are complied with.

13.5 ORCIPMILO will report periodically to the IP Creator on the commercialization of Intellectual Property created by the IP Creator and the revenues arising therefrom.
14 Revenue Sharing with IP Creators

14.1 In this section, the term Gross Revenues (when used in its capitalized form) shall mean all revenue or other consideration generated by the commercialization of Intellectual Property.

14.2 In this section, the term Net Revenues (when used in its capitalized form) shall mean Gross Revenues less:

(a) all out-of-pocket direct expenses of the person pursuing such commercialization including any patent application fees or fees reasonably paid to third parties for any relevant purpose; and

(b) all deductions normally made according to generally accepted accounting practices in Canada including an appropriate allocation of any indirect costs or other direct costs of any of the Institutions relating to the generation of the Intellectual Property.

The actual determination of the components of Net Revenues in any particular case shall be the determination of the IP Board.

14.3 With respect to any Intellectual Property commercialized by the Institutions the IP Board shall decide that the Net Revenues shall be paid in the following fashion:

(a) 50% of Net Revenues shall be retained by the Institutions; and

(b) 50% of Net Revenues shall be paid to the IP Creators or reinvested in further research. The actual proportion to be paid to the IP Creators or reinvested in further research shall be decided by the IP Board based on any representations that the IP Creator wishes to make.

Provided that the IP Board may decide in the case of IP Creators that are not Academic Researchers and at the request of the Institution or Institutions involved that some other lesser portion of Net Revenues shall be paid to the IP Creators the actual percentage of which shall be the sole determination of the IP Board based on any representations that the Institution involved or the IP Creator wishes to make.

14.4 With respect to any Intellectual Property commercialized by the IP Creator, the Institutions shall normally require that they be paid twenty-five percent (25%) of the Net Revenues arising from the commercialization of the Intellectual Property. The IP Board, based on any representations that the IP Creator wishes to make, shall decide what proportion of the Net Revenues accruing to the IP Creator shall be paid to the Institutions.
The actual percentage to be used in a particular case shall be the decision of the IP Board and shall take into account the nature of the Intellectual Property and its likely method of commercialization and whether the Institutions have the potential for generating further research contracts relating to the Intellectual Property.

14.5 In the event that any return on Intellectual Property that is commercialized is in the form of an equity investment, the foregoing percentages shall be considered in determining an equitable sharing of such equity between the Institutions and the IP Creator.

14.6 Any monies to be paid to an IP Creator shall, if in excess of $10,000 per year, be reported on and paid semi-annually and otherwise reported on and paid annually.

14.7 Prior to payment of any monies to an IP Creator, the Director shall ensure that a plan for the reimbursement of costs incurred by any of the Institutions is in place.

14.8 In the event that there is more than one IP Creator for any Intellectual Property, the IP Board, after consultation with the IP Creators, shall approve the list of IP Creators and the division of any revenues among them which shall be commensurate with their relative contributions to the Intellectual Property. Any dispute relating to either the relative contributions of multiple IP Creators or their revenue entitlement shall be decided in accordance with any applicable existing procedure or, in the event that no such procedure exists, by the IP Board in accordance with rules and procedures established by the IP Board.

15 Institutional Sharing

15.1 For the purposes of this section, the following words shall have the following meanings:

(a) “Jointly-appointed Personnel” means members of the Institutions who hold appointments to more than one of the Institutions;

(b) “HHS facilities” means research or other facilities that are clearly identified as being the responsibility of HHS;

(c) “SJHH facilities” means research or other facilities that are clearly identified as being the responsibility of SJHH; and

(d) “University facilities” means research or other facilities that are clearly identified as being the responsibility of the University.

15.2 The Institutions shall share the Net Revenues arising under section 13 hereof as follows:
(a) In the case of Intellectual Property arising from work done by someone who is a member of the University and is notJointly-appointed Personnel and that work does not involve the use of HHS facilities or SJHH facilities, the University shall receive 100% of the Institutional share;

(b) In the case of Intellectual Property arising from work done only in University facilities by someone who is Jointly-appointed Personnel, the University shall receive 50% of the Institutional share and, if the person holds only one additional appointment, the Institution to which the person holds the additional appointment shall receive 50% of the Institutional share or, if the person holds appointments to both HHS and SJHH, HHS and SJHH shall each receive 25% of the Institutional share.

(c) In the case of Intellectual Property arising from the use of HHS facilities alone or only in combination with University facilities, the University shall receive 50% of the Institutional share and HHS shall receive 50% thereof;

(d) In the case of Intellectual Property arising from the use of SJHH facilities alone or only in combination with University facilities, the University shall receive 50% of the Institutional share and SJHH shall receive 50% thereof; and

(e) In the case of Intellectual Property arising from the use of facilities at both of HHS and SJHH, the University shall receive 50% of the Institutional share, and SJHH and HHS shall each receive 25% of the Institutional share.

15.3 All of the costs related to the operation of ORCIPMILO shall be paid by the University and only applied against the commercialization of any Intellectual Property as provided for in Section 14 hereof.

15.4 In the case of Intellectual Property arising from the use of either SJHH facilities or HHS facilities alone by someone who is only a member of SJHH or HHS and is not Jointly-appointed Personnel, SJHH or HHS, as the case may be, may, on a case-by-case basis agree with the University as represented by ORCIPMILO that section 9.1 shall not apply and that SJHH or HHS, as the case may be, shall be the initial nominal owner of the Intellectual Property.

15.5 If any dispute arises among the Institutions either relating to any matter in this section 15 or with respect to any other matter under this policy, the Institutions agree to work in good faith to resolve their differences amicably. The Institutions agree to the following series of steps in the event that they are not able to resolve any such dispute:
(a) Initially, the Institutional Vice-Presidents in person shall meet to attempt to resolve the issue;

(b) If the foregoing meeting fails to resolve the issue, a meeting shall be convened including the Presidents of the Institutions and the Chairs of the University Board of Governors and the Board of Trustees of SJHH and the Board of Directors of HHS all in person and without delegates to attempt to resolve the issue;

(c) If the foregoing meeting fails to resolve the issue, the matter shall be arbitrated by a panel of three arbitrators pursuant to the *Arbitrations Act* (Ontario) each Institution choosing one of the three arbitrators. Any such arbitral decision will be final and not subject to any further review.

16 Quinquennial Review

This policy shall be reviewed by the IP Board on a regular basis (at least once every 3 years) in prior to January 1, 2010 consultation with the members of the teaching and research community to. The IP Board shall, as part of such review, provide input and recommendations for the improvement of this policy.

**REVISION HISTORY**

Original University Policy
- Approved by Senate: May 27, 1998
- Approved by Board of Governors: June 11, 1998

Joint Institutional Policy
- Approved by University Senate: June 9, 2004
- Approved by University Board of Governors: June 10, 2004
- Approved by HHS Board of Directors: June 22, 2004
- Approved by SJHH Board of Trustees: June 17, 2004

Comment [YG2]: In looking at IP Policies from other universities in Canada and US, as well as other policies at McMaster, HHS, SJH; there is no consistency in having a required review of the policy. This was originally put in since it was a new policy that involved the 3 institutions and so this was to ensure that it would be reviewed to see if it still worked for all.
i. Proposed Revision to Board of Governors By-Laws

At its meeting on February 8, 2018, the Executive and Governance Committee reviewed and approved a number of housekeeping revisions to McMaster’s Board of Governors by-laws, Appendix E, Resolution Respecting the Execution of Instruments by McMaster University. Details of the proposal are contained as attachment I of the report from the Executive and Governance Committee, and is presented to the Board of Governors as notice of motion.

It is now recommended,

that the Board of Governors approve in principle, the proposed changes to the Board by-laws, as contained in the report from the Executive and Governance Committee.
Appendix E

RESOLUTION RESPECTING THE EXECUTION OF INSTRUMENTS BY McMASTER UNIVERSITY

I JURISDICTION AND PURPOSE

1. The 1976 Act, Section 9, vests in the Board the government, conduct, management, and control of the University and of its property, revenues, business and affairs. In Board By-law No. 5, the Board has authorised officers of the University to sign deeds, transfers, assignments, contracts and obligations on behalf of the University.

2. The purpose of this resolution is to designate clearly which persons are authorised to sign deeds, transfers, assignments, contracts, obligations, agreements or documents on behalf of the University when such documents have been approved by the appropriate body or official of the University. These include all documents related to the University receiving money, to the purchase or lease of goods and services and to agreements having no financial commitment.

3. All dollar amounts cited in this document are exclusive of duties, taxes and shipping charges. Contracts that span over a period of greater than one (1) year should not be broken down into annual amounts when assessing the appropriate level of contract execution.

4. This resolution shall not apply to the signing on behalf of the University of the certificates and other academic documents arising from the actions of the Senate in accordance with the 1976 Act, Section 13.

II RESPONSIBILITIES AND CONFLICT OF INTEREST

1. Persons with signing authority have the responsibility to exercise their authority in the manner of a prudent University administrator. Where the commitment involves Real Estate, the Vice-President (Administration) shall review the documents. Depending upon the nature and complexity of the agreement to be signed, the responsibility of persons with signing authority shall include an assessment of some or all of the following:

   a) the ability of the University to meet any financial obligations resulting from the agreement;

   b) the ability of the other party(ies) to meet its (their) obligations;

   c) compliance with labour legislation, employee collective agreements, sponsor guidelines, tax legislation, other legislative and regulatory requirements, and applicable University policies;

   d) whether all approvals required by any applicable policy or practice have been obtained for the contract;

   e) whether terms and conditions of the contract should be reviewed by Strategic Procurement;

   f) in association with the Vice-President (Administration), whether legal advice is needed;

   g) the financial and other benefits that are expected to flow to the University as a result of the contract;
h) whether the overhead rate, if any, included in the contract is consistent with University guidelines;

i) the provisions regarding intellectual property requirements, physical, bodily injury and personal injury indemnities, and environmental liabilities.

2. Persons designated or appointed under this resolution shall not exercise their signing authority in circumstances where conflicts of interest exist or could be seen to exist; in addition, such persons shall inform their immediate supervisor when such circumstances exist. [Persons designated or appointed under this resolution are referred to “Conflict of Interest Policy for Employees” (2012), the “Statement on Conflict of Interest in Research” (2009) and “Statement of Ethics for Senior Executive Officers” (1990).]

3. One of the original signed contracts (if retained by the University) must be deposited with the Vice-President (Administration) or be maintained in a location approved by the Vice-President (Administration).

4. Vice Presidents must ensure a register of contractual documents pertaining to their portfolio is maintained, excluding documents for the purchase of goods and services which are maintained by Strategic Procurement.

That register is to include:

a) a list of contractual documents signed by the appropriate individuals and the corresponding execution date;

b) the name of any other party or parties signing the documents and their respective execution dates;

c) a brief description of the subject matter contained in the documents;

d) the effective start and termination date and the actual or estimated amount of each contractual obligation.

III RESOLUTION

The Board hereby resolves:

1. That each of the following University officers be and is hereby authorised, where required, to affix the corporate name and seal of the University on all deeds, transfers, assignments, contracts, obligations or documents on behalf of the University, provided that the agreement has been signed in accordance with the provisions of this policy: the Chair of the Board, the Vice-Chair(s) of the Board, the Chair of the Planning and Resources Committee, the Secretary of the Board, the President, the Provost, the Vice-President (Administration), the Dean and Vice-President (Health Sciences), the Vice-President (Research) and the Vice-President (University Advancement).

2. Notwithstanding provisions found elsewhere in this resolution, any contract or agreement to which the corporate seal is to be affixed must include the signature of an officer authorised by the Board of Governors to affix to seal.
3. The personnel authorised to execute contracts and agreements relating to the operation and development of the University and to bind the University to the terms thereof shall depend on the dollar amount of such contracts and agreements, the subject matter of such contracts and agreements as set out below and whether or not the University is receiving or paying out money under the contract or agreement. For agreements that span over a period of greater than one (1) year, dollar amounts, including annual maintenance fees, should be aggregated across all years and should not be broken down into per annum amounts when assessing the proper authorisation required.
Authority Matrices

Contracts

Signing authority for contracts and agreements above $50,000, and to bind the University to the terms thereof, must be executed by a minimum of two approvers from the charts below, one of whom must be from the highest level.

No contract over $10,000 for the purchase of goods or services may be released until approved through the electronic system using the charts below.

Where a purchase represents a renewal and the thresholds below apply to the total cost of the previous term(s) and new term.

Purchase Orders

Purchase requisitions related to the purchase or lease by the University of Goods and Services and/or Real Estate will be approved in the electronic system by the authorities given in the charts below.

### A.1 All Funds: excluding the Research Fund (see A.2) and Capital Fund (see A.3 and A.4)

<table>
<thead>
<tr>
<th>1st Approver</th>
<th>2nd Approver</th>
<th>3rd Approver</th>
<th>4th Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department and/or Project Holder (Account Holder)</td>
<td>CTG Review: Only for Technology –Chief Technology Officer (Hardware or software related goods or services)</td>
<td>One of area: AVP(^\wedge), Dean, VP</td>
<td>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, VP(Administration), Provost, President</td>
</tr>
<tr>
<td>&lt; $50,000</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Additional Signature must be at least one level up from 1st. The individual approving signs to confirm Board/Committee approval.

AVP\(^\wedge\) signing officers include: Assistant Vice-President, Associate Vice-President, Registrar, University Librarian, Treasurer, Director of Faculty Administration, Executive Director to the Provost, Director of Research Finance and Administration, Administration and Finance for University Research Envelope, Director of Education Services (Faculty of Health Sciences), Associate Dean of Education Services (Faculty of Health Sciences), and Controller/Director of Financial Services.
### A.2 Research Fund

<table>
<thead>
<tr>
<th>Project Holder (Account Holder)</th>
<th>1&lt;sup&gt;st&lt;/sup&gt; Approver</th>
<th>Research Eligibility Review</th>
<th>CTO Review</th>
<th>2&lt;sup&gt;nd&lt;/sup&gt; Approver</th>
<th>3&lt;sup&gt;rd&lt;/sup&gt; Approver</th>
<th>4&lt;sup&gt;th&lt;/sup&gt; Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Research Office (Central/ FHS-HRS)</td>
<td>Only for Technology – Chief Technology Officer (Hardware or software related goods or services)</td>
<td>One of: AVP^, VP</td>
<td>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, Area VP, VP(Administration), Provost, President</td>
<td>Following Board of Governors Approval: One of: VP(Administration), Provost, President, Board Secretary, Board Chair</td>
<td></td>
<td></td>
</tr>
<tr>
<td>&lt; $50,000</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

Additional Signature must be at least one level up from 1<sup>st</sup> Additional Signature must be at least one level up from 2<sup>nd</sup>

The individual approving signs to confirm Board/Committee approval.

AVP^ signing officers include: Associate Vice-President (Research), Assistant Vice-President, Research Administration, Associate Dean, Health Sciences (Research), Director of Administration and Finance for University Research Envelope, Assistant Vice-President and Chief Administrative Officer (Faculty of Health Sciences), Director, Health Research Services, and Assistant Dean, Research Infrastructure.
## A.3 Capital Fund (Project Approval)

<table>
<thead>
<tr>
<th>1(^{st}) Approver</th>
<th>2(^{nd}) Approver</th>
<th>3(^{rd}) Approver</th>
<th>4(^{th}) Approver</th>
<th>5(^{th}) Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of, Director of Construction, Director of Maintenance</td>
<td>AVP (Facilities Services) or VP (Administration)</td>
<td>VP (Administration) or AVP (Administration) and Chief Financial Officer</td>
<td>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, Provost, or President.</td>
<td>Following Board of Governors Approval: One of: Provost, President, Board Secretary, Board Chair</td>
</tr>
<tr>
<td>$&lt; 50,000</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $499,999</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Cumulative cost overruns exceeding the lesser of (i) 25% of the original approved overall project budget, or (ii) $500,000, require re-approval by the highest original approver. *

Additional Signature must be at least one level up from 1\(^{st}\) The individual approving signs to confirm Board/Committee approval.

*N.B. If cost overruns result in a total revised value that coincides with a higher approval threshold, then the approval of the higher level approver must also be obtained.  
*Cost overruns on Board or Planning and Resources Committee approved projects will be reported to the Planning and Resources Committee at its next meeting.
## Appendix E – Resolution Respecting the Executive of Instruments by McMaster University

### A.4 Capital Fund (Award of Purchase Orders/Contracts) including Professional Consultants*

<table>
<thead>
<tr>
<th>1(^{st})-Approver</th>
<th>2(^{nd})-Approver</th>
<th>3(^{rd})-Approver</th>
<th>4(^{th})-Approver</th>
<th>5(^{th})-Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>One of, Director of Construction, Director of Maintenance</td>
<td>AVP (Facilities Services) or VP (Administration)</td>
<td>VP (Administration) or AVP (Administration) and Chief Financial Officer</td>
<td>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, Provost, or President.</td>
<td>Following Board of Governors Approval: One of: Provost, President, Board Secretary, Board Chair</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount Range</th>
<th>1(^{st})-Approver</th>
<th>2(^{nd})-Approver</th>
<th>3(^{rd})-Approver</th>
<th>4(^{th})-Approver</th>
<th>5(^{th})-Approver</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $50,000</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $499,999</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

Change Orders to existing Contracts/Purchase Orders which do not increase the approved Overall Project Budget require approval as following:

1. Individual Change Order of value less than $50,000 to be approved by Director of Design and Construction.
2. Individual Change Order >$50,000 up to $499,999 to be approved by Assistant Vice-President and Chief Facility Officer.
3. Individual Change Order >$500,000 up to $1,999,999 to be approved by Vice-President (Administration).
4. Individual Change Order >$2,000,000 up to $9,999,999 to be approved by the Planning and Resources Committee.
5. Individual Change Order > $10,000,000 to be approved by the Board of Governors, following Planning and Resources Committee endorsement.

Change orders that cumulatively add up to more than the approved overall project budget but do not result in an increase to overall project budget are to be advised to the next level approver for review. If change orders, alone or cumulatively, result in an increase to the overall project budget, approval for the increased overall project budget must be sought subject to cost overrun approval limits.

* Includes Architects, Engineers, Design Consultants and Construction Managers.
In no case may a signing officer sign to approve the same document twice as first approver and highest approver. The minimum two signatures must be different individuals.

All purchases of goods and services and leases must be executed using the duly authorised processes developed and supported by the Department of Strategic Procurement.

All Investments must be executed by the Treasurer, using the duly authorized processes of the appropriate committees of the Board of Governors.

B. Human Resources

1. Employment related contracts will follow collective agreement provisions as ratified by the Board of Governors, or defined salary policies or guidelines, such as the applicable policies governing compensation discussions for members of the McMaster University Faculty Association, and the terms of reference of the Human Resources Committee of the Board of Governors.

2. This policy does not restrict remittance to the Receiver General as required by law for Payroll. This includes remittances such as Canada Pension Plan, Employment Insurance premiums, Income Tax, Employer Health Tax or other contributions as may be required by Federal or Provincial legislation.

3. This policy does not restrict remittance for monthly or quarterly payments to approved employee benefit and insurance providers (such as Health, Dental, Group RRSP, Group Life Insurance, Pension, Post-Retirement benefits, and liability insurance plans) for delivery of contracted services. Approval of benefit, benefit administration, and insurance contracts awarded through the Request for Proposal process will follow the charts in this policy.

C. For All Non-Competitive Consulting Services (as defined by the Broader Public Sector Procurement Directive)

i. Up to $999,999

Shall be executed by the Approvers identified in the appropriate chart in Section A above and the President.

ii. $1,000,000 and Over

Shall be executed by the approvers identified in the appropriate chart in Section A above after approval has been given by the Board of Governors or by its Executive and Governance Committee.

D. For All Agreements where the University is Receiving Donations, Bequests or Gifts (see Gift Acceptance Policy (2011))

i. Over $1,000,000.00,

Shall be executed by the President and the Vice-President, University Advancement.
Appendix E – Resolution Respecting the Executive of Instruments by McMaster University

June 8, 2017

ii. Less than $1,000,000,

Shall be executed by the Vice-President, University Advancement.

iii. Acceptance of any gift that involves a proposal to name is conditional upon final approval of the naming by the Board of Governors.

E. For All other Agreements, not involving Research and Intellectual Property, where the University is Receiving Money, or where the Agreement Does Not Deal with the Payment by Either Party of Money

i. Under $2,000,000.00 or where the agreement does not deal with the payment by either party of money

Shall be executed by two (2) of the officers as identified in the charts in Section A, one of whom must be an identified Dean, AVP\(^{a}\) or Vice President of the University, and the second must be a Vice-President or the President.

ii. Over $2,000,000 and less than $10,000,000

Shall be executed by one of the officers identified in the charts in Section A, after approval has been given by the Planning and Resources Committee of the Board of Governors.

iii. $10,000,000 and over

Shall be executed by one (1) of the officers designated in section III.1, after approval has been given by the Board of Governors or by its Executive and Governance Committee.


- The University Is Receiving Money;
- The University Is Transferring Funds To A Collaborating Partner Institution; or
- The Agreement Does Not Deal With The Payment By Either Party Of Money

i. Under $2,000,000, including where the agreement does not deal with the payment by either party of money

only one signature is required, from the chart F.1. below.

ii. $2,000,000 and over

In the case of agreements involving research funding that result from a peer or merit review process, authority is delegated to two (2) of the officers designated in section III.1.

In the case of where receipt of research funds requires the expenditure of incremental McMaster cash specific to the proposed research, approval for this incremental cash contribution will follow the charts in Section A.
F.1. | One of AVP\(^{\wedge}\), VP | Two (2) of the signing officers designated in Section III.1 |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $2,000,000</td>
<td>X</td>
</tr>
<tr>
<td>$2,000,000 and over</td>
<td>X</td>
</tr>
</tbody>
</table>

AVP\(^{\wedge}\) signing officers include: Executive Director of the McMaster Industry Liaison Office, Executive Director of the Research Office for Administration, Development and Support, Associate Vice-President (Research), Associate Dean Health Sciences (Research), Director, Health Research Services, Director, Research Office for Administration, Development and Support, and Assistant Vice-President, Research Administration.

IV COMMENCEMENT

1. This resolution shall take effect on 1st day of July, 2017 and from that date shall supersede a Board of Governors’ resolution that took effect on the 844th day of December June, 2017.

Related Policies

**Strategic Procurement**

**Internal Audit Department Policy Statement**

**Construction And Maintenance Projects Policy**

**Statement of Ethics for Senior Executive Officers**

**Statement on Conflict of Interest in Research**

**Conflict of Interest Policy for Employees**

**Gift Acceptance Policy**

**Intellectual Property Policy**
http://milo.mcmaster.ca/policies/ip-policy

**Board of Governors Meeting Dates**
http://www.mcmaster.ca/univsec/bog/schedules.cfm

Board of Governors
June 8, 2017
RESOLUTION RESPECTING THE EXECUTION OF INSTRUMENTS BY McMaster University

I JURISDICTION AND PURPOSE

1. The 1976 Act, Section 9, vests in the Board the government, conduct, management, and control of the University and of its property, revenues, business and affairs. In Board By-law No. 5, the Board has authorised officers of the University to sign deeds, transfers, assignments, contracts and obligations on behalf of the University.

2. The purpose of this resolution is to designate clearly which persons are authorised to sign deeds, transfers, assignments, contracts, obligations, agreements or documents on behalf of the University when such documents have been approved by the appropriate body or official of the University. These include all documents related to the University receiving money, to the purchase or lease of goods and services and to agreements having no financial commitment.

3. All dollar amounts cited in this document are exclusive of duties, taxes and shipping charges. Contracts that span over a period of greater than one (1) year should not be broken down into annual amounts when assessing the appropriate level of contract execution.

4. This resolution shall not apply to the signing on behalf of the University of the certificates and other academic documents arising from the actions of the Senate in accordance with the 1976 Act, Section 13.

II RESPONSIBILITIES AND CONFLICT OF INTEREST

1. Persons with signing authority have the responsibility to exercise their authority in the manner of a prudent University administrator. Where the commitment involves Real Estate, the Vice-President (Administration) shall review the documents. Depending upon the nature and complexity of the agreement to be signed, the responsibility of persons with signing authority shall include an assessment of some or all of the following:

   a) the ability of the University to meet any financial obligations resulting from the agreement;

   b) the ability of the other party(ies) to meet its (their) obligations;

   c) compliance with labour legislation, employee collective agreements, sponsor guidelines, tax legislation, other legislative and regulatory requirements, and applicable University policies;

   d) whether all approvals required by any applicable policy or practice have been obtained for the contract;

   e) whether terms and conditions of the contract should be reviewed by Strategic Procurement;

   f) in association with the Vice-President (Administration), whether legal advice is needed;

   g) the financial and other benefits that are expected to flow to the University as a result of the contract;
h) whether the overhead rate, if any, included in the contract is consistent with University guidelines;

i) the provisions regarding intellectual property requirements, physical, bodily injury and personal injury indemnities, and environmental liabilities.

2. Persons designated or appointed under this resolution shall not exercise their signing authority in circumstances where conflicts of interest exist or could be seen to exist; in addition, such persons shall inform their immediate supervisor when such circumstances exist. [Persons designated or appointed under this resolution are referred to “Conflict of Interest Policy for Employees” (2012), the “Statement on Conflict of Interest in Research” (2009) and “Statement of Ethics for Senior Executive Officers” (1990).]

3. One of the original signed contracts (if retained by the University) must be deposited with the Vice-President (Administration) or be maintained in a location approved by the Vice-President (Administration).

4. Vice Presidents must ensure a register of contractual documents pertaining to their portfolio is maintained, excluding documents for the purchase of goods and services which are maintained by Strategic Procurement.

That register is to include:

a) a list of contractual documents signed by the appropriate individuals and the corresponding execution date;

b) the name of any other party or parties signing the documents and their respective execution dates;

c) a brief description of the subject matter contained in the documents;

d) the effective start and termination date and the actual or estimated amount of each contractual obligation.

III RESOLUTION

The Board hereby resolves:

1. That each of the following University officers be and is hereby authorised, where required, to affix the corporate name and seal of the University on all deeds, transfers, assignments, contracts, obligations or documents on behalf of the University, provided that the agreement has been signed in accordance with the provisions of this policy: the Chair of the Board, the Vice-Chair(s) of the Board, the Chair of the Planning and Resources Committee, the Secretary of the Board, the President, the Provost, the Vice-President (Administration), the Dean and Vice-President (Health Sciences), the Vice-President (Research) and the Vice-President (University Advancement).

2. Notwithstanding provisions found elsewhere in this resolution, any contract or agreement to which the corporate seal is to be affixed must include the signature of an officer authorised by the Board of Governors to affix to seal.
3. The personnel authorised to execute contracts and agreements relating to the operation and development of the University and to bind the University to the terms thereof shall depend on the dollar amount of such contracts and agreements, the subject matter of such contracts and agreements as set out below and whether or not the University is receiving or paying out money under the contract or agreement. For agreements that span over a period of greater than one (1) year, dollar amounts, including annual maintenance fees, should be aggregated across all years and should not be broken down into per annum amounts when assessing the proper authorisation required.
## Authority Matrices

### Contracts

Signing authority for contracts and agreements above $50,000, and to bind the University to the terms thereof, must be executed by a minimum of two approvers from the charts below, one of whom must be from the highest level.

No contract over $10,000 for the purchase of goods or services may be released until approved through the electronic system using the charts below.

Where a purchase represents a renewal the thresholds below apply to the total cost of the previous term(s) and new term.

Purchase requisitions related to the purchase or lease by the University of Goods and Services and/or Real Estate will be approved in the electronic system by the authorities given in the charts below.

### A.1 All Funds: excluding the Research Fund (see A.2) and Capital Fund (see A.3 and A.4)

<table>
<thead>
<tr>
<th>Department and/or Project Holder (Account Holder)</th>
<th>Only for Technology –Chief Technology Officer (Hardware or software related goods or services)</th>
<th>One of area: AVP(^\wedge), Dean, VP</th>
<th>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, VP(Administration), Provost, President</th>
<th>Following Board of Governors Approval: One of: VP(Administration), Provost, President, Board Secretary, Board Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>$&lt; 50,000</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Additional Signature must be at least one level up from 1\(^\text{st}\). The individual approving signs to confirm Board/Committee approval.

AVP\(^\wedge\) signing officers include: Assistant Vice-President, Associate Vice-President, Registrar, University Librarian, Treasurer, Director of Faculty Administration, , Director of Research Finance and Administration , , Associate Dean of Education Services (Faculty of Health Sciences), and Controller.
## A.2 Research Fund

<table>
<thead>
<tr>
<th>Project Holder (Account Holder)</th>
<th>Secondary Research Office (Central/ FHS-HRS)</th>
<th>Only for Technology – Chief Technology Officer (Hardware or software related goods or services)</th>
<th>One of: AVP^, VP</th>
<th>Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, Area VP, VP(Administration), Provost, President</th>
<th>Following Board of Governors Approval: One of: VP(Administration), Provost, President, Board Secretary, Board Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; $50,000</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$50,000 up to $1,999,999</td>
<td>X</td>
<td>X X X X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X X X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X X X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Additional Signature must be at least one level up from 1st

The individual approving signs to confirm Board/Committee approval.

AVP^ signing officers include: Associate Vice-President (Research), Assistant Vice-President, Research Administration, Associate Dean, Health Sciences (Research), Director of Administration and Finance for University Research Envelope, Assistant Vice-President and Chief Administrative Officer (Faculty of Health Sciences), and Assistant Dean, Research Infrastructure.
A.3 Capital Fund (Project Approval)

<table>
<thead>
<tr>
<th>Cumulative Cost</th>
<th>One of, Director of Construction, Director of Maintenance</th>
<th>AVP (Facilities Services) or VP (Administration)</th>
<th>VP (Administration) or AVP (Administration) and Chief Financial Officer</th>
<th>Following Planning and Resources Committee Approval:</th>
<th>Following Board of Governors Approval:</th>
</tr>
</thead>
<tbody>
<tr>
<td>≤ $50,000</td>
<td>X</td>
<td></td>
<td></td>
<td>One of: AVP(Administration) and Chief Financial Officer, Provost, or President.</td>
<td>One of: Provost, President, Board Secretary, Board Chair</td>
</tr>
<tr>
<td>$50,000 up to $499,999</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000 up to $1,999,999</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Cumulative cost overruns exceeding the lesser of (i) 25% of the original approved overall project budget, or (ii) $500,000, require re-approval by the highest original approver. *

Additional Signature must be at least one level up from 1st place. The individual approving signs to confirm Board/Committee approval.

*N.B. If cost overruns result in a total revised value that coincides with a higher approval threshold, then the approval of the higher level approver must also be obtained.

*Cost overruns on Board or Planning and Resources Committee approved projects will be reported to the Planning and Resources Committee at its next meeting.
## A.4 Capital Fund (Award of Purchase Orders/Contracts) including Professional Consultants*

<table>
<thead>
<tr>
<th>Amount</th>
<th>One of, Director of Construction, Director of Maintenance</th>
<th>AVP (Facilities Services) or VP (Administration)</th>
<th>VP (Administration) or AVP (Administration) and Chief Financial Officer</th>
<th>Following Planning and Resources Committee Approval:</th>
<th>Following Board of Governors Approval:</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0 - $50,000</td>
<td>X</td>
<td></td>
<td></td>
<td>One of: AVP(Administration) and Chief Financial Officer, Provost, or President.</td>
<td>One of: Provost, President, Board Secretary, Board Chair</td>
</tr>
<tr>
<td>$50,000 up to $499,999</td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000 up to $1,999,999</td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,000,000 up to $9,999,999</td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $10,000,000</td>
<td>X X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Change Orders to existing Contracts/Purchase Orders which do not increase the approved Overall Project Budget require approval as following:

1. Individual Change Order of value less than $50,000 to be approved by Director of Design and Construction.
2. Individual Change Order >$50,000 up to $499,999 to be approved by Assistant Vice-President and Chief Facility Officer.
3. Individual Change Order >$500,000 up to $1,999,999 to be approved by Vice-President (Administration).
4. Individual Change Order >$2,000,000 up to $9,999,999 to be approved by the Planning and Resources Committee.
5. Individual Change Order > $10,000,000 to be approved by the Board of Governors, following Planning and Resources Committee endorsement.

Change orders that cumulatively add up to more than the approved overall project budget but do not result in an increase to overall project budget are to be advised to the next level approver for review. If change orders, alone or cumulatively, result in an increase to the overall project budget, approval for the increased overall project budget must be sought subject to cost overrun approval limits.

* Includes Architects, Engineers, Design Consultants and Construction Managers.
In no case may a signing officer sign as first approver and highest approver. The minimum two signatures must be different individuals.

All purchases of goods and services and leases must be executed using the duly authorised processes developed and supported by the Department of Strategic Procurement.

All Investments must be executed by the Treasurer, using the duly authorized processes of the appropriate committees of the Board of Governors.

B. Human Resources

1. Employment related contracts will follow collective agreement provisions as ratified by the Board of Governors, or defined salary policies or guidelines, such as the applicable policies governing compensation discussions for members of the McMaster University Faculty Association, and the terms of reference of the Human Resources Committee of the Board of Governors.

2. This policy does not restrict remittance to the Receiver General as required by law for Payroll. This includes remittances such as Canada Pension Plan, Employment Insurance premiums, Income Tax, Employer Health Tax or other contributions as may be required by Federal or Provincial legislation.

3. This policy does not restrict remittance for monthly or quarterly payments to approved employee benefit and insurance providers (such as Health, Dental, Group RRSP, Group Life Insurance, Pension, Post-Retirement benefits, and liability insurance plans) for delivery of contracted services. Approval of benefit, benefit administration, and insurance contracts awarded through the Request for Proposal process will follow the charts in this policy.

C. For All Non-Competitive Consulting Services (as defined by the Broader Public Sector Procurement Directive)

i. Up to $999,999

Shall be executed by the Approvers identified in the appropriate chart in Section A above and the President,

ii. $1,000,000 and Over

Shall be executed by the approvers identified in the appropriate chart in Section A above after approval has been given by the Board of Governors or by its Executive and Governance Committee.

D. For All Agreements where the University is Receiving Donations, Bequests or Gifts (see Gift Acceptance Policy (2011))

i. Over $1,000,000.00,

Shall be executed by the President and the Vice-President, University Advancement.
ii. Less than $1,000,000,

Shall be executed by the Vice-President, University Advancement.

iii. Acceptance of any gift that involves a proposal to name is conditional upon final approval of the naming by the Board of Governors.

E. For All other Agreements, not involving Research and Intellectual Property, where the University is Receiving Money, or where the Agreement Does Not Deal with the Payment by Either Party of Money

i. Under $2,000,000.00 or where the agreement does not deal with the payment by either party of money

Shall be executed by two (2) of the officers as identified in the charts in Section A, one of whom must be an identified Dean, AVP\(^*\) or Vice President of the University, and the second must be a Vice-President or the President.

ii. Over $2,000,000 and less than $10,000,000

Shall be executed by one of the officers identified in the charts in Section A, after approval has been given by the Planning and Resources Committee of the Board of Governors.

iii. $10,000,000 and over

Shall be executed by one (1) of the officers designated in section III.1, after approval has been given by the Board of Governors or by its Executive and Governance Committee.


- The University Is Receiving Money;
- The University Is Transferring Funds To A Collaborating Partner Institution; or
- The Agreement Does Not Deal With The Payment By Either Party Of Money

i. Under $2,000,000, including where the agreement does not deal with the payment by either party of money

only one signature is required, from the chart F.1. below.

ii. $2,000,000 and over

In the case of agreements involving research funding that result from a peer or merit review process, authority is delegated to two (2) of the officers designated in section III.1.

In the case of where receipt of research funds requires the expenditure of incremental McMaster cash specific to the proposed research, approval for this incremental cash contribution will follow the charts in Section A.
F.1. | One of AVP^, VP | Two (2) of the signing officers designated in Section III.1 |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $2,000,000</td>
<td>X</td>
</tr>
<tr>
<td>$2,000,000 and over</td>
<td>X</td>
</tr>
</tbody>
</table>

AVP^ signing officers include: Executive Director of the McMaster Industry Liaison Office, , Associate Vice-President (Research), Associate Dean Health Sciences (Research), Director, Health Research Services, Director, Research Office for Administration, Development and Support, and Assistant Vice-President, Research Administration.

IV COMMENCEMENT

1. This resolution shall take effect on the day of and from that date shall supersede a Board of Governors’ resolution that took effect on the 8th day of June, 2017.

Related Policies

Strategic Procurement  

Internal Audit Department Policy Statement  

Construction And Maintenance Projects Policy  

Statement of Ethics for Senior Executive Officers  

Statement on Conflict of Interest in Research  

Conflict of Interest Policy for Employees  

Gift Acceptance Policy  

Intellectual Property Policy  
http://milo.mcmaster.ca/policies/ip-policy

Board of Governors Meeting Dates  
http://www.mcmaster.ca/univsec/bog/schedules.cfm

Board of Governors
i. Centre for Continuing Education Fees 2018-19

At its meeting on February 15, 2018, the Planning and Resources Committee reviewed and approved a recommendation from the Budget Committee and Student Fees Committee regarding the 2018-19 Centre for Continuing Education fees. The material is contained in attachment I of the report from the Planning and Resources Committee, and is presented for approval.

It is now recommended,

that the Board of Governors approve the 2018-19 fees for the Centre for Continuing Education, as circulated.
December 22, 2017

To: Budget Committee

From: Jacy Lee, AVP, Institutional Research and Analysis
Chair, University Student Fees Committee (USFC)

Subject: CCE – 2018/19 Tuition Fees

The USFC recommends for approval of the Budget Committee, the following 2018/2019 CCE tuition fees:

1) Tuition Fee Revisions:
The 2018/19 tuition fees for the following programs were approved by the Board of Governors in June 2017. For reasons articulated in the attached CCE memo, CCE is requesting revising the fees to what is shown below.

<table>
<thead>
<tr>
<th>Units</th>
<th>2018/19 Academic Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tuition</td>
</tr>
<tr>
<td>Business of Golf and Resort Management</td>
<td>3</td>
</tr>
<tr>
<td>Canadian Payroll Management</td>
<td>3</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>3</td>
</tr>
</tbody>
</table>

2) New Program Tuition Fees:
The following programs are new and the associated tuition fees require Board of Governors approval before May 1, 2018.

<table>
<thead>
<tr>
<th>Units</th>
<th>2018/19 Academic Year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tuition</td>
</tr>
<tr>
<td>Payroll Compliance Practitioner</td>
<td>3</td>
</tr>
<tr>
<td>Professional Addiction Studies</td>
<td>3</td>
</tr>
<tr>
<td>Opioid Treatment Management</td>
<td>3</td>
</tr>
<tr>
<td>Understanding, Gathering, and Using Evidence</td>
<td>3</td>
</tr>
<tr>
<td>Academic Writing</td>
<td>3</td>
</tr>
<tr>
<td>Big Data Analytics Preparatory Courses</td>
<td>3</td>
</tr>
</tbody>
</table>

Also attached is a CCE Tuition Fee Schedule for 2017/18 and 2018/19 for all CCE programs.

Thank you.

Encl. Attachment
Off-Cycle Fees Submission

The nature of continuing education at McMaster University is different from undergraduate education in several ways: demographics of students served, the nature of programs offered, the need for greater flexibility to meet emerging market needs, and how it is funded. Additionally, CCE is continually exploring and launching new programs, and, occasionally, needs to submit requests for fees approval for new programs that are “off-cycle.” This submission is an example thereof.

While CCE did submit its fees in Spring 2017 to the Fees Committee for 2018-2019, there are a number of new programs for which fees need to be approved given a goal to launch them in 2018-2019. There are likewise a couple of adjustments to existing and approved fees given market trends, changes in funding patterns, and extra costs to students when a program involves an association.

MAPS Fees

CCE always consider fees levied by the McMaster Association of Part-Time Students (MAPS) when establishing fees for CCE courses. MAPS fees are included in the published fees for courses and are, therefore, considered to be part of tuition when market comparators are examined. CCE does its due diligence by comparing the fees for similar courses and programs in other continuing education units.

MAPS fees, however, are not presented for approval. They are included strictly for information purposes. At present, the MAPS fee is set at $7.00 per unit/credit.

Request for Fees Approval in this Off-cycle Submission: Please note that approvals are being sought for six new programs and courses in existing but recently launched programs; an increase for one existing program; and reductions in fees involving two existing programs. Additionally, when CCE’s two-year fees submission is made in Fall 2018, these same courses and fees will be integrated into that submission. All requests are made for 2018-2019.
Fees for New Programs and Select Courses within Newly Launched Programs (See Table A)

1. For the Payroll Compliance Practitioner (PCP) Certificate program, CCE wishes to set the fee at $589.00 (inclusive of MAPS) for three Canadian Payroll-specific courses.

   The rationale is that those taking the PCP program through CCE need to register with both McMaster University and the Payroll Association while CCE wants to keep the total course fee for the student under $1,000.00. A course fee of $589.00 does this. As well, this price point should make the program more appealing to a broader range of potential learners (e.g., undergraduate students, college graduates). All other CCE business courses offered in the PCP program (introductory financial accounting and business communications) will continue at the current or future fee set for business courses.

2. CCE is requesting that the course fee for its new Professional Addiction Studies Certificate and Diploma programs be approved at $849 (inclusive of MAPS fee).

   The fee is appropriate in that the courses are instructor-led and serve working professionals looking to add a specialization to their careers. The curriculum has been carefully constructed and vetted with experts in the field while CCE’s reputation for excellence in this programming area is well established. The programs lead to CCAC certification with the CACCF.

3. For a five-course Certificate program called Opioid Treatment Management, CCE is proposing a course fee of $849 (inclusive of MAPS fee).

   The need for this kind of program is particularly high at the present time. Designed as an online instructor-led program, it will be of interest to those who work in this field across Canada. The $849.00 fee is the same as the fee for CCE’s addiction courses. The program proposal will go through the academic approval process in Winter 2018.

4. For a three-course Certificate of Completion program called Understanding, Gathering, and Using Evidence in the Social Sciences and Health Sectors, a course fee of $709 (inclusive of MAPS fee) is proposed.

   Presently, CCE does not have such a program and, increasingly, there is expressed interest in a program that makes the principles and practices of evidence-based thinking and decision making clear to working professionals. Pricing courses at $709.00 (inclusive of MAPS fee) should encourage enrollments. The program proposal will go through the academic approval process in Winter 2018.

5. For a three course Certificate of Completion program called Academic Writing from Conventions to Practice, a course fee of $709 (inclusive of MAPS fee) is proposed.

   Presently, CCE does not have such a program and, increasingly, there is expressed interest in a program focused on the principles and practices of academic writing. CCE’s commitment to dedicated courses in academic writing will prepare CCE students who choose to transition to degree studies through a MyOWN Mac pathway. The program proposal will go through the academic
approval process in Winter 2018.

6. The proposed tuition fee for three preparatory courses for CCE’s newly launched Big Data Analytics Certificate program is $729 (inclusive of MAPS fee).

The courses are designed for individuals who require fundamental instruction in the areas of computer programming, working with databases, and introductory computer science concepts before entering the Big Data Analytics program.

The intent is to deliver these courses in an online format with consideration for some in-class options (e.g., CCE’s OJN site and Mississauga). The courses will be of interest for students interested in programs related to data analytics, big data analytics, informatics, data marketing as well as future computer-based programs. The proposed course fee aligns with CCE’s other online courses of equal unit-value and hours of study. It is also competitive with other courses offered by continuing education units.

Fee Increase for All Courses in Existing Program (See Table B)

1. CCE is requesting approval for an increase in the courses that comprise the Business of Golf and Resort Management Diploma to $689.00 (inclusive of MAPS fee).

The proposed increase creates better alignment with CCE fees for Human Resources Management and Business Administration courses. The previous cost for courses in the Business of Golf and Resort Management was $649.00.

Fee Reductions for Courses in Existing Programs (See Table B)

1. For courses in the Leadership in Community Engagement Certificate program, CCE is requesting approval to reduce the fee to $689.00 (inclusive of MAPS).

While some students continue to be sponsored to take the program through agencies and employers, there has been a downturn in the professional development budgets of several larger employers in the city. As well, the program serves those working in the community including not-for profit and community. The current fee of $849.00 per course has thus been determined to be cost prohibitive for many.

2. For the current Canadian Payroll Management Certificate, CCE is requesting approval to reduce the fee of two courses (CPM 101 and CPM 102) to $589.00 (inclusive of MAPS).

The rationale for the reduction is that those taking CPM 101 and CPM 102 register with McMaster University and with the Canadian Payroll Association, thus paying fees in two places. Reducing the fees for each of these two courses will help keep the overall course cost under $1,000.00. The remaining courses in the program are business courses and are priced according to the fee set for CCE-based business courses.
### Table A

<table>
<thead>
<tr>
<th>Fees for Programs to be Launched</th>
<th>MAPS Fee</th>
<th>Course Fee</th>
<th>Total</th>
<th>Fee Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll Compliance Practitioner (3 Courses)</td>
<td>$21</td>
<td>$568</td>
<td>$589</td>
<td>May 2018</td>
</tr>
<tr>
<td>Big Data Analytics (3 Courses)</td>
<td>$21</td>
<td>$708</td>
<td>$729</td>
<td>May 2018</td>
</tr>
<tr>
<td>Professional Addiction Studies</td>
<td>$21</td>
<td>$828</td>
<td>$849</td>
<td>September 2018</td>
</tr>
<tr>
<td>Understanding, Gathering and Using Evidence</td>
<td>$21</td>
<td>$688</td>
<td>$709</td>
<td>September 2018</td>
</tr>
<tr>
<td>Academic Writing</td>
<td>$21</td>
<td>$688</td>
<td>$709</td>
<td>September 2018</td>
</tr>
<tr>
<td>Opioid Treatment Management</td>
<td>$21</td>
<td>$828</td>
<td>$849</td>
<td>January 2019</td>
</tr>
</tbody>
</table>

### Table B

<table>
<thead>
<tr>
<th>Fee Changes in Existing Programs</th>
<th>MAPS Fee</th>
<th>Course Fee</th>
<th>Total</th>
<th>Fee Effective Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business of Golf and Resort Management</td>
<td>$21</td>
<td>$668</td>
<td>$689</td>
<td>May 2018</td>
</tr>
<tr>
<td>Leadership in Community Engagement</td>
<td>$21</td>
<td>$668</td>
<td>$689</td>
<td>May 2018</td>
</tr>
<tr>
<td>Canadian Payroll Management</td>
<td>$21</td>
<td>$568</td>
<td>$589</td>
<td>May 2018</td>
</tr>
</tbody>
</table>
APPENDIX A

Pricing Strategy for Certificate and Diploma Courses

When determining tuition fees, CCE considers the following:
- University-level programs are valued more highly than programs offered by college or private education providers.
- Colleges offer options for those pursuing some professional certifications at significantly lower tuition fees.
- Increases in earning potential for graduates vary by program.
- Higher demand courses can support higher fees.
- Niche or unique programs can support higher fees.
- Different course formats sometimes warrant different fees.
- Affordability and accessibility, including for newcomers to Canada, is a consideration.
- Employer tuition assistance is more common for some programs.
- There is almost no government funding for continuing education students.
- The cost of running the programs is always a major consideration.

Illustrative Market Survey Data

Although few competitors offer exact duplicates of McMaster’s CCE programs, we do assess the offerings of other universities, colleges, and professional associations. We also consider undergraduate courses as comparators and assess criteria including the following: length, equivalency against external standards, program type, relative value of the credential, and the cost of living in the community in which the program is provided.

Overall, fees continue to be comparable to undergraduate course fees in the Social Sciences at McMaster but significantly less than Business courses (this gap has widened in recent years). CCE’s proposed fees are similar to those of other university continuing education courses, and more expensive than those of colleges and professional association providers.

Based on information available on the McMaster web site, in Fall 2017, a McMaster third year (three unit) undergraduate course is $687.78 for a Social Sciences course (compared with $674.00 for CCE Addiction Education courses) and $1018.32 for a Business course (compared with $689.00 for CCE Business courses).
APPENDIX A Continued

The following provides a sample of current market comparators for some CCE Certificate and Diploma programs and courses:

<table>
<thead>
<tr>
<th>CCE Program</th>
<th>Comparator</th>
<th>Comparator Fees</th>
<th>CCE Fee for 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUSINESS CLUSTER</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Includes:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>U of Toronto CE</td>
<td>$745-$795</td>
<td>$709 incl. MAPS fee</td>
</tr>
<tr>
<td>Business Admin</td>
<td>Ryerson CE</td>
<td>$605 to $674</td>
<td></td>
</tr>
<tr>
<td>Human Resources Mgmt</td>
<td>HRPA (Human Resources Professional Association)</td>
<td>$395</td>
<td></td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>CPA Ontario</td>
<td>$500-$900</td>
<td></td>
</tr>
<tr>
<td><strong>HEALTH &amp; SOCIAL SCIENCES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Addiction Education</td>
<td>Ryerson (Cert in Mental Health &amp; Addictions)</td>
<td>$573</td>
<td>$674.00 incl. MAPS fee</td>
</tr>
<tr>
<td></td>
<td>Georgian College (Addictions Treatment &amp; Prevention)</td>
<td>$7104 for full diploma</td>
<td>$5,990 full diploma inclass $5, 690 full diploma online</td>
</tr>
<tr>
<td>Health Informatics</td>
<td>Ryerson (Chang School)</td>
<td>$624</td>
<td>$849 including MAPS fee</td>
</tr>
<tr>
<td>CCE Managed Programs:</td>
<td>Units</td>
<td>2017/18</td>
<td>2018/19</td>
</tr>
<tr>
<td>----------------------</td>
<td>-------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tuition</td>
<td>% Increase</td>
</tr>
<tr>
<td>Applied Clinical Research: online</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Accounting</td>
<td>1.5</td>
<td>$438.50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Accounting: online</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Addictions: in-class (weekly or block)</td>
<td>3</td>
<td>$653.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Addictions: in-class (weekly or block)</td>
<td>2</td>
<td>$560.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Addictions: Practicum</td>
<td>2</td>
<td>$670.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Addictions: Self-Study</td>
<td>3</td>
<td>$623.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Addictions: Self-Study</td>
<td>2</td>
<td>$530.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Big Data Analytics</td>
<td>3</td>
<td>$1,021.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business Admin: Risk Mgmt Courses Only</td>
<td>3</td>
<td>$708.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business Admin: in-class</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business Admin: online</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business of Golf and Resort Management</td>
<td>3</td>
<td>$648.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Canadian Payroll Management</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>3</td>
<td>$828.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Creative, Critical and Design Thinking</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>3</td>
<td>$708.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Health Informatics: online</td>
<td>3</td>
<td>$828.00</td>
<td>3.8%</td>
</tr>
<tr>
<td>Health Information Management: online</td>
<td>3</td>
<td>$828.00</td>
<td>3.8%</td>
</tr>
<tr>
<td>Human Resources Management: in-class</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Human Resources Management: online</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Marketing: in-class</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Marketing: online</td>
<td>3</td>
<td>$668.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Metallurgy: online</td>
<td>3</td>
<td>$858.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Web Design: Online</td>
<td>3</td>
<td>$778.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Payroll Compliance Practitioner</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Professional Addiction Studies</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Opioid Treatment Management</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Understanding, Gathering, and Using Evidence</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Academic Writing</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Big Data Analytics Preparatory Courses</td>
<td>3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CCE Administered Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Research Associate: in-class: Intro Course only</td>
</tr>
<tr>
<td>Clinical Research Associate: in-class: Other Courses</td>
</tr>
<tr>
<td>Ogwehohsiweh Six Nations Language Program</td>
</tr>
</tbody>
</table>

Notes:
The following programs are currently pending Academic Approval: Applied Clinical Research; Creative, Critical and Design Thinking; Business of Golf and Resort Management;

Shaded in green are fees approved by the Board in June 2017 that need revision and approval before May 1, 2018.
Shaded in blue are fees for new programs for Board approval before May 1, 2018.
Health, Safety and Risk Management Report to the Board of Governors

Report 2018-1 for the period November 22, 2017 – January 31, 2018

The Health, Safety and Risk Management (HSRM) unit of Human Resources Services incorporates Environmental and Occupational Health Support Services (EOHSS), Employee Health Services (EHS) and works in cooperation with the Organizational Development unit. Together, we strive to promote the health, safety, wellness and engagement of all McMaster employees.

Executive Summary

- Ministry of Labour (MOL) visited campus on two occasions. No orders were issued.
- In 2017 lost time days totalled 332.32 compared with 252.5 days in 2016. 2 claims made up a majority of the lost time in 2017 with 273.75 days. Both claims were due to slips, trips or falls.
- WSIB has approved new operational policy, effective January 1, 2018, that allows a worker to apply for WSIB benefits due to chronic mental stress, or traumatic mental stress if a mental stress diagnosis substantially arises out of and in the course of the worker’s employment.

1. Training and Loss Prevention Initiatives

- EOHSS has been providing communications to the University on the next stage of the WHMIS 2015 legislation. By December 1, 2018, all Canadian suppliers and distributors are to be compliant with labelling and information requirements and employers are expected to have WHMIS 2015 compliant labelling on all chemical bottles and Safety Data Sheets (SDSs) readily available. The University has purchased a program to provide SDSs for wide variety of chemicals for this compliance component.

  The Council of Senior Environmental Health and Safety Officers has engaged in discussions with MOL representatives to confirm best practice for relabelling chemical containers with the WHMIS 1988 labelling that may exceed 30K in volume. Currently the proposed language would require researchers to dispose of older chemicals.

- HSRM recently completed the February issue of the Workplace Wellbeing newsletter. Articles include: information on our new online training for Transportation of Dangerous Goods, Safety Culture, North American Safety and Health Week preparations, JHSC poster contest information, WHMIS 2015, Fire Code compliance for flammable and combustible materials and, mental health supports and resources. Newsletters can be found on the EOHSS website.

- Throughout the winter season EOHSS continues to provide prevention tips through social media related to winter weather hazards.

- EOHSS continues to work on providing researchers with education tools/information in
preparation for the staged WHMIS 2015 implementation. The current phased implementation approach allows WHMIS 1988 labelling and material safety data sheets for chemicals to be used in the laboratories. Effective December 1, 2018, all chemicals that were reclassified under the new legislation will need to be relabelled or disposed of through the chemical hazardous waste stream.

2. Government Relations and External Inspections/Audits

- A Ministry of Labour (MOL) Inspector visited campus in November after receiving an anonymous complaint concerning a malfunction in the ventilation system in a Hospitality area. The Inspector reviewed the area and was supplied a copy of the work order for repair. The employer recommended and implemented a shutdown of the kitchen area that required ventilation under the repairs to be made. No orders were issued.

- Two claims for occupational illness due to noise induced hearing loss were filed by employees to WSIB within a period of one month. In accordance with the Act, the MOL was notified of both claims. In response to the first claim, an inspector visited campus and inspected the mechanical and electrical rooms in the buildings in which the employee would work. The noise level was not a concern to the Inspector and the University’s hearing preservation program continues to be in place. [http://www.workingatmcmaster.ca/med/document/RMM-403-Noise-Control-and-Hearing-Protection-Program-1-36.pdf](http://www.workingatmcmaster.ca/med/document/RMM-403-Noise-Control-and-Hearing-Protection-Program-1-36.pdf) The second notification did not result in a MOL visit.

2.1 Occupational Health and Safety Act Regulatory Changes:

- In December of 2017, the Ministry of Labour implemented legislated requirements to the Occupational Health and Safety Act (OHSA). These changes, Bill 177, were a direct result of the Elliot Lake Commission of inquiry. The inquiry was struck after a mall collapse in 2012 in which two people were killed. The OHSA has been amended to:
  - Require employers who do not own their premises to notify MOL where specifically water tightness and structural issues have been identified in a workplace by a Joint Health and Safety Committee.
  - Allow the Ministry to lay charges up to one year from the date when an inspector becomes aware of an alleged offence, rather than one year from when the offence occurred.
  - Increase the maximum fines for individuals and corporations convicted of offences under the OHSA to $100,000 and $1,500,000, respectively.
  - Provide the ability in regulation to prescribe additional circumstances in which a notice would have to be provided by an employer where no worker is killed or injured and additional timelines in which certain information (e.g. engineer’s report) must be filed.

3. Employee Health Services Summary

3.1 Critical Injuries

There were no critical injuries during this period.
3.2 Lost Time Update

Employee Health Services (EHS) actively manages WSIB as well as salary continuance, sick leave, employee accommodation requests and long-term disability claims. In 2017, EHS managed 427 employee files. An Early and Safe Offer of Modified Duties is provided to an injured employee as soon as possible with the goal of avoiding or minimizing lost time.

The chart below illustrates the number of WSIB lost time days from January 1-December 31st for the past three years.

<table>
<thead>
<tr>
<th>Year</th>
<th># of Lost Time Days</th>
<th>Total Lost Time Claims</th>
<th>Approved Lost Time Claims</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>124.95</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>252.5</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>332.32</td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

Although the number of lost time claims have decreased year over year, there are a small number of long duration claims that make up a large portion of the lost time days for the last 3 years. A claim is considered a long duration after 10 days or great of lost time.

- In 2015 – 3 long duration lost time claims make up 60% of the total lost time days, for a total of 63.2 lost time days.
In 2016 – 2 long duration lost time claims make up 74% of the total lost time days, for a total of 174.5 lost time days.

In 2017 – 2 long duration lost time claims make up 82% of the total lost time days, for a total of 273.75 lost time days.

The chart below compares the University’s Lost Time Injury (LTI) frequency over 5 years, comparing the G6 Ontario Universities including McMaster. The number of LTI’s for McMaster shown an improvement, as there has been a reduction of lost time injury frequency since 2012. Factors that can affect these rates include: geographic size of campus, contract employees vs full time employees and internal medical clinics on campus.

Further discussions will be held with University B in order to compare best practices and strategies to reduce lost time.

Lost Time Injury Rate (LTI) is defined as: Number of allowed lost time injuries/illnesses per 100 derived full time equivalent (FTE) works for the injury year specified, where 100 FTE=200,000 derived hours. FTE is a derived number based on reported payroll to WSIB. The intent is to measure the proportion of covered workers who had a lost time claim.

3.3 WSIB Regulatory Changes

WSIB recently approved a new Operational Policy which will allow ‘chronic mental stress’ claims, in addition to the Operational Policy for ‘traumatic mental stress’, (which has also been revised), for claims effective January 1, 2018. WSIB has indicated that where illness/injury is caused by a substantial work-related stressor arising out of and in the course of employment, it may meet the threshold for approval of benefits as chronic mental stress. Human Resources Services is currently communicating this policy change to supervisors, and communicating strategies to prevent such claims, training, modified work/interim measures, clarifying reporting requirements, and putting in place a process to accelerate investigations of such claims.
4. Workplace Wellness Initiatives

The Organizational Development (OD) team fosters a supportive work environment that promotes employee development, engagement, recognition and wellness. Organizational wellness is supported by addressing the thirteen psychosocial factors related to the National Standard of Canada for Psychological Health & Safety in the Workplace. Since the last report, the OD team has focused on providing and promoting a variety of employee wellness strategies aimed at helping faculty and staff thrive in their personal and professional lives, as well as leading the implementation of a campus-wide wellness initiative.

Recent activities include:
- McMaster’s Tobacco and Smoke-Free Campus Policy initiative which took effect on January 1, 2018. This Policy prohibits the use of tobacco and other smoke-producing products. Human Resources Services has championed smoking session workshops and resources and policy education and commenced evaluation of the initiative.
- During the month of November, offered weekly financial wellness workshops on savings strategies, retirement planning, financial education and estate planning as part of Financial Literacy Month. This also included a weekly financial literacy newsletter developed in-house.
- Coordinated and implemented a new financial wellness tool, Venngo WorkPerks, which offers discounts to thousands of retail, travel and restaurants across Canada. WorkPerks is available to all current McMaster staff, faculty and retirees.
- During the month of December, focused on holiday wellness through newsletters promoting stress management, financial management, and healthy eating throughout the holidays.
- Continued to partner with Athletics & Recreation to offer a walking group at the DBAC indoor track twice per week.
- Authored and distribute monthly communications focusing on topics and supports related to McMaster Employee & Family Assistance Plan and health promotion topics such as tobacco cessation, professional development and physical health.
- Supported groups and teams through customized workshops on work-life balance.
- Continued to promote and support a Weight Watcher’s at Work program.

Further details about workplace wellness initiatives can be found at: http://www.workingatmcmaster.ca/healthy-workplace/index.php