Board of Governors
8:30 AM, Thursday, December 15, 2022

Join Zoom Meeting
https://mcmaster.zoom.us/j/92615662061?pwd=ZHpMMGgxblplelV5TTdIUEExlb21uZz02

Meeting ID: 926 1566 2061
Passcode: 309886

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

3. APPROVAL OF THE AGENDA - OPEN SESSION

CONSENT (8:35 a.m.)

4. MINUTES OF PREVIOUS MEETING – OCTOBER 27, 2022 (OPEN SESSION) (Approval)

7 - 14 Open Session Minutes - Board of Governors - October 27, 2022

5. REPORT FROM SENATE

15 Report from Senate - November

16 - 55 a. Establishment of the Centre for Advanced Research for Mental Health and Society (APPROVAL)

56 b. Name Change Proposal - Department of Classics (APPROVAL)

c. Revised Terms of Reference
i. Terms of Reference - Associate Dean, Academic, Faculty of Engineering (APPROVAL)
ii. Terms of Reference - Chair in Infection and Anti-Infective Research (APPROVAL)

iii. Terms of Reference - Establishment of the Associate Vice-President Research (Society and Impact) (INFORMATION)

Report from Senate - December

d. Terms of Reference

i. Establishment of the Director, Office of Undergraduate Research, Faculty of Science (APPROVAL)

ii. Revised ToR - Associate Dean, Academic, Faculty of Social Sciences (APPROVAL)

iii. Revised ToR - Vice-Dean, Faculty Affairs, Faculty of Health Sciences (APPROVAL)

iv. Revised ToR - Associate Vice-President, Global Health, Faculty of Health Sciences (APPROVAL)

v. Revised ToR and Title Change - Director, Engineering & Management Program (APPROVAL)

[Note: material for the above items is available from the University Secretariat at board@mcmaster.ca]

6. COMMITTEE REPORTS

a. PLANNING AND RESOURCES COMMITTEE

Report from the Planning and Resources Committee

i. McMaster Continuing Education Fees (APPROVAL)

ii. Executive Summary

Audited Financial Statements of Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 as at June 30, 2022 (INFORMATION)

iii. Executive Summary

Audited Financial Statements of Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College as at June 30, 2022 (INFORMATION)

iv. Executive Summary

Audited Financial Statements of Contributory Pension Plan for Hourly Rate Employees of McMaster University including McMaster Divinity College as at June 30, 2022 (INFORMATION)

b. AUDIT & RISK COMMITTEE

Report from the Audit & Risk Committee

i. Executive Summary

Health Safety and Wellbeing Report (INFORMATION)
REGULAR

7. BUSINESS ARISING

8. COMMUNICATIONS (8:35 a.m.)

154 - 179

a. Equity and Inclusion Office Annual Report
   8:35 a.m. S. Anand and L. Lukasik-Foss
   Equity and Inclusion Office Annual Report

b. Renewing and Strengthening McMaster’s Faculty Complement
   8:45 a.m.
   S. Tighe

9. PRESIDENT’S REPORT TO THE BOARD (9:00 a.m.)

180 - 188

a. President’s Report to the Board of Governors

10. REPORT FROM SENATE (9:30 a.m.)

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Report from Senate

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i. Enrolment Figures

11. COMMITTEE REPORTS

a. EXECUTIVE AND GOVERNANCE COMMITTEE (9:35 a.m.)

196

Report from the Executive & Governance Committee

197 - 211

i. Selection Committee for the Associate Vice-President Research (Commercialization and Entrepreneurship)
   ii. Proposal for the Creation of the Wilson College of Leadership and Civic Engagement
   iii. ToR - Establishment of the Academic Director, Wilson College for Leadership and Civic Engagement
   iv. ToR - Establishment of the Endowed Wilson Chair in Leadership and Civic Studies

b. REMUNERATIONS COMMITTEE (9:40 a.m.)

212

Report from the Remunerations Committee

213 - 217

Executive Summary - Ratification Request CUPE Local 3906 Unit 1
i. Summary Terms of the Collective Agreement
12. **PRESENTATION TO THE BOARD OF GOVERNORS** (9:50 a.m.)

Name: Dr. Paul O'Byrne, Dean and Vice-President, Faculty of Health Sciences
Title: Faculty of Health Sciences 2022

13. **OTHER BUSINESS**

**BREAK** (10:20 a.m.)

*B. CLOSED SESSION*
McMaster University

Minutes of the Board of Governors
9:00 AM, Thursday, October 27, 2022
Council Chambers, Gilmour Hall 111

Attendance:  Ms J. Allen (Chair), Mr. B. Merkel (Chair), Dr. E. Aputu, Mr. J. Boye, Dr. D. Brooks, Mr. R. Clarke, Ms S. Cruickshanks, Mr. S. Elop, Dr. D. Farrar, Mr. D. Feather, Ms S. Galloway, Mr. D. Horwood, Mr. D. Huctwith, Ms R. Jamieson, Ms M. Maher, Mr. J. Mancinelli, Dr. M. Narimani, Mr. K. Nye, Ms M. Pool, Ms J. Rowe, Dr. M. Shoukri, Dr. D. Sloboda, Ms S. Stankovic, Dr. B. Vrkljan, Dr. R. Walker, Ms A. Thyret-Kidd (University Secretary), Ms C. Richard (Associate University Secretary) Ms S. Keene (Assistant University Secretary)

Observers:  Ms A. Farquhar, Ms B. Couchman, Ms. C. Seiler, Ms D. Henne, Dr. K. Cuff, Dr. P. O’Byrne, Dr. R. Stubbs, Mr. R. Walters, Ms W. McKenna

Invited:  Dr. K. Hassanein, Dean, Faculty of Business
Dr. M. MacDonald, Dean, Faculty of Science
Dr. P. Swett, Dean, Faculty of Humanities
Dr. H. Sheardown, Dean, Faculty of Engineering
Ms A. Lawson, Executive Advisor, Public Affairs
Dr. D. Bowdish, Associate Professor and Canadian Research Chair in Aging & Immunity
Ms L. Mitton, Controller
Ms T. Dallaire, Director of Information Security Services
Dr. G. Yuyitung, Executive Director at McMaster Industry Liaison Office

Regrets:  Dr. L. Bronsard, Ms L. Brown, Ms J. Dhaliwal, Mr. M. Ferencich, Dr. N. Lishchyna, Ms F. Samji, Dr. E. Szathmáry, Dr. S. Tighe

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OPEN SESSION

1. REMARKS FROM THE CHAIR

Ms Allen welcomed members to the meeting and introduced new board members and observers. Ms Allen provided members with an overview of the agenda and procedures.


The Notice of Meeting was circulated on October 13, 2022.

3. APPROVAL OF THE AGENDA - OPEN SESSION
There were no requests to have items moved from the Consent to the Regular agenda of the Open Session.

Ms Allen advised Members that the UPC items under 6.b. require Senate approval prior to Board approval and should not be included for approval.

It was duly moved and seconded,

that the Board of Governors approve the Open Session agenda for the meeting of October 27, 2022, and that items 4-6 be approved or received for information by Consent, as amended.

The motion was Carried.

**CONSENT**

4. **MINUTES OF PREVIOUS MEETING – JUNE 9, 2022 (OPEN SESSION)**
   
a. Board of Governors - Open Session Minutes - 09 June 2022
   
Motion:
that the Board of Governors approve the Open Session minutes of the meeting held on June 9, 2022, as circulated.

Approved by Consent.

5. **BUSINESS ARISING**

There was no business arising.

6. **COMMITTEE REPORTS**

   a. **PLANNING AND RESOURCES COMMITTEE**
      
      i. Revisions to 2022-23 & 2023-24 Tuition and Miscellaneous Fee Schedules
      
      Motion:
      that the Board of Governors approve the revised 2022-23 & 2023-24 Tuition and Miscellaneous Fee Schedules.

      Approved by Consent.

      ii. Salaried Pension Plan Text Amendment - Memo
      Salaried Pension Plan Text Amendment - Resolution of the Board
      
      Motion:
that the Board of Governors approve Amendment #1 to the Contributory Pension Plan for Salaried Employees of McMaster University, Including McMaster Divinity College 2000 ("Plan 2000").

Approved by Consent.

iii. Statement of Investment Policies and Guidelines-Cash and Short-Term Investments

This item was for information.

iv. Statement of Investment Policies and Procedures-Salaried Pension Plan

This item was for information.

v. Statement of Investment Policies and Guidelines-Hourly Pension Plan

This item was for information.

vi. McMaster Innovation Park - December 31, 2021 FLIT Financial Statements

Motion:
that the Board of Governors receive the December 31, 2021 FLIT Financial Statements.

Received by Consent.

b. UNIVERSITY PLANNING COMMITTEE

Report from the University Planning Committee

i. Creation of the Wilson College of Leadership and Civic Engagement

ii. Establishment of the Centre for Advanced Research for Mental Health and Society

iii. Name Change Proposal - Department of Classics

Items 6bi, ii, and iii were removed from the agenda.

REGULAR

7. BUSINESS ARISING

There was no business arising.

8. COMMUNICATIONS
a. **Government Relations - Key Messages**

Ms Andrea Farquhar, *Associate Vice-President, Communications Marketing and Public Affairs* and Ms Alex Lawson, *Executive Advisor, Public Affairs*, provided an overview of the key messages Board members are encouraged to use when conversing with municipal, provincial, and federal government officials and their staff about the University’s business.

It was explained that the reference cards are an easy way to know what the University is advocating for and includes key messages.

9. **PRESIDENT’S REPORT TO THE BOARD**

Dr. David Farrar, *President and Vice-Chancellor*, presented his Report to the Board.

Dr. Farrar commented that the Land Acknowledgement is not always acknowledged at recurring meetings, and while this was not mentioned in his written report, he emphasized the importance of the Land Acknowledgement at the beginning of each meeting.

Dr. Farrar explained that his written report contains updates on several of McMaster’s key priority areas, particularly in the area of Inclusive Excellence. He highlighted important developments including the Office of the Provost recently being awarded more than $2 million to fund initiatives aimed at supporting equity-deserving communities at McMaster through the Strategic Excellence and Equity in Recruitment and Retention (STEE/R) program. He also noted the search for the new Associate Vice-President, Equity and Inclusion is underway and McMaster’s new Manager of Research, Equity, Diversity and Inclusion has been hired. He explained that the Employment Equity Census showed an increase in representation among all equity-deserving groups across the university’s senior leadership and other full-time and continuing employee groups as of 2021. The Census report also highlighted remaining gaps in representation at the institution, particularly for Indigenous peoples and persons with disabilities. Dr. Farrar also stated that on October 20, 2022, McMaster officially announced the new student residence planned for Main Street West will be named Lincoln Alexander Hall in honour of the Honorable Lincoln Alexander.

Dr. Farrar provided Members with an update on the University’s rankings noting that McMaster continues to be ranked among the world’s top 100 universities in the 2023 Times Higher Education World University Rankings. He explained that within this ranking, McMaster emerged as one of only four Canadian universities in the global top 100 and placed first in Canada and 66th globally for Industry Income, which he said reflects the university’s ability to attract funding in the commercial marketplace. McMaster has also retained its top-tier placement in MacLean’s annual ranking of universities with a broad range of research and PhD programs, including medical schools. Among medical doctoral universities, McMaster is ranked first in student services, second in total research dollars and grants and second in library acquisitions.

Dr. Farrar also acknowledged the $50 million dollar gift from Chancellor Emeritus Lynton “Red” Wilson and the Wilson Foundation. This is the largest gift to the liberal arts in Canada and will create a unique leadership college at McMaster. Work is underway on the process to approve the creation of the program, recruit an External Director, create the Academic...
Director and Endowment Chair positions, and prepare for the Senate process to approve the curriculum.

After Dr. Farrar’s presentation, Members asked questions related to the large, unsanctioned gatherings known as Fake Homecoming each year. Although mainly attended by students, these events are often led and promoted via social media by individuals from outside the University. The University worked closely with the police and by-law officers this year and ran several communication campaigns to dissuade students from attending. McMaster is collaborating with other universities as well, however Dr. Farrar noted that it is challenging when these events take place off campus.

Members also discussed Wilson College and which students will be able to enrol in the program. Dr. Farrar commented that it builds on Red Wilson’s legacy and the intention is that it will be an inclusive program. Dean Swett further clarified that the program will be open to everyone on campus with an interdisciplinary minor option available. However, majors will be focused on students in the Faculties of Humanities and Social Sciences.

Members engaged in a discussion regarding the challenge that Canada faces in the nuclear sector and how McMaster can help to address these challenges. Dr. Farrar explained that McMaster has started to explore the issue and how we can bring areas of research together that will affect all of society. The Faculty of Engineering is starting to strengthen its nuclear program and working on thinking about small modular reactors. Dean MacDonald commented that there are synergies across different levels of Government as well as internationally and there needs to be a coordinated approach to reach the targets of carbon reduction.

10. REPORT FROM SENATE

a. Establishment of Associate Vice-President Research (Commercialization and Entrepreneurship)

Dr. Farrar explained that on October 19, 2022, Senate approved the establishment of the Associate VP Research (Commercialization and Entrepreneurship) and now recommends it to the Board of Governors for approval.

A member asked how this role will interact with McMaster Innovation Park and Dr. Farrar explained that this role would be involved as innovation is an area the University is embracing.

b. SPS C4 Revisions

On October 19, 2022, Senate also approved revisions to the SPS C4 and now recommends the changes to the Board of Governors for approval.

It was duly moved and seconded,

that the Board of Governors approve the recommendations as contained in the report from Senate.
The motion was *Carried.*

11. PRESENTATION TO THE BOARD OF GOVERNORS

Ms Allen introduced Dr. Dawn Bowdish, Associate Professor and a Canada Research Chair in Aging & Immunity, who presented ‘Preventing Respiratory Infections for a Healthier Old Age’ to the Board of Governors.

12. BREAK

13. COMMITTEE REPORTS

a. AUDIT AND RISK COMMITTEE


At its meeting on October 6, 2022, the Audit and Risk Committee approved the Annual Financial Report including the Audited Financial Statements for the year ended April 30, 2022. Ms Deidre (Dee) Henne, *Assistant Vice President (Administration)* and *Chief Financial Officer,* and Ms. Lou Mitton, *Controller,* provided an overview of the item.

Ms Henne explained that the report is based on the University’s strategy. McMaster has continued to have strong enrolment and growing international participation. Ms Henne noted there have been several financial implications due to the pandemic and added that inflation and the war in Ukraine have also impacted investment income. McMaster is continuing to accelerate its carbon reduction strategies through campus activities and investments.

Ms Mitton explained that McMaster’s consolidated surplus was $52.9 million after a 5.4% investment loss. The consolidated surplus remained strong due primarily to increased campus operations following easing of pandemic restrictions despite the unfavourable investment performance.

The Operating Fund represents approximately 69% of the consolidated budget and includes all revenue and expenses for Faculties and support departments. It was added that tuition makes up 50% of the operating income. The Operating Fund closed with a $28 million surplus due mainly to increased international student enrolment and savings associated with salary vacancies, reduced travel, and lower office supplies due to continued remote and hybrid working alternatives. Ms Mitton explained there was a portion of bond proceeds withdrawn to support Canada’s Global Nexus for Pandemics and Biological Threats.
Ms Mitton advised Members that the consolidated results were worse than projected and this was mainly due to investment losses. Investment income is variable, and Members were reminded that these are small variances when looking at the total budget. McMaster takes a long-term approach as recommended by investment consultants and the Investment Pool Committee.

In response to a question about the competitive landscape across the U15 regarding sustainability, Dr. Farrar explained it varies widely by province and while it gets complex to compare, Ontario is in a good position.

A Member asked how McMaster is addressing the issue of reduced revenue from international student tuition and the increase in the tuition rate for these students. To address the issue of international students being able to pay tuition, Ms Henne explained that McMaster has created payment plans, exceptional circumstance funding and the ability to register if the student has not paid the previous year. Dr. Farrar also noted that international enrolment was lower than anticipated in September due to student visa issues. Dr. Farrar explained that McMaster is not nearly as exposed to this problem as other institutes and international enrolment is an issue the University carefully monitors.

It was duly moved and seconded,

that the Board of Governors approve the Annual Financial Report 2021-2022, which includes the Audited Financial Statements for the year ended April 30, 2022.

The motion was Carried.

ii. Report on Health, Safety and Risk Management

Mr. Dane DeMan, Associate Director, University Health and Safety, presented the Report on Health, Safety and Risk Management.

Mr. DeMan explained that the Health, Safety, and Risk Management team is largely focused on the ongoing University response to the pandemic. The report also highlighted that a health and safety revitalisation project is underway and a series of engaging content for training is being produced. Mr. DeMan noted there were two critical injuries on campus related to slips, trips, and falls and the office initiated an audit with a third party to identify areas of risk and actioned items for repair. As of this meeting there have been no reports of critical injury. The Health and Safety Team is realigning their focus slightly to psychological health and safety. The office continues to see a decline in lost time claims. Wellness initiatives are underway, and the office is continuing to provide employee wellness programming.
In response to a question about extreme weather preparedness, Mr. DeMan explained the University has a Crisis Management Group and extreme weather as it relates to snow is discussed at each meeting.

A Member asked if the team is working on campaigns for the fall to ensure students stay home when they are unwell. Mr. DeMan explained that there is continuous promotion and messaging to stay home when unwell. Public Relations have targeted messaging campaigns through various social media channels. The office is also promoting the provincial assessment tool. It was noted that McMaster is relying on self-responsibility of students, staff, and faculty to use the tools and stay home when unwell.

14. OTHER BUSINESS

With no other business, the Board moved into closed session.

CLOSED SESSION
REPORT TO THE BOARD OF GOVERNORS  
from the  
SENATE  

At its meeting on November 9, 2022, Senate approved the following items, and is now recommending them to the Board of Governors for approval/information:

For Approval

a. Establishment of the Centre for Advanced Research for Mental Health and Society

b. Name Change Proposal – Department of Classics

c. Revised Terms of Reference
   i. Terms of Reference – Associate Dean, Academic, Faculty of Engineering
   ii. Terms of Reference – Chair in Infection and Anti-Infective Research

For Information

   iii. Terms of Reference – Establishment of the Associate Vice-President Research

It is now recommended,

That the Board of Governors approve the recommendations as contained in the report from Senate.

Board of Governors: FOR APPROVAL /INFORMATION  
December 15, 2022
Date: October 12, 2022

TO: University Planning Committee

FROM: Karen Mossman, Vice-President, Research

RE: Centre for Advanced Research for Mental Health and Society Proposal

The Committee on Research Institutes, Centres and Groups (CRI) has reviewed and unanimously approved the attached establishment proposal for the Centre for Advanced Research for Mental Health and Society (ARMS).

Please include this as an agenda item for the next University Planning Committee Meeting on October 19, 2022.

KM:jt

Attach.

cc: Provost and Vice-President (Academic)
    Vice-Provost and Dean of Graduate Studies
    Dean of Social Sciences
    University Secretariat
Proposal for the Establishment of the Centre for Advanced Research on Mental Health and Society (ARMS)

Submitted by: Marisa Young, Faculty of Social Sciences

*Core Members:
- Will contribute regularly to the Centre’s programs and attend Centre team meetings
- Will be involved with independent research projects on mental health, wellness, and society that are consistent with the vision of ARMS (and publicly connect these projects to the Centre as key “pillar/impact” projects of ARMS)
- Will contribute to grant writing efforts for the sustainability of the Centre
- Will participate in knowledge exchange, mobilization, translation, and dissemination (having these efforts promoted on the ARMS website, blog, and newsletter)
- Will aid with pedagogical efforts, including teaching, mentorship, advising, and preparing/distributing teaching materials
- Will collaborate with other ARMS members, especially in grant writing efforts
- Will provide independent reports and updated CVs every year to help with the preparation of the Centre’s annual report
- The Director of ARMS will review core and associate member lists annually and confirm in a written report whether each member has met the obligations of membership as stated.

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<tr>
<th>Name</th>
<th>Faculty and Department</th>
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<tbody>
<tr>
<td>Marisa Young</td>
<td>McMaster University</td>
<td>Family-Friendly Communities and Mental Health; The Work-Family Interface and Mental Health</td>
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<td>Faculty of Social Sciences</td>
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<td>James Gillett</td>
<td>McMaster University</td>
<td>Resilience and Mental Health; Mental Health and the Life Course</td>
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<td>Tara Marshall</td>
<td>McMaster University</td>
<td>Social Media and Mental Health; Multiculturalism and Mental Health</td>
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<td>Ameil Joseph</td>
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<td>Mat Savelli</td>
<td>McMaster University</td>
<td>Mental Health in the Classroom and Critical Mental Health</td>
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<td>Faculty of Social Sciences</td>
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<td>Kathy Georgiades</td>
<td>McMaster University</td>
<td>Youth Mental Health and Academic Achievement;</td>
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<td>Psychiatry &amp; Behavioural</td>
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<td>Andrea Gonzalaz</td>
<td>McMaster University Psychiatry &amp; Behavioural Neurosciences, Offord Center</td>
<td>Youth Mental Health and Academic Achievement; Ethnic Inequalities in Youth Mental Health</td>
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<td>Catherine Munn</td>
<td>McMaster University Psychiatry &amp; Behavioural Neurosciences, Faculty of Health Sciences</td>
<td>Student Mental Health</td>
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<td>Jim Dunn</td>
<td>McMaster University Health, Aging &amp; Society, Faculty of Health Sciences</td>
<td>Housing, Mental Health, and Development</td>
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<td>Isabela Granic</td>
<td>Radboud University Developmental Psychopathology</td>
<td>Interactive Media and Mental Health; Technological Interventions and Mental Health Solutions</td>
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<td>Nick Kates</td>
<td>McMaster University Psychiatry, Family Medicine, Faculty of Health Sciences</td>
<td>Mental Health Care Systems; Mental Health and Primary Care</td>
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<tr>
<td>Kevin Schafer</td>
<td>Brigham Young University Sociology, McMaster University Health, Aging &amp; Society, Faculty of Social Sciences</td>
<td>Men’s Mental Health, Paternal Mental Health</td>
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<tr>
<td>Daniel Vigo</td>
<td>University of British Columbia</td>
<td>Psychiatry Faculty of Medicine Mental Health Care Systems, E-Mental Health, Substance Disorders</td>
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<tr>
<td>Alex Bierman</td>
<td>University of Calgary</td>
<td>Sociology Faculty of Arts Health, Illness and Medicine, Aging and the Life Course</td>
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<tr>
<td>Jason Schnittker</td>
<td>University of Pennsylvania</td>
<td>Sociology Arts &amp; Sciences Social Impacts on Health, Genetic-Environmental Wellbeing, Incarceration and Health</td>
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<tr>
<td>Julia Woodhall-Melnik</td>
<td>University of New Brunswick</td>
<td>Sociology Faculty of Arts Social Determinants of Physical and Mental Health and Addiction</td>
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<td>Sue Phipps</td>
<td>Canadian Mental Health Association</td>
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**Plans for Organizational Review:**

- Frequency of Internal: Annual Review
- Frequency of External: Every 5 years

Please provide names below and check box to verify that approval has been obtained from each:

- Department Chair/Area Director: n/a
- Faculty Dean or Director of Administration: Jeremiah Hurley
- Other (specify): n/a

**A. Background**

**What events led to this proposal for a new Centre/Institute?**

**Global Mental Health Crisis**

Mental health problems are proliferating internationally, indicating an ongoing and increasingly
burdensome global mental health crisis. In North America, this urgent concern has become particularly salient (National Institute of Mental Health, 2019; Health Canada, 2022). These trends have become even more apparent with the context of the COVID-19 pandemic and its potential long-lasting impact (Canadian Mental Health Association (CMHA), 2020; Aknin, Neve, Dunn et al., 2021). The individual and societal consequences of mental health struggles indicate an urgent need for innovation in mental health research that probes the understanding of these conditions.

These trends are not unique to the current COVID context. The Centre for Addiction and Mental Health reports that one in five individuals will experience a mental health diagnosis in their lifetime. This figure likely underestimates the true prevalence since many individuals suffering psychological problems remain undiagnosed. A more realistic number is one in two individuals (CMHA, n.d). Those who do not experience mental health problems themselves are likely impacted by the mental health of a loved one (National Institute of Mental Health, 2019). The societal costs of mental health are also staggering. A recent report by the Conference Board of Canada (2016) notes that the Canadian economy loses approximately $50 billion per year due to anxiety and depression alone, which contributes to lost productivity, absenteeism, job turnover and chronic unemployment (Dewa & Dermer, 2010; Institute of Health Economics, 2007).

**Interdisciplinary Approach of the Centre**

The purpose of the Centre for Advanced Research on Mental Health and Society (ARMS) is to lead the way for mental health research in the social sciences. The interdisciplinary Centre will encourage collaboration between health sciences, social sciences, and community engaged perspectives by involving the combined expertise of faculty, students, and community leaders with diverse knowledge backgrounds in the effort to address issues of mental health. Multiple factors contribute to mental health outcomes (ex: institutional, social, political-economic, environmental, developmental, biomedical, etc.); therefore, multiple theoretical perspectives must be assembled to understand and address mental health from a holistic and societal point of view (George 2017; Schnittker 2017; Wheaton et al., 2012). ARMS takes the approach that mental health cannot be understood using one perspective alone. It is through the dialectic engagement of multiple frameworks that real insight can be gained. The Centre will create a social and physical space for this interdisciplinary engagement to take place, specifically highlighting the often-overlooked social science orientation to understanding mental health processes.

**Existing Research in Health Science**

The dominant framework that has guided existing research on mental health originates from the domain of health sciences. Academic disciplines including psychology, psychiatry, epidemiology, genetics, and public health have shaped dominant perspectives on mental health (Wheaton, Young, Montazer, & Stuart, 2012). Knowledge produced from these disciplines highlights individual pathology from a biological, cellular, and genetic perspective. While there have been undoubtable advancements in our understanding of mental health from the health sciences, the hegemony of scientific understandings of mental health has been critiqued and described as an abandonment of “bio-psycho-social” research in favor of a “bio-mania” approach (Schnittker 2017; Wheaton et al., 2012). The establishment of ARMS will engender innovative research that seeks to understand mental health from outside these taken for granted frameworks. Since critiques of biologically determinant understandings of mental health should offer “no opposition without proposition,” ARMS is a solution-oriented, evidence-based proposal for
escaping the silos of mental health research (Whitley 2014, p. 501).

New Approaches in Social Science
The Centre’s approach to mental health is innovative and focuses on the structural and societal aspects of mental health rather than pathological understandings of mental disorders. The Centre’s vision underscores that social science perspectives must be prioritized in the effort to address the burden of mental health problems. Rather than focusing on individual struggle or pathology, social scientific perspectives can be used to investigate social determinants of mental health, societal experiences of distress, and structural causes of mental health inequalities (Mikkonen & Raphael 2010, Raphael et al. 2020). This is essential because “many stressful experiences, it should be recognized, don’t spring out of a vacuum but typically can be traced back to surrounding social structures and people’s locations within them” (Pearlin, 1989, p. 242). ARMS will bring awareness to the social dimensions of mental health and will highlight structural influences on individual and societal well-being. In doing so, the vision of the Centre moves beyond the diagnosable definition of “mental illness” as a pathological category toward an understanding of mental health as a universal experience that is affected by the social world.

Centre Overview
ARMS will be a critical site for interdisciplinary mental health research from a social science perspective. It will be the first centre of its kind at McMaster to embrace a social science perspective on mental health research. ARMS will work in collaboration with experts from other Centres and Institutes at McMaster like the Offord Centre, the McMaster Institute for Health Equity (MIHE), the Gilbrea Centre for Studies in Aging, McMaster’s Secure Empirical Analysis Lab (SEAL); and, SPARK: a centre for social research innovation in order to shape the unique research program of ARMS. The ARMS Team is currently in contact with the Directors of each of these centres/institutes.

ARMS diverges in several respects from these institutions, however, given the ARMS’ unique focus on how social contexts impact individual-level mental health outcomes, including neighbourhood of residence, workplaces, secondary and post-secondary educational institutions, and family environments. ARMS employs innovative methodological triangulation to combine datasets across multiple layers of social reality, including data from the individual-, community-, workplace-, and family-level. Social science research of this nature, using broad population survey and administrative data, is limited due to insufficient infrastructure across Canada and the US.

McMaster has achieved global renown as a leading institution in the health sciences; the Centre will be an important space for quantitative, qualitative, mixed-methods, and interdisciplinary research, which will broaden the scope of the university’s impact and innovation in the area of mental health. Collaborative project grant writing will be focal to the Centre as well as pedagogical activities like student mentorship and graduate student development. Finally, community engagement and development are key goals of the Centre’s vision. Details on all these components will be provided below in Section B (Objectives and Proposed Activities). The attached Five-Year Timeline document offers additional information, as well. The need for this Centre as well as its alignment with McMaster’s Strategic Research Plan will be elaborated upon below in Section C (Rationale).
**How do those events relate to academic/research priorities?**

ARMS will bring attention to the structural contributors to experiences of mental health from a non-diagnosable approach. The Diagnostic and Statistical Manual of Mental Disorders, which categorizes symptoms into clusters that become known as “mental illnesses,” overlooks the lived experiences of people with mental health problems. We will fill this knowledge gap by emphasizing the societal and environmental contributors to individuals’ well-being. The Centre will concentrate on endeavours highlighting the social dimensions of mental health experiences across all segments of society. There are three core research themes that guide the Centre’s initiatives. These themes are reflected in the core members’ research programs.

**Life Transitions**
Over the life course, we transition into and out of statuses across various institutions. These transitions and contextual circumstances have both short and long-term influences on our mental health, which can differentially result in positive and negative outcomes (Kessler 1979, Lee & Gramotnev 2007). Examples include transitions from early family life to post-secondary education; more subtle daily transitions into and out of work and family roles; or, more disadvantaged transitions from employed to unemployed, or housed to homeless. A core theme of the Centre addresses how such transitions into and out of such statuses and institutions influence individual and societal well-being.

**Social Inequality**
Mental health problems are not experienced the same across the population. Certain social groups are exposed to more stressors, for example, while others might be more vulnerable to the psychological distress following stress exposure. Instances of social conditions that give rise to structural distress include racism, poverty, state violence, and dislocation (Beneduce 2019, Kienzler 2020, Luhrmann 2001, McIsaac 2019, Stevenson 2012). For example, the root cause of proliferating depression can be understood as partially resulting from the stressors of late-stage capitalism, as opposed to an issue rooted solely in neurotransmitters (Cvetkovich 2012). The structure of social statuses and the societal meanings attached to those statuses influence these processes and ultimate well-being of the individual; it is well documented in the social science literature that culture impacts the experience, expression, and outcomes of mental health (Jenkins 2015, Good 1992, Kleinman 1988, Nichter 1981). For example, the poor may endure greater hardships than the rich; women might face more discrimination in the workplace than men; some minority groups may face greater stigma around their mental health than others; the educated may cope better with stress compared to the uneducated. These and other disadvantages faced by certain social groups influence mental health experiences. A core theme of the Centre addresses these processes of inequality and how they shape experiences of mental health.

**Media and Technology**
We are in an unprecedented era of rapid technological change and media exposure. These circumstances have wide-reaching implications for not only our experiences of mental health, but also our understanding of what constitutes ‘mental health’ or ‘illness.’ For example, certain behaviours can be packaged or branded as ‘good’ or ‘bad’; media serves as a conduit for cultural transmission that influences our perceptions of normal versus abnormal behaviour, which impacts stigma and help-seeking (Stuart 2006). Engagement with visual and digital media has the
capacity to influence mental health and even resilience against suicidality (Philipps 1974, Santana da Rosa et al. 2019). A popular news story from 2021 saw a whistleblower leaking internal research at Facebook, showing the devastating effects of Instagram on the mental health of teen girls (Gayle 2021). Further, the technological advances we see around us change our interactions with one another, our social support systems, and the institutions with which we engage daily. Digital data and new technological innovations have inspired interventions that improve understandings of mental health and advance new forms of care (Bemme et al. 2020, Semel 2021). For example, media has also emerged as an essential form of informal peer support in the context of mental health (Naslund et al. 2016). A core theme of the Centre critically addresses the role of media and technology in shaping our understanding and experiences of mental health in both positive and negative ways.

**How will creating this Centre/Institute improve and enhance research that will address these priorities?**

A Centre will provide a social and physical space to advance and make contributions to mental health research. There will be collaboration between academics, students, and community members about the social, structural, and institutional influences on mental health. ARMS will focus on the following themes: (a) past and future research on mental health from a social science perspective; (b) current events and societal issues related to mental health; and, (c) interdisciplinary collaborations within and across institutions. The Centre’s mission will prioritize mental health advocacy, research, and prevention moving forward.

ARMS will also function as a nexus for collaborations to further a social sciences of mental health perspective in research and pedagogy for the purposes of (a) mental health risk identification, and (b) preventative interventions prior to the onset of mental health problems.

The Centre will facilitate creative space to discuss the definition, meaning, and measurement of mental health in the social sciences, and establish protocols or “best practices” surrounding managing and sharing data on community-based mental health surveys within and across institutions.

**B. Objectives and Proposed Activities**

**Objectives**

a) **Discuss Impact on Key Stakeholders**

*Academic Stakeholders*

ARMS will serve as a foundation for mental health-related research to other academics, who will benefit from this cross-disciplinary space that will create and share innovative knowledge on mental health from a social science perspective. The Centre’s opportunities for student involvement will also help to develop the knowledge and expertise of a cohort of future academics working in the area of mental health from a social science perspective. These initiatives will begin in year 1, with the start of the internal conference and speaker series.
Community Stakeholders
The Centre will mobilize its efforts to individuals outside the university, including community members, not-for and for-profit businesses, and public organizations, (including CMHA and YWCA). Several our core members have ongoing and proposed research and mobilization projects in collaboration with these organizations (for example through SSHRC Partner Engagement and Development Grants, and Mitacs Internships). A variety of venues will be used to disseminate and translate academic research and knowledge from the Centre, including written reports, speaker series, as well as the Centre’s website and newsletter. Written reports in collaboration with some community organizations will be released on the ARMS website during year 1 and the Winter 2023 speaker series will feature a talk by a core member on community-engaged research methods, new developments in data management and data security for collaborative research.

b) Potential for collaboration

Faculty Membership
The goal is to bring together faculty across disciplines in the social sciences, who bring unique perspectives to the study of mental health. ARMS will take an interdisciplinary approach and aims to recruit faculty into the Centre from across the Faculty of Social Sciences’ departments as well as the department of Psychiatry and Behavioural Neurosciences in the Faculty of Health Sciences. There will be a central number of selected faculty who will serve as core members and whose research is focal to the Centre’s identity. Each member’s research program will be featured on a rotating basis to establish the core themes of the Centre (see suggested themes below). Public features will also highlight the research projects, programmatic developments, and community efforts from our Associate members, whose diverse academic expertise in societal mental health across several institutions enrich our faculty membership. Every month, a website and newsletter (described below) will highlight the work being done by one of the Centre’s core members. These spots may address recent publications, research efforts, and grant proposals. This will (a) centrally highlight the core faculty members of the Centre, promoting their work; (b) help to broadcast McMaster as an institution with innovative interdisciplinary research; and (c) create a tight-knit community among the Centre involving a core group of academics who are committed in their ongoing involvement and collaborative research efforts. Core members will also engage in leading grant applications for future Centre events that will focus on their respective research program.

Community Membership
ARMS will also recruit prominent members of the community across various sectors including public and private organizations (CEO’s, MLA’s, city council members, board members of mental health groups, etc.) This variation in the Centre’s membership will help facilitate community and academic collaborations around mental health issues. For example, we envision a partnership between the Centre and the Canadian Mental Health Association (CMHA), Canada’s most extensive community mental health organization. We already have a strong relationship and commitment from the C.E.O. of the CMHA Hamilton branch, Sue Phipps—who is also an adjunct assistant professor in the Department of Social Work. By partnering with the CMHA in a cooperative effort to address mental health issues, we open opportunities for community engaged research opportunities. As well, the association’s network of advocacy, programs, and resources
will help extend the reach of the Centre’s impact outside of McMaster to the broader Hamilton community. Community partners like the CMHA will be associate members who help guide the direction of ARMS and who also participate in pedagogical efforts, for example through training programs and community internships.

**Student Membership**

Graduate and undergraduate students will be integral to the Centre and its activities. Not only will they help facilitate the Centre’s operations through research assistantships and grant-writing efforts, but they will also participate in and advance the Centre’s pedagogical goals. To this end, student members will be invited to have meaningful learning and teaching opportunities to advance mental health research in their individual fields. Annually, we will have around 10-15 graduate students’ members from multiple graduate programs across the university. The student members will participate in research activities that can advance their degree requirements, for example collecting or accessing data that will contribute toward a major research paper or dissertation. Each student will be paired with a Core or Associate member, who may serve as a mentor in the capacity of a graduate advisor or RA employer. Student membership will include participation in an annual graduate student conference (starting fall 2024) hosted by the Centre and the development of a Student Advisory Board (see Five-Year Timeline document for details). The specific activities and involvements of students are elaborated below under the Human Resources Needs of section E (Detailed Business Plan).

**Proposed Activities** (see Five-Year Timeline document for details of all activities)

*Speaker series*

The Centre’s speaker series will be held on an ongoing scheduled basis (once per academic semester) and will feature presentations from core and associate faculty membership. The event will comprise a formal presentation followed by a question-and-answer period, and will conclude with a social gathering for informal interaction and networking. This event will create an opportunity for members to become familiarized with the ongoing work of key members of the Centre. Graduate students will also be given opportunities to present their work at the speaker series.

*Conferences*

Half and full-day conferences will be hosted by ARMS annually. These events will include full and round table sessions with academic, community, and student participants. Some possible themes for these conferences include:

- The Mental Health Landscape across Generation and Cohorts of Social Change
- Mental Health in the Context of Rapid Social Technological Change
- Mental ‘Wealth’, Inequality and Social Hierarchies
- Mental Health in Transition: Identity, Status and Social
- Urban Stressors and Mental Health: Culture, Community and Context

*Workshop series*

ARMS will organize a series of workshops (in collaboration with McMaster’s SPARK: a centre for social research innovation) that will facilitate impactful research on mental health. The
workshops will be a half-day learning opportunity for attendees to receive guidance and resources on various aspects of conducting mental health research such as: the different approaches to research methods in mental health research, grant writing in mental health research, best practices and resources for instructors on teaching mental health topics at the university level.

Themes for this workshop series include:
- Knowledge translation and dissemination
- Quantitative and qualitative approaches to mental health research
- Lessons on teaching mental health topics in a University context
- Grant writing

Mentorship program
By bringing together students (both undergraduate and graduate), faculty members, and community members with common interests in mental health, the Centre will serve as a critical site for the mentorship of an emerging cohort of leaders focused on understanding and promoting human wellbeing. Key community partners may enhance the mentorship program by offering internships to students.

Grant writing initiatives
ARMS will bring together focal members around common mental health themes and projects, which will facilitate the cooperative writing of project grants. Specific Centre resources will be dedicated to these efforts, in collaboration with the FSS’ and ROADS’ resources.

Youth Engagement Program
The Centre will actively involve youth (15 to 18 years old) from the community through local high schools and youth outreach programs with partnered organizations, including the YWCA, for example. The YWCA has already been engaged through a proposed Youth Engagement Program that will connect student (including high schoolers) with academic and community connections around mental health. Each year the Centre will engage youth in ongoing research projects, solicit feedback, and introduce some of the key resources/experiences of post-secondary education through the Centre’s focus on mental health. The Centre will work closely with the Office of Community Engagement, and the Student Recruitment Office to develop and sustain the program.

Website
The ARMS website will be hosted through McMaster’s Faculty of Social Sciences’ main webpage. The website will feature focal members’ profiles, the Centre’s activities, blog posts related to recent mental health issues, job postings, access to teaching resources, mental health conference/sessions deadlines, etc. The website will be an important space for highlighting the work being done by the Centre’s core and student members.

Newsletter
A monthly newsletter will be distributed to members including key research updates, community initiatives, job and internship opportunities, and recent noteworthy publication on mental health. The newsletter will be an important space for highlighting the work being done by the Centre’s
Student Mental Health Working Group

The Centre for Advanced Research on Mental Health and Society (ARMS) will advance research that addresses mental health and well-being from a wide range of societal perspectives. One specialized working group within the Centre will be devoted to projects that relate specifically to post-secondary student mental health. The “Student Mental Health Working Group” will connect faculty members, students, graduate researchers, campus stakeholders (ex: Student Wellness Centre, student deans), and community partners (ex: Canadian Mental Health Association, Centre 3) to advance research that improves our understanding of post-secondary student mental health.

The issue of mental health on campus is deeply contextual and requires a unique set of conversations and approaches. There are a growing number of projects related to student mental health at McMaster, and ARMS is uniquely positioned to house and connect these projects and the expertise working on them. Student members will participate in efforts directed at student mental health projects at the levels of grant writing, project development, data collection and analysis, and knowledge mobilization. A central component of the working group will be to connect students with faculty working on student mental health research endeavors. Several ongoing and emerging student mental health projects led by core ARMS members that will attract and include student members include:

- “Archway” First-year Transition and Mentorship Program
- World Mental Health International College Student Survey Initiative
- WHO Pathway Through Care Qualitative Interview Project

All the listed Student Mental Health Working Group projects are already linked to ARMS to varying degrees. First, the Archway Initiative is a first-year transition program that facilitates matriculation for first-year undergraduate students. The program involves placing students into interest-based groups that host social and academic activities, and pairing students with an upper-year mentor. Several members of ARMS are involved in the “Archway” first year transition program, leading with current knowledge mobilization efforts and programmatic reviews (Dr. Catharine Munn, Dr. James Gillett). Second, the World Health Organization’s World Mental Health International College Student Survey Initiative (WMH-ICS) is a large-scale survey run out of Harvard Medical School that seeks to determine the prevalence of and contributors to mental health disorder among post-secondary students. The Canadian consortium for this project is led nationally by an associate member (Dr. Daniel Vigo) and locally by a core member (Dr. Marisa Young). Third, the WHO Pathway Through Care Qualitative studies are a series of interview projects that have emerged from the WMH-ICS survey, using the survey tool as a recruitment method to speak with students about their lived experiences of mental health. These interview projects are also led by ARMS members (Dr. James Gillett, Dr. Daniel Vigo, and Loa Gordon, and ABD PhD Candidate who will be a graduate student member). All three of these initiatives have been fruitful in connecting a key student mental health group who meets regularly.
**Student Advisory Board**
A select number of student members of ARMS will sit on a student advisory committee. The Committee will exist within ARMS and will consist of students from each of the ARMS research pillars. The ARMS Student Advisory Board will be a scholarly, productive, and supportive space for the many research assistants connected to the Centre. This student will be a representative from the working group who will meet monthly with RAs from other pillar projects in other areas of societal mental health and well-being to:
- Connect and collaborate with other students working in the areas of societal well-being
- Present the progress of the “Student Mental Health Working Group”
- Have opportunities for collective workshopping and feedback

**Data Repository**
ARMS will create a repository of data related to student well-being that will be generated from its pillar projects. The “Student Mental Health Working Group” will have access to this data repository, which will contain troves of data generated from large-scale survey, interview, and evaluation projects housed under ARMS. To ensure data security, we will work closely with the McMaster Research Ethics Office to develop a sophisticated data security protocol that follows best practices. The mental health data repository will be housed in Faculty of Social Sciences Secure Empirical Analysis Lab -- a leading and reputable database hosting service. All data uploaded into the repository will be encrypted, accessible only to ARMS members with password access approval. Many projects on student mental health and well-being generate immense amounts of complex data that, while essential for understanding the campus mental health crisis, never get analyzed or transformed into findings. By formalizing a repository where these data can exist, students can help faculty in efforts to interpret and mobilize research findings. The data repository will help establish McMaster as a research-intensive leader in the student mental health space by significantly increasing the university’s ability to mobilize their research. The data repository will also advance student training and provide both undergraduate and graduate students with opportunities to analyze data and create research outputs, including:
- Course of study projects like undergraduate and Master’s theses, PhD dissertations
- Academic outputs like journal articles, book chapters, and conference proceedings
- External reports for use by groups like the Student Wellness Centre or the IRA

**C. Rationale**

**Why is there a need for this Centre/Institute?**
The mission for ARMS is to provide a space—both physical and social—where academics, students, and community members can gather to advance the understanding of individual and societal mental health and well-being. To bring awareness to the importance of mental health research from a social science perspective, there needs to be a new “space”. Currently, there are multiple faculty working on mental health-related research in the FSS. However, connections between these faculty, and attention to their work is overshadowed by a more medical-based approach of understanding mental health. This is especially the case at McMaster, where the Health Sciences are notable for their contribution to research on both physical and mental health.
The purpose of the Centre is to join these endeavours and contribute to McMaster’s mission of advancing human and societal health and well-being. We need to create something substantial to effectively engage faculty, students, and community members. The Centre will do so, but from a unique social science perspective. The Centre’s approach will expand McMaster’s health expertise by prioritizing societal impacts to mental health. In an increasingly globalized world where discussions about equity have come to the fore, critical mental health research must also attend to the non-medical, social determinants of health, including: employment and socioeconomic status, education, food security, housing and living conditions, social inclusion and non-discrimination, and health care (WHO). An unparalleled strength of ARMS will be its interdisciplinary and cross-faculty approach to addressing how these complex societal issues come to bear on our distress, resilience, and well-being.

Furthermore, the Centre will support new and existing collaborations between partners across various sectors pursuing knowledge acquisition, translation, and dissemination related to mental health issues—within and across the Social Sciences and Health Sciences, as well as other faculties. The Centre will also provide a foundation for pedagogical advancement of mental health scholars, undergraduate and graduate students, and community participants. All of these activities will promote the strength of McMaster through social science research given the university’s already strong health science background. Projects in the social sciences of mental health have been burgeoning across campus and by bringing the people involved in their realization together through the Centre, collaborative discussions can take place and the research impact can be multiplied.

**Discuss the alignment with McMaster’s Strategic Research Plan**

The proposed goals, aims, and activities of ARMS all align with the “Core Values” outlined in McMaster’s Strategic Plan for Research 2018-2023:

*Our Commitment to Fundamental Research*

The Strategic Plan highlights “Fundamental Research,” or research that generates new knowledge driven by curiosity and exploration, new perspectives, and observation. ARMS will embody this call to action by spearheading innovative and interdisciplinary investigations into the determinants, outcomes, and treatment of mental health. We are taking a new approach to the study of mental health that does not focus on the pathological or diagnosable aspects of mental illness but instead investigates mental health as a structural and societal concern. By bringing together faculty, students, and community leaders with various expertise in mental health and society, the Centre will encourage the development of ongoing fundamental research.

*The Face of a Great Research University*

The strategic plan seeks to expand McMaster as a “Great Research University” that informs social good. ARMS will potentiate widespread social good by inciting new research developments on the social determinants of mental health and by developing best practices in mental health research. Our commitment to community engaged scholarship is also in line with this core value by extending the Centre’s influence and impact.

*Paradigm-Shifting Research for the Greater Global Good*

One of the fundamental paradigm shifts that the strategic plan aims to address is “Human Health
& Social Determinants.” Mental health is a global health concern that has reached crisis level proportions, disabling people around the globe. The Centre’s agenda will promote human health and social good by addressing this health crisis using a social science lens.

Strategic Initiatives to Meet Complex Challenges: Our Future Directions
ARMS’ mission speaks to three of McMaster University’s ‘Strategic Initiatives to Meet Complex Challenges’, as stated in our Strategic Plan for Research 2018-2023, the most salient of which includes emphasis on Equitable, Prosperous and Sustainable Societies. The pillar research projects underscore inequalities in experiences of racialization and mental health; student mental health and well-being; community and neighbourhood context and health inequity to promote sustainability across communities, families, workplaces, and individuals across Canada and beyond.

Key to the research conducted through ARMS is both a conceptual and methodological longitudinal approach, which contributes to our understanding of Canadian’s experiences over the life course and speaks to McMaster’s Strategic Initiative of Aging Across the Life Span. Finally, ARMS’ mission speaks to a third initiative outlined in McMaster’s Strategic Plan: Addressing the Growing Burden of Chronic Disease: Mental health problems are considered a progressive and unprecedented chronic disease that burdens Canadian society—socially and financially (Deraspe, 2013). The research programs of ARMS’ focal and associate members address fundamental chronic stressors in work, family, neighbourhoods, and communities, that lead to parents’ and children’s accelerated mental health problems.

Enhancing our Research Enterprise
ARMS will contribute to the McMaster research enterprise, which includes a vast network of collaborating institutions and organizations, by highlighting community and organizational involvement in our Centre. The CMHA—among other organizations—will be central to this pursuit. Further, by involving students in the research enterprise the Centre will promote their success and create opportunities for their futures. Together, we aim to produce quality research with widespread impact and application.

Discuss the expected regional, provincial, national, global impact
Local impact
The local impact of ARMS includes the McMaster University community as well as the broader Hamilton community. Participating faculty and student members from McMaster will be at the forefront of interdisciplinary research efforts to improve mental health from a social science perspective. Their research, funding, and pedagogical efforts will advance McMaster’s status as a well-rounded research institution. Likewise, the Centre’s community membership from the wider city of Hamilton (ex: CMHA) will have novel opportunities to disseminate knowledge and participate in teaching and research efforts through collaboration. As well, the overall landscape of mental health at the university and beyond will be positively impacted by research initiatives aimed at improving student and community mental health, wellness, and resilience (see impact projects below for examples).
Broader impact

There are three directions that will expand and extend the impact of ARMS provincially, nationally, and globally. First, the Centre will bring together scholars on a provincial and national basis. The core and associate members of ARMS will connect with scholars (pre-existing and new research partnerships) from interdisciplinary fields working on mental health projects. Second, the Centre will offer opportunities to advance mental health research, which will be disseminated provincially, nationally, and globally. Data, findings, publications, and developments of best practices will be critically useful for scholars and stakeholders addressing the mental health crisis and outputs from ARMS will have international appeal and relevance. Third, several core projects that form the foundation of the Centre will be sites for provincial, national, and global knowledge dissemination and research collaboration. Scholars from other universities, stakeholders from other wellness domains, and members from other communities across provinces, countries, and globally will benefit from and be able to contribute to the Centre’s projects. Some of these key “pillar projects” will now be outlined:

Pillar Impact Projects:

McMaster’s The Family-Friendly Community Resources for Better Health and Well-Being Project (FFCR-BWH; Dr. Marisa Young, PI) is an example of a project attached to the Centre that will have provincial and national impact. This project extracts and analyzes public data on FFCR across Canada with a particular focus on Ontario. These community-level data have been matched to existing individual-level longitudinal data from the Canadian Work Stress and Health Study (2010-2019), which includes measures of “work-family conflict,” a pernicious modern day mental health risk for parents with children (Schieman & Young 2013, Young et al. 2014). A unique repository with the combined data will be created for other researchers to use. This project will have significant impact by increasing the accessibility of data and preparing students and highly qualified personnel to work with big data across the province’s private and public firms. With support from the Centre, this project will provide data access to all through a publicly available data repository and technical reports across Canadian regions, while bringing together faculty, students and community members with aligned interests in residential communities, health and well-being.

The World Health Organization World Mental Health International College Student Survey Initiate (WMH-ICS; Dr. Marisa Young, PI) is another example of a project attached to the Centre with international impact. McMaster was invited to join the WMH-ICS, a global landmark study out of Harvard Medical School that seeks to determine the contributors to and prevalence of mental health problems among university students, and we successfully launched this program in January 2020. This study is longitudinal in design with an international focus, which provides insight into students’ mental health experiences across cultures over time. McMaster joins approximately twenty other participating universities (three of which are Canadian: University of British Columbia, Simon Fraser University, University of Toronto) across sixteen different countries in this study that is ground-breaking in its scope and potential to benefit students and post-secondary institutions. The survey initiate prioritizes the evaluation and creation of targeted interventions designed to reduce the onset of mental health problems and to increase academic resilience. Several outputs involving ARMS members have already generated meaningful findings relating to the impacts of COVID-19 on student mental health, determinants of mental
health treatment coverage, barriers to care, effects of service specialization (Harris et al. 2022, Ricardo et al. 2022, Vigo et al. 2021, Vigo et al. 2022) In collaboration with McMaster’s Department of Psychiatry and Behavioural Neurosciences, we aim to contribute to these intervention initiatives. With the support of the Centre, we plan to support the McMaster arm of the study. The success of this project will bring international collaboration and wide-scale attention to the Centre, and—by extension—the University. Recently, we have mobilized the survey as a recruitment tool for a series of critical qualitative interview projects that investigate the mental health of students, including a SSHRC Partnership Engage Grant funded project with CMHA Hamilton about student self-care. ARMS will mobilize McMaster faculty and students working on the WMH-ICS to promote collaboration, pedagogy, and the longevity of the project. The project is currently moving into phase 2 of its plans, which include the design and implementation of an electronic CBT app for students to access for free. ARMS will play a central role in helping to mobilize and launch phase 2 of the project—an endeavor that is estimated to occur over the course of three years 2023-2026.

Psychoactivity for Sale (PI: Mat Savelli, Co-PI: Erika Dyck, USask) is a study that will be attached to the Centre with a focus on psychoactive substances. Although humankind has long made use of psychoactive substances - those capable of altering feelings, thoughts, and behaviours - the twentieth century witnessed what historian David Courtwright dubbed the 'psychoactive revolution' (2001). During this period, psychoactive consumer goods became entrenched in people's day-to-day routines, becoming important tools for managing the self. This project explores the role of advertising in shaping public perceptions of psychoactive products, ranging from alcohol, nicotine, and caffeine to painkillers and psychiatric medications (Savelli & Dyck 2019). Drawing from several case studies across the globe (Canada, Colombia, West Africa, Yugoslavia, and India), it explores how advertisers sought to educate consumers about psychoactive self-management in the period 1881-2001. This project is currently funded by a SSHRC Insight grant and builds upon Dr. Savelli's previous SSHRC Insight Development funded project "Selling Abnormality: A Global History of Psychopharmaceutical Advertising."

Seeing the Individual, Treating Society: Social Psychiatry in Communist Yugoslavia (1945-1991) (PI: Mat Savelli) is a project that will contribute the Centre’s international research efforts. In the period after World War II, the newly established government of Yugoslavia sought to rebuild the country, embarking upon an ambitious modernization project that saw a substantial influx of funding for mental healthcare. Although the traditional areas of organic psychiatry and psychotherapy grew substantially during this time, a third alternative emerged as a series of practitioners carved out a niche for what they deemed social psychiatry. Building upon training experiences gained in the UK, as well as a global network of like-minded practitioners, social psychiatrists sought to alleviate mental health problems not only through individual consultation but through a wider transformation of Yugoslav society itself (Savelli 2018). This project examines the social psychiatry movement in Yugoslavia, drawing upon archival research, medical texts, and oral histories to understand how social psychiatry came to play such a substantial role in Yugoslav psychiatry during the Communist era. In particular, it explores the formation of alternative scientific networks beyond the West, examining how practitioners from across the Non-Aligned World collaborated in the context of the Cold War.
The Ethics and Social Relations of Undesirability: Exploring the Experiences of Immigration Detention and Deportation for Canadian Immigrants with Histories of Mental Health Issues (PI: Joseph Ameil) is a justice-oriented project that will be attached to the Centre. This research will be driven by two questions of relevance to social work practice and scholarship: How do criminal justice, immigration, and mental health systems together construct, authorize, and legitimate violence against residents of Canada without citizenship? Subsequently, what do not-yet citizens at this confluence demand for justice and care? The first objective of this study is to race the history of the social relations of treatment of people identified with mental health issues by criminal justice and immigration. The second objective is to identify the ethical gaps in the treatment, support, and care of not-yet citizens at the confluence of mental health, criminal justice, and immigration systems. This research is at the intersection of critical Disability Studies, Post-Colonialism, and Critical Race Theory and uses a Mixed Methods approach employing discourse analysis and focus groups.

Grief, Memorials, and Loss Through COVID-19: Resources for Caring while Physical Distancing (PI: Joseph Ameil) will be a community-engaged, resource creation-driven project attached to the Centre. Responding to grief in marked and meaningful ways is an effective way of dealing with loss and achieving a sense of integration. In the case of rapid and intense social change, people often feel an exacerbated sense of loss and disempowerment. This can magnify anxieties and regrets, worsening negative thinking and problematic behaviours. This project aims to develop new online resources designed to support people coping with COVID-19, those dealing with loss and grief and to share alternatives to social gatherings for memorials after the loss of a family member, colleague or friend. Our research team has partnered with community organizations like the Canadian Mental Health Association of Hamilton (CMHA) to develop online resources designed to support people coping with the infection, those dealing with loss and grief and to share alternatives to social gatherings for memorials after the loss of a family member, colleague or friend (https://a-way-through.mcmaster.ca/).

Overview of Core Members Project Funding*

<table>
<thead>
<tr>
<th>Project and PI(s)</th>
<th>Funding Source</th>
<th>Funding Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>FFCR-BWH (PI: Dr. Marisa Young)</td>
<td>Early Research Award</td>
<td>2017-2023</td>
</tr>
<tr>
<td></td>
<td>Canadian Research Chair</td>
<td>2020-2025</td>
</tr>
<tr>
<td>WMH-ICS (PI: Dr. Marisa Young)</td>
<td>Interdisciplinary Research Funds</td>
<td>2020-2025</td>
</tr>
<tr>
<td>Mental Health, COVID, and Paid Care (PI: Dr. Marisa Young)</td>
<td>CIHR Project Grant (to be submitted fall 2022)</td>
<td>2023-2027</td>
</tr>
<tr>
<td>Neighbourhoods, Work-Family Interface and Mental Health (Co-PI: Dr. Marisa Young)</td>
<td>SSHR IG (to be submitted fall 2022)</td>
<td>2023-2026</td>
</tr>
<tr>
<td>Psychoactivity for Sale (PI: Dr. Mat Savelli, Co-PI: Dr. Erika Dyck, USask)</td>
<td>SSHR IDG</td>
<td>2021-2023</td>
</tr>
</tbody>
</table>

*
<table>
<thead>
<tr>
<th>Title</th>
<th>Funding Organization</th>
<th>Start Date</th>
<th>End Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seeing the Individual, Treating Society: Social Psychiatry in Communist Yugoslavia (1945-1991) (PI: Dr. Mat Savelli)</td>
<td>SSHR IDG</td>
<td></td>
<td>2021-2023</td>
</tr>
<tr>
<td>Portraits of Care: A Qualitative Approach to the Study of Post-Secondary Student Well-Being (PI: James Gillett)</td>
<td>SSHRC IG</td>
<td></td>
<td>2022-2025</td>
</tr>
<tr>
<td>The Ethics and Social Relations of Undesirability: Exploring the Experiences of Immigration Detention and Deportation for Canadian Immigrants with Histories of Mental Health Issues (PI: Dr. Joseph Ameil)</td>
<td>SSHRC IG</td>
<td></td>
<td>2021-2025</td>
</tr>
<tr>
<td>Grief, Memorials, and Loss through COVID-19: Resources for caring while physical distancing (PI: Dr. Joseph Ameil)</td>
<td>MITACS</td>
<td></td>
<td>2021-2023</td>
</tr>
<tr>
<td>Does the Use of Social Media Influence Older Adults' Mental Health and Well-Being? (PI: Tara Marshall)</td>
<td>SSHRC IG</td>
<td></td>
<td>2020-2023</td>
</tr>
<tr>
<td>Thriving Together: Assessing the mental Health Needs of Newcomer Students and their Families (PI: Kathy Georgiades)</td>
<td>Hamilton Community Foundation (Hamilton, Ontario, CA)</td>
<td>2021-2023</td>
<td></td>
</tr>
<tr>
<td>Testing innovative approaches to refugee mental health assessment and monitoring (PI: Kathy Georgiades)</td>
<td>Immigration, Refugees and Citizenship Canada (IRCC) (Ontario, CA)</td>
<td>2021-2023</td>
<td></td>
</tr>
<tr>
<td>Monitoring the impact of the COVID-19 pandemic response on mental health and well-being of children, young people and their families in Ontario (PI: Kathy Georgiades)</td>
<td>Government of Ontario (ON, ON, CA)</td>
<td>2020-2022</td>
<td></td>
</tr>
<tr>
<td>Ontario Parent Study – Offord Centre for Child Studies (PI: Andrea Gonzalez)</td>
<td>Canadian Research Chair in Family Health</td>
<td>2020-2025</td>
<td></td>
</tr>
<tr>
<td>Visual Attributes of Neighbourhoods and Early Child Development (PI: Jim Dunn; Co-PI: Marisa Young)</td>
<td>SSHRC IG</td>
<td></td>
<td>2019-2024</td>
</tr>
</tbody>
</table>

*TBU=To be updated*
D. Criteria for Expanding the Membership

Could other academia, industry and government partners be added to membership at a later date?

Yes, although ARMS will have a starting group of core members and regular associate members, we envision a strong network growing and building around the Centre over time. This may include new faculty members, new students, and new community partners. One such opportunity will be the new “Fulbright Canada Research Chair in Mental Health and Societal Wellbeing,” has been awarded for the 2022-2023 period, which will see a visiting scholar join McMaster’s Department of Sociology to concentrate on critical perspectives of mental health. The visiting scholar’s area of specialization will align with the research priorities of ARMS and includes the social science of mental health, resilience, mental health and life transitions, and the impact of technology on wellbeing. This is just one instance of how members with relevant experience may be included in the Centre over time after its initial establishment.

If so, what are the expectations and criteria for membership?

We would expect members to participate in the ARMS annual meeting and provide information to their students, RA’s / PDF’s about the Centre’s initiatives and opportunities.

We will invite members to the Centre events, and include them in invitations to collaborate of various projects and grant initiatives. Academic/faculty members will be invited to take part in our grant writing efforts to help the sustainability of the Centre.

Community organization/industry members will be involved in the Centre’s knowledge translation and mobilization efforts. For example, ARMS and CMHA currently schedules a monthly meeting to discuss ongoing projects, collaborations, and potential opportunities for ARMS affiliated students to engage with CMHA programs and clients. We hope to extend this model to future community partners.

E. Detailed Business Plan

Financial Needs

a) Discuss/explain operating budget and attach Appendix A (Budget template)
Funding will be generated from internal sources, external sources, and through donations. Expenses will include salary, research, and operating costs (see Appendix A in the Five-Year Timeline document).

b) What is the amount of funding required?

Anticipated and Secured Sources of Support

a) Start-up funds? Faculty commitments? External funds?
An annual $30,000 has been committed to the Centre through Dr. Young’s Canada Research
Chair funds (CRC 2020-2025, with anticipated renewal). The Faculty of Social Sciences has also committed $30,000 for 5 years.

**Space Needs**

*a) Please expand on the detail from the “overview” page, identifying the existing or new space requirements for the Centre or Institute, noting whether the Faculty Dean has approved use of that space for this purpose.*

Faculty has dedicated guaranteed space to the Centre in 3808 on the 3rd floor of L.R. Wilson Hall through Dr. Young’s Canada Research Chair. Dr. Young has submitted a Canadian Foundation for Innovation Grant with FSS support.

*b) Identify the plans for the location and coverage of the space costs. Has this been approved by the Faculty Dean?*

Yes, approval has been provided by the Faculty Dean.

**Human Resources Needs**

*a) Explain how the day-to-day operations will be managed.*

Daily operations will be managed with the help of a full-time Centre Executive Director who will work closely with the Centre Director to fulfill managerial, operational, and communication roles.

*b) Include faculty assistance or commitments*

The Faculty of Social Sciences provides research finance and HR support to Faculty-based centres and institutes. The Centre’s website (McMaster-based), strategic public-oriented communications (e.g., Daily News pieces, social media dissemination, etc), an) will be supported by the FSS Communications team.

*c) Will there be hiring of employees?*

Hiring of employees will largely be limited to students hired as Research Assistants (RAs), who will help facilitate the research and knowledge dissemination activities of the Centre. In addition to the Executive Director, there will be two graduate RAs hired and two undergraduate students to help with the coordination of the Centre’s programs and events.

*d) Use of students?*

Graduate and undergraduate students will be recruited to engage in knowledge exchange around key issues surrounding mental health. They will be able to take part in the Centre’s activities, including workshops, speaker series, and knowledge translation and dissemination efforts with community partners, including potential internships. Students will also be invited to take part in the mentorship program where they will be assigned a faculty or sector member to meet with on a regular basis. The Centre will incorporate a fellowship program to recognize notable research by McMaster’s Faculty of Social Science graduate students. The involvement of students in the
Centre will create training opportunities for young scholars and provide them with advancement opportunities. Student membership will be facilitated through an in-development interdisciplinary Master’s program in mental health.

Student funding: given the central involvement of students within the broader “Student Mental Health Working Group,” securing funding for students will be essential for the continuity and sustainability of this group, which we envision will grow over time as the faculty, staff, and community partner membership grows and increases its capacity to partner with students throughout the first five years of ARMS.

**Undergraduate:** Every undergraduate member will be encouraged to apply for an Undergraduate Student Research Award (USRA), which will allow undergraduate students to participate in research advised by faculty with their own funding. Undergraduate students will be able to leverage the expertise of the “Student Mental Health Working Group” to craft successful USRA applications.

**Graduate:** Graduate student members will support focal faculty members of ARMS with grant writing, increasing the feasibility and success of more applications, where some of this funding can be directed toward the students as research assistants. Graduate students may also receive funding through partnerships with the Centre’s community partners (e.g., Mitacs internships). Moreover, students will have a higher likelihood of receiving their own external funding (e.g., SSHRC, CIHR) through the support, resources, connections, and research experiences offered through this working group within ARMS.

**Post-doc:** The “Student Mental Health Working Group” will hire one post-doc through ARMS to oversee the specialized group. Their role will involve managing day to day operations, coordinating between projects, and organizational work. The “Student Mental Health Working Group” post-doc will receive funding through an ongoing World Health Organization project dedicated to students’ mental health being run at McMaster.

**F. Organizational Structure**

**Director**
The Director will guide the direction and set future goals for the Centre, including business and budgetary concerns. They will be accountable to the Governing Board and will lead the internal annual report. The appointment will be for 5 years (renewable following external review).

**Governing Board and Role in Annual Review**
Dr. Jeremiah Hurley will serve as Chair of the Governing Board. Other members will include Drs. Tina Fetner (Sociology Chair), Jim Dunn, (HAS Chair), Nick Yates (PBN Chair).

**Governing Board Diagram**
The governing body will function like previous RCIs (Figure 1).
In alignment with the *Guidelines for the Governance and Review of Research Institutes, Centres and Groups* ARMS will adhere to the following governing expectations:

The Governing Board (GB) will oversee the status, progress, and financial viability of the Centre. In accordance with the University’s Guidelines for the Governance and Review of Research Centres, Centres and Groups, the GB will be comprised of Deans (or designates) from the Faculties with investment in the success of the Centre, including the Dean of Social Sciences. The Advisory Committee (see below) will provide advice to the Director with regard to scientific or scholarly priorities and the direction for the Centre. The Advisory Committee will be selected by the Director, and consulted annually.

- **Annual Report**: The Centre Director will report to the Governing Board on an annual basis. This report will include updates on research productivity, researchers, educational initiatives, external affiliations, the centre’s administration and operations, financial status, grants-in-aid, strengths and weaknesses, objectives for the coming year and any other items of relevance to the operation of the Centre.
- **5 Year Review**: In accordance with the University’s Guidelines for the Governance and Review of Research Centres, Centres and Groups, the Centre will undergo an external review every five years or sooner if requested by the Governing Board. The composition of the External Review Board will be determined by the Governing Board (chaired by the FSS Dean or delegate). The External Board will include representation from outside of
McMaster and comprise at least three caliber scholars, who will be arms’ length from the Centre. The fourth member of the External Board will be determined in coordination with the Director and Governing Board. The goal of this evaluation is to assess the performance of the Centre’s Director and its contribution to research and the university. Evaluation criteria will include comparison with those of (a) the Centre during the preceding 5 years and (b) with the performance of Centres of similar size in the same field of research. The recommendations of the External Board will include the renewal of the Director, and whether the Centre’s performance is consistent with that of a Centre at McMaster University. Their report will be submitted in confidence to the Governing Board, and from there to the OVPR.

**Advisory Committee**
A committee will be organized to help advise the Director on the priorities of the Centre. The ARMS advisory committee will be mostly comprised of community members and potentially government representation from the Privy Council Mental Health Working Group. They will be consulted twice a year and on an ad-hoc basis as needed.

<table>
<thead>
<tr>
<th>Member*</th>
<th>Institution</th>
<th>Expertise</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ron Kessler</td>
<td>Harvard Medical School Health Care Policy</td>
<td>Social Determinants of Mental Health and Illness</td>
</tr>
<tr>
<td>Bruce Link</td>
<td>University of California, Riverside Sociology, Public Policy</td>
<td>Sociology of Psychiatry, Epidemiology</td>
</tr>
<tr>
<td>John Mirowsky</td>
<td>University of Texas Sociology</td>
<td>Social Wellbeing, Health and the Life Course</td>
</tr>
<tr>
<td>Robin Simon</td>
<td>Wake Forest University Sociology</td>
<td>Gender and Social Determinants of Wellbeing and Mental Health</td>
</tr>
<tr>
<td>Celeste Licorish</td>
<td>McMaster University Office of Community Engagement</td>
<td>Pathways to Postsecondary Education for Underrepresented Groups</td>
</tr>
<tr>
<td>Catherine Ross</td>
<td>University of Texas, Austin</td>
<td>Mental Health and the Life Course</td>
</tr>
<tr>
<td>Sue Carr</td>
<td>541 Eatery &amp; Exchange</td>
<td>Community Wellness</td>
</tr>
<tr>
<td>Bruce Cuthbert</td>
<td>National Institute of Mental Health</td>
<td>Mental Health, Anxiety</td>
</tr>
<tr>
<td>CMHA** contact</td>
<td>Sue Phipps</td>
<td>Mental Health &amp; Community Outreach</td>
</tr>
<tr>
<td>CAMH*** contact</td>
<td>Mark Van der Mass</td>
<td>Mental Health, Addictions</td>
</tr>
</tbody>
</table>
Relevant Citations


Centre for Advanced Research on Mental Health and Society (ARMS) Five-Year Overview

*Program Acronyms*
YEP = Youth Engagement Program
GTMP = Graduate Training & Mentorship Program
MHET = Mental Health Evaluation Program
KTM&R = Knowledge Translation & Mobilization and Recruitment
SAB = Student Advisory Board
OARMS = OpenARMS-Student Publication Outlet
MIHE = McMaster Institute of Health Equity

*Grant Acronyms*
SSHRC CG = Social Sciences and Humanities Research Council Connections Grant
SSHRC PDG = Social Science and Humanities Research Council Partnership Development Grant

### Events

<table>
<thead>
<tr>
<th>Year 1 (2022/23)</th>
<th>Application Type &amp; Lead</th>
<th>Deadline &amp; Decision</th>
<th>YEP</th>
<th>GTMP</th>
<th>MHRT</th>
<th>KTM&amp;R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winter 2023 Centre launch</td>
<td>SSHRC CG3 - Director lead</td>
<td>Apply in Nov. 2022</td>
<td>Project lead</td>
<td>Decision in Jan. 2023</td>
<td>Develop YEP as core program</td>
<td>Featured Pillar Project (1)</td>
</tr>
<tr>
<td>Winter 2023 internal conference (funded by CRC; Young)</td>
<td>CIHR Team (Project) Grant Director lead</td>
<td>Apply in Winter 2022</td>
<td>Unknown schedule (Project grant app. if no 2022 call)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Year 2  | (2023/24) | • Fall 2023 Core member speaker event (funded by CG3)  
• Fall 2023 Keynote speaker event (funded by CRC, Young)  
• Winter 2024 external conference (funded by CG4)  
• Launch SAB  
• Launch MHEP  
| SSHRC CG4 -Core member lead  
[Reapply for rejected grants, YRS 0 & 1]  
Reapply for CRC Tier 1 for 2025 to 2030 (Young, PI)  
| • Apply in Nov. 2023  
• Decision in Jan. 2024  
| • Launch YEP program  
| • Develop GTMP as core program  
• OARMS development  
| • Featured Pillar Project (2)  
| • Media spots  |
| Year 3  | (2024/25) | • Fall 2024 grad student conference (funded by CRC, Young)  
• Fall 2024 Keynote speaker event (funded by CG5)  
• Winter 2025 symposium (funded by CG5)  
• Winter 2025 Core member speaker event (funded by CRC, Young)  
| SSHRC CG5 -Core member lead  
[Reapply for rejected grants from years 1 & 2]  
SSHRC PDG – Director lead  
| • Apply in Nov. 2024  
• Decision in Jan. 2025  
| • Continue to advance YEP  
• Develop MHEP  
| • Launch GTMP program  
• Launch OARMS  
| • Develop MHRT program  
| • Featured Pillar Project (3)  
| • Media spots  |
| Year 4  | (2025/26) | • Fall 2025 event (funded by PDG)  
• Fall 2025 Core member speaker event (funded by CG6)  
• Winter 2026 Keynote speaker event (funded by CG7)  
• Spring 2026 graduate student conference (funded by CRC, Young)  
| SSHRC CG6 - Director lead  
CIHR Project Grant  
[Reapply for rejected grants, YRS 2 & 3]  
| • Apply in Nov. 2025  
• Decision in Jan. 2026  
| • Continue to advance YEP  
• Launch MHEP  
| • Continue to advance GTMP & OARMS  
| • Launch MHRT Program  
| • Featured Pillar Project (4)  
<p>| • Media spots  |</p>
<table>
<thead>
<tr>
<th>Year 5 (2026/27)</th>
<th>Fall 2026 event (funded by PDG)</th>
<th>Fall 2026 Core member speaker event (funded by CG7)</th>
<th>Winter 2027 Keynote speaker event (funded by CG7)</th>
<th>Spring 2027 graduate student conference (funded by CRC, Young)</th>
<th>SSHRC CG7 - Core member lead</th>
<th>[Reapply for rejected grants, YRS 3 &amp; 4]</th>
<th>Apply in Nov. 2026</th>
<th>Decision in Jan. 2027</th>
<th>Continue to advance YEP &amp; GTMP &amp; ORMS &amp; MHEP</th>
<th>Continue to advance MHRT Program</th>
<th>Featured Pillar Project (5)</th>
<th>Media spots</th>
</tr>
</thead>
</table>
Detailed Overview of Five-Year Plan Activities

**Year 0 Plan (2022)**
This past year leading up to the formal establishment of ARMS, efforts have focused on preparing for the Centre’s successful launch and sustainability in 2023. A central goal of this preparatory year was to solicit interest, membership, and internal/external funding.

Throughout the past year we have built what we refer to as the “Faculty of Social Science Initiative for Advanced Research on Mental Health and Society.” We are excited to revise this, to acclaim a Centre.

While the following plan might seem ambitious, we would like to draw the committee members' attention to the following activities/endeavours our team has accomplished over the past two years (within the context of the pandemic)

- **Symposium** – In October, 2021 we hosted a virtual symposium to increase ARMS’ presence. More details available here: [https://socialsciences.mcmaster.ca/advanced-research-on-mental-health-and-society/upcoming-events/events/arms-symposium-2021](https://socialsciences.mcmaster.ca/advanced-research-on-mental-health-and-society/upcoming-events/events/arms-symposium-2021)
- **Film Screening** This past Spring we hosted a film screening to connect members of ARMS. More details available here: [https://dailynews.mcmaster.ca/events/film-screening-the-other-half/](https://dailynews.mcmaster.ca/events/film-screening-the-other-half/)
- **YEP program.** Based on Dr. Young’s ERA grant from 2017, ARMS has embraced the Govt of Ontario’s initiative to support high school youth. We therefore are continuing the Youth Engagement Program, led by Jessica Monaghan (recipient of the [President’s Award of Excellence in Student Leadership](https://www.ffcr.ca/yep)). More details of the YEP are available here: [https://www.ffcr.ca/yep](https://www.ffcr.ca/yep)
- **Website and features:** ARMS has already secured a website, and features news about their focal and associate members ([arms.ca](https://www.ffcr.ca/yep))
- **MIHE – Presentation of ARMS.** This past year, Dr. Young was the Acting Director of MIHE. In that time, she secured a number of networking opportunities and was able to present research on a pillar project from ARMS ([https://mihe.mcmaster.ca/seminar-series-marisa_young/](https://mihe.mcmaster.ca/seminar-series-marisa_young/))

**Year 1 Plan (2022/23)**
In its first year, ARMS will focus on recruiting core and extant members and establishing itself as a high-impact and innovative research Centre. Year 1 will also see the start of a slow rollout of annual efforts. We will stagger the inauguration of annual events over severa years to ensure the Centre is not overwhelmed in its first year of inception. Later annual events will build off the efforts, funding, and membership accrued in early years.

**Events -Year 1**

**Centre Launch Event**
A social event will be held to celebrate the launch of ARMS in Fall 2022. This event will facilitate the introduction of members to one another and will introduce key student members to faculty. This event will set the tone of interdisciplinary collaboration that the Centre upholds as an essential characteristic of successful research on mental health in the FSS. We anticipate that the Centre will be established by September 2022.
Winter 2023 Event: Internal Conference
In the winter of 2023 ARMS will host an internal conference amongst the Centre’s core members. All core members will be invited to present their ongoing research, which will allow members to become familiarized with the Centre’s Pillar Projects (see Centre Application for details). This conference event will also allow students to learn about mental health research at McMaster, which may help connect students with potential advisors, mentors, and employers. An internal event will be a cost-effective initial conference (funded by SSHRC CG, PI TBA).

Fall 2023 Event: Speaker Series
In the fall of 2023 ARMS will host a speaker series event. Two top researchers in the area of mental health and society will be invited to give presentations at McMaster. Since ARMS is focused on building membership and establishing name recognition in its first year, this smaller-scale speaker series will be an ideal event to draw interest to the Centre. After this speaker series event, one keynote speaker doing excellent work in the social sciences of mental health will be invited to give a presentation at McMaster on an annual basis.

Programs – Year 1
Establishment of the Youth Engagement Program (YEP)
The YEP is an inventive program that will provide young people from Hamilton and wider Ontario networks with community and post-secondary engagement. The YEP is an ideal program to launch in the Centre’s first year, since it has been in the works for several years—provided the initiatives associated with the 2017 Early Research Award awarded to the proposed Director (Young --see Appendix B for details). The McMaster Office of Community Engagement as well as the Centre’s community partners (ex: CMHA, YWCA, Centre3) will be involved. Each have existing programs that help promote youth/student involvement and training in the area of mental health. During Year 1, ARMS commits to building these community engaged partnerships and to working with the community partners to begin organizing programming (i.e., Canadian Mental Health Association, YWCA, Centre3; see Year 2 plan below for examples).

Grant Applications for Centre Sustainability -Year 1
In addition to the director, select core members will be encouraged to apply for a SSHRC CG to help aid the Centre’s events. The focus of the respective members’ research will define the “theme” for that year’s events through the Centre. Again, the core member applicants will have support writing the SSHRC CG through ARMS, in coordination with ROADS and the FSS grant writing resources.

- SSHRC Connection Grant (CG3) – Director lead
- CIHR Team Grant – Director lead

Outreach – Year 1
Featured Pillar Project (annual, starting in year 1)
Every year, one of the core member’s research projects will be highlighted as a Featured Pillar Project. The faculty member and their project will be promoted in the newsletter, across the website, and in other publications.
Media Spots (annual, starting in year 1)
ARMS is committed to accessible knowledge mobilization and to promoting the Centre’s activities and outputs publicly. Every year, ARMS will put out two pieces in the Daily News to inform McMaster’s population about research being done by the Centre, the project of a core member, or the success of an event. Additionally, every year ARMS will have a Conversation piece published about a popular mental health issue that aligns with the expertise of one of the Centre’s members. The internal and external journalistic news items can be written by undergraduate students involved in the student training program.

Member Recruitment
Faculty, community, and university partner recruitment will be encouraged by the events and endeavors outlined above and will be a priority in Year 1. All academic and community partners will be highly valued, and this network will help shape the vision of ARMS in its early years. Student recruitment will be facilitated by the core members, whose RAs will be invited to join ARMS as student members. As well, ARMS will work with relevant departments (ex: psychology, sociology, anthropology) during their student admission process to connect with students interested in mental health research, who will be offered the opportunity to join the Centre in their first year at McMaster. Recruitment will primarily be framed around training opportunities for students such as:

- Connecting with experienced researchers in their areas of interest.
- Opportunities to work alongside faculty and help them in their grant writing efforts.
- Possibility of participating in and presenting at conferences and speaker series.
- Assistance with SSHRC Master’s and Doctoral scholarship/fellowship writing.

Year 2 Plan (2023/24)
After developing our membership and refining our vision in Year 1, the focus of year 2 will be to launch several programs that will become continuous anchors of the Centre.

Events -Year 2
Core Member Speaker Event (annual, starting in year 2)
Every year, the featured core member will present their Pillar Project as a speaker event. This keynote speaker series will be educational, will draw outside interest to the Centre, and will also promote the research efforts of the Centre’s members. Based on the nature of the Pillar Project, a small, related workshop event may also be organized.

Keynote Speaker Event (annual, starting in year 2)
Every year, a high-profile keynote speaker will be invited to give a talk at McMaster. This keynote speaker series will be educational and will also draw outside interest to the Centre.
**Winter 2024 Event: External Conference**

In Winter 2024 ARMS will host its first large-scale external conference. The Centre will put out a call for abstracts from faculty across departments at McMaster and from other universities across Canada. The conference will include talks and workshops that will be centered around the Centre’s chosen annual theme. This will also include presentations from the Centre’s core members and perhaps from select graduate students. This conference will take place every two years and will be supported by the respective core member’s successful SSHRC Connection Grant for that year.

**Programs - Year 2**

**Youth Engagement Program (YEP) Launch**

After centralizing the network and preparing the programming for the YEP in Year 1, ARMS will launch the program in year 2. Some of the program’s efforts will include:

- Volunteer opportunities for students in Hamilton and Ontario
- Internship opportunities for student in Hamilton and Ontario
- Programs facilitating the student transition from high school to university in Ontario (this includes helping students understand what mental health research looks like at the post-secondary level and supporting their involvement in this area)
- Recruitment efforts to bring new students with an interest in mental health to McMaster.

**Mentorship Program Launch**

The mentorship program will match students with faculty based on shared interests in the social sciences of mental health. This program will also be connected to the YEP to provide mentorship to youth making the difficult transition from secondary to post-secondary education. Other offerings of this ARMS program include:

- Advising students on research efforts
- Facilitating student-faculty networking
- Mentors will help students with the revise/resubmit process for article submission, which will help with student research outputs at McMaster and will give students the expertise to help faculty with this process in turn.

**Student Advisory Board Launch**

The student advisory board will include key research assistants attached to ARMS who will connect and collaborate on projects related to societal well-being. They will have opportunities for collective workshopping and feedback and will occasionally present progress to the broader working groups. This program will provide students with the opportunity to get tangible experience consulting on research projects (ex: developing survey instruments and interview guides) and working in interdisciplinary, collaborative spaces while gaining research independence.

**Open ARMS** is an open-access student journal created to address the multidimensional nature of mental health by prioritizing social science perspectives. We have been in discussions through the library and have an ISBN to launch this initiative. The journal aims to highlight student mental health research from a variety of social science disciplines including, but not limited to: Sociology, Indigenous studies,

We welcome submission of variety of publication types for peer-review, including:

- Opinion pieces
- Critical reviews of current topics pertaining to mental health and society
- Research insights from undergraduate students involved in mental health research
- Brief literature reviews

Additionally, we will highlight individual and anecdotal perspectives, by including interviews with community members and mental health professionals. Through this, we wish to highlight the nature of mental health occurring at the intersection of multiple contributing factors, and how mental health is experienced on an individual level.

Grant Applications for Centre Sustainability - Year 2
- SSHRC Connection Grant (CG4) – Core member lead
- CFI – Director lead
- CRC Tier 1 Renewal – Young, PI lead

Outreach - Year 2
- Media Spots (annual, starting in year 1)
- Featured Pillar Project (annual, starting in year 1)

Year 3 Plan (2024/25)

Events - Year 3
Fall 2024 Event: Graduate Student Conference
In the fall of 2024, ARMS will host its first annual graduate student conference. This conference will be established in year 3 so that graduate student members who received SSHRC grant writing training can present their projects, which will be underway by this point. The conference will give students the chance to present their research, receive feedback on their projects, and gain presentation experience. As well, it will help with recruitment efforts on an ongoing basis. For the first conference in Year 3, student organizers will receive guidance through the mentorship program. In subsequent years, the conference will be self-sustaining, with students training incoming cohorts on how to plan the conference. ARMS will promise to dedicate $2,000 of its yearly budget to this effort.

Winter 2025 Event: Symposium
Details TBA.
(Continuing) Events - Year 3
• Core Member Speaker Event (annual, starting in year 2)
• Keynote Speaker Event (annual, starting in year 2)

Programs - Year 3

Graduate Training & Mentorship Program
- This program will be a “crash-course” on doing research in the social sciences of mental health.
- This will be a component of the Centre’s student training efforts. This can be offered as a workshop or training session during a conference, for example and will address:
  - What issues and topics are at the forefront of the field
  - How to understand and define mental health and illness
  - How to publish in the social sciences of mental health

New Programs Launched: Mental Health Evaluation Program: Community Consultation
ARMS will work with community partners to assess the effectiveness, impact, and reach of their efforts. The key goal of this extension of ARMS is to facilitate relationships between students and community organizations. The academic job market is not as prosperous as once was—as is clear to-date. ARMS hopes to provide students with the skills/abilities to compete in the current labour market when it comes to research, data analysis, and program evaluation. The consultation arm of ARMS will aim to do just that. Students will work on contracts that help individuals and organizations understand the impact of their investments into community mental health. Along with consultation and assessment, the Centre will create publicly accessible reports. Students will help create these reports as a part of their training in public mental health scholarship and outreach.

(Continuing) Programs - Year 3
• Youth Engagement Program (ongoing, starting year 2)
• Community Consulting Program (ongoing, starting year 2)

Grant Applications for Centre Sustainability - Year 3
• SSHRC Connection Grant (CG5) – Core member lead
• SSHRC PDG – Director lead

(Continuing) Outreach - Year 3
• Media Spots (annual, starting in year 1)
• Featured Pillar Project (annual, starting in year 1)

Year 4 Plan (2025/26)

Events - Year 4
Fall 2025 Event
TBD

Winter 2026 Event
In Winter 2026, ARMS will host its second large-scale external conference, which will take place every two years (2nd, 4th, 6th, etc.). This conference will be organized around the Centre’s chosen annual theme and will be supported by the Core Member’s successful SSHRC Connection Grant.
(Continuing) Events - Year 4
• Core Member Speaker Event (annual, starting in year 2)
• Keynote Speaker Event (annual, starting in year 2)
• Graduate Student Conference (annual, starting in year 3)

Programs - Year 4
(Continuing) Programs - Year 4
• Youth Engagement Program (ongoing, starting year 2)
• Mentorship Program Launch (ongoing, starting year 2)
• Community Consulting Program (ongoing, starting year 2)
• Mental Health Evaluation Program (ongoing, starting year 3)

Grant Applications for Centre Sustainability - Year 3
• SSHRC Connection Grant (CG6) – Director lead
• CIHR Project Grant - Director lead

(Continuing) Outreach - Year 4
• Media Spots (annual, starting in year 1)
• Featured Pillar Project (annual, starting in year 1)

Year 5 Plan (2026/27)

(Continuing) Events - Year 5
• Core Member Speaker Event (annual, starting in year 2)
• Keynote Speaker Event (annual, starting in year 2)
• Graduate Student Conference (annual, starting in year 3)

(Continuing) Programs - Year 5
• Youth Engagement Program (ongoing, starting year 2)
• Mentorship Program Launch (ongoing, starting year 2)
• Community Consulting Program (ongoing, starting year 2)
• Mental Health Research Training Program (ongoing, starting year 3)

(Continuing) Outreach - Year 5
• Media Spots (annual, starting in year 1)
• Featured Pillar Project (annual, starting in year 1)

Anticipated Impact of ARMS Proposed Initiatives

Impact for Students at McMaster University
• The Youth Engagement Program is carrying over from Dr. Marisa Young’s Early Research Award from the Ministry of Economic Development, Job Creation, and Trade. Through these endeavours, we have connected with over 400 high school students from underprivileged backgrounds who are often “first generation-post-secondary students.” We work with the Office of Community Engagement to introduce the idea of university and its potential prospects. Our top team members deliver workshops to high school students about the research that is being conducted at McMaster university, in the Faculties of Social and Health Sciences. Students can receive credit towards their volunteer hours for degree by participating in our workshops. We hope to expand our capacity of offering these opportunities and recruiting more high school
students, especially those from disadvantaged backgrounds who might otherwise not look to post-secondary education as an option.

- **Impact:** Encouraging high school students to enrol in post-secondary education who might otherwise not.

- **The Mentorship Program** is designed to help students engage with other faculty and students beyond their current supervisors or committee members. The ARMS team identifies the importance of a mentor-protégé relationship beyond one’s immediate committee. This will offer students the opportunity for additional research opportunities, as well as connections in their area of study. Networking is key to achieving success in the academic environment and ARMS will offer that opportunity for students across facilities to develop diverse social networks. The Executive Director will connect students and faculty of similar interests and during seminar series, keynote discussions, and symposiums connect the two. We aim to have a series of questions each member answers to ensure (a) compatibility; and (b) willingness to participate in the mentorship program.

  - **Impact:** Students having a better opportunity to navigate their current graduate degree and future employment opportunities.

- ARMS also offers an opportunity for students to engage in research development and execution through the **Student Advisory Board**. This is something proposed but yet to be implemented by other Centres (i.e., Gilbrea Centre). We are currently working with the Gilbrea Centre and MIHE to develop this board, that will be accessible to all three organizations. One of ARMS’ team members has expertise in this area and will ensure that students voices are at the forefront of the Centre’s initiatives.

  - **Impact:** Both graduate and undergraduate students will become more engaged in research and have an opportunity to enhance research currently being conducted by associated faculty members.

- We expect impact on students through the **Graduate Student Conference & Open ARMS Journal**. Students struggle with opportunities to present or publish their research prior to being on the job market – when pursuing both academic and non-academic opportunities. ARMS is the first to offer this opportunity to graduate and senior undergraduate students. The OpenARMS journal will not only provide an opportunity for students to publish their preliminary work, but also peer-review others’ which will offer insights to the publishing platform. Similarly, the conference will provide an outlet for students to present their research prior to engaging in a larger conference atmosphere to help mentor them with skills necessary to execute a successful presentation. The Executive Director of the Centre will coordinate these efforts.

  - **Impact:** To provide students studying mental health more opportunities to build up their CVs prior to graduation/job market searches.

**Impact for Research at McMaster University**

- The **Seminar Series** will be developed in collaboration with the McMaster Institute for Health Equity. ARMS supports the mental health theme of the Institute and will coordinate to ensure that the seminars and symposiums provided through ARMS are aligned with MIHE to avoid any overlap. The seminar series is an important part of ARMS agenda to ensure that key members’ research is known to the broader university. The disconnect across faculties leads to a gap of knowledge in research being done. Which speaks to the very essence of ARMS: We hope to engage faculty, students, admin, and community members to ensure they are aware of the mental health research currently ongoing.

  - **Impact:** To provide an opportunity for the FSS & FHS researchers to engage with each other and members of the university more broadly regarding research on mental health. These endeavours will offer opportunities for collaboration and grant writing synergies.
• ARMS will have a research community consulting component. This is important in the long-term sustainability of the centre. Currently, ARMS has a contract with Green Shield Canada, and is in conversation with the Privy Council Office, consulting their Work & Mental Health working group. We anticipate other opportunities from Arcelor Mittal Dofasco, and Morneau Shepell, for example. Consulting contracts offer researchers an opportunity to put their research to practice and there are few outlets coordinating these efforts. The ARMS team is currently working closely with Spark to develop these options.
  o Impact: To provide researchers and students with an opportunity to translate their academic knowledge into practical pursuits and outcomes. The overall goal is to continue collaboration with Spark to ensure ARMS’ sustainability in the longer term.

• The Pillar Projects outlined in the proposal are well-developed. However, that has been a product of the Initiative of ARMS over the past two years (prior to the Centre application). Since 2020 we have been developing what is currently called the “Faculty of Social Sciences Initiative for Advanced Research on Mental Health and Society” since we could not yet call it a Centre. Through this Initiative, these projects have grown in scope and impact given the support of the ARMS’ team and members to-date. We present these pillars as suggested areas of growth, and key foci upon which ARMS would like to build.
  o Impact: To provide researchers with the support –both academically and financially –in terms of grant writing, to pursue their research programs and progress their current projects.
APPENDIX A. Five-Year Budget for ARMS*

*Budget draft is updated as of September 19, 2022

Notes: Years 1-5 ($): CIHR (Young): 51,875; CFI-O&M Funds (Young): 15,275; SHHRC IG (Dunn & Young): Total: 88,797 = 44,400 x 2 years. SSHRC IG (Young): Total: 112,726 = 37,600 x 3 years; CRC (Young): 40,000.
October 11, 2022

To: Senate Committee and Board of Governors

From: Dr. Pamela Swett, Professor &
Dean of Humanities

Re: Proposal for Name Change for Department of Classics

The faculty members in the Department of Classics would like approval to change the name of the department, to the Department of Greek and Roman Studies.

Rationale:

The rationale for the change is that the name “Classics” is not sufficiently representative of what the department does and what it offers to students in its programs (and to students outside the program and the faculty). Traditionally “Classics” applied to the study of ancient literature, and especially poetry. However, in our department, only two of our six current tenured members focus on this field. In addition we have two historians and two specialists in the material culture and archaeology of the Greek and Roman world. A name change would make it more clear what students can learn in our program: namely, almost any aspect of the civilizations of ancient Greece and Rome.

The decision to propose a name change came about as a result of discussion in the department over a number of years. This year a unanimous consensus was reached that the name should be changed and two options were proposed, one Greek and Roman Studies and the other Ancient Studies. A vote of all tenured faculty in the department was taken with a result of 5 to 1 for Greek and Roman Studies.

The name “Greek and Roman Studies” has wide acceptance in the field and is used by a number of Canadian universities, including University of Victoria, University of Calgary, University of Windsor, Carleton University and the University of Ottawa.
REPORT TO THE BOARD OF GOVERNORS
from the
SENATE

At its meeting on December 14, 2022, Senate will receive for approval the following items, and will recommend them to the Board of Governors for approval:

For Approval

d. Terms of Reference

  i. Establishment of ther Director, Office of Undergraduate Research, Faculty of Science
  ii. Revised ToR - Associate Dean, Academic, Faculty of Social Sciences
  iii. Revised ToR - Vice-Dean, Faculty Affairs, Faculty of Health Sciences
  iv. Revised ToR - Associate Vice-President, Global Health, Faculty of Health Sciences
  v. Revised ToR and Title Change – Director, Engineering & Management Program

It is now recommended,

That the Board of Governors approve the recommendations as contained in the report from Senate.

Board of Governors: FOR APPROVAL
December 15, 2022
REPORT TO THE BOARD OF GOVERNORS
from the
PLANNING AND RESOURCES COMMITTEE

At its meeting December 1, 2022, the Planning and Resources Committee reviewed and approved the following and now presents them to the Board of Governors for approval:

For Approval

i. McMaster Continuing Education Fees

It is now recommended,

that the Board of Governors approve the McMaster Continuing Education fees for 2023-2024.

At the same meeting, the Planning and Resources Committee reviewed and approved the following and now presents them to the Board of Governors for information:

For Information


iii. Audited Financial Statements of the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College (Original Plan) as at June 30, 2022.

iv. Audited Financial Statements of the Contributory Pension Plan for Hourly Rated Employees of McMaster University including Divinity College as at June 30, 2022.

Board of Governors: APPROVAL/INFORMATION
December 15, 2022
To: The Planning and Resources Committee  
From: University Student Fees Committee  
Subject: Approval of 2023-2024 McMaster Continuing Education Fees  

At its meeting on October 4, 2022 the University Student Fees Committee approved the 2023-2024 McMaster Continuing Education Fees.  

The committee now recommends:  

That the Planning and Resources Committee approve, for recommendation to the Board of Governors, the McMaster Continuing Education fees for 2023-2024.
To: McMaster University Student Fees Committee
From: Lorraine Carter, Director, McMaster Continuing Education (MCE); Jon Jones, Assistant Director, Finance and Operations
Re: Fees Submission for McMaster Continuing Education, 2023-2024

Context

Continuing education at McMaster University is different from undergraduate education in several ways: the learner group served, kinds of programs offered, a need for flexibility to meet emerging market needs, and the ancillary status of McMaster Continuing Education (MCE).

MCE continually explores and launches new programs based on market demand and trends. Given this goal, MCE offers two main kinds of programs:

i) academic programs leading to certificates and diplomas that are reviewed and approved by Senate; and
ii) not-for-credit professional development programs.

The fees information provided here is strictly for courses and programs that lead to academic certificates and diplomas.

Pricing Strategy for Certificate and Diploma Courses

When determining fees, MCE considers the following:

- University-level programs are generally more highly valued than programs offered by colleges and private education providers.
- Colleges offer options for those pursuing select professional certifications at significantly lower tuition fees than universities.
- 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 may warrant different fees.
- Affordability and accessibility for adult learners is a consideration.
- Employer tuition assistance is more common for some programs than others. Financial support by employers depends on diverse economic factors.
- Historically, there has been almost no government funding for continuing education students. In response to the pandemic and its impacts, some funding has been made available.
- The cost of running the program is always a major consideration.
- The cost of programs offered by our most direct competitors (e.g., University of Toronto, Toronto Metropolitan University, and York University) is always considered. We also consider the price points for comparable programs at select community colleges.
MAPS Fees

MCE always considers fees levied by the McMaster Association of Part-Time Students (MAPS) when establishing fees for MCE 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. Because MCE’s fees become effective on May 1st each year, they are approved by the Board before MAPS fees are approved. As a result, MCE uses the MAPS fee on a slip year basis. MAPS fees are not presented for approval. They are included strictly for information purposes.

This Submission, 2023-2024

In this section, information is presented in the following order: requests for course fees in new programs; requests for increases in course fees in existing programs; requests for no changes in course fees in existing programs; requests for no changes in course fees in programs offered in partnership with McMaster faculties.

A. Fees for New Programs

1. Our Full Stack Development program is new. Having reviewed the fees of our local competitors (TMU, York, and University of Toronto) and their delivery models which vary and include boot camp models, we are proposing a course fee of $849.00 inclusive of the MAPS fee ($826.92 plus $22.08). This positions us closest to TMU and enables us to test the market before considering a higher fee after the program is well launched.

2. Another new program is Management: Principles and Practices. We are requesting a course fee of $730.85 inclusive of the MAPS fee ($708.77 plus $22.08) which aligns with course fees in our Business Administration program. This fee is also a mid-point between fees for similar courses at Guelph and University of Toronto.

B. Fee Increases for Existing Programs

1. We are requesting a 2.7% increase for our Marketing courses. This closes a gap between what we presently charge and what University of Toronto charges at $769.00 per course. Our recommended fee for 2023-2024 is $749.99 inclusive of the MAPS fee ($727.91 plus $22.08).

2. A 1.1% increase for the courses in the Digital Marketing program would put us in line with what York and University of Toronto charge for their courses in similar programs. The proposed fee is $769.00 inclusive of the MAPS fee ($746.92 plus $22.08).

C. No Increases for Existing Programs

1. We are not recommending a fee increase for courses in the Risk Management program for 2023-2024. The fee should remain the same at $772.06 inclusive of the MAPS fee ($749.98 plus $22.08). Our fee is between those of York and the University of Toronto. Wilfrid Laurier’s fee is lower.

2. We are not seeking an adjustment this year for courses in our Business Administration program. Fees for comparable courses at University of Toronto and York are slightly higher while our course fee is higher than fees at Western, Guelph, and TMU. Therefore, our fee for 2023-2024 should remain the same at $730.85 inclusive of the MAPS fee ($708.77 plus $22.08).

3. As per last year, the diploma in Business Administration includes the opportunity to specialize in Retirement Community Management. We are not requesting a fee increase for these specialized courses since enrolments are low while comparable courses at the colleges are offered at a lower price point. The course fee for 2023-2024 should remain at $724.08 inclusive
of the MAPS fee ($702.00 plus $22.08).

4. Professional Communication in the Canadian Workplace targets the communication development of persons whose first language may not be English for success in the Canadian workplace. While this program has not been well subscribed and has led to course cancellations, we wish to keep it on the books in the event that corporate partners may be interested in it. The courses should remain priced at $710.08 inclusive of the MAPS fee ($688.00 plus $22.08).

5. An increase of 2.2% was made in 2020-2021 for the Preparatory Accounting courses. While our enrolments are stable, given the low cost and no-cost nature of these courses at some post-secondary institutions, it is important for us to keep these courses under $500. For this reason, we are recommending no increase. The course fee, therefore, would remain at $479.54 inclusive of the MAPS fee ($468.50 plus $11.04).

6. An increase of 4% for Accounting courses was made in 2020-2021. Given that present enrolments are softer than in previous years and that our fees are already higher than those of our competitors, we are recommending that the course fee remain the same at $737.60 inclusive of the MAPS fee ($715.52 plus $22.08).

7. No increase is recommended for the courses in the Canadian Payroll Management program since this is a low enrolment program and a 5% increase occurred 2020-2021. The cost of these courses through MCE is also higher than at other post-secondary institutions. As well as paying for their courses, students pay fees to the National Payroll Institute. The course fee for 2023-2024 should remain at $618.48 inclusive of the MAPS fee ($596.40 plus $22.08).

8. No increase is recommended for courses in the Payroll Compliance Practitioner program. This program is also a low enrolment program and a 5% increase was made in 2020-2021. Like students in the Canadian Payroll Management program, these students pay additional fees to the National Payroll Institute. The fee should remain at $618.48 inclusive of the MAPS fee ($596.40 plus $22.08).

9. No increase is recommended for courses in the Human Resources Management program. These courses underwent a fee increase in 2020-2021. While enrolments are healthy, other post-secondary institutions offering comparable courses have not increased their fees. The course fee should remain the same at $771.08 inclusive of the MAPS fee ($749.00 plus $22.08).

10. No adjustment is requested for courses in the Business of Golf and Resort Management program. Enrolments have dropped since a bump during the pandemic. Also, it is a small niche program and our fees are at the high end compared to our competitors ( Fanshawe at $588, Humber at $577, and Georgian at $600). The requested fee is $710.08 inclusive of the MAPS fee ($688.00 plus $22.08).

11. No increase is recommended for courses in the Creative, Critical, and Design Thinking program. At present, our course fees are higher than those at Guelph, Queen’s, Western and University of Toronto. The fee for 2023-2024 should remain $710.08 inclusive of the MAPS fee ($688.00 plus $22.08).

12. The fees for our data courses should remain the same in order to be aligned with our competitors.
   a) Our courses dealing with big data applications should remain at $1057.08 inclusive of the MAPS fee ($1035.00 plus $22.08).
   b) All other data courses should remain at $744.08 inclusive of the MAPS fee ($722.00 plus $22.08).

13. No adjustment is requested for courses in the Science of Cannabis program. Enrolments are consistently low and tuition is already in line with our other health programs. The proposed course fee is $874.92 inclusive of the MAPS fee ($852.84 plus $22.08).

14. The fees for our data courses should remain the same in order to be aligned with our competitors.
   a) Our courses dealing with big data applications should remain at $1057.08 inclusive of the MAPS fee ($1035.00 plus $22.08).
   b) All other data courses should remain at $744.08 inclusive of the MAPS fee ($722.00 plus $22.08).

15. No increase is recommended for courses in the Business of Golf and Resort Management program. Enrolments have dropped since a bump during the pandemic. Also, it is a small niche program and our fees are at the high end compared to our competitors (Fanshawe at $588, Humber at $577, and Georgian at $600). The requested fee is $710.08 inclusive of the MAPS fee ($688.00 plus $22.08).

16. No increase is recommended for courses in the Creative, Critical, and Design Thinking program. At present, our course fees are higher than those at Guelph, Queen’s, Western and University of Toronto. The fee for 2023-2024 should remain $710.08 inclusive of the MAPS fee ($688.00 plus $22.08).
18. The Health Information Fundamentals program is the only program of its kind in Canada, and enables adult learners to complete their educational preparation and advance to possible certification with the Canadian College of Health Information Management more quickly than other programs. We do not recommend a change in fee at this time. Although growth is anticipated, present enrolments are being affected by the closure of the Health Information Management program. The fee for courses should remain at **$870.08 inclusive of the MAPS fee ($848.00 plus $22.08)**.

19. We do not recommend a change in fees for courses in the Health Informatics program. The fee should remain at **$870.08 inclusive of the MAPS fee ($848.00 plus $22.08)**. This program will be undergoing a program review, and fee changes may be appropriate once the review has been completed and changes implemented.

20. The fee for courses in the Professional Addictions Studies program experienced a modest increase of 1% last year. We are not recommending an increase this year since enrolments are not as high as in previous years. The fee, therefore, should remain the same at **$858.36 inclusive of the MAPS fee ($836.28 plus $22.08)**. While this fee continues to position us higher than our competitors, our addictions program is a flagship program for MCE.

21. Nutrition, Health, and Wellness is a newer program with some cross-listed courses. No increase is requested for the courses that are not cross-listed. The fee should remain at **$771.08 inclusive of the MAPS fee ($749.00 plus $22.08)**. Effort has been made so that all courses in the program including cross-listed courses are similarly priced.

22. Health and Wellness Coaching is also a newer program including cross-listed courses. We do not wish to increase the course fee at this time. The fee for not cross-listed courses is **$771.08 inclusive of the MAPS fee ($749.00 plus $22.08)**. Again, effort has been made so that all courses in the program are similarly priced.

23. An increase of 2% for courses in the Applied Clinical Research program was made in 2021-2022. With enrolments down and the cost of these courses the highest among our health programs, we are not recommending an increase for 2023-2024. We wish to keep the course fee at **$908.08 inclusive of the MAPS fee ($886.00 plus $22.08)**.

24. The Intercultural Competency program explores issues and practices related to culture, equity, diversity, and inclusion in the workplace. Because this is a newer program and enrolments are low at this time, we would ask that the fee remain the same at **$730.85 inclusive of the MAPS fee ($708.77 plus $22.08)**.

25. Course fees for the Metallurgy program should not be increased. Due to low enrolments and a shift in how steel industry professionals are acquiring their professional learning and development, the program is winding down. The fee per course is **$900.08 inclusive of the MAPS fee ($878.00 plus $22.08)**.

**D. Programs Administered in Partnership, McMaster Faculties**

1. Canadian Housing is a partnership with the Faculty of Social Sciences. It provides adult learners background in issues including housing policy, the social determinants of health and how they relate to housing, and housing related practices in Canada. To date, enrollment has been low and it could not support a fee increase. The fee for each course is **$821.08 inclusive of the MAPS fee ($799.00 plus $22.08)**.

2. We deliver a program called Nursing Concepts in Continence Care in partnership with the School of Nursing. This program serves the learning needs of working nurses in this specialized area. The program is still small so we are not recommending a change. The three-unit courses in the program are priced at **$617.61 inclusive of the MAPS fee ($595.53 plus $22.08)**. The program...
also includes a four-unit course. The cost for this course should remain **$826.48 inclusive of the MAPS fee ($797.04 plus $29.44)**.

### Other Fees Paid by Continuing Education Students

<table>
<thead>
<tr>
<th>Fee</th>
<th>2023-2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Activation Fee (one-time cost for new student taking an academic program)</td>
<td>$39</td>
</tr>
<tr>
<td>Application Fee (for programs with an application requirement)</td>
<td>$59</td>
</tr>
<tr>
<td>Transfer of Credit Fee</td>
<td>$99</td>
</tr>
<tr>
<td>Pre-admission Test</td>
<td>$99</td>
</tr>
<tr>
<td>Request for Duplicate Parchment (Certificate, Certificate of Professional Learning, or Diploma)</td>
<td>$49</td>
</tr>
<tr>
<td>Final Exam Fee for Accounting courses as administered through Examity®, a live remote online proctoring service.</td>
<td>Approx. $50 per exam</td>
</tr>
<tr>
<td>Deferred Exam Fee</td>
<td>$50</td>
</tr>
</tbody>
</table>

### Refund Policies

Refunds are applicable if a student drops a course within the timeframes outlined below. If a course is cancelled by MCE, the student will be entitled to a 100% refund. The $39 Academic Activation fee is refundable only if the course is cancelled by MCE.

A. **Credit Certificate and Diploma programs with a minimum of 3 courses or 9 units (In-Person, Virtual, Online, and Online Self-Study) 11 weeks or more**
   - Up until the day before course start date (i.e., 11:59 p.m. the day before course starts): 100% course fee refund and 100% MAPS fee refund
   - Course start date to day 14 (i.e., 12:01 a.m. on start date): 70% course fee refund and 0% MAPS fee refund
   - Day 15 to course end date: 0% course fee refund and 0% MAPS fee refund

B. **Credit Certificate and Diploma programs with a minimum of 3 courses or 9 units (In-Person, Virtual, Online, and Online Self-Study) 7-10 weeks**
   - Up until the day before course start date (i.e. 11:59 p.m. the day before course starts): 100% tuition refund and 100% MAPS fee refund
• Course start date to day 7 (i.e. 12:01 a.m. on start date): 70% Tuition refund and 0% MAPS fee refund

• Day 8 to course end date: 0% Tuition refund and 0% MAPS fee refund

C. For Nursing Concepts in Continence Care courses spanning two terms

• Full refund of fee up until day before (i.e., 11:59 the day before class starts) and 100% MAPS fee refund

• A 80% refund from the day of class start (12:01 am on start date) for a period of 0-14 days and 0% MAPS fee refund

• A 70% refund for a period of 15-30 days after class start (12:01 a.m. on start date) and 0% MAPS fee refund

• A 50% refund for a period of 31-56 days after class start (12:01 a.m. on start date) and 0% MAPS fee refund

Illustrative Market Survey Data

Although few competitors offer exact duplicates of MCE’s programs, we assess the offerings of other universities, colleges, and professional associations for similarities in curriculum and cost. We also consider undergraduate courses as comparators and assess criteria including the following: length/number of hours, equivalency against external standards, program type, and relative value of the credential.

Overall, MCE fees continue to be comparable to McMaster’s undergraduate course fees, and they are less than Business courses ($935.49 for three-unit course). MCE’s fees are also similar to academic courses offered by other university continuing education units, and more expensive than those of colleges and professional association providers.

Tables 1 and 2 below provide current market comparators for select MCE programs and courses.

Table 1. Select Business-related Programs (on a per course basis unless otherwise specified)

<table>
<thead>
<tr>
<th>MCE Program</th>
<th>Comparator</th>
<th>Comparator Fees as per Fall 2022</th>
<th>Proposed McMaster Fee 2023-2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Admin</td>
<td>Toronto</td>
<td>$795</td>
<td>No increase. Stay the same at $730.85 incl. MAPS fee for 3-unit course.</td>
</tr>
<tr>
<td></td>
<td>UTM</td>
<td>$580.52</td>
<td></td>
</tr>
<tr>
<td></td>
<td>York</td>
<td>$769</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guelph</td>
<td>$683.39</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Western</td>
<td>$545</td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>Comparator</td>
<td>Comparator Fees as per Fall 2022</td>
<td>Proposed McMaster Fee 2023-2024</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------------</td>
<td>----------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td>Toronto</td>
<td>$795</td>
<td></td>
</tr>
<tr>
<td></td>
<td>York</td>
<td>$769</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WLU</td>
<td>$650</td>
<td></td>
</tr>
<tr>
<td>No increase. Stay the same at $772.06 incl. MAPS fee for 3-unit course.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Marketing</strong></td>
<td>Toronto</td>
<td>$769</td>
<td>Increase of 2.7%. Will generally align with U of Toronto at a cost of $749.99 incl. MAPS fee for 3-unit course.</td>
</tr>
<tr>
<td></td>
<td>TMU</td>
<td>$662.24</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mohawk</td>
<td>Costs vary for microcredentials.</td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources Mgmt.</strong></td>
<td>Toronto</td>
<td>$795</td>
<td>No increase. Stay the same at $771.08 incl. MAPS fee for 3-unit course.</td>
</tr>
<tr>
<td></td>
<td>York</td>
<td>$824.90</td>
<td></td>
</tr>
<tr>
<td><strong>Digital Marketing</strong></td>
<td>Toronto</td>
<td>$769 - $795</td>
<td>1.1% increase. Will align with fees at York and Toronto at cost of $769.00 incl. MAPS fee for 3-unit course.</td>
</tr>
<tr>
<td></td>
<td>York</td>
<td>$769</td>
<td></td>
</tr>
<tr>
<td><strong>Management: Principles and Practices (new)</strong></td>
<td>Guelph</td>
<td>$683.39</td>
<td>Fee requested $730.85 incl. MAPS fee for 3-unit course.</td>
</tr>
<tr>
<td></td>
<td>Toronto</td>
<td>$795</td>
<td></td>
</tr>
</tbody>
</table>

Table 2. Select Health and Social Sciences Programs (on a per course basis unless otherwise specified)
<table>
<thead>
<tr>
<th>Michener Institute</th>
<th>Nutrition, Health, and Wellness</th>
<th>Health and Wellness Coaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>$420</td>
<td>Humber</td>
<td>$500</td>
</tr>
<tr>
<td>$439</td>
<td>Mohawk</td>
<td>$720 (in BSc program)</td>
</tr>
<tr>
<td>$657</td>
<td>UPEI</td>
<td></td>
</tr>
<tr>
<td>$900</td>
<td>SAIT</td>
<td></td>
</tr>
</tbody>
</table>

No increase. Stay the same at $771.08 incl. MAPS fee for 3-unit course.
### MCE Tuition Fee Schedule, 2023-2024

**MAPS Fee Remains $7.36 foc 2023-2024**

<table>
<thead>
<tr>
<th>MCE Programs</th>
<th>Units</th>
<th>2023/24 Fiscal Year</th>
<th>Tuition</th>
<th>% Increase</th>
<th>MAPS Fee</th>
<th>Total Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Clinical Research</td>
<td>3</td>
<td>$886.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$908.08</td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>1.5</td>
<td>$468.50</td>
<td>0.0%</td>
<td>$11.04</td>
<td>$479.54</td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>3</td>
<td>$715.52</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$737.60</td>
<td></td>
</tr>
<tr>
<td>Risk Management</td>
<td>3</td>
<td>$749.98</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$772.06</td>
<td></td>
</tr>
<tr>
<td>Business Administration</td>
<td>3</td>
<td>$708.77</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$730.85</td>
<td></td>
</tr>
<tr>
<td>Business of Golf and Resort Management</td>
<td>3</td>
<td>$688.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$710.08</td>
<td></td>
</tr>
<tr>
<td>Canadian Payroll Management</td>
<td>3</td>
<td>$596.40</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$618.48</td>
<td></td>
</tr>
<tr>
<td>Creative, Critical and Design Thinking</td>
<td>3</td>
<td>$688.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$710.08</td>
<td></td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>3</td>
<td>$746.92</td>
<td>1.1%</td>
<td>$22.08</td>
<td>$769.00</td>
<td></td>
</tr>
<tr>
<td>Health Informatics</td>
<td>3</td>
<td>$848.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$870.08</td>
<td></td>
</tr>
<tr>
<td>Health Information Fundamentals</td>
<td></td>
<td>$848.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$870.08</td>
<td></td>
</tr>
<tr>
<td>Human Resources Management</td>
<td>3</td>
<td>$749.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$771.08</td>
<td></td>
</tr>
<tr>
<td>Intercultural Competency</td>
<td></td>
<td>$708.77</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$730.85</td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>3</td>
<td>$727.91</td>
<td>2.7%</td>
<td>$22.08</td>
<td>$749.99</td>
<td></td>
</tr>
<tr>
<td>Metallurgy</td>
<td>3</td>
<td>$878.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$900.08</td>
<td></td>
</tr>
<tr>
<td>Payroll Compliance Practitioner</td>
<td>3</td>
<td>$596.40</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$618.46</td>
<td></td>
</tr>
<tr>
<td>Professional Addiction Studies</td>
<td>3</td>
<td>$836.28</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$858.36</td>
<td></td>
</tr>
<tr>
<td>Data Courses</td>
<td>3</td>
<td>$722.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$744.08</td>
<td></td>
</tr>
<tr>
<td>Big Data Courses</td>
<td></td>
<td>$1,035.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$1,057.08</td>
<td></td>
</tr>
<tr>
<td>Science of Cannabis</td>
<td>3</td>
<td>$852.84</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$874.92</td>
<td></td>
</tr>
<tr>
<td>Professional Communication in the Cdn Workplace</td>
<td>3</td>
<td>$688.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$710.08</td>
<td></td>
</tr>
<tr>
<td>Nutrition, Health &amp; Wellness</td>
<td>3</td>
<td>$749.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$771.08</td>
<td></td>
</tr>
<tr>
<td>Health and Wellness Coaching</td>
<td>3</td>
<td>$749.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$771.08</td>
<td></td>
</tr>
<tr>
<td>Retirement Community Management</td>
<td>3</td>
<td>$702.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$724.08</td>
<td></td>
</tr>
<tr>
<td>Full Stack Development (NEW)</td>
<td></td>
<td>$826.92</td>
<td>NA</td>
<td>$22.08</td>
<td>$849.00</td>
<td></td>
</tr>
<tr>
<td>Management Principles and Practices (NEW)</td>
<td></td>
<td>$708.77</td>
<td>NA</td>
<td>$22.08</td>
<td>$730.85</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MCE Administered Programs</th>
<th>Units</th>
<th>2023/24 Fiscal Year</th>
<th>Tuition</th>
<th>% Increase</th>
<th>MAPS Fee</th>
<th>Total Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing Concepts in Continence Care (3-unit course)</td>
<td>3</td>
<td>$595.53</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$617.61</td>
<td></td>
</tr>
<tr>
<td>Nursing Concepts in Continence Care (4-unit course)</td>
<td>4</td>
<td>$797.04</td>
<td>0.0%</td>
<td>$29.44</td>
<td>$826.48</td>
<td></td>
</tr>
<tr>
<td>Canadian Housing</td>
<td>3</td>
<td>$799.00</td>
<td>0.0%</td>
<td>$22.08</td>
<td>$821.08</td>
<td></td>
</tr>
<tr>
<td>GOVERNANCE BODY</td>
<td>Planning and Resource Committee (PRC)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------</td>
<td>----------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ITEM/SUBJECT</td>
<td>Annual Salaried Pension Plan (Plan 2000) Financial Statements - June 30, 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATE</td>
<td>December 1, 2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LEAD</td>
<td>Deidre (Dee) Henne, AVP (Admin) &amp; Chief Financial Officer</td>
<td>Steven Moore, University Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOVERNANCE PATH</td>
<td>Pension Trust Committee (November 10, 2022), Planning and Resources Committee, Board of Governors (for information)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MOTION</td>
<td>That the Planning and Resources Committee approve the audited financial statements of the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 as at June 30, 2022, as circulated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JURISDICTION</td>
<td>Pension Benefits Act &amp; Financial Services Regulatory Authority (FSRA) of Ontario</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUPPLEMENTAL MATERIALS</td>
<td>None</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EXECUTIVE SUMMARY**

McMaster is required to prepare and file audited pension financial statements for the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 (“Plan 2000”) and the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College (“Original Plan”) with Financial Services Regulatory Authority (FSRA) of Ontario annually. The financial statements have been reviewed and approved by the Pension Trust Committee and have received a clean audit opinion from KPMG.

**BACKGROUND**

McMaster University sponsors and acts as administrator for two contributory pension plans for salaried employees. McMaster has prepared financial statements to comply with FSRA requirements, the regulator of Ontario pension plans. The financial statements are prepared in accordance with Section 76 of the Ontario Pension Benefit Act. These statements summarize the investments backing the pension liabilities but do not include the pension liabilities which are reflected in the McMaster University’s financial statements. The financial statements are prepared as of June 30th year-end.

Both Salaried pension plans, Plan 2000 and Original Plan, invest in one portfolio of assets held in a jointly-owned investment pool (“Master Trust”). Each plan invests on pro-rata basis in the Master Trust. The split of the ownership of the assets held in the Master Trust is 99.8% Plan 2000 and 0.2% Original Plan.

**STRATEGIC ALIGNMENT**

Preparation of Audited Financial Statements is in accordance with meeting statutory/regulatory requirements and is aligned with McMaster’s financial policies and procedures.

**RISK AND RISK MITIGATION STRATEGIES**

| Risk: Failure to prepare and file accurate financial statements with FSRA would impact McMaster reputation and potentially result in regulatory action. | Mitigation strategy: The financial statements are prepared and reviewed by McMaster, reviewed by Pension Trust Committee, and audited by KPMG. |

**RECOMMENDATIONS AND NEXT STEPS**

For compliance approval and acceptance of the audited statements is required.

**QUESTIONS AND ANSWERS**

1. **Why are the Financial Statements marked Draft?** The Financial Statements are marked draft until they are approved by the PRC. KPMG has completed its audit of the financial statements and have provided a clean opinion.

Note: FSRA is formerly known as FSCO (Financial Services Commission of Ontario).
PRIVATE & CONFIDENTIAL

Members of the Pension Trust Committee
McMaster University
1280 Main Street West
Hamilton, ON
L8S 4L8

November 10, 2022

Dear Members of the Pension Trust Committee of the:

- Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College
- Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000

I am writing to confirm that the external audits of the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College and Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000 for the year ended June 30, 2022 are complete subject to the final approval by the McMaster Planning and Resources Committee. This includes our audit procedures over the audited financial statements, audit report on the average annual rate of return and audit reports on the annual pension increase.

Once approval is obtained, KPMG will release our audit opinions as presented in the draft financial statements and audit reports, dated December 15, 2022.

If you require any additional information, I would be happy to discuss further with you.

Very truly yours,

[Signature]

Ruth Todd
Partner
905-523-2216
Fund Financial Statements of

THE CONTRIBUTORY PENSION PLAN
FOR SALARIED EMPLOYEES
OF McMASTER UNIVERSITY INCLUDING
McMASTER DIVINITY COLLEGE 2000

And Independent Auditors' Report thereon

Year ended June 30, 2022

Registration Number 1079920
INDEPENDENT AUDITORS' REPORT

To the Administrator of The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000

Opinion

We have audited the accompanying fund financial statements of The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000 (the “Plan”), which comprise:

• the statement of net assets available for benefits as at June 30, 2022
• the statement of changes in net assets available for benefits for the year then ended
• and notes to the fund financial statements, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the “fund financial statements”).

In our opinion, the accompanying fund financial statements, present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the Plan in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.
Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 1(a) in the fund financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements. The fund financial statements are prepared to assist the Administrator of the Plan to meet the requirements of Section 76 of Regulations of the Pension Benefits Act (Ontario).

As a result, the fund financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the fund financial statements in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing the Plan’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Plan’s financial reporting process.

Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the fund financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the fund financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the fund financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

  The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.

• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

• Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the fund financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Plan to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

• Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

December 15, 2022
Hamilton, Canada
### Statement of Net Assets Available for Benefits

**June 30, 2022, with comparative information for 2021**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer contributions receivable</td>
<td>$2,604</td>
<td>$4,382</td>
</tr>
<tr>
<td>Employee contributions receivable</td>
<td>2,889</td>
<td>2,237</td>
</tr>
<tr>
<td>Investment in Master Trust (note 2)</td>
<td>2,207,488</td>
<td>2,585,532</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>2,212,981</td>
<td>2,592,151</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees payable and accrued liabilities</td>
<td>1,137</td>
<td>1,121</td>
</tr>
<tr>
<td><strong>Net assets available for benefits</strong></td>
<td>$2,211,844</td>
<td>$2,591,030</td>
</tr>
</tbody>
</table>

See accompanying notes to fund financial statements.

On behalf of the Administrator:

Saher Fazilat  
Vice-President (Operations and Finance)  
McMaster University

Deidre Henne  
Assistant Vice-President (Administration) & CFO  
McMaster University
THE CONTRIBUTORY PENSION PLAN FOR
SALARIED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE 2000

Statement of Changes in Net Assets Available for Benefits
(thousands of dollars)

June 30, 2022, with comparative information for 2021

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCREASE IN NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income allocated by the Master Trust Fund (note 4):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>$53,058</td>
<td>$51,440</td>
</tr>
<tr>
<td>Net realized gain on sale of investments</td>
<td>224,216</td>
<td>66,405</td>
</tr>
<tr>
<td>Net realized gain on sale of units in the Master Trust Fund</td>
<td>18,644</td>
<td>18,443</td>
</tr>
<tr>
<td><strong>Total Increase in Net Assets</strong></td>
<td>295,918</td>
<td>136,288</td>
</tr>
<tr>
<td>Change in net unrealized gain in investments</td>
<td>-</td>
<td>243,293</td>
</tr>
<tr>
<td>Contributions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer current service</td>
<td>35,055</td>
<td>36,136</td>
</tr>
<tr>
<td>Employer past service</td>
<td>12,233</td>
<td>18,885</td>
</tr>
<tr>
<td>Employee required</td>
<td>30,483</td>
<td>28,641</td>
</tr>
<tr>
<td>Employee transfers from other plans</td>
<td>491</td>
<td>193</td>
</tr>
<tr>
<td><strong>Total Contributions</strong></td>
<td>78,262</td>
<td>83,855</td>
</tr>
<tr>
<td><strong>Decrease in Net Assets</strong></td>
<td>374,180</td>
<td>463,436</td>
</tr>
<tr>
<td>Change in net unrealized loss in investments</td>
<td>627,951</td>
<td>-</td>
</tr>
<tr>
<td>Payments to members:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension benefits</td>
<td>88,524</td>
<td>84,730</td>
</tr>
<tr>
<td>Termination benefits</td>
<td>29,542</td>
<td>22,496</td>
</tr>
<tr>
<td><strong>Total Payments to Members</strong></td>
<td>118,066</td>
<td>107,226</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment managers</td>
<td>5,731</td>
<td>4,818</td>
</tr>
<tr>
<td>Professional</td>
<td>1,041</td>
<td>1,092</td>
</tr>
<tr>
<td>Administrative (note 5)</td>
<td>330</td>
<td>313</td>
</tr>
<tr>
<td>Trustee and custodial</td>
<td>158</td>
<td>159</td>
</tr>
<tr>
<td>Pension filing</td>
<td>70</td>
<td>91</td>
</tr>
<tr>
<td>Audit</td>
<td>19</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>7,349</td>
<td>6,491</td>
</tr>
<tr>
<td>Net increase (decrease) in net assets available for benefits</td>
<td>(379,186)</td>
<td>349,719</td>
</tr>
<tr>
<td>Net assets available for benefits, beginning of year</td>
<td>2,591,030</td>
<td>2,241,311</td>
</tr>
<tr>
<td><strong>Net assets available for benefits, end of year</strong></td>
<td>$2,211,844</td>
<td>$2,591,030</td>
</tr>
</tbody>
</table>

See accompanying notes to fund financial statements.
The Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 (the “Plan”) is a defined benefit registered pension plan in the Province of Ontario under registration number 1079920, the Administrator of which is McMaster University.

McMaster University operates the Master Trust Fund to facilitate the collective management of the investment assets for pension plans of McMaster University and Divinity College. These fund financial statements reflect the consolidation of net assets held by the Plan directly and its share of the net assets of the Master Trust Fund.

The Plan is operated in accordance with the Trust and Custodial Services Agreement dated July 1, 2000, between McMaster University (the “Administrator”) and CIBC Mellon Trust Company (the “Trustee”).

1. Significant accounting policies:

(a) Basis of presentation:

The Financial Services Regulatory Authority of Ontario (“FSRA”) replaced The Financial Services Commission of Ontario (“FSCO”) effective June 2019. As permitted by FSRA under Section 76 of the Regulations to the Pension Benefits Act (Ontario), the Plan has prepared fund financial statements in accordance with Canadian accounting standards for pension plans as outlined under CPA Canada Handbook Section 4600, excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Section 4600 requires the Plan to comply (on a consistent basis) with either International Financial Reporting Standards (IFRS) - Part I of CPA Canada Handbook - Accounting or Canadian Accounting Standards for Private Enterprises - Part II of CPA Canada Handbook - Accounting. The Plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Administrator of the Plan in meeting the requirements of the Financial Services Regulatory Authority of Ontario. As a result, these fund financial statements may not be suitable for another purpose.

These fund financial statements of the Plan do not purport to show the adequacy of the Plan’s assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan’s actuarial reports and information about McMaster University including McMaster Divinity College 2000’s financial health.

(b) Basis of measurement:

The fund financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for benefits.

(c) Functional and presentation currency:

These fund financial statements are presented in Canadian dollars, which is the Plan’s functional currency.
1. Significant accounting policies (continued):

(d) Financial assets and financial liabilities:

(i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan measures all of its investments at fair value through the statement of changes in net assets available for benefits.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

On de-recognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as a net realized gain (loss) on sale of investments.

(ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

Financial assets and liabilities are offset and the net amount presented in the statement of net assets when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The Plan considers its fees payable and accrued liabilities to be a non-derivative financial liability.

(iii) Derivative financial instruments:

Derivative financial instruments are recognized initially at fair value and attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and all changes are recognized immediately in the statement of changes in net assets available for benefits.

(e) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13") in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.
1. Significant accounting policies (continued):

(e) Fair value measurement (continued):

When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

All changes in fair value, other than interest and dividend income are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan’s proportionate share of underlying net assets at fair value using closing market prices.

Investments are stated at fair value. Fair values of investments including those held within the Master Trust are determined as follows:

i) Bonds and equities are valued at year-end quoted closing prices where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

iii) Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan’s proportionate share of underlying net assets at fair values determined using closing market prices.

iv) Investments in derivative financial instruments, including futures, forwards and option contracts, are valued at year-end quoted market prices where available. Where quoted prices are not available, values are determined using pricing models, which take into account current market and contractual prices of the underlying instruments, as well as time value and yield curve or volatility factors underlying the positions.

Unrealized gains and losses on derivative financial instruments, net of premiums paid or received on options contracts, are included in derivative contracts investments.

Investment transactions are accounted for on the trade date.
1. Significant accounting policies (continued):

(f) Investment income:

Investment income, which is recorded on the accrual basis, includes interest income, dividends and pooled fund distributions.

(g) Change in net unrealized gain or loss in investments:

The change in net unrealized gain or loss in investments is the change in the difference between the fair value and cost of investments from the beginning to the end of the year.

(h) Foreign currency:

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated into Canadian dollars at the exchange rate at the reporting date. The fair values of foreign currency denominated investments are translated into Canadian dollars at the reporting date rates of exchange. Gains and losses arising from transactions are included in investment income within the statement of changes in net assets available for benefits.

(i) Net realized gain or loss on sales of investments:

The net realized gain on sale of investments represents the difference between proceeds received and the average cost of investments sold.

The net realized gain or loss on sale of units in the Master Trust Fund represents the difference between the proceeds received and the average cost of the units sold.

(j) Income taxes:

The Plan is a Registered Pension Trust as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

(k) Use of estimates:

The preparation of the fund financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.
The cost of the units held in Master Trust Fund by the Plan at June 30, 2022 was $2,229,483 (2021 - $1,979,553).
3. Statutory disclosures:

The following information is provided in respect of individual investments in the Master Trust Fund with a fair value in excess of 1% of the Master Trust Fund as at June 30, 2022 as required by the Pension Benefits Act (Ontario).

(a) Pooled fund investments:

<table>
<thead>
<tr>
<th>Fund name</th>
<th>Fund operator</th>
<th>Nature of investments held</th>
<th>Fair value</th>
</tr>
</thead>
<tbody>
<tr>
<td>BlackRock Long Bond Index Class A</td>
<td>BlackRock</td>
<td>Canadian bonds and debentures</td>
<td>$465,983</td>
</tr>
<tr>
<td>BlackRock Russell 1000 Alpha Tilt Fund B</td>
<td>BlackRock</td>
<td>U.S. equities</td>
<td>383,605</td>
</tr>
<tr>
<td>BlackRock Universe Index Class A</td>
<td>BlackRock</td>
<td>Canadian bonds and debentures</td>
<td>276,600</td>
</tr>
<tr>
<td>NCS Canadian Institutional Trust</td>
<td>Walter Scott</td>
<td>Non-North American equities</td>
<td>189,014</td>
</tr>
<tr>
<td>WWISE Canadian Fundamental Equity</td>
<td>WWISE</td>
<td>Canadian equities</td>
<td>153,197</td>
</tr>
<tr>
<td>GMO International Opportunities Equity Allocation Fund</td>
<td>GMO</td>
<td>Non-North American equities</td>
<td>148,996</td>
</tr>
<tr>
<td>IFM Global Infrastructure L.P. Class A Interests</td>
<td>IFM (Canada)</td>
<td>Global infrastructure</td>
<td>106,427</td>
</tr>
<tr>
<td>T. Rowe Price U.S. Large Cap Core Corp Growth Equity</td>
<td>T. Rowe Price</td>
<td>U.S. equities</td>
<td>93,119</td>
</tr>
<tr>
<td>RBC Global Asset Management PH&amp;N Institutional</td>
<td>RBC</td>
<td>Global equities</td>
<td>90,214</td>
</tr>
<tr>
<td>Mawer Global Equity Fund</td>
<td>Mawer</td>
<td>Global equities</td>
<td>73,920</td>
</tr>
<tr>
<td>Axium Infrastructure Global Infrastructure</td>
<td>Axium</td>
<td>Global infrastructure</td>
<td>62,639</td>
</tr>
<tr>
<td>Bentall Kennedy Real Estate</td>
<td>Bentall Kennedy</td>
<td>Real estate</td>
<td>29,951</td>
</tr>
</tbody>
</table>
THE CONTRIBUTORY PENSION PLAN FOR
SALARIED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE 2000

Notes to Fund Financial Statements
(in thousands of dollars)

Year ended June 30, 2022

4. Investment income:

Details of the investment income earned by the Master Trust Fund are as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ -</td>
<td>$ 7</td>
</tr>
<tr>
<td>Short-term notes and treasury bills</td>
<td>11</td>
<td>(48)</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>32,788</td>
<td>51,841</td>
</tr>
<tr>
<td>Foreign common and preferred equities</td>
<td>381</td>
<td>31,785</td>
</tr>
<tr>
<td>Pooled fund investments</td>
<td>170,601</td>
<td>103,701</td>
</tr>
<tr>
<td>Foreign exchange gains (losses) including derivatives</td>
<td>(32,724)</td>
<td>58,406</td>
</tr>
<tr>
<td></td>
<td>$ 171,057</td>
<td>$ 245,692</td>
</tr>
</tbody>
</table>

The allocation of the investment income to the respective pension plans is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000</td>
<td>$ 295,918</td>
<td>$ 136,288</td>
</tr>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College</td>
<td>630</td>
<td>279</td>
</tr>
<tr>
<td>Timing difference between the realization of investment income in the Master Trust Fund and its allocation to the participating Pension Trust Funds</td>
<td>(125,491)</td>
<td>109,125</td>
</tr>
<tr>
<td></td>
<td>$ 171,057</td>
<td>$ 245,692</td>
</tr>
</tbody>
</table>

5. Related party transactions:

McMaster University provides certain administrative services to the Plan which is recorded at the amount agreed to by the parties. The cost for these services for the year ended June 30, 2022 was approximately $330 (2021 - $313), and is included in administrative expenses in the statement of changes in net assets available for benefits.
6. Financial instruments:

The investment objectives of the Plan are to efficiently fund the benefits of the participating plan members. As part of the risk management process, the Administrator has established a diversification policy, set rate of return objectives and developed specific investment guidelines.

(a) Fair value:

The fair value of investments is disclosed in note 2. The fair value of the Plan’s other financial assets and liabilities, being contributions receivable and fees payable and accrued liabilities, approximate their carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the statement of net assets available for benefits are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

The Plan’s investment in Master Trust is classified as Level 2. The following table presents the classification of the investments held within the Master Trust as at June 30, 2022, using the fair value hierarchy:

<table>
<thead>
<tr>
<th>2022</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian short-term notes and treasury bills</td>
<td>$ -</td>
<td>$16,028</td>
<td>$ -</td>
<td>$16,028</td>
</tr>
<tr>
<td>Foreign short-term notes and treasury bills</td>
<td>-</td>
<td>136</td>
<td>-</td>
<td>136</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>111,413</td>
<td>-</td>
<td>-</td>
<td>111,413</td>
</tr>
<tr>
<td>Canadian fixed income pool funds</td>
<td>-</td>
<td>742,589</td>
<td>-</td>
<td>742,589</td>
</tr>
<tr>
<td>Canadian real estate pooled fund investments</td>
<td>-</td>
<td>29,747</td>
<td>-</td>
<td>29,747</td>
</tr>
<tr>
<td>Global infrastructure</td>
<td>-</td>
<td>169,066</td>
<td>-</td>
<td>169,066</td>
</tr>
<tr>
<td>Canadian equity pool fund investments</td>
<td>-</td>
<td>162,352</td>
<td>-</td>
<td>162,352</td>
</tr>
<tr>
<td>Foreign equity pool fund investments</td>
<td>-</td>
<td>979,587</td>
<td>-</td>
<td>979,587</td>
</tr>
<tr>
<td>Net foreign exchange contracts payable</td>
<td>-</td>
<td>(385)</td>
<td>-</td>
<td>(385)</td>
</tr>
<tr>
<td></td>
<td>$111,413</td>
<td>$2,099,120</td>
<td>$ -</td>
<td>$2,210,533</td>
</tr>
</tbody>
</table>

Page 84 of 268
6. Financial instruments (continued):

(a) Fair value (continued):

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian short-term notes and treasury bills</td>
<td>$</td>
<td>$ 14,900</td>
<td>$</td>
<td>$ 14,900</td>
</tr>
<tr>
<td>Foreign short-term notes and treasury bills</td>
<td>-</td>
<td>180</td>
<td>-</td>
<td>180</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>191,361</td>
<td>-</td>
<td>-</td>
<td>191,361</td>
</tr>
<tr>
<td>Canadian fixed income pool funds</td>
<td>-</td>
<td>870,609</td>
<td>-</td>
<td>870,609</td>
</tr>
<tr>
<td>Canadian real estate pooled fund investments</td>
<td>-</td>
<td>24,750</td>
<td>-</td>
<td>24,750</td>
</tr>
<tr>
<td>Global infrastructure</td>
<td>-</td>
<td>103,520</td>
<td>-</td>
<td>103,520</td>
</tr>
<tr>
<td>Canadian equity pool fund investments</td>
<td>-</td>
<td>186,786</td>
<td>-</td>
<td>186,786</td>
</tr>
<tr>
<td>Foreign equity pool fund investments</td>
<td>-</td>
<td>1,196,785</td>
<td>-</td>
<td>1,196,785</td>
</tr>
<tr>
<td>Net foreign exchange contracts payable</td>
<td>-</td>
<td>(13,468)</td>
<td>-</td>
<td>(13,468)</td>
</tr>
<tr>
<td></td>
<td>$ 191,361</td>
<td>$ 2,384,062</td>
<td>$</td>
<td>$ 2,575,423</td>
</tr>
</tbody>
</table>

(b) Associated risks:

(i) Market price risk:

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all other factors affecting all instruments traded in the market. As all of the Plan’s financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly affect the net increase (decrease) in net assets available for benefits. Market price risk is managed by the Administrator through construction of a diversified portfolio of instruments traded on various markets and across various industries.

As at June 30, 2022, had the unit prices of equity benchmarks increased or decreased by 10% and assuming there is a perfect positive correlation between the Plan’s equity and pooled fund securities with all other variables held constant, the value of the Plan’s total equities would have increased or decreased by approximately $145.2 million or 6.6% of total net assets available for benefits (2021 - $170.3 million or 6.6%). The unit price of the Plan’s equity and pooled fund securities are affected by changes in market values, foreign exchange rates and interest rates impacting the underlying equity and debt instruments held within the Plan.
6. Financial instruments (continued):

(b) Associated risks (continued):

(ii) Interest rate risk:

Interest rate risk is the risk that the market value of the Plan’s investments will fluctuate due to changes in market interest rates. The Plan is exposed to the risk that the fair value or future cash flows of an investment will fluctuate because of changes in the market interest rates. The Plan mitigates this risk by diversifying the maturity schedule of its fixed income securities.

As at June 30, 2022, had the prevailing interest rates increased or decreased by 1%, with all other variables held constant, the value of the debt securities component of the Plan would have increased or decreased, respectively, by approximately $89.1 million or 4.0% of total net assets available for benefits (2021 - $116.0 million or 4.5%).

(iii) Liquidity risk:

Liquidity risk is the risk that the Plan may be unable to meet pension payment obligations under both normal and stressed conditions in a timely manner and at a reasonable cost. Management of liquidity seeks to ensure that even under adverse conditions, the Plan has access to immediate cash that is necessary to cover benefits payable, withdrawals and other liabilities. The Statement of Investment Policies and Procedures requires the Plan’s investments to be highly liquid, so they can be converted into cash on short notice. The Plan’s exposure to liquidity risk is considered negligible.

The accrued expenses of the Plan are all due within 90 days or less.

The following table summarizes the contractual maturities of all fixed income securities as at June 30, 2022, by the earlier of contractual repricing or maturity dates:

<table>
<thead>
<tr>
<th>Maturity range</th>
<th>2022</th>
<th>Percentage of fixed income</th>
<th>2021</th>
<th>Percentage of fixed income</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 5 years</td>
<td>$116,150</td>
<td>15.7%</td>
<td>$122,109</td>
<td>14.0%</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>77,397</td>
<td>10.4%</td>
<td>79,854</td>
<td>9.2%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>549,042</td>
<td>73.9%</td>
<td>668,646</td>
<td>76.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$742,589</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$870,609</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan invests in financial instruments denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risks that the exchange of the various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan’s assets denominated in currencies other than the Canadian dollar. As at June 30, 2022 and June 30, 2021, the Plan held currency contracts which mitigated its exposure to currency risk. The Plan’s overall currency positions and exposures are monitored on a regular basis by the Administrator.

The Plan’s currency exposure of its investments as at June 30, 2022 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
<th>Percentage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Canadian</td>
<td>Canadian</td>
<td>of total</td>
<td>of total</td>
</tr>
<tr>
<td></td>
<td>dollar</td>
<td>dollar</td>
<td></td>
<td></td>
</tr>
<tr>
<td>equivalent</td>
<td>equivalent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>US dollar</td>
<td>587,507</td>
<td>718,428</td>
<td>26.6%</td>
<td>27.7%</td>
</tr>
<tr>
<td>Euro</td>
<td>107,125</td>
<td>150,371</td>
<td>4.8%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Yen</td>
<td>87,253</td>
<td>98,365</td>
<td>3.9%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Sterling</td>
<td>53,018</td>
<td>63,215</td>
<td>2.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Franc</td>
<td>46,988</td>
<td>53,753</td>
<td>2.1%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Other</td>
<td>93,034</td>
<td>107,407</td>
<td>4.2%</td>
<td>4.2%</td>
</tr>
<tr>
<td></td>
<td>974,925</td>
<td>1,191,539</td>
<td>44.0%</td>
<td>46.0%</td>
</tr>
</tbody>
</table>

As at June 30, 2022, if the Canadian dollar strengthened or weakened by 5% in each respective foreign currency, with all other factors remaining constant, the following table summarizes the estimated impacts:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net</td>
<td>Estimated</td>
</tr>
<tr>
<td></td>
<td>exposure</td>
<td>impact</td>
</tr>
<tr>
<td>US dollar</td>
<td>587,507</td>
<td>29,375</td>
</tr>
<tr>
<td>Euro</td>
<td>107,125</td>
<td>5,356</td>
</tr>
<tr>
<td>Yen</td>
<td>87,253</td>
<td>4,363</td>
</tr>
<tr>
<td>Sterling</td>
<td>53,018</td>
<td>2,651</td>
</tr>
<tr>
<td>Franc</td>
<td>46,988</td>
<td>2,349</td>
</tr>
<tr>
<td>Other</td>
<td>93,034</td>
<td>4,652</td>
</tr>
<tr>
<td></td>
<td>974,925</td>
<td>48,746</td>
</tr>
</tbody>
</table>
6. Financial instruments (continued):

   (b) Associated risks (continued):

   (v) Credit risk:

   Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Plan. Credit risk is generally higher when a non-exchange traded financial instrument is involved because the counterparty for non-exchange traded financial instruments is not backed by an exchange clearing house. The Plan policy does not permit investments in below investment grade securities. The credit risk is minimized by dealing with borrowers considered to be of high quality and by monitoring their credit risk. The Plan records all investments at fair value and therefore the values reflected in the statement of net assets available for benefits represent the maximum credit exposure to the Plan.

   The following is a summary of the June 30, 2022 weighted average of funds invested, and the respective allocation targets:

<table>
<thead>
<tr>
<th>Policy Asset Mix %</th>
<th>Minimum</th>
<th>Benchmark</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian equities</td>
<td>12.5</td>
<td>8.0</td>
<td>13.0</td>
</tr>
<tr>
<td>U.S. equities</td>
<td>21.6</td>
<td>15.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Non-North American equities</td>
<td>15.2</td>
<td>10.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Global equities</td>
<td>7.7</td>
<td>-</td>
<td>7.0</td>
</tr>
<tr>
<td>Real assets¹</td>
<td>9.0</td>
<td>5.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Total equities and real assets</td>
<td>66.0</td>
<td>-</td>
<td>65.0</td>
</tr>
<tr>
<td>Fixed income</td>
<td>33.6</td>
<td>20.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Cash and short term investments</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total fixed income</td>
<td>34.0</td>
<td>-</td>
<td>35.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

¹Real assets includes real estate and infrastructure investments.

The Total Fund Benchmark Portfolio and Asset Mix guidelines states that a minimum of 50% to a maximum of 80% of the total fund's assets by market value can be invested in equities and real assets. The Total Fund Benchmark Portfolio and Asset Mix Policy also states a minimum of 20% to a maximum of 50% of the total fund's assets can be invested in fixed income which includes cash and short term investments.
6. Financial instruments (continued):

(b) Associated risks (continued):

(v) Credit risk (continued):

The following is a summary of the Plan's investments in interest-bearing financial instruments and the Plan's exposure to credit risk as at June 30, 2022:

<table>
<thead>
<tr>
<th>Credit rating</th>
<th>2022 Fair value</th>
<th>Percentage of portfolio</th>
<th>2021 Fair value</th>
<th>Percentage of portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>$188,346</td>
<td>25.4%</td>
<td>$226,064</td>
<td>26.0%</td>
</tr>
<tr>
<td>AA</td>
<td>343,942</td>
<td>46.3%</td>
<td>398,759</td>
<td>45.8%</td>
</tr>
<tr>
<td>A</td>
<td>136,818</td>
<td>18.4%</td>
<td>154,091</td>
<td>17.7%</td>
</tr>
<tr>
<td>BBB</td>
<td>73,483</td>
<td>9.9%</td>
<td>91,695</td>
<td>10.5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$742,589</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$870,609</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

(c) Interest-bearing investments:

The following information is provided in respect of interest-bearing investments in the Master Trust Fund:

<table>
<thead>
<tr>
<th></th>
<th>2022 Investment total</th>
<th>2022 Average effective yield</th>
<th>2021 Investment total</th>
<th>2021 Average effective yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term notes and treasury bills</td>
<td>$16,164</td>
<td>0.2%</td>
<td>$15,080</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

The average effective yield is the rate at which the future cash flows of the instrument must be discounted to arrive at the fair value of the instrument.
7. Capital risk management:

The capital of the Plan is represented by the net assets available for benefits. The main objective of the defined benefit Plan is to ensure the security of the promised pension benefits under the Plan. The Plan fulfills its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (the “SIP&P”), which is reviewed annually by the Pension Committee. The Plan manages net assets available for benefits by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (contributions) in accordance with the approved SIP&P. For the year ended June 30, 2022 the Plan followed the most recently effective SIP&P which was amended effective October 28, 2021. The latest amendment to the SIP&P included updates to align with industry practice and to reflect regulatory requirements, as well as updates to eligible investments, manager mandates, and investment mix.

The Plan’s investment managers and other consultants as at June 30, 2022 are as follows:

<table>
<thead>
<tr>
<th>Services</th>
<th>Managers and Consultants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Consultant</td>
<td>Aon Hewitt Associates</td>
</tr>
<tr>
<td>Investment Managers</td>
<td>BentallGreenOak (Canada) Limited Partnership</td>
</tr>
<tr>
<td></td>
<td>BlackRock Asset Management Canada Limited</td>
</tr>
<tr>
<td></td>
<td>BlackRock Institutional Trust Company, N.A.</td>
</tr>
<tr>
<td></td>
<td>Jarislowsky Fraser &amp; Company Limited</td>
</tr>
<tr>
<td></td>
<td>Grantham, Mayo, van Otterloo &amp; Company</td>
</tr>
<tr>
<td></td>
<td>RBC Global Asset Management</td>
</tr>
<tr>
<td></td>
<td>T. Rowe Price (Canada), Inc.</td>
</tr>
<tr>
<td></td>
<td>State Street Global Advisors Limited</td>
</tr>
<tr>
<td></td>
<td>Walter Scott &amp; Partners Limited</td>
</tr>
<tr>
<td></td>
<td>IFM Investors (US) LLC</td>
</tr>
<tr>
<td></td>
<td>Mawer Investment Management Ltd.</td>
</tr>
<tr>
<td></td>
<td>Axium Infrastructure</td>
</tr>
<tr>
<td>Actuary</td>
<td>Mercer Human Resources Consulting Ltd.</td>
</tr>
<tr>
<td>Custodian/Trustee</td>
<td>CIBC Mellon Trust Company</td>
</tr>
</tbody>
</table>

Although there are no regulatory requirements relating to the level of net assets available for benefits, the funding to be maintained by the defined benefit Plan is determined through triennial actuarial valuations. No contributions remain past due as of June 30, 2022. The Pension Plan investments fell within the asset mix target ranges for the Plan as at June 30, 2022.

The Plan is required to file fund financial statements with FSRA annually.
GOVERNANCE BODY   Planning and Resource Committee (PRC)
ITEM/SUBJECT   Annual Salaried Pension Plan (Original Plan) Financial Statements - June 30, 2022
DATE   December 1, 2022
LEAD   Deidre (Dee) Henne, AVP (Admin) & Chief Financial Officer
       Steven Moore, University Treasurer
GOVERNANCE PATH   Pension Trust Committee (November 10, 2022), Planning and Resources Committee, Board of Governors (for information)
MOTION   That the Planning and Resources Committee approve the audited financial statements of the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College as at June 30, 2022, as circulated.
JURISDICTION   Pension Benefits Act & Financial Services Regulatory Authority (FSRA) of Ontario
SUPPLEMENTAL MATERIALS   None

EXECUTIVE SUMMARY
McMaster is required to prepare and file audited pension financial statements for the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College (“Plan 2000”) and the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College (“Original Plan”) with Financial Services Regulatory Authority (FSRA) of Ontario annually. The financial statements have been reviewed and approved by the Pension Trust Committee and have received a clean audit opinion from KPMG.

BACKGROUND
McMaster University sponsors and acts as administrator for two contributory pension plans for salaried employees. McMaster has prepared financial statements to comply with FSRA requirements, the regulator of Ontario pension plans. The financial statements are prepared in accordance with Section 76 of the Ontario Pension Benefit Act. These statements summarize the investments backing the pension liabilities but do not include the pension liabilities which are reflected in the McMaster University’s financial statements. The financial statements are prepared as of June 30th year-end.

Both Salaried pension plans, Plan 2000 and Original Plan, invest in one portfolio of assets held in a jointly-owned investment pool (“Master Trust”). Each plan invests on pro-rata basis in the Master Trust. The split of the ownership of the assets held in the Master Trust is 99.8% Plan 2000 and 0.2% Original Plan.

STRATEGIC ALIGNMENT
Preparation of Audited Financial Statements is in accordance with meeting statutory/regulatory requirements and is aligned with McMaster’s financial policies and procedures.

RISK AND RISK MITIGATION STRATEGIES
| Risk: Failure to prepare and file accurate financial statements with FSRA would impact McMaster reputation and potentially result in regulatory action. | Mitigation strategy: The financial statements are prepared and reviewed by McMaster, reviewed by Pension Trust Committee, and audited by KPMG. |

RECOMMENDATIONS AND NEXT STEPS
For compliance approval and acceptance of the annual audited financial statements is required.

QUESTIONS AND ANSWERS
1. Why are the Financial Statements marked Draft? The Financial Statements are marked draft until they are approved by the PRC. KMPG has completed its audit of the financial statements and have provided a clean opinion.

Note: FSRA is formerly known as FSCO (Financial Services Commission of Ontario).
Fund Financial Statements of

THE CONTRIBUTORY PENSION PLAN
FOR SALARIED EMPLOYEES
OF McMaster University including
McMaster Divinity College

And Independent Auditors' Report thereon

Year ended June 30, 2022

Registration Number 0215400
INDEPENDENT AUDITORS’ REPORT

To the Administrator of The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College

Opinion

We have audited the accompanying fund financial statements of The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College (the “Plan”), which comprise:

• the statement of net assets available for benefits as at June 30, 2022
• the statement of changes in net assets available for benefits for the year then ended
• and notes to the fund financial statements, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the “fund financial statements”).

In our opinion, the accompanying fund financial statements, present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the Plan in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.
Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 1(a) in the fund financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements. The fund financial statements are prepared to assist the Administrator of the Plan to meet the requirements of Section 76 of Regulations of the Pension Benefits Act (Ontario).

As a result, the fund financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the fund financial statements in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing the Plan's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Plan’s financial reporting process.

Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the fund financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the fund financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the fund financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.

• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

• Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the fund financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Plan to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

• Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

DRAFT

December 15, 2022
Hamilton, Canada
THE CONTRIBUTORY PENSION PLAN FOR
SALARIED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE

Statement of Net Assets Available for Benefits
(in thousands of dollars)

June 30, 2022, with comparative information for 2021

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer contributions receivable</td>
<td>$2</td>
<td>$9</td>
</tr>
<tr>
<td>Employee contributions receivable</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Investment in Master Trust (note 2)</td>
<td>4,471</td>
<td>5,275</td>
</tr>
<tr>
<td>Total assets</td>
<td>4,476</td>
<td>5,286</td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees payable and accrued liabilities</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Net assets available for benefits</td>
<td>$4,461</td>
<td>$5,261</td>
</tr>
</tbody>
</table>

See accompanying notes to fund financial statements.

On behalf of the Administrator:

Saher Fazilat  
Vice-President (Operations and Finance)  
McMaster University

Deidre Henne  
Assistant Vice-President (Administration) & CFO  
McMaster University
THE CONTRIBUTORY PENSION PLAN FOR
SALARIED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE

Statement of Changes in Net Assets Available for Benefits
(in thousands of dollars)

June 30, 2022, with comparative information for 2021

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCREASE IN NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income allocated by the Master Trust Fund (note 4):</td>
<td>$108</td>
<td>$106</td>
</tr>
<tr>
<td>Investment income</td>
<td>459</td>
<td>137</td>
</tr>
<tr>
<td>Net realized gain on sale of investments</td>
<td>63</td>
<td>36</td>
</tr>
<tr>
<td>Change in net unrealized gain in investments</td>
<td>-</td>
<td>506</td>
</tr>
<tr>
<td>Contributions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer current service</td>
<td>87</td>
<td>114</td>
</tr>
<tr>
<td>Employee required</td>
<td>33</td>
<td>32</td>
</tr>
<tr>
<td><strong>DECREASE IN NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in net unrealized loss in investments</td>
<td>-</td>
<td>1,298</td>
</tr>
<tr>
<td>Payments to members:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension benefits</td>
<td>85</td>
<td>91</td>
</tr>
<tr>
<td>Termination benefits</td>
<td>48</td>
<td>7</td>
</tr>
<tr>
<td>Expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>95</td>
<td>40</td>
</tr>
<tr>
<td>Investment managers</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>Audit</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Trustee and custodial</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Pension filing</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Administrative (note 5)</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in net assets available for benefits</strong></td>
<td>$(800)</td>
<td>771</td>
</tr>
<tr>
<td><strong>Net assets available for benefits, beginning of year</strong></td>
<td>$5,261</td>
<td>$4,490</td>
</tr>
<tr>
<td><strong>Net assets available for benefits, end of year</strong></td>
<td>$4,461</td>
<td>$5,261</td>
</tr>
</tbody>
</table>

See accompanying notes to fund financial statements.
The Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College (the “Plan”) is a defined benefit registered pension plan in the Province of Ontario under registration number 0215400, the Administrator of which is McMaster University.

McMaster University operates the Master Trust Fund to facilitate the collective management of the investment assets for pension plans of McMaster University and Divinity College. These fund financial statements reflect the consolidation of net assets held by the Plan directly and its share of the net assets of the Master Trust Fund.

The Plan is operated in accordance with the Trust and Custodial Services Agreement dated July 1, 2000, between McMaster University (the “Administrator”) and CIBC Mellon Trust Company (the “Trustee”).

1. Significant accounting policies:

(a) Basis of presentation:

The Financial Services Regulatory Authority of Ontario (“FSRA”) replaced The Financial Services Commission of Ontario (“FSCO”) effective June 2019. As permitted by FSRA under Section 76 of the Regulations to the Pension Benefits Act (Ontario), the Plan has prepared fund financial statements in accordance with Canadian accounting standards for pension plans as outlined under CPA Canada Handbook Section 4600, excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Section 4600 requires the Plan to comply (on a consistent basis) with either International Financial Reporting Standards (IFRS) - Part I of CPA Canada Handbook - Accounting or Canadian Accounting Standards for Private Enterprises - Part II of CPA Canada Handbook - Accounting. The plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Administrator of the Plan in meeting the requirements of the Financial Services Regulatory Authority of Ontario. As a result, these fund financial statements may not be suitable for another purpose.

These fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about McMaster University including McMaster Divinity College's financial health.

(b) Basis of measurement:

The fund financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for benefits.

(c) Functional and presentation currency:

These fund financial statements are presented in Canadian dollars, which is the Plan's functional currency.
1. Significant accounting policies (continued):

(d) Financial assets and financial liabilities:

(i) Non-derivative financial assets:

Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

The Plan measures all of its investments at fair value through the statement of changes in net assets available for benefits.

All other non-derivative financial assets including contributions receivable are measured at amortized cost.

The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

On de-recognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as a net realized gain (loss) on sale of investments.

(ii) Non-derivative financial liabilities:

All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

Financial assets and liabilities are offset and the net amount presented in the statement of net assets when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

The Plan considers its fees payable and accrued liabilities to be a non-derivative financial liability.

(iii) Derivative financial instruments:

Derivative financial instruments are recognized initially at fair value and attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and all changes are recognized immediately in the statement of changes in net assets available for benefits.

(e) Fair value measurement:

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction on the measurement date.

In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13") in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.
1. Significant accounting policies (continued):

   (e) Fair value measurement (continued):

   When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm's length basis.

   If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm's length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

   The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

   All changes in fair value, other than interest and dividend income are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gains.

   Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan's proportionate share of underlying net assets at fair value using closing market prices.

   Investments are stated at fair value. Fair values of investments including those held within the Master Trust are determined as follows:

   i) Bonds and equities are valued at year-end quoted closing prices where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

   ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

   iii) Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan's proportionate share of underlying net assets at fair values determined using closing market prices.

   iv) Investments in derivative financial instruments, including futures, forwards and option contracts, are valued at year-end quoted market prices where available. Where quoted prices are not available, values are determined using pricing models, which take into account current market and contractual prices of the underlying instruments, as well as time value and yield curve or volatility factors underlying the positions.

   Unrealized gains and losses on derivative financial instruments, net of premiums paid or received on options contracts, are included in derivative contracts investments.

   Investment transactions are accounted for on the trade date.
1. Significant accounting policies (continued):

   (f) Investment income:
   Investment income, which is recorded on the accrual basis, includes interest income, dividends and pooled fund distributions.

   (g) Change in net unrealized gain or loss in investments:
   The change in net unrealized gain or loss in investments is the change in the difference between the fair value and cost of investments from the beginning to the end of the year.

   (h) Foreign currency:
   Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated into Canadian dollars at the exchange rate at the reporting date. The fair values of foreign currency denominated investments are translated into Canadian dollars at the reporting date rates of exchange. Gains and losses arising from transactions are included in investment income within the statement of changes in net assets available for benefits.

   (i) Net realized gain or loss on sales of investments:
   The net realized gain on sale of investments represents the difference between proceeds received and the average cost of investments sold.

   The net realized gain or loss on sale of units in the Master Trust Fund represents the difference between the proceeds received and the average cost of the units sold.

   (j) Income taxes:
   The Plan is a Registered Pension Trust as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

   (k) Use of estimates:
   The preparation of the fund financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

   Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.
THE CONTRIBUTORY PENSION PLAN FOR
SALARIED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE

Notes to Fund Financial Statements
(in thousands of dollars)

Year ended June 30, 2022

2. Investment in Master Trust:

Details of the Master Trust Fund investments are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cost</td>
<td>Fair Value</td>
</tr>
<tr>
<td>Canadian short-term notes and treasury bills</td>
<td>$16,028</td>
<td>$16,028</td>
</tr>
<tr>
<td>Foreign short-term notes and treasury bills</td>
<td>133</td>
<td>136</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>83,880</td>
<td>111,413</td>
</tr>
<tr>
<td>Canadian fixed income pool funds</td>
<td>915,943</td>
<td>742,589</td>
</tr>
<tr>
<td>Canadian real estate pooled fund investments</td>
<td>23,497</td>
<td>29,747</td>
</tr>
<tr>
<td>Global infrastructure</td>
<td>148,644</td>
<td>169,066</td>
</tr>
<tr>
<td>Canadian equity pool fund investments</td>
<td>168,332</td>
<td>162,351</td>
</tr>
<tr>
<td>Foreign equity pool fund investments</td>
<td>760,078</td>
<td>979,588</td>
</tr>
<tr>
<td>Net foreign exchange contracts payable</td>
<td>-</td>
<td>(385)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,116,535</strong></td>
<td><strong>2,210,533</strong></td>
</tr>
<tr>
<td>Cash</td>
<td>1,335</td>
<td>1,335</td>
</tr>
<tr>
<td>Receivables</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accrued investment income</td>
<td>331</td>
<td>331</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(240)</td>
<td>(240)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,117,961</strong></td>
<td><strong>2,211,959</strong></td>
</tr>
</tbody>
</table>

This allocation of the investment in the Master Trust Fund to the respective pension plans is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Units</td>
<td>Fair Value</td>
</tr>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000</td>
<td>6,490,627</td>
<td>$2,207,488</td>
</tr>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College</td>
<td>13,146</td>
<td>4,471</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,211,959</strong></td>
<td><strong>2,590,807</strong></td>
</tr>
</tbody>
</table>

The cost of the units held in Master Trust Fund by the Plan at June 30, 2022 was $4,614 (2021 - $4,143).
3. Statutory disclosures:

The following information is provided in respect of individual investments in the Master Trust Fund with a fair value in excess of 1% of the Master Trust Fund as at June 30, 2022 as required by the Pension Benefits Act (Ontario).

(a) Pooled fund investments:

<table>
<thead>
<tr>
<th>Fund name</th>
<th>Fund operator</th>
<th>Nature of investments held</th>
<th>Fair value</th>
</tr>
</thead>
<tbody>
<tr>
<td>BlackRock Long Bond Index Class A</td>
<td>BlackRock</td>
<td>Canadian bonds and debentures</td>
<td>$465,983</td>
</tr>
<tr>
<td>BlackRockRussell 1000 Alpha Tilts Fund B</td>
<td>BlackRock</td>
<td>U.S. equities</td>
<td>383,605</td>
</tr>
<tr>
<td>Black Rock Universe Index Class A</td>
<td>BlackRock</td>
<td>Canadian bonds and debentures</td>
<td>276,606</td>
</tr>
<tr>
<td>NCS Canadian Institutional Trusts</td>
<td>Walter Scott</td>
<td>Non-North American equities</td>
<td>189,014</td>
</tr>
<tr>
<td>WWISE Canadian Fundamental Equity</td>
<td>WWISE</td>
<td>Canadian equities</td>
<td>153,197</td>
</tr>
<tr>
<td>GMO International Opportunities Equity Allocation Fund</td>
<td>GMO</td>
<td>Non-North American equities</td>
<td>148,996</td>
</tr>
<tr>
<td>IFM Global Infrastructure L.P. Class A Interests</td>
<td>IFM (Canada)</td>
<td>Global infrastructure</td>
<td>106,427</td>
</tr>
<tr>
<td>T. Rowe Price US Large Cap Core Corp Growth Equity</td>
<td>T. Rowe Price</td>
<td>U.S. equities</td>
<td>93,119</td>
</tr>
<tr>
<td>RBC Global Asset Management PH&amp;N Institutional</td>
<td>RBC</td>
<td>Global equities</td>
<td>90,214</td>
</tr>
<tr>
<td>Mawer Global Equity Fund</td>
<td>Mawer</td>
<td>Global equities</td>
<td>73,920</td>
</tr>
<tr>
<td>Axium Infrastructure Global Infrastructure</td>
<td>Axium</td>
<td>Global infrastructure</td>
<td>62,639</td>
</tr>
<tr>
<td>Bentall Kennedy Real Estate</td>
<td>Bentall Kennedy</td>
<td>Real estate</td>
<td>29,951</td>
</tr>
</tbody>
</table>
4. Investment income:

Details of the investment income earned by the Master Trust Fund are as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Short-term notes and treasury bills</td>
<td>11</td>
<td>(48)</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>32,788</td>
<td>51,841</td>
</tr>
<tr>
<td>Foreign common and preferred equities</td>
<td>381</td>
<td>31,785</td>
</tr>
<tr>
<td>Pooled fund investments</td>
<td>170,601</td>
<td>103,701</td>
</tr>
<tr>
<td>Foreign exchange gains (losses) including derivatives</td>
<td>(32,724)</td>
<td>58,406</td>
</tr>
<tr>
<td></td>
<td>$ 171,057</td>
<td>$ 245,692</td>
</tr>
</tbody>
</table>

The allocation of the investment income to the respective pension plans is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000</td>
<td>$ 295,918</td>
<td>$ 136,288</td>
</tr>
<tr>
<td>The Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College</td>
<td>630</td>
<td>279</td>
</tr>
<tr>
<td>Timing difference between the realization of investment income in the Master Trust Fund and its allocation to the participating Pension Trust Funds</td>
<td>(125,491)</td>
<td>109,125</td>
</tr>
<tr>
<td></td>
<td>$ 171,057</td>
<td>$ 245,692</td>
</tr>
</tbody>
</table>

5. Related party transactions:

McMaster University provides certain administrative services to the Plan which is recorded at the amount agreed to by the parties. The cost for these services for the year ended June 30, 2022 was $1 (2021 - $1), and is included in administrative expenses in the statement of changes in net assets available for benefits.
6. Financial instruments:

The investment objectives of the Plan are to efficiently fund the benefits of the participating plan members. As part of the risk management process, the Administrator has established a diversification policy, set rate of return objectives and developed specific investment guidelines.

(a) Fair value:

The fair value of investments is disclosed in note 2. The fair value of the Plan’s other financial assets and liabilities, being contributions receivable and fees payable and accrued liabilities, approximate their carrying values due to the short-term nature of these financial instruments.

Fair value measurements recognized in the statement of net assets available for benefits are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.

The Plan’s investment in Master Trust is classified as Level 2. The following table presents the classification of the investments held within the Master Trust as at June 30, 2022, using the fair value hierarchy:

<table>
<thead>
<tr>
<th>2022</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian short-term notes and treasury bills</td>
<td>$</td>
<td>$ 16,028</td>
<td>$</td>
<td>$ 16,028</td>
</tr>
<tr>
<td>Foreign short-term notes and treasury bills</td>
<td>$</td>
<td>136</td>
<td>$</td>
<td>136</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>111,413</td>
<td>$</td>
<td>$</td>
<td>111,413</td>
</tr>
<tr>
<td>Canadian fixed income pool funds</td>
<td>$</td>
<td>742,589</td>
<td>$</td>
<td>742,589</td>
</tr>
<tr>
<td>Canadian real estate pooled fund</td>
<td>$</td>
<td>29,747</td>
<td>$</td>
<td>29,747</td>
</tr>
<tr>
<td>investments</td>
<td>$</td>
<td>169,066</td>
<td>$</td>
<td>169,066</td>
</tr>
<tr>
<td>Global infrastructure</td>
<td>$</td>
<td>162,352</td>
<td>$</td>
<td>162,352</td>
</tr>
<tr>
<td>Canadian equity pool fund investments</td>
<td>$</td>
<td>979,587</td>
<td>$</td>
<td>979,587</td>
</tr>
<tr>
<td>Foreign equity pool fund investments</td>
<td>$</td>
<td>(385)</td>
<td>$</td>
<td>(385)</td>
</tr>
<tr>
<td>Net foreign exchange contracts payable</td>
<td>$</td>
<td></td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$ 111,413</td>
<td>$ 2,099,120</td>
<td>$</td>
<td>$2,210,533</td>
</tr>
</tbody>
</table>
6. Financial instruments (continued):

(a) Fair value (continued):

<table>
<thead>
<tr>
<th>2021</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian short-term notes and treasury bills</td>
<td>-</td>
<td>$14,900</td>
<td>-</td>
<td>$14,900</td>
</tr>
<tr>
<td>Foreign short-term notes and treasury bills</td>
<td>-</td>
<td>180</td>
<td>-</td>
<td>180</td>
</tr>
<tr>
<td>Canadian common and preferred equities</td>
<td>191,361</td>
<td>-</td>
<td>-</td>
<td>191,361</td>
</tr>
<tr>
<td>Canadian fixed income pool funds</td>
<td>-</td>
<td>870,609</td>
<td>-</td>
<td>870,609</td>
</tr>
<tr>
<td>Canadian real estate pooled fund investments</td>
<td>-</td>
<td>24,750</td>
<td>-</td>
<td>24,750</td>
</tr>
<tr>
<td>Global infrastructure</td>
<td>-</td>
<td>103,520</td>
<td>-</td>
<td>103,520</td>
</tr>
<tr>
<td>Canadian equity pool fund investments</td>
<td>-</td>
<td>186,786</td>
<td>-</td>
<td>186,786</td>
</tr>
<tr>
<td>Foreign equity pool fund investments</td>
<td>-</td>
<td>1,196,785</td>
<td>-</td>
<td>1,196,785</td>
</tr>
<tr>
<td>Net foreign exchange contracts payable</td>
<td>-</td>
<td>(13,468)</td>
<td>-</td>
<td>(13,468)</td>
</tr>
<tr>
<td></td>
<td>$191,361</td>
<td>$2,384,062</td>
<td>$-</td>
<td>$2,575,423</td>
</tr>
</tbody>
</table>

(b) Associated risks:

(i) Market price risk:

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all other factors affecting all instruments traded in the market. As all of the Plan's financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly affect the net increase (decrease) in net assets available for benefits. Market price risk is managed by the Administrator through construction of a diversified portfolio of instruments traded on various markets and across various industries.

As at June 30, 2022, had the unit prices of equity benchmarks increased or decreased by 10% and assuming there is a perfect positive correlation between the Plan’s equity and pooled fund securities with all other variables held constant, the value of the Plan’s total equities would have increased or decreased by approximately $290 or 6.6% of total net assets available for benefits (2021 - $341 or 6.6%). The unit price of the Plan’s equity and pooled fund securities are affected by changes in market values, foreign exchange rates and interest rates impacting the underlying equity and debt instruments held within the Plan.
6. Financial instruments (continued):

(b) Associated risks (continued):

(ii) Interest rate risk:

Interest rate risk is the risk that the market value of the Plan’s investments will fluctuate due to changes in market interest rates. The Plan is exposed to the risk that the fair value or future cash flows of an investment will fluctuate because of changes in the market interest rates. The Plan mitigates this risk by diversifying the maturity schedule of its fixed income securities.

As at June 30, 2022, had the prevailing interest rates increased or decreased by 1%, with all other variables held constant, the value of the debt securities component of the Plan would have increased or decreased, respectively, by approximately $178 or 4.0% of total net assets available for benefits (2021 - $232 or 4.4%).

(iii) Liquidity risk:

Liquidity risk is the risk that the Plan may be unable to meet pension payment obligations under both normal and stressed conditions in a timely manner and at a reasonable cost. Management of liquidity seeks to ensure that even under adverse conditions, the Plan has access to immediate cash that is necessary to cover benefits payable, withdrawals and other liabilities. The Statement of Investment Policies and Procedures requires the Plan’s investments to be highly liquid so they can be converted into cash on short notice. The Plan’s exposure to liquidity risk is considered negligible.

The accrued expenses of the Plan are all due within 90 days or less.

The following table summarizes the contractual maturities of all fixed income securities as at June 30, 2022, by the earlier of contractual repricing or maturity dates:

<table>
<thead>
<tr>
<th>Maturity range</th>
<th>2022 Fair value</th>
<th>Percentage of fixed income</th>
<th>2021 Fair value</th>
<th>Percentage of fixed income</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 5 years</td>
<td>$232</td>
<td>15.7%</td>
<td>$244</td>
<td>14.0%</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>155</td>
<td>10.4%</td>
<td>160</td>
<td>9.2%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>1,098</td>
<td>73.9%</td>
<td>1,337</td>
<td>76.8%</td>
</tr>
<tr>
<td></td>
<td>$1,485</td>
<td>100.0%</td>
<td>$1,741</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
6. Financial instruments (continued):

(b) Associated risks (continued):

(iv) Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan invests in financial instruments denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risks that the exchange of the various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan’s assets denominated in currencies other than the Canadian dollar. As at June 30, 2022 and June 30, 2021, the Plan held currency contracts which mitigated its exposure to currency risk. The Plan’s overall currency positions and exposures are monitored on a regular basis by the Administrator.

The Plan’s currency exposure of its investments as at June 30, 2022 is as follows:

<table>
<thead>
<tr>
<th>Currency</th>
<th>2022 Canadian dollar equivalent</th>
<th>2022 Percentage of total</th>
<th>2021 Canadian dollar equivalent</th>
<th>2021 Percentage of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>US dollar</td>
<td>$1,175</td>
<td>26.6%</td>
<td>$1,437</td>
<td>27.7%</td>
</tr>
<tr>
<td>Euro</td>
<td>214</td>
<td>4.8%</td>
<td>301</td>
<td>5.8%</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>175</td>
<td>3.9%</td>
<td>197</td>
<td>3.8%</td>
</tr>
<tr>
<td>Pound Sterling</td>
<td>106</td>
<td>2.4%</td>
<td>126</td>
<td>2.4%</td>
</tr>
<tr>
<td>Swiss Franc</td>
<td>94</td>
<td>2.1%</td>
<td>108</td>
<td>2.1%</td>
</tr>
<tr>
<td>Other</td>
<td>186</td>
<td>4.2%</td>
<td>215</td>
<td>4.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,950</strong></td>
<td><strong>44.0%</strong></td>
<td><strong>$2,384</strong></td>
<td><strong>46.0%</strong></td>
</tr>
</tbody>
</table>

As at June 30, 2022, if the Canadian dollar strengthened or weakened by 5% in each respective foreign currency, with all other factors remaining constant, the following table summarizes the estimated impacts:

<table>
<thead>
<tr>
<th>Currency</th>
<th>2022 Net exposure</th>
<th>2022 Estimated impact</th>
<th>2021 Net exposure</th>
<th>2021 Estimated impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>US dollar</td>
<td>$1,175</td>
<td>$59</td>
<td>$1,437</td>
<td>$72</td>
</tr>
<tr>
<td>Euro</td>
<td>214</td>
<td>11</td>
<td>301</td>
<td>15</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>175</td>
<td>9</td>
<td>197</td>
<td>10</td>
</tr>
<tr>
<td>Pound Sterling</td>
<td>106</td>
<td>5</td>
<td>126</td>
<td>6</td>
</tr>
<tr>
<td>Swiss Franc</td>
<td>94</td>
<td>5</td>
<td>108</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>186</td>
<td>9</td>
<td>215</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,950</strong></td>
<td><strong>$98</strong></td>
<td><strong>$2,384</strong></td>
<td><strong>$119</strong></td>
</tr>
</tbody>
</table>
6. Financial instruments (continued):

(b) Associated risks (continued):

(v) Credit risk:

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Plan. Credit risk is generally higher when a non-exchange traded financial instrument is involved because the counterparty for non-exchange traded financial instruments is not backed by an exchange clearing house. The Plan policy does not permit investments in below investment grade securities. The credit risk is minimized by dealing with borrowers considered to be of high quality and by monitoring their credit risk. The Plan records all investments at fair value and therefore the values reflected in the statement of net assets available for benefits represent the maximum credit exposure to the Plan.

The following is a summary of the June 30, 2022 weighted average of funds invested, and the respective allocation targets:

<table>
<thead>
<tr>
<th>Policy Asset Mix %</th>
<th>Asset Mix %</th>
<th>Minimum</th>
<th>Benchmark</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian equities</td>
<td>12.5</td>
<td>8.0</td>
<td>13.0</td>
<td>18.0</td>
</tr>
<tr>
<td>U.S. equities</td>
<td>21.6</td>
<td>15.0</td>
<td>20.0</td>
<td>25.0</td>
</tr>
<tr>
<td>Non-North American equities</td>
<td>15.2</td>
<td>10.0</td>
<td>15.0</td>
<td>20.0</td>
</tr>
<tr>
<td>Global equities</td>
<td>7.7</td>
<td>-</td>
<td>7.0</td>
<td>14.0</td>
</tr>
<tr>
<td>Real assets¹</td>
<td>9.0</td>
<td>5.0</td>
<td>10.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Total equities and real assets</td>
<td>66.0</td>
<td></td>
<td>65.0</td>
<td></td>
</tr>
<tr>
<td>Fixed income</td>
<td>33.6</td>
<td>20.0</td>
<td>35.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Cash and short term investments</td>
<td>0.4</td>
<td>-</td>
<td>-</td>
<td>10.0</td>
</tr>
<tr>
<td>Total fixed income</td>
<td>34.0</td>
<td></td>
<td>35.0</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td></td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

¹Real assets includes real estate and infrastructure investments.

The Total Fund Benchmark Portfolio and Asset Mix guidelines states that a minimum of 50% to a maximum of 80% of the total fund's assets by market value can be invested in equities and real assets. The Total Fund Benchmark Portfolio and Asset Mix Policy also states a minimum of 20% to a maximum of 50% of the total fund's assets can be invested in fixed income which includes cash and short term investments.
6. Financial instruments (continued):

(b) Associated risks (continued):

(v) Credit risk (continued):

The following is a summary of the Plan’s investments in interest-bearing financial instruments and the Plan’s exposure to credit risk as at June 30, 2022:

<table>
<thead>
<tr>
<th>Credit rating</th>
<th>2022 Fair value</th>
<th>Percentage of portfolio</th>
<th>2021 Fair value</th>
<th>Percentage of portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>$376</td>
<td>25.4%</td>
<td>$452</td>
<td>26.0%</td>
</tr>
<tr>
<td>AA</td>
<td>688</td>
<td>46.3%</td>
<td>798</td>
<td>45.8%</td>
</tr>
<tr>
<td>A</td>
<td>274</td>
<td>18.4%</td>
<td>308</td>
<td>17.7%</td>
</tr>
<tr>
<td>BBB</td>
<td>147</td>
<td>9.9%</td>
<td>183</td>
<td>10.5%</td>
</tr>
<tr>
<td></td>
<td>$1,485</td>
<td>100.0%</td>
<td>$1,741</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

(c) Interest-bearing investments:

The following information is provided in respect of interest-bearing investments in the Master Trust Fund:

<table>
<thead>
<tr>
<th>Investment total</th>
<th>Average effective yield</th>
<th>Investment total</th>
<th>Average effective yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short-term notes</td>
<td>$16,164</td>
<td>0.2%</td>
<td>$15,080</td>
</tr>
</tbody>
</table>

The average effective yield is the rate at which the future cash flows of the instrument must be discounted to arrive at the fair value of the instrument.
7. Capital risk management:

The capital of the Plan is represented by the net assets available for benefits. The main objective of the defined benefit Plan is to ensure the security of the promised pension benefits under the Plan. The Plan fulfils its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (the “SIP&P”), which is reviewed annually by the Pension Committee. The Plan manages net assets available for benefits by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (contributions) in accordance with the approved SIP&P. For the year ended June 30, 2022 the plan followed the most recently effective SIP&P which was amended effective October 28, 2021. The latest amendment to the SIP&P included updates to align with industry practice and to reflect regulatory requirements, as well as updates to eligible investments, manager mandates, and investment mix.

The Plan’s investment managers and other consultants as at June 30, 2022 are as follows:

<table>
<thead>
<tr>
<th>Services</th>
<th>Managers and Consultants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment Consultant</td>
<td>Aon Hewitt Associates</td>
</tr>
<tr>
<td>Investment Managers</td>
<td>BentallGreenOak (Canada) Limited Partnership</td>
</tr>
<tr>
<td></td>
<td>BlackRock Asset Management Canada Limited</td>
</tr>
<tr>
<td></td>
<td>BlackRock Institutional Trust Company, N.A.</td>
</tr>
<tr>
<td></td>
<td>Jarislowsky Fraser &amp; Company Limited</td>
</tr>
<tr>
<td></td>
<td>Grantham, Mayo, van Otterloo &amp; Company</td>
</tr>
<tr>
<td></td>
<td>RBC Global Asset Management</td>
</tr>
<tr>
<td></td>
<td>T. Rowe Price (Canada), Inc.</td>
</tr>
<tr>
<td></td>
<td>State Street Global Advisors Limited</td>
</tr>
<tr>
<td></td>
<td>Walter Scott &amp; Partners Limited</td>
</tr>
<tr>
<td></td>
<td>IFM Investors (US) LLC</td>
</tr>
<tr>
<td></td>
<td>Mawer Investment Management Ltd.</td>
</tr>
<tr>
<td></td>
<td>Axium Infrastructure</td>
</tr>
<tr>
<td>Actuary</td>
<td>Mercer Human Resources Consulting Ltd.</td>
</tr>
<tr>
<td>Custodian/Trustee</td>
<td>CIBC Mellon Trust Company</td>
</tr>
</tbody>
</table>

Although there are no regulatory requirements relating to the level of net assets available for benefits, the funding to be maintained by the defined benefit Plan is determined through triennial actuarial valuations. No contributions remain past due as of June 30, 2022. The Pension Plan investments fell within the asset mix target ranges for the Plan as at June 30, 2022.

The Plan is required to file fund financial statements with FSRA annually.
EXECUTIVE SUMMARY

McMaster University ("McMaster") is required to prepare and file audited pension financial statements for the Contributory Pension Plan for Hourly-Rated Employees of McMaster University Including McMaster Divinity College with Financial Services Regulatory Authority (FSRA) of Ontario annually. The financial statements have been reviewed and approved by the Hourly Pension Retirement Committee and have received a clean audit opinion from KPMG.

BACKGROUND

McMaster sponsors and acts as administrator for a contributory pension plan for hourly-rated employees. McMaster has prepared financial statements to comply with FSRA requirements, the regulator of Ontario pension plans. The financial statements are prepared in accordance with Section 76 of the Ontario Pension Benefit Act. These statements summarize the investments backing the pension liabilities but do not include the pension liabilities which are reflected in the McMaster University’s financial statements. The financial statements are prepared as of June 30th year-end.

STRATEGIC ALIGNMENT

The preparation of Audited Financial Statements is in accordance with statutory/regulatory requirements is aligned with McMaster’s financial policies and procedures.

RISK AND RISK MITIGATION STRATEGIES

| Risk: Failure to prepare and file accurate financial statements with FSRA would impact McMaster reputation and potentially result in regulatory action. | Mitigation strategy: The financial statements are prepared and reviewed by McMaster, reviewed by Hourly Pension Retirement Committee and audited by KPMG. |

RECOMMENDATIONS AND NEXT STEPS

It is recommended that the Planning and Resources Committee approve the audited financial statements of the Contributory Pension Plan for Hourly-Rated Employees of McMaster University Including McMaster Divinity College as at June 30, 2022, as circulated.

QUESTIONS AND ANSWERS

1. Why are the Financial Statements marked Draft? The Financial Statements are marked draft until they are approved by the PRC. KPMG has completed its audit of the financial statements and have provided a clean opinion.

Note: FSRA is formerly known as FSCO (Financial Services Commission of Ontario.)
Dear Members of the Hourly Pension Plan Retirement Committee of the Contributory Pension Plan for Hourly-Rated Employees of McMaster University including McMaster Divinity College:

I am writing to confirm that the external audit of the Contributory Pension Plan for Hourly-Rated Employees of McMaster University including McMaster Divinity College for the year ended June 30, 2022 is complete subject to the final approval by the McMaster Planning and Resources Committee. This includes our audit procedures over the audited financial statements, audit report on the average annual rate of return and audit report on the annual pension increase.

Once approval is obtained, KPMG will release our audit opinions as presented in the draft financial statements and audit reports, dated December 15, 2022.

If you require any additional information, I would be happy to discuss further with you.

Very truly yours,

Ruth Todd
Partner
905-523-2216
Fund Financial Statements of

THE CONTRIBUTORY PENSION PLAN
FOR HOURLY-RATED EMPLOYEES
OF M\textsc{c}M\textsc{a}STER UNIVERSITY INCLUDING
M\textsc{c}M\textsc{a}STER DIVINITY COLLEGE

And Independent Auditors' Report thereon

Year ended June 30, 2022

Registration Number 0215418
INDEPENDENT AUDITORS' REPORT

To the Administrator of The Contributory Pension Plan for Hourly-Rated Employees of McMaster University including McMaster Divinity College.

Opinion

We have audited the accompanying fund financial statements of The Contributory Pension Plan for Hourly-Rated Employees of McMaster University including McMaster Divinity College (the “Plan”), which comprise:

• the statement of net assets available for benefits as at June 30, 2022
• the statement of changes in net assets available for benefits for the year then ended
• and notes to the fund financial statements, including a summary of significant accounting policies and other explanatory information.

(Hereinafter referred to as the “fund financial statements”).

In our opinion, the accompanying fund financial statements, present fairly, in all material respects, the net assets available for benefits of the Plan as at June 30, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our auditors’ report.

We are independent of the Plan in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada and we have fulfilled our other responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.
Emphasis of Matter – Financial Reporting Framework

We draw attention to Note 1(a) in the fund financial statements, which describes the applicable financial reporting framework and the purpose of the financial statements. The fund financial statements are prepared to assist the Administrator of the Plan to meet the requirements of Section 76 of Regulations of the Pension Benefits Act (Ontario).

As a result, the fund financial statements may not be suitable for another purpose.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the fund financial statements in accordance with the financial reporting provisions of Section 76 of Regulations of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing the Plan’s ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Plan or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Plan’s financial reporting process.

Auditors’ Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the fund financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors’ report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the fund financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

• Identify and assess the risks of material misstatement of the fund financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
• Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Plan's internal control.

• Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

• Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Plan's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the fund financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Plan to cease to continue as a going concern.

• Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

• Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

December 15, 2022
Hamilton, Canada
The Contributory Pension Plan for Hourly-Rated Employees of McMaster University Including McMaster Divinity College

Statement of Net Assets Available for Benefits

June 30, 2022, with comparative information for 2021

<table>
<thead>
<tr>
<th>assets</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>cash</td>
<td>$344,510</td>
<td>$264,481</td>
</tr>
<tr>
<td>employer contributions receivable</td>
<td>55,547</td>
<td>37,822</td>
</tr>
<tr>
<td>employee contributions receivable</td>
<td>40,843</td>
<td>28,438</td>
</tr>
<tr>
<td>other receivables</td>
<td>24,571</td>
<td>41,231</td>
</tr>
<tr>
<td>pooled fund investments (note 2)</td>
<td>62,981,184</td>
<td>75,911,057</td>
</tr>
<tr>
<td>total assets</td>
<td>63,446,655</td>
<td>76,283,029</td>
</tr>
</tbody>
</table>

| liabilities                         |               |               |
| accounts payable                    | 93,870        | 117,785       |
| net assets available for benefits   | $63,352,785   | $76,165,244   |

See accompanying notes to fund financial statements.

On behalf of McMaster University:

Saher Fazilat  
Vice-President (Operations and Finance)  
McMaster University

Deidre Henne  
Assistant Vice-President (Administration) & CFO  
McMaster University
THE CONTRIBUTORY PENSION PLAN FOR HOURLY-RATED EMPLOYEES OF MCMASTER UNIVERSITY
INCLUDING MCMASTER DIVINITY COLLEGE

Statement of Changes in Net Assets Available for Benefits

Year ended June 30, 2022, with comparative information for 2021

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCREASE IN NET ASSETS:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized gain on sales of investments</td>
<td>$6,381,202</td>
<td>$3,860,769</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,595,292</td>
<td>1,535,604</td>
</tr>
<tr>
<td></td>
<td>7,976,494</td>
<td>5,396,373</td>
</tr>
<tr>
<td>Change in net unrealized gain in investments</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>7,976,494</td>
<td>5,396,373</td>
</tr>
<tr>
<td><strong>Contributions:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employer current service</td>
<td>528,426</td>
<td>552,313</td>
</tr>
<tr>
<td>Employer special</td>
<td>-</td>
<td>1,033,002</td>
</tr>
<tr>
<td>Employee required</td>
<td>393,163</td>
<td>387,268</td>
</tr>
<tr>
<td></td>
<td>921,589</td>
<td>1,972,583</td>
</tr>
<tr>
<td><strong>DECREASE IN NET ASSETS:</strong></td>
<td>8,898,083</td>
<td>11,854,604</td>
</tr>
<tr>
<td>Change in net unrealized loss in investments</td>
<td>17,741,403</td>
<td>-</td>
</tr>
<tr>
<td>Payments to members:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension benefits</td>
<td>3,304,236</td>
<td>3,083,251</td>
</tr>
<tr>
<td>Termination benefits</td>
<td>271,617</td>
<td>175,018</td>
</tr>
<tr>
<td></td>
<td>3,575,853</td>
<td>3,258,269</td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td>21,710,542</td>
<td>3,725,722</td>
</tr>
<tr>
<td>Investment manager</td>
<td>266,502</td>
<td>261,219</td>
</tr>
<tr>
<td>Professional</td>
<td>90,070</td>
<td>172,442</td>
</tr>
<tr>
<td>Trustee and custodial</td>
<td>18,907</td>
<td>18,079</td>
</tr>
<tr>
<td>Accounting and Audit</td>
<td>13,023</td>
<td>9,239</td>
</tr>
<tr>
<td>Pension filing</td>
<td>5,784</td>
<td>6,474</td>
</tr>
<tr>
<td></td>
<td>393,286</td>
<td>467,453</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in net assets available for benefits</strong></td>
<td>(12,812,459)</td>
<td>8,128,882</td>
</tr>
<tr>
<td><strong>Net assets available for benefits, beginning of year</strong></td>
<td>76,165,244</td>
<td>68,036,362</td>
</tr>
<tr>
<td><strong>Net assets available for benefits, end of year</strong></td>
<td>$63,352,785</td>
<td>$76,165,244</td>
</tr>
</tbody>
</table>

See accompanying notes to fund financial statements.
The Contributory Pension Plan for Hourly-Rated Employees of McMaster University including McMaster Divinity College (the "Plan") is a defined benefit registered pension plan in the Province of Ontario under registration number 0215418.

The Plan is operated in accordance with the Trust and Custodial Services Agreement dated June 30, 1999, between McMaster University ("Administrator") and CIBC Mellon Trust Company ("CIBC Mellon"), as Trustee.

1. Significant accounting policies:

(a) Basis of presentation:

The Financial Services Regulatory Authority of Ontario ("FSRA") replaced the Financial Services Commission of Ontario ("FSCO") effective June 2019. As permitted by the Financial Services Regulatory Authority of Ontario ("FSRA") under Section 76 of the Regulation to the Pension Benefits Act (Ontario), the Plan, as outlined in CPA Canada Handbook Section 4600, has prepared fund financial statements in accordance with Canadian accounting standards for pension plans excluding pension obligations and any resulting surplus or deficit.

In selecting or changing accounting policies that do not relate to its investment portfolio or pension obligations, Section 4600 requires the Plan to comply (on a consistent basis) with either International Financial Reporting Standards (IFRS) - Part I of CPA Canada Handbook - Accounting or Canadian Accounting Standards for Private Enterprises - Part II of CPA Canada Handbook - Accounting. The Plan has chosen to comply on a consistent basis with IFRS.

These fund financial statements have been prepared to assist the Administrator of the Plan in meeting the requirements of the Financial Services Regulatory Authority of Ontario under Section 76 of Regulations of the Pension Benefits Act (Ontario). As a result, these fund financial statements may not be suitable for another purpose.

The fund financial statements of the Plan do not purport to show the adequacy of the Plan's assets to meet its pension obligation. Such an assessment requires additional information, such as the Plan's actuarial reports and information about McMaster University and McMaster Divinity College's financial health.

(b) Basis of measurement:

The fund financial statements have been prepared on the historical cost basis, except for investments and derivative financial instruments which are measured at fair value through the statement of changes in net assets available for benefits.

(c) Functional and presentation currency:

These fund financial statements are presented in Canadian dollars, which is the Plan's functional currency.
1. Significant accounting policies (continued):

   (d) Financial assets and financial liabilities:

      (i) Non-derivative financial assets:

      Financial assets are recognized initially on the trade date, which is the date that the Plan becomes a party to the contractual provisions of the instrument. Upon initial recognition, attributable transaction costs are recognized in the statement of changes in net assets available for benefits as incurred.

      The Plan measures all of its investments at fair value through the statement of changes in net assets available for benefits.

      All other non-derivative financial assets including contributions receivable are measured at amortized cost.

      The Plan derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred or in which the Plan neither transfers nor retains substantially all the risks and rewards of ownership and does not retain control of the financial asset.

      On derecognition of a financial asset, the difference between the carrying amount of the asset and consideration received is recognized in the statement of changes in net assets available for benefits as a net realized gain or loss on sale of investments.

      (ii) Non-derivative financial liabilities:

      All financial liabilities are recognized initially on the trade date at which the Plan becomes a party to the contractual provisions of the instrument.

      The Plan derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

      Financial assets and liabilities are offset and the net amount presented in the statement of net assets available for benefits when, and only when, the Plan has a legal right to offset the amounts and it intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.

      The Plan considers its accounts payable to be a non-derivative financial liability.

   (e) Fair value measurement:

      Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction on the measurement date.

      In determining fair value, the Plan follows the guidance in IFRS 13, Fair Value Measurement ("IFRS 13"), in Part I of the CPA Canada Handbook. As allowed under IFRS 13, if an asset or a liability measured at fair value has a bid and an ask price, the price within the bid-ask spread that is the most representative of fair value in the circumstances shall be used to measure fair value. The Plan uses closing market price as a practical expedient for fair value measurement.
1. Significant accounting policies (continued):

(e) Fair value measurement (continued):

When available, the Plan measures the fair value of an instrument using quoted prices in an active market for that instrument. A market is regarded as active if quoted prices are readily and regularly available and represent actual and regularly occurring market transactions on an arm’s length basis.

If a market for a financial instrument is not active, then the Plan establishes fair value using a valuation technique. Valuation techniques include using recent arm’s length transactions between knowledgeable, willing parties (if available), reference to the current fair value of other instruments that are substantially the same, discounted cash flow analyses and option pricing models.

The best evidence of the fair value of a financial instrument at initial recognition is the transaction price, i.e. the fair value of the consideration given or received, unless the fair value of that instrument is evidenced by comparison with other observable current market transactions in the same instrument or based on a valuation technique whose variables include only data from observable markets. When transaction price provides the best evidence of fair value at initial recognition, the financial instrument is initially measured at the transaction price and any difference between this price and the value initially obtained from a valuation model is subsequently recognized in profit or loss on an appropriate basis over the life of the instrument but not later than when the valuation is supported wholly by observable market data or the transaction is closed out.

All changes in fair value, other than interest and dividend income, are recognized in the statement of changes in net assets available for benefits as part of the change in net unrealized gain in investments.

Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan’s proportionate share of underlying net assets at fair value using closing market prices.

Fair values of investments are determined as follows:

i) Bonds and equities are valued at year-end quoted closing prices where available. Where quoted prices are not available, estimated fair values are calculated using comparable securities.

ii) Short-term notes, treasury bills and term deposits maturing within a year are stated at cost, which together with accrued interest income approximates fair value given the short-term nature of these investments.

iii) Pooled funds are valued at the unit values supplied by the pooled fund administrator, which represent the Plan’s proportionate share of underlying net assets at fair value determined using closing market prices.

Investment transactions are accounted for on the trade date.

(f) Investment income:

Investment income, which is recorded on the accrual basis, includes interest income, dividends and pooled fund distributions.
1. Significant accounting policies (continued):

(g) Change in net unrealized gain or loss in investments:

The change in net unrealized gain or loss in investments is the change in the difference between the fair value and cost of investments from the beginning to the end of the year.

(h) Net realized gain or loss on sales of investments:

The net realized gain or loss on sales of investments is the difference between proceeds received and the average cost of investments sold.

(i) Income taxes:

The Plan is a Registered Pension Trust, as defined by the Income Tax Act (Canada) and, accordingly, is not subject to income taxes.

(j) Foreign currency:

Transactions in foreign currencies are translated into Canadian dollars at the exchange rate at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated into Canadian dollars at the exchange rate at the reporting date.

The fair values of foreign currency denominated investments are translated into Canadian dollars at the reporting date rates of exchange. Gains and losses arising from transactions are included in investment income within the statement of changes in net assets available for benefits.

(k) Use of estimates:

The preparation of the fund financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities at the date of the statement of net assets and the reported amounts of changes in net assets available for benefits during the year. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future years affected.
THE CONTRIBUTORY PENSION PLAN FOR HOURLY-RATED EMPLOYEES OF MCMASTER UNIVERSITY INCLUDING MCMASTER DIVINITY COLLEGE

Notes to Fund Financial Statements

Year ended June 30, 2022

2. Pooled fund investments:

The following summary of pooled fund investments includes information provided in respect of individual investments with a book value or fair value in excess of 1% of the book or fair value of the Plan as at June 30, 2022, as required by the Pension Benefits Act (Ontario), with comparative information for 2021.

<table>
<thead>
<tr>
<th>Fund name</th>
<th>Nature of investments held</th>
<th>2022 Fair value</th>
<th>2021 Fair value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jarislowsky Fraser Bond Fund</td>
<td>Canadian bonds</td>
<td>$12,171,211</td>
<td>$12,357,938</td>
</tr>
<tr>
<td>Jarislowsky Fraser Long Term Bond Fund</td>
<td>Canadian bonds</td>
<td>13,090,898</td>
<td>14,616,251</td>
</tr>
<tr>
<td>Jarislowsky Fraser U.S. Equity Fund</td>
<td>U.S. equities</td>
<td>12,205,719</td>
<td>17,075,393</td>
</tr>
<tr>
<td>Jarislowsky Fraser Canadian Equity Fund</td>
<td>Canadian equities</td>
<td>13,607,995</td>
<td>17,680,497</td>
</tr>
<tr>
<td>Jarislowsky Fraser International Equity Fund</td>
<td>International equities</td>
<td>11,905,361</td>
<td>15,080,978</td>
</tr>
</tbody>
</table>

Total                                                                 $62,981,184 $75,911,057

All pooled funds held by the Plan are managed by Jarislowsky Fraser Limited. The book value of pooled fund investments at June 30, 2022 was $70,610,795 (2021 - $65,799,264).

3. Related party transaction:

The Administrator has provided administrative services without charge.

4. Financial instruments:

The investment objectives of the Plan are to efficiently fund the benefits of the participating plan members. As part of the risk management process, the Administrator has established a diversification policy, set rate of return objectives and developed specific investment guidelines.

(a) Fair value:

The fair value of investments is disclosed in note 2. The fair value of the Plan’s other financial assets and liabilities, being cash, employee and employer contributions receivable, other receivables, and accounts payable, approximate carrying value due to the short-term nature of the instruments.

Fair value measurements recognized in the statement of net assets available for benefits are categorized using a fair value hierarchy that reflects the significance of inputs used in determining the fair values.

- Level 1 - unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 - inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly; and
- Level 3 - inputs for assets and liabilities that are not based on observable market data.
THE CONTRIBUTORY PENSION PLAN FOR HOURLY-RATED EMPLOYEES OF MCMASTER UNIVERSITY INCLUDING MCMASTER DIVINITY COLLEGE

Notes to Fund Financial Statements

Year ended June 30, 2022

4. Financial instruments (continued):

The following is a summary of the Plan’s pooled fund investments carried at fair value:

<table>
<thead>
<tr>
<th></th>
<th>2022 Level 1</th>
<th>2022 Level 2</th>
<th>2022 Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian bonds</td>
<td>$ -</td>
<td>$ 12,171,211</td>
<td>$ -</td>
<td>$ 12,171,211</td>
</tr>
<tr>
<td>Canadian long term bonds</td>
<td>-</td>
<td>13,090,898</td>
<td>-</td>
<td>13,090,898</td>
</tr>
<tr>
<td>U.S. equities</td>
<td>-</td>
<td>12,205,719</td>
<td>-</td>
<td>12,205,719</td>
</tr>
<tr>
<td>Canadian equities</td>
<td>-</td>
<td>13,607,995</td>
<td>-</td>
<td>13,607,995</td>
</tr>
<tr>
<td>International equities</td>
<td>-</td>
<td>11,905,361</td>
<td>-</td>
<td>11,905,361</td>
</tr>
<tr>
<td></td>
<td>$ -</td>
<td>$ 62,981,184</td>
<td>$ -</td>
<td>$ 62,981,184</td>
</tr>
<tr>
<td></td>
<td>2021 Level 1</td>
<td>2021 Level 2</td>
<td>2021 Level 3</td>
<td>Total</td>
</tr>
<tr>
<td>Canadian bonds</td>
<td>$ -</td>
<td>$ 12,357,938</td>
<td>$ -</td>
<td>$ 12,357,938</td>
</tr>
<tr>
<td>Canadian long term bonds</td>
<td>14,616,251</td>
<td>-</td>
<td>-</td>
<td>14,616,251</td>
</tr>
<tr>
<td>U.S. equities</td>
<td>-</td>
<td>17,075,393</td>
<td>-</td>
<td>17,075,393</td>
</tr>
<tr>
<td>Canadian equities</td>
<td>-</td>
<td>16,780,497</td>
<td>-</td>
<td>16,780,497</td>
</tr>
<tr>
<td>International equities</td>
<td>-</td>
<td>15,080,978</td>
<td>-</td>
<td>15,080,978</td>
</tr>
<tr>
<td></td>
<td>$ -</td>
<td>$ 75,911,057</td>
<td>$ -</td>
<td>$ 75,911,057</td>
</tr>
</tbody>
</table>

(b) Associated risks:

(i) Market price risk:

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to an individual investment, its issuer or all other factors affecting all instruments traded in the market. As all of the Plan’s financial instruments are carried at fair value with fair value changes recognized in the statement of changes in net assets available for benefits, all changes in market conditions will directly affect the net increase in net assets available for benefits. Market price risk is managed by the Administrator through construction of a diversified portfolio of instruments traded on various markets and across various industries.

As of June 30, 2022, had the value of all equity benchmarks increased or decreased by 10% with all other variables remaining unchanged, and assuming there is a perfect positive correlation between the Plan’s equities and benchmarks, the value of the Plan’s total equities would have increased or decreased respectively, by approximately $3,772,000 (2021 - $4,894,000).
4. Financial Instruments (continued):

(ii) Interest rate risk:

Interest rate risk is the risk that the market value of the Plan's investments will fluctuate due to changes in market interest rates. The value of the Plan’s assets is affected by short-term changes in interest rates and equity markets. Interest rate changes directly impact the value of fixed income securities held in the various Bond Funds.

As at June 30, 2022, had the prevailing interest rates increased or decreased by 1% with all other variables remaining unchanged, the value of the bond securities components of the Plan would have increased or decreased by approximately $2,869,102 (2021 - $3,245,278).

(iii) Liquidity risk:

Liquidity risk is the risk that the Plan may be unable to meet pension payment obligations under both normal and stressed conditions in a timely manner and at a reasonable cost. Management of liquidity seeks to ensure that even under adverse conditions, the Plan has access to immediate cash that is necessary to cover benefits payable, withdrawals and other liabilities. The Statement of Investment Policies and Procedures requires the Plan's investments to be highly liquid, so they can be converted into cash on short notice. The Plan’s exposure to liquidity risk is considered negligible.

The accrued expenses of the Plan are all due within 90 days or less.

The following table summarizes the contractual maturities of all fixed income securities as at June 30, 2022, by the earlier of contractual repricing or maturity dates:

<table>
<thead>
<tr>
<th>Maturity range</th>
<th>2022 Fair value</th>
<th>Percentage of fixed income</th>
<th>2021 Fair value</th>
<th>Percentage of fixed income</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 to 5 years</td>
<td>$4,588,547</td>
<td>18.2%</td>
<td>$4,869,028</td>
<td>18.1%</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>4,232,607</td>
<td>16.8%</td>
<td>5,344,025</td>
<td>19.8%</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>16,440,355</td>
<td>65.0%</td>
<td>16,761,137</td>
<td>62.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$25,262,109</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>$26,974,190</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
4. Financial instruments (continued):

(b) Associated risks (continued):

(iv) Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Plan invests in financial instruments denominated in various foreign currencies, other than its measurement currency. Consequently, the Plan is exposed to risks that the exchange of various currencies may change in a manner that has an adverse effect on the value of the portion of the Plan's assets denominated in currencies other than the Canadian dollar. The Plan's overall currency positions and exposures are monitored on a regular basis by the investment manager.

The Plan’s currency exposure of its investments as at June 30, 2022, is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Dollar</td>
<td>$13,290,678</td>
<td>$17,951,938</td>
</tr>
<tr>
<td>Euro</td>
<td>3,830,977</td>
<td>4,769,099</td>
</tr>
<tr>
<td>Pound Sterling</td>
<td>2,230,541</td>
<td>2,372,831</td>
</tr>
<tr>
<td>Swiss Franc</td>
<td>2,020,557</td>
<td>2,544,761</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>1,364,448</td>
<td>2,064,545</td>
</tr>
<tr>
<td>Other</td>
<td>1,373,879</td>
<td>2,158,301</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,111,080</strong></td>
<td><strong>$31,861,475</strong></td>
</tr>
</tbody>
</table>

As at June 30, 2022, if the Canadian dollar strengthened or weakened by 5% (2021 - 5%) in each respective foreign currency, with all other factors remaining constant, the following table summarizes the estimated impacts:

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Dollar</td>
<td>$13,290,678</td>
<td>$17,951,938</td>
</tr>
<tr>
<td>Euro</td>
<td>3,830,977</td>
<td>4,769,099</td>
</tr>
<tr>
<td>Pound Sterling</td>
<td>2,230,541</td>
<td>2,372,831</td>
</tr>
<tr>
<td>Swiss Franc</td>
<td>2,020,557</td>
<td>2,544,761</td>
</tr>
<tr>
<td>Japanese Yen</td>
<td>1,364,448</td>
<td>2,064,545</td>
</tr>
<tr>
<td>Other</td>
<td>1,373,879</td>
<td>2,158,301</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$24,111,080</strong></td>
<td><strong>$31,861,475</strong></td>
</tr>
</tbody>
</table>
4. Financial instruments (continued):

(b) Associated risks (continued):

(v) Credit risk:

Credit risk is the risk that an issuer or counterparty will be unable or unwilling to meet a commitment that it has entered into with the Plan. Credit risk is generally higher when a non-exchange traded financial instrument is involved because the counterparty for non-exchange traded financial instruments is not backed by an exchange clearing house. The Plan policy does not permit investments in below investment grade securities. The credit risk is minimized by dealing with borrowers considered to be of high quality and by monitoring their credit risk. The Plan records all investments at fair value and therefore the values reflected in the statement of net assets available for benefits represent the maximum credit exposure to the Plan. The following is a summary of the June 30, 2022 weighted average of funds invested, and the respective allocation targets:

<table>
<thead>
<tr>
<th>Policy Asset Mix %</th>
<th>Asset Mix %</th>
<th>Minimum</th>
<th>Benchmark</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canadian equities</td>
<td>21.6</td>
<td>10.0</td>
<td>20.0</td>
<td>30.0</td>
</tr>
<tr>
<td>U.S. equities</td>
<td>19.4</td>
<td>8.0</td>
<td>18.0</td>
<td>28.0</td>
</tr>
<tr>
<td>International equities</td>
<td>18.9</td>
<td>7.0</td>
<td>17.0</td>
<td>27.0</td>
</tr>
<tr>
<td>Total equities</td>
<td>59.9</td>
<td></td>
<td>55.0</td>
<td></td>
</tr>
<tr>
<td>Universe bonds</td>
<td>19.3</td>
<td>10.0</td>
<td>20.0</td>
<td>30.0</td>
</tr>
<tr>
<td>Long bonds</td>
<td>20.8</td>
<td>15.0</td>
<td>25.0</td>
<td>35.0</td>
</tr>
<tr>
<td>Total bonds</td>
<td>40.1</td>
<td></td>
<td>45.0</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>10.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td></td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

The following are the Plan’s investments in interest-bearing financial instruments and the Plan’s exposure to credit risk as at June 30, 2022:

<table>
<thead>
<tr>
<th>Credit rating</th>
<th>2022 Fair value</th>
<th>Percentage of portfolio</th>
<th>2021 Fair value</th>
<th>Percentage of portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAA</td>
<td>$ 4,554,479</td>
<td>18.0%</td>
<td>$ 5,184,502</td>
<td>19.2%</td>
</tr>
<tr>
<td>AA</td>
<td>8,444,960</td>
<td>33.4%</td>
<td>11,003,337</td>
<td>40.8%</td>
</tr>
<tr>
<td>A</td>
<td>9,187,620</td>
<td>36.4%</td>
<td>8,453,523</td>
<td>31.3%</td>
</tr>
<tr>
<td>BBB</td>
<td>3,075,050</td>
<td>12.2%</td>
<td>2,332,628</td>
<td>8.7%</td>
</tr>
<tr>
<td></td>
<td>$ 25,262,109</td>
<td>100.0%</td>
<td>$ 26,974,190</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
4. Financial instruments (continued):
   (c) Interest bearing investments:

   The following information is provided in respect to interest-bearing investments:

<table>
<thead>
<tr>
<th>Investment</th>
<th>Investment total</th>
<th>Average effective yield</th>
<th>Investment total</th>
<th>Average effective yield</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$344,510</td>
<td>0.0%</td>
<td>$264,481</td>
<td>0.0%</td>
</tr>
<tr>
<td>Jarislowsky Fraser Bond fund</td>
<td>$12,171,211</td>
<td>4.3%</td>
<td>$12,357,938</td>
<td>1.8%</td>
</tr>
<tr>
<td>Jarislowsky Fraser Long term bond fund</td>
<td>$13,090,898</td>
<td>4.4%</td>
<td>$14,616,251</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

   The average effective yield is the rate at which the future cash flows of the instrument must be discounted to arrive at the fair value of the instrument.

5. Capital risk management:

   The capital of the Plan is represented by the net assets available for benefits. The main objective of the Plan is to ensure the security of the promised pension benefits under the Plan. The Plan fulfills its primary objective by adhering to specific investment policies outlined in its Statement of Investment Policies and Procedures (the "SIP&P"), which is reviewed annually by the Pension Committee. The Plan manages net assets available for benefits by engaging knowledgeable investment managers who are charged with the responsibility of investing existing funds and new funds (contributions) in accordance with the approved SIP&P. The SIP&P was last amended effective October 28, 2021 to reflect changes required by the Financial Services Regulatory Authority of Ontario.

   The Plan’s investment manager and other consultants as at June 30, 2022 are as follows:

   **Service**
   - Investment Consultant: Mercer Investment Consulting
   - Investment Manager: Jarislowsky Fraser & Company Limited
   - Actuary: Mercer Human Resources Consulting Ltd.
   - Custodian/Trustee: CIBC Mellon Trust Company

   Although there are no regulatory requirements relating to the level of net assets available for benefits, the funding to be maintained by the defined benefit Plan is determined through triennial actuarial valuations. No contributions remain past due as of June 30, 2022. The pension plan investments fell within the asset mix target ranges for the Plan as at June 30, 2022.

   The Plan is required to file fund financial statements with the Financial Services Regulatory Authority ("FSRA") of Ontario annually.
REPORT TO THE BOARD OF GOVERNORS
from the
AUDIT AND RISK COMMITTEE

FOR INFORMATION

i. Report on Health and Safety

At its meeting on November 24, 2022, the Audit and Risk Committee received, for information, the attached Report on Health and Safety.

Board of Governors: INFORMATION
December 15, 2022
### EXECUTIVE SUMMARY

This report is presented as a regular update by the Health, Safety, Wellbeing & Labour Relations portfolio of Human Resources Services, which works in cooperation with other University partners to promote the health, safety, wellbeing, and engagement of all McMaster employees. Highlights form the report include:

- COVID-19 monitoring, and planning continues as the McMaster community progresses through the Fall term with a significant presence of Faculty, staff, and students on campus.

- The Return to Campus Operations group continues to meet regularly, providing a forum for discussion and operational recommendations as needed to support the University’s response to the pandemic.

- The Environmental and Occupational Health Support Services (EOHSS) team continues to focus on prevention initiatives including slips, trips and fall, ergonomics, lab safety and mandatory training programming.

- The current and projected WSIB rates for McMaster University continue to be lower than the class rate for the Education Sector.

- There were no regulatory visits during the reporting period.
BACKGROUND

Update on the health, safety and wellbeing programming at the University provided at each of the four annual meetings.

STRATEGIC ALIGNMENT

The University health, safety and wellbeing programming promotes a healthy and safe environment where all members of the community can work towards the strategic priorities of inclusive excellence, teaching and learning, research and scholarship, engagement with community and operational excellence.

RISK AND RISK MITIGATION STRATEGIES

N/A

RECOMMENDATIONS AND NEXT STEPS

N/A

KEY TERMS

The Risk Management Manual (RMM) contains the programs and policies designed to implement and support the Risk Management System at the University.

https://hr.mcmaster.ca/employees/health_safety_well-being/our-safety/risk-management-manuals-rmms/

QUESTIONS AND ANSWERS

N/A
Health, Safety and Wellbeing Report

Report 2022-4 for the period September 17, 2022 – November 4, 2022

In response to increasing need for mental health supports and continued programming to support a psychologically safe work environment, Human Resources has realigned to create a Health, Safety, Wellbeing & Labour Relations portfolio. This new portfolio is focused on promoting and contributing to a healthy and safe community at McMaster University in which every employee is accepted as a whole-person worthy of belonging, accountable to act in pursuit of institutional priorities, and supported in their overall well-being.

This report is presented by the Health, Safety, Wellbeing & Labour Relations portfolio of Human Resources Services, which works in cooperation with other University partners to promote the health, safety, wellbeing, and engagement of all McMaster employees.

1. Training and Loss Prevention Initiatives

- The EOHSS team provides ongoing health and safety support and programming for those faculty, staff and students delivering onsite activities with a focus on Fall 2022. A key area of focus is ergonomic support to ensure that workstations and work practices are appropriately designed to prevent musculoskeletal disorders. This is one of the highest categories of incidents and lost time across the province.

- COVID-19 continues to be an issue of active discussion the University joint health and safety committees and the University Return to Campus committee. These groups are supported by the EOHSS team.

- The Fall term has progressed with minimal disruption related to COVID-19. The University continues to make medical masks widely available to all members of the community. The University is also widely distributing COVID-19 rapid antigen tests to the community. This has been facilitated through the EOHSS team. To date, approximately 2000 boxes have been distributed.

- The EOHSS team provides risk management review and support to recognized student clubs and groups conducting events on and off campus. There continues to be an increase in in-person activities which is a valuable part of the McMaster student experience.

- The EOHSS team is finalizing the launch of an Automated External Defibrillator (AED) program as part of the Risk Management Manual (RMM) programs. The AED program is focused on roles and responsibilities related to the placement, maintenance, and care of University AEDs.
2. Employee Health and Wellbeing Summary

2.1 Critical Injuries

The University reported no critical injuries during the reporting period.

2.2 WSIB Lost Time and Health Care Claims Update

The Employee Health & Wellbeing Advocacy Team actively manages WSIB as well as salary continuance, sick leave, employee accommodation requests and long-term disability claims. This team collaborates on a regular basis with departments and faculties to develop and maintain proactive strategies with the goal of helping employees stay at work and reduce lost time.

The chart below illustrates the number of incidents, the number of WSIB-approved and pending claims for health care and lost time days, for the past four years.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022 Jan – Sept 30</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved Lost Time Claims</td>
<td>33</td>
<td>3</td>
<td>11</td>
<td>14</td>
</tr>
<tr>
<td>Lost Time Days</td>
<td>363</td>
<td>23</td>
<td>113</td>
<td>230</td>
</tr>
<tr>
<td>Approved No Lost Time Claims</td>
<td>69</td>
<td>26</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>Average Lost Time Days</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>16</td>
</tr>
</tbody>
</table>

Lost Time Claim Summary

As the University continues to be working on site, we have seen a steady increase in workplace injuries resulting in WSIB claims from many areas of the University. The chart below demonstrates which area the lost time claims have occurred.
Early intervention and the focus of early and safe return to work has been important in reducing lost time days for lost time claims in 2022. Below is summary of the duration of lost time claims, you will notice we have one claim that is 75% of all the lost time for 2022 to date.

- 8 lost time claims were less than 5 days
- 4 lost time claims were between 5 – 15 days
- 1 claim was 171 days

2.3 WSIB Rate Framework Summary

The WSIB has calculated McMaster’s rating and premiums for 2023. The following chart demonstrates McMaster’s rating details for the past 3 years based on the Education Sector and McMaster’s individual performance for the period of 2016 – 2022.

The rate listed below, and the total insurable earnings are the formula used to calculate McMaster’s early premiums. Since the rate has increased by $0.02, we will see an increase in the premium rates for 2023.

<table>
<thead>
<tr>
<th>Predominant Industry Class</th>
<th>Predictability Factor</th>
<th>Education Sector Class Rate</th>
<th>McMaster Rate 2021</th>
<th>McMaster Rate 2022</th>
<th>McMaster Rate 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1 - Education</td>
<td>100%</td>
<td>$0.34</td>
<td>$0.24</td>
<td>$0.23</td>
<td>$0.25</td>
</tr>
</tbody>
</table>

3. Workplace Wellbeing Initiatives

Organizational wellness is supported by addressing the thirteen psychosocial factors related to the National Standard of Canada for Psychological Health and Safety in the Workplace.
McMaster regularly hosts a wide range of activities and initiatives to promote wellness. Recent activities include:

- Certified three team members as facilitators for *The Working Mind* program developed by the Mental Health Commission of Canada. The team is developing a rollout plan to offer this program to employees and leaders at the University, beginning in 2023.
- A Request for Proposal and provider selection process is underway for the University’s Employee & Family Assistance Program provider.
- Developed and delivered a physical activity series, Mac Moves, in collaboration with other campus wellness partners, to deliver physical wellness programs to over 150 employees.
- Delivered programming and supports for Mental Health Week, focusing on empathy and change fatigue.
- Delivered Pull4Mac Bus Pull, a community engagement program raising funds for the United Way, raising over $7,000.
- Delivered free employee well-being virtual sessions on topics relating to healthy working relationships, and the relationship between physical health and psychological well-being.
- Delivered Fall TMG Day of Service program in partnership with McQuesten Urban Farms.
- Developed and issued multiple employee well-being newsletters promoting physical activity and financial literacy.
- Created and delivered campus tour for 40 new employees who had not yet oriented themselves with McMaster’s Campus due to recruitments during the covid pandemic.
- Organized, supported and/or custom leader coaching and team building activities for multiple departments and faculties.
- Organized and delivered an on campus petting zoo through Triple C farms as a mental health initiative.
- Provided support and coaching in alignment with Healthy Workplace Committee initiatives.
- Custom coaching for multiple departments seeking training employee experience content.

Human Resources facilitates and delivers a wide variety of events for employees each year.
- A listing of upcoming events is available here: https://hr.mcmaster.ca/news-events/upcoming_events/
- Past events are highlighted here: https://hr.mcmaster.ca/news-events/past-events/
i. McMaster Accessibility Council 2021 Annual Report

At its meeting on October 19, 2022, the University Planning Committee received the McMaster Accessibility Council 2021 Annual Report for information. Further details are contained in the circulated report.
Please find enclosed, for your review, the twelfth (12th) annual accessibility activity report from the McMaster Accessibility Council (MAC), covering a period up until December 31, 2021.

The McMaster Accessibility Council, supported by the Equity and Inclusion Office Access Mac Program, is dedicated to advancing equity and inclusion for the diversity of persons with disabilities in our university community. The Council is responsible for ensuring the University’s adherence to the Accessibility for Ontarians with Disabilities Act (AODA).

While it is encouraging that McMaster was found to be compliant across most measures in the last compliance reporting cycle to the Ministry of Seniors and Accessibility, there is still much work ahead to ensure the University meets updated compliance benchmarks set for 2025.

Over the last few years, efforts have been made to highlight the work done to shift culture and to establish strategic plans and frameworks related to accessibility, so specific compliance activities have not been the focus. This past year saw a re-introduction of compliance focus for certain levels of the university (senior leaders and directors), while we continued with culture shifting activities for managers, employees, students, and community members. Much work was undertaken to develop and administer an AODA Compliance Survey across all major areas of the University. The results of this
survey, as well as the AODA Website Audit, have provided the re-imagining of a roadmap to support working toward full compliance by provincial deadlines of 2025.

Furthermore, the MAC will be urging the University to continue to meet and move beyond compliance to realize more aspirational accessibility, equity, and inclusion goals, giving continued attention to:
- raising awareness
- ensuring accessibility in virtual environments which have become a staple for operational and academic excellence
- the need for additional resources to support all this work.

This year’s report is being presented in a different format so that all the varied work related to accessibility being done on campus can be highlighted. The report is broken down into summarized sections of compliance-related activities that have taken place over the last year, with links and contacts for more information.
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Executive Summary

The AccessMac Accessibility Program within the Equity and Inclusion Office (EIO) has existed for over a decade. Its mandate is to form deliberate and strategic partnerships with faculty, staff, and students to create and maintain a culture of accessibility and disability inclusion on campus, to act as subject matter experts and provide consultation to the McMaster Accessibility Council (MAC), and to coordinate compliance obligations under the Accessibility for Ontarians with Disabilities Act (AODA 2005, S.O. 2005, c.11) on behalf of the University.

As reported in the EIO’s 2020-2021 Annual Report, the AccessMac Program has experienced substantial and unsustainable growth from 2018-2022. There has been increased demand and need for support with institutional strategic planning, project management and analysis, broad educational development and programming, disability community development and facilitated access, as well as individual / unit-level consultations. The Accessibility Program Manager has reported an increase of 177% in accessibility and disability inclusion-related consultations for McMaster community members over the 2018-2021 period, as well as a 25% increase in disability / support related consultations for students, staff, and faculty members with disabilities. Additional increases in educational programming, project, policy, and process development are documented in the 2020-2021 EIO Annual Report.

These increases can be attributed to several factors, including:

- the development of the EDI (Equity, Diversity, and Inclusion) Framework and Strategic Action Plan;
- the development of the Accessibility Program Manager Position;
- the increased focus on community-engaged and educationally focused strategies to underpin Program operations and approach;
- the overall rise in awareness of accessibility across the province and locally (rapidly increased by the shift to remote work/study environments due to COVID-19);
- web accessibility legislation requirements coming into effect this past January 1, 2021; and
- the ongoing development of the AODA Post-Secondary Education Standard.

The expectation of the Accessibility Program Manager is that consultations will continue to increase, with the rollout of the Campus AODA Web Accessibility Roadmap (co-sponsored by EIO and UTS (University Technology Services)) and the forthcoming movement of the Post-Secondary Education Accessibility Standards (PSEA) Final Recommendation Report into regulatory legislation in the coming months. Additional resourcing of the AccessMac Program is required to meet current programming capacity gaps, as well as to prepare the campus for the proposed PSEA Standard, comprised of approximately 185 new AODA recommendations (regulatory and non-regulatory) spanning all operations of the University, both academic and non-academic.
Additional AccessMac Program information, including full program data reporting and examples of notable successes and opportunities, is available from the 2020-2021 Equity and Inclusion Annual Report, beginning on page five (5).

Part II: 2021 Accessibility Policy Review and Redevelopment

Executive Summary

McMaster’s Accessibility Policy has undergone continued and extensive review and redevelopment during 2021, including significant initial revising by the Associate Vice President (AVP) Equity and Inclusion, the Director Human Rights and Dispute Resolution Program, and the Accessibility Program Manager, in close consultation with the Chair and members of the MAC. The current draft focuses primarily on:

- Strengthening McMaster’s commitments to accessibility as per the AODA and disability inclusion best practices, to facilitate both greater access and a sense of belonging for McMaster students, staff, and faculty members with disabilities.
- Formalizing policy review and reporting structures to strengthen cyclical reporting responsibilities and policy upgrades, as requirements under the AODA’s Integrated Accessibility Standards Regulation (IASR) continue to shift and evolve.
- Naming specific scope, roles, and responsibilities to facilitate a clearer understanding of centralized and distributed rights, expertise, and roles and responsibilities as they relate to current and future processes, policies, and units that operationalize AODA IASR requirements within a post-secondary context.
- Aligning the policy framework and definitions with other related campus-wide policies.

Next Steps

From 2020-2022, various iterations of the Accessibility Policy Draft have been shared with all members of the MAC for authoring, consultation, and iterative integration of feedback to facilitate the development of a final draft to submit to the University Secretariat. The Accessibility Program Manager, in collaboration with Senior Human Rights Officers from the Equity and Inclusion Office and the MAC Co-Chairs, is coordinating with the Secretariat’s Office to project manage and schedule public consultation for fall 2022. The Policy is expected to be presented to Senate and Board by late fall 2022 / early winter 2023.
Part III: 2021 AODA Compliance Environmental Scan Survey

Executive Summary

In preparation for the province’s December 31, 2021, biennial AODA compliance reporting activities, McMaster Accessibility Council Co-Chairs co-sponsored in spring 2021 the development of an AODA Compliance Environmental Scan Survey. Institutional goals identified that the Survey sought to address included:

1. Facilitating the completion of the biennial 2021 Provincial Compliance Report with participation from all members of the MAC.
2. Identifying both central processes established, as well as distributed take up across units, of various accessibility policies and practices developed and facilitated to meet specific requirements under the AODA IASR.
3. Compiling and analyzing 2021 data to inform the ongoing development of McMaster’s accessibility policy, accompanying multi-year accessibility strategy / plan, as well as future iterations of the Survey.

This self-reported data activity increased cross-institutional confidence when preparing and submitting the 2021 biennial report. However, a noted limitation has been identified in the collection and analysis of this data, primarily, that this was a Pilot year for the launch of the AODA Environmental Scan Survey and as such, unfamiliarity with the questions being asked as well as challenges in interacting with the tool itself were anticipated. Further iterations of this Survey and subsequent data collection will need to be refined and built into reporting cycles to ensure that the most accurate data is being collected and represented in future internal annual accessibility reports. An additional limitation should be noted that as the MAC is primarily comprised of administrative leaders across campus, academic leaders were excluded from participation in this Survey and were asked to focus their attention on participation in the AODA Website Audit Activity described in section four (IV) of this report.

This Survey was designed twofold as a campus-wide educational activity, and therefore incorporated communications, resources, and 1-1 support options for those participating when it was launched in fall 2021.

High-Level Results

The results are divided into Central Unit Responsibilities and Distributed Cross-Unit/Campus Responsibilities to better understand centralized process and policy development and cross-campus awareness and adoption of process/responsibility.

1 Please contact the Accessibility Program Manager at access@mcmaster.ca for the full version of this report.
Please note that question fourteen (14)² from the 2021 compliance report related to web accessibility was excluded from this activity’s analysis and taken up solely through the AODA Website Audit and Reporting Project detailed in section four (IV) of this report.

Central Unit Processes, Policies, and Responsibilities

Based on an 86% “Yes” response rate to questions asked to and answered by five (5) central units³ that oversee central accessibility processes and procedures, McMaster University filed “Yes, in compliance” to questions listed on the 2021 Provincial Compliance Report that these units were able to answer in the affirmative. Further inquiry and analysis are required related to units reporting “I Don’t Know” and “Blank” (14% response rate), to discern if (1) the requirement listed as centralized oversight / responsibility fits better under the section of distributed awareness / responsibility and / or (2) the requirement requires a central process and / or mechanism for compliance evaluation to be put in place to meet the requirement and enhance future reporting confidence.

Distributed Unit Awareness and Responsibilities

Seven AODA IASR requirements were selected based on their distributed nature (i.e., Cross-campus application and distributed take-up) and translated into statements to which respondents could answer “Yes”, “No”, “Not Applicable”, or “I Do Not Know”. A total of forty-six (46) reports were completed and returned to the Accessibility Program Manager by MAC-identified unit leads, who could choose to report as either a single unit or as several separate units reporting to the same MAC member / senior leader.

Table 1. 2021 AODA Compliance Environmental Survey Distributed Responsibility Statements

<table>
<thead>
<tr>
<th>Statement #</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Emergency procedures for my unit / area are accessible or able to be made accessible for persons with disabilities, upon request (e.g., if someone requests an accessible or alternative format).</td>
</tr>
<tr>
<td>2</td>
<td>All employees (including NEW employees) within my unit / area of responsibility have been made aware of existing University accessibility and accommodation supports available to them, including accommodation policies.</td>
</tr>
<tr>
<td>3</td>
<td>Accessible formats and communication support are provided for all employees with disabilities within my unit/area, when requested, to enable job and workplace understanding and responsibilities.</td>
</tr>
</tbody>
</table>

² As of January 1, 2021, do all of your organization’s internal websites conform to World Wide Web Consortium Web Content Accessibility Guidelines 2.0 Level AA (except for live captions and pre-recorded audio descriptions)?
³ Equity and Inclusion Office, Facilities Services, Strategic Procurement, Human Resources Services, and McMaster Libraries.
My unit / area is aware of and enacting McMaster’s policy commitments regarding the Use of Service Animal and Support Persons On-Campus.

My unit / area is aware of and enacting McMaster’s Posted Notice of Temporary Disruptions of Service protocols where applicable.

Leaders, current employees, new employees, volunteers, and subcontractors within my unit / area are aware of and have taken McMaster’s central AODA and Human Rights Code training (approx. 30 mins to complete).

Where my unit / area provides feedback mechanisms to the McMaster / public, these mechanisms can be made accessible to persons with disabilities, upon request (e.g., provisions of alternative formats, communication supports, etc.).

Survey Quantitative Highlights

1. Zero (0) statements provided yielded 100% “Yes, in compliance” responses
   a. Three (3) statements yielded a “Yes” response of between 84-87%
   b. Two (2) statements yielded a “Yes” response of between 75-78%
   c. Two (2) statements yielded a ”Yes” response of between 61-69%

Preliminary data might suggest a need for strategic planning and partnerships across campus to be strengthened or formed, to support both meeting distributed IASR regulatory requirements, as well as to support the maintenance of compliance once it has been met. Many of the IASR requirements that were translated into statements for this Survey have been regulatory for close to a decade and during the time that they were rolling into effect, policies, processes, and services may have been established to meet what may have been interpreted at the time as a finite or time bound requirement.

However, many AODA IASR requirements are not time bound and therefore require specific roles and maintenance plans to be established, as well as awareness around the requirements (rights and responsibilities) to be communicated on an ongoing basis. As an example, to support the completion of this Survey, the Accessibility Program Manager worked with specific unit leaders to create cross-campus communications explicitly stating requirements, and what employees and leaders could do to quickly come into compliance by / before the December 31st, 2021, provincial reporting deadline, increasing both unit-level and institutional confidence in responding “Yes” to questions on the 2021 Provincial Compliance Report. These communications were distributed to all MAC members, so that they could be further disseminated to all units under MAC members’ areas of responsibility. In future, these communications could be updated and recirculated across distributed units early in the year (January 1) preceding a provincial compliance reporting year (December 31 of that same year) for those requirements that simply require frequent reminders or awareness raised.

The following section will provide examples of qualitative themes and examples emerging from the 2021 Survey.
Survey Qualitative Highlights

Thematic Analysis: Statement One (1) – “Emergency procedures for my unit / area are accessible or able to be made accessible for persons with disabilities, upon request”

Statement one (1) within the AODA Environmental Scan Survey was specifically analysed for common themes and quantitative responses, given the health and safety implications of this statement, in addition to conversations and consultations held with survey respondents prior to survey completion, indicating confusion and unawareness surrounding the requirement.

In total, 13 / 46 reports were returned to the Accessibility Program Manager with non “Yes, in compliance” responses, that is to say that 28% of participating units did not respond “Yes, in compliance” to Statement one (1). Additionally, out of the forty-six (46) reports returned, only three (3) provided specific plans detailing how the unit would provide emergency response plans in accessible of alternative formats, if requested by an employee with a disability(ies).

Further thematic analysis available from Appendix I of this report pointing to health and safety implications arising from the lack of awareness or misunderstanding of this specific requirement has resulted in a direct action to communicate results to McMaster’s Central Joint Health and Safety Committee via the MAC Co-Chairs, as well as Employee Health and Occupational Support Services via the Accessibility Program Manager, EIO. These groups have committed to developing and communicating a process to address Emergency Evacuation plans in the coming months.

Additional Qualitative Themes Arising from Preliminary Analysis

The below section provides a snapshot summary of salient themes arising from additional context provided for “No”, “I Do Not Know”, “N/A”, “Partially”, and “Blank” responses to the question “Are you in compliance with these seven (7) distributed statements” included in the 2021 Survey and listed above. Qualitative responses provided for “Yes” responses were intentionally not included in this analysis to identify gaps more easily in awareness, process, and implementation of distributed AODA IASR responsibilities.

Theme #1: Lack of disability representation and/or awareness in the workplace:

Responses provided when responding “No” and “N/A” to distributed responsibility statements were at times related to unit leads stating that they had no employees with disabilities working in their unit (or that they were not aware of employees with disabilities working in their unit). Some units further indicated that should a request for support be made, action to put a process or plan into place, or to provide an alternative format, would be met.

This theme surfaced mostly in relation to statements that indicated a need for an employee with a disability to identify to their employer/manager a specific need for an accessibility support (e.g., accessible emergency response plan, accessible communication supports, workplace accommodation, etc.).

Theme #2: Absence of accountability mechanism / procedure to validate compliance:
Several units when responding “No”, “I Do Not Know”, and “Blank” (no response) indicated an assumption or belief that other units (i.e., not their unit) would or should be overseeing AODA compliance for their unit.

Other areas expressed not knowing who would be responsible for checking or validating specific compliance requirements to be able to confidently respond “Yes” or “Partially” on the Survey. Additionally, where a unit may have responded “I Do Not Know,” “Partially,” or “Blank,” responses indicate that the unit may have made staff aware of the requirement but did not indicate how / if they would be able to validate compliance with the requirement.

Overall, this theme surfaced most prevalently in relation to responding to distributed responsibility statement six (6): Leaders, current employees, new employees, volunteers, and subcontractors within my unit / area are aware of and have taken McMaster’s central AODA and Human Rights Code training.

Theme #3: Lack of knowledge and/or confusion regarding AODA legislative compliance requirements:

Units were provided team and leadership support by the Accessibility Program Manager in completing this Survey, where it was anticipated that there might be a lack of awareness of certain AODA requirements that had not previously appeared on a biennial government compliance report or had never previously been asked to campus community members broadly. This support helped to minimize the number of responses of this nature appearing on individual reports. There were, however, several responses provided that have identified several specific units as possibly requiring more targeted communication and implementation support efforts regarding distributed AODA IASR requirements.

Additional responses provided that are lacking in detail regarding if / how compliance is being achieved (either proactively or should the need arise) might also indirectly indicate that units could be experiencing confusion around understanding requirements, or the need for more training and unit-level planning regarding compliance requirements and distributed responsibilities.

Theme #4: Appear to Comply, But Not Responding “Yes”

Finally, and related to previous themes two and three, there were several qualitative responses provided that included thorough detail regarding how a given unit was taking steps or had taken steps to achieve compliance, but where the unit still replied, “I Do Not Know” or “No” to the question of “are you in compliance with XYZ requirement?”. There may be several reasons to explain a unit’s hesitancy in responding “yes” to compliance with institutional or unit-level confidence, including the newness of the requirement, a lack of compliance measurement mechanisms existing across the institution to validate compliance and/or a lack of full understanding surrounding the requirement itself.

Conclusion

Participation across units under MAC members’ areas of responsibility was excellent with forty-six (46) reports to the Accessibility Program Manager in total, indicating a strong commitment and willingness to participate in AODA compliance-related activities across administrative areas of the University. It must be once again stated that this was the first time McMaster has conducted such an in-depth AODA compliance analysis, and as such, this activity will need to be carried out in future iterations to refine
self-reported data and interpretation. Preliminary data is already providing clarity regarding next steps in the development of a roadmap to meet updated AODA compliance benchmarks for 2025.

Initial areas of focus will include enhanced elevation of disability awareness and presence of persons with disabilities on campus and specifically in the workplace; clearer and more consistent communication of unit-level compliance roles and responsibilities to be developed in consultation with and distributed to units via MAC members; as well as the establishment of anticipated cyclical AODA auditing and reporting activities to correspond with provincial reporting cycles. One positive outcome from this year’s activity has been the preliminary establishment of a distributed network for compliance reporting, which is of utmost importance in preparing for the release of the upcoming AODA Post-Secondary Education Standard, as this standard will require a steep increase in government compliance reporting requirements. The coordination of such a complex distributed network will require focused oversight and resourced support to maintain activity sustainability.

Next Steps

• The MAC Co-Chairs and Accessibility Program Manager will facilitate connect-backs to relevant unit leaders to share raw data and discuss further opportunities for development and support for their units.
• The AODA Scorecard will be reviewed for usefulness in documenting internal levels of compliance across units indicated through this year’s Pilot activity, particularly where the “Yes, in compliance” responses were below 75%.
• The MAC Co-Chairs, the MAC, and the Accessibility Program Manager will collaborate to discuss actions moving forward, exploring where strategic planning can be built into or aligned with the development of MAC members’ current strategic plans and/or if the development of a specific Accessibility Strategic Multi-Year Roadmap and Action Plan is required.

Part IV: AODA Website Audit and Reporting Results

Executive Summary

McMaster University senior leadership endorsed and provided support for an institution-wide AODA Web Accessibility Compliance Roadmap in 2021. The Roadmap has successfully advanced over the last two semesters with the first AODA Website Audit and Reporting Project. The report that was generated from this activity provides an update on key accomplishments and a summary of the data collected from the AODA Website Audit and Reporting Project, providing a benchmark on compliance to date as well as projected timeframes for meeting compliance across all areas of the institution. The full Web Accessibility Audit Report has not been included in this Accessibility Activity Report but can be accessed by contacting the McMaster Accessibility Council at access@mcmaster.ca. As a result of the reporting information gathered, McMaster has indicated a Non-Compliance status on web accessibility as part of its overall AODA Reporting obligations, in late 2021. Recommendations for next steps in moving forward institutional priorities and accompanying actions listed within the Web Audit Report are listed below:
Next Steps

Given the report results, the following recommendations (non-exhaustive) have been developed for consideration and to inform the next project in the AODA Web Accessibility Compliance Roadmap, slated for Winter 2022. There will need to be discussion and endorsement of these activities before proceeding, with accountability at the Dean and AVP level, or above.

- Share the Web Audit report with all the AODA Website Audit respondents and accountable unit leaders
- Communicate to the campus community that the first phase of the AODA Website Audit Reporting Project has been completed and share high level findings and next steps (including communicating the imperative and timelines to achieve AODA compliance and aspiration beyond compliance, and the need for a networked leadership approach to achieve these goals through unit-level investment and implementation supported by central coordination and auditing responsibilities)
- The Web Accessibility Strategist will develop, in consultation with the Accessibility Program Manager, a Web Accessibility Resource Guide to support web developers, designers and content managers in the ongoing translation, implementation, and validation of currently regulated 2.0 AA compliance standards while aiming for 2.1 compliance levels where possible for future proofing
- Working with the Web Accessibility Strategy team and using a templated planning document provided by the team, unit leaders will examine challenges in achieving compliance by December 31, 2022, and develop a plan for accelerating compliance which includes resources needed
- Unit plans will be compiled by the Web Accessibility Strategy team and presented to the McMaster Accessibility Council for review and recommendation on how to resource implementation
- Include in the new Accessibility Policy an accountability mechanism for unit leaders to approve and sign-off on AODA compliance reports, including web accessibility audits
- Engage Communications and Public Affairs leads on the task of aligning brand standards with AODA Compliance requirements to ensure all centrally provisioned/designed/templated websites are consistent
- Ensure the continuity of the web accessibility priority by imbedding in strategic EDI and IT (Information Technology) plans and governance mechanisms.

Part V – Campus Accessibility Action Plan Updates

Executive Summary

The first Campus Accessibility Action Plan (CAAP) five-year plan was submitted and approved in 2012 and finished in 2017. Subsequently, CAAP Phase 2 was approved in 2018 and we are in the last year of this plan.
Numerous CAAP projects were undertaken and completed in 2021-22:

- Campus Services Building (CSB) Accessibility Upgrades Grant Application (Federally supported Enabling Accessibility Fund)
- Accessibility audits for McMaster University owned buildings, which will be completed by fall 2022
- Water fountain / water refill audits and multi-year master plan for future installation
- Applied Dynamics Laboratory (ADL) - elevator installation
- General Science Building (GSB) - 3rd floor accessible washroom addition
- John Hodgins Engineering (JHE) - barrier free washrooms (south and north washrooms)
- Chester New Hall (CNH) - accessible washrooms B110 and B111 upgrades
- Hamilton Hall (HH) - accessible washrooms upgrades (all levels)
- Nuclear Research Building (NRB) - accessible washroom upgrades
- Ivor Wynne Centre (IWC) - barrier free washroom renovations
- Chester New Hall (CNH) - barrier free washroom 506A modifications
- General Science Building (GSB) – modifications to accessible parking and new accessible sidewalk to the main entrance door
- Psychology Building A 205 and A203 - barrier free washroom modifications
- Automated door operator in corridor to Smith Gym
- SAS (Student Accessibility Services) testing centre washroom – Automated Door Operator (ADO) installation
- Modifications to Mills Library – improvements to signage, barrier free washrooms, and stairs

The following projects are planned for the upcoming months:

- Modifications to barrier free washrooms in Togo Salmon Hall (TSH) B119, B120 and 202A
- Spinal Cord Injury washroom accessibility upgrades.
- Upgrading all-genders washroom signage of all washrooms across campus to McMaster’s new Barrier Free standard.
- Adding an additional all-genders barrier free washroom in Thode Library (205/B).
- Feasibility study for adding an elevator to make the sub-basement level of Burke Science Building (BSB) accessible.
- Campus Services Building accessibility project that will add a ramp, elevator, barrier free washrooms, accessible reception counter and accessible meeting room to the building (Project estimated at $2M with $1M coming from the Enabling Accessibility Fund).
- Water fountain upgrades

Next Steps

Facility Services expects to complete accessibility audits of all McMaster University buildings by August 2022. The audit results and recommendations will form the basis for the CAAP Phase 3. The current funding level of $337,000 per year is inadequate based on current estimates and CAAP Phase 3 will need additional funding to implement the recommendations laid out in the accessibility audits.
The approval of the Enabling Accessibility Grant for $1M is the biggest grant Facility Services has obtained to date. Previously, Facility Services obtained $50,000 each on two occasions from the Enabling Accessibility Fund. The Campus Services Building (CSB) and the Applied Dynamics Lab (ADL) were two important multi-level, highly trafficked, and physically inaccessible buildings on campus. To date, ADL has been fitted with an elevator - project completed last year - and is now elevator accessible. With funding from the Enabling Accessibility Fund, funding contributions from CAAP Phase 2, as well as additional monies from Facility Operating Capital, the CSB will become an accessible building.

Part VI – McMaster Accessibility Community Updates

While the new reporting focus of McMaster’s Annual Activity Report has shifted to specific AODA-compliance related activities, one section of this report will continue to shed light on accessibility cultural and community development-related activities across the institution that have taken place within that given calendar year.

McMaster’s Employee Accessibility Network

Established in 2017, the Employee Accessibility Network (EAN) was created for employees with disabilities at the University to connect, network, and collaborate. The Network was also developed to act as one of the main consultative groups to the McMaster Accessibility Council, and the University at large, in areas of:

- Disability inclusion;
- Accommodations;
- Legislative compliance; and
- Aspirational accessibility and disability-inclusion planning for Disabled employees / employees with disabilities.

Comprised of more than 100 list serve members and growing, the EAN also offers a lens of lived experience to institutional work carried out that may disproportionately impact employees with disabilities in the absence of consultation.

This past year, the Network has worked together to consult and provide feedback in several areas, including:

- Feedback on the disproportionately negative impacts of COVID on members of the McMaster community with disabilities – particularly those who are immune-compromised and/or experience communication barriers – was shared with the Associate Vice-President, Equity and Inclusion (AVP EI), as well as Return to Campus Planning committees, during summer 2021.
- Feedback on integrating critical accessibility and disability perspectives into the emerging Inclusive Excellence Guide for Researchers under the University’s Equity, Diversity, Inclusion, and Accessibility Strategy.

To read more about the Network’s consultative and peer support work, please read the Employment section from this year’s Accessibility and Disability Inclusion Update 2020-2021.
Accessibility and Disability Inclusion Update 2020-2021

The Annual Accessibility and Disability Inclusion Update is now in its 4th year of publication, collecting and highlighting accessibility and disability-inclusion related projects, activities, networks, research, and scholarship generation carried out by McMaster students, staff, and faculty in any given year.

This year’s publication expanded its 2021 Call for Submissions into winter 2022 and was released to mark celebration and raise awareness for McMaster’s National Accessibility Week 2022. Containing more than seventy (70) updates from close to fifty (50) contributing individuals and units, the Update has been moved this past year into an accessible, open-source Pressbooks format and contains the following table of contents to learn more about incredible collective work being carried out across the institution in different areas:

- Community Building and Engagement at McMaster
- Community Building Beyond McMaster
- Employment
- Policies and Plans
- Scholarly Community-Engaged Publications and Publications
- Spaces and Environments (Built and Virtual)
- Student Initiatives
- Student Support and Service Delivery Upgrades
- Teaching and Learning: Accessibility and Disability Inclusion in Research, Instruction, and Course-Level Enhancements
- Teaching and Learning: Accessible Online and Technology-Enabled Learning

December 3rd: International Day of Persons with Disabilities Programming 2021

The AccessMac Program (EIO) and the Disability Inclusion, Madness, Accessibility, and NeuroDiversity (DIMAND) Working Group (President’s Advisory Committee for Building an Inclusive Community) collaborated to co-create three (3) consecutive days of programming commemorating and celebrating December 3rd: International Day or Persons with Disabilities 2021, including:

1. **Critical Mad / Disability Flash Presentations (December 1st)** – A full day event of “flash” presentations to highlight Critical Mad and Disability Studies scholarship, with a focus on supporting new / upcoming scholars.

2. **The 3 Fs of Food (In)Accessibility Disability DIScussion (December 2nd)** – Led by MSU (McMaster Student Union) Maccess, this talk focused on intersectional impacts of food inaccessibility for persons with disabilities and allergies, low-income people, and persons of faith.

3. **Assistive Technology – Lived Experiences and Uses (December 3rd)** – A panel discussion led by AccessMac and DIMAND, this event highlighted the expertise of fluent users of assistive technologies, with broader discussions facilitated around assistive technology experiences and use for accessibility testing and best business practice.

These events were wonderfully attended – spanning 50 – 100 participants per event / day – supporting the centring of intersectional Disabled voices in work, scholarship, and community. For more
information about these events, as well as goals and institutional recommendations put forth by PACBIC
DIMAND members to the University for the upcoming year, please read PACBIC’s 2021-2022 Annual
Report.

Moving Forward

This past year saw an additional change to the composition of the McMaster Accessibility Council, with
the addition of the office of the AVP, Research. This addition ensures we are communicating with all
areas of the University which need to be involved in enabling our current Accessibility Plan and to
participate as we start planning for the work to be done as part of the pending AODA Post-Secondary
Education Standard.

The 2020-2021 academic year continued to see increased collaboration and communication around the
many accessibility related initiatives which took place across campus, culminating in the development of
the 4th annual Accessibility and Disability Inclusion Update. It was wonderful to read the more than 70
submissions which came in from 50+ units and to reflect on what inspirational and creative work is being
in this area across campus. Additionally notable has been the increase in submissions from McMaster’s
academic community – researchers, faculty, course instructors, course designers, and Teaching
Assistants – accounting for more than 1/3 of the entire 2020-2021 publication, across several Update
categories.

This past year also saw the inaugural launch of the new AODA Compliance Environmental Scan Survey
which provided a snapshot of where we are in terms of overall AODA compliance for our core
administrative units on campus, as well as the completion of the initial AODA Website Audit and
Reporting Project.

For the coming year we will be sharing the updated University’s Policy on Accessibility, working on next
steps related to institutional accessibility planning based on the past year’s findings, working towards
completion of the next phase of the AODA Web Accessibility Compliance Roadmap, and developing
implementation plans related to the pending AODA Post-Secondary Education Standard legislation. Early
work in all these areas indicates there will be a need for more resourcing and coordinated efforts across
campus, something which will need to be monitored over the next several years.

We continue to be excited looking ahead to how accessibility and disability-inclusion flourishes in 2022.
Contents

3 Mandates & Highlights
5 Program Highlights
17 Statistical Report

Relevant Links

Equity & Inclusion Office Website
Equity & Inclusion Facebook Page
Accessibiltiy Hub Website
Sexual Violence Prevention and Response Office Website
Blue Folder: Discrimination and Harassment Guide
Gold Folder: Sexual Violence Prevention Response Guide

Mandates and Highlights

Equity and Inclusion Office Mandate

The Equity and Inclusion Office (EIO) has a broad three-pronged mandate:

- to provide leadership to advance institutional equity, diversity, and inclusion (EDI) priorities and inclusive excellence goals;
- to provide education, training, and resources related to accessibility, inclusion & anti-racism, human rights, and sexual violence;
- to provide harassment, discrimination, and sexual violence response services.

The EIO is a key partner and leader in advancing McMaster’s commitment to establishing accessible, equitable, and inclusive learning and working environments that are barrier-free and free from harassment, discrimination, and sexual violence, per the university’s Accessibility Policy, Discrimination and Harassment Policy, and Sexual Violence Policy.

In June of 2019, McMaster launched its EDI Strategy, which included an EDI Framework for Strategic Action and a 2019 – 2022 EDI Action Plan. Fifty-seven strategic actions were identified across six thematic objectives. Detailed EDI Action Plan Progress Reports are posted on the EIO website.

Annual Report Mandate

Under sections 52 of the Discrimination and Harassment Policy and section 53 of the Sexual Violence Policy, the EIO is responsible for collecting and reporting annual anonymized, aggregate data on complaints, investigations, sanctions and outcomes, consultations, disclosures, and voluntary/dispute resolution to the Senate and the Board of Governors.

Annual Report Parameters

Unless stated otherwise, this report covers data collected from September 1, 2021, to August 31, 2022.

Data for the annual report is collected and maintained by the EIO and includes information from the Sexual Violence Prevention and Response Office, the Human Rights and Dispute Resolution Program, Employee & Labour Relations, the Student Case Management Office, and the Faculty of Health Sciences Professionalism Office.

In addition to highlighting policy-mandated, consolidated statistical data, the report provides narrative information and data on the activities of the four EIO portfolios: AccessMac Accessibility Program; Inclusion & Anti-Racism Education Program; Sexual Violence Prevention and Response Office (SVPRO); and Human Rights & Dispute Resolution Program (HRDR).
2021/2022 EIO Office Highlights

Training initiatives

- EIO staff team offered over 340 education-oriented sessions and events, to 29,053 students, staff, and faculty on a host of EDI-related topics.

Staff changes

- Four individuals left the office during the reporting year and three joined. In April 2022, the office announced the addition of Lenore Lukasik-Foss, inaugural Director, SVPRO and Anti-Oppression Programs, and Natalie Lafleur, Sexual Violence Response Case Manager. In May 2022, the EIO announced the addition of Renata Hall, Manager, Inclusion and Anti-Racism Programs.
- The office initiated a search for a Director, Human Rights & Accessibility and is in the final stages of this hiring. Dr. Tighe, Provost & Vice-President (Academic) is leading the search for the permanent Associate Vice President Equity and Inclusion and the search committee will begin interviewing in the new year. In the interim, Dr. Sonia Anand, Professor of Medicine & Epidemiology, is the Acting Associate Vice President Equity and Inclusion.

Office review

- In the spirit of continuous improvement, in September 2022, the Provost initiated a review of the Equity & Inclusion Office.
- The review team was comprised of internal and external experts. The scope of the review included the activities of the EIO and the various units across the University that are supported and/or collaborate with the EIO to foster a culture of respect and inclusivity, oversee the development of equity initiatives, raise awareness of historically marginalized groups, and incorporate an anti-oppressive framework.
- The review commenced in the fall of 2022, with outcomes and recommendations expected before the end of fall term.
- A needs assessment of the Accessibility portfolio was initiated by the Provost and led by Senior Human Rights Officer, Marla Brown. This report has been submitted to Dr. Anand and Dr. Tighe for review.

Policy work

- Representatives from the Office have been actively involved in various policy review and update processes, including for the Faculty Code of Conduct, the University Accessibility Policy, the Sexual Violence Policy, and the Discrimination & Harassment Policy.

Data collection and reporting

- We continue to enhance systems to effectively collect and report data for all EIO portfolios. We are in the process of initiating a new case management software for the EIO and initiating a pilot project to track the work and impact of the EIO activities.
Program Highlights
2021 | 2022
Highlights of Notable Successes and Opportunities

Institutional Accessibility Consultations and Projects

• Completed Phase One (1) of the University’s Web Accessibility Project providing consultation, in partnership with University Technology Services (UTS), documented more extensively in the 2021 Annual Accessibility Activity Report.
• Supported development and hiring of two inaugural Accessibility Educational Development positions in partnership with the MacPherson Institute.
• Joined the Digital Learning Steering Committee under the Partnered in Teaching and Learning Strategy, led by the Office of Provost under the Vice-Provost, Teaching and Learning.
• Provided consultation in support of the 2nd annual IDEAS grant program in partnership with the

Institutional Accessibility Training Development

• Launched Creating Disability-Inclusive Work Culture through Accommodation and Accessibility Approaches workshop for Inclusive Excellence Leadership Program with Human Resources Services.
• Supported development of accessibility and disability inclusion programming (3 workshops) for the Faculty of Health Science 2022 Spring/ Summer EDI & Indigenous Health Equity Speaker Series Program in partnership with the Faculties of Science and Health Science.

Publications (Community)

• Fourth annual publication of the Accessibility and Disability Inclusion Update, 2021-2022 during National Accessibility Week 2022.

Accessibility and Disability Support-Related Consultations

AccessMac Accessibility Consultation: A consultation takes place when an individual or group seeks advice and/or guidance on a matter related to accessibility and disability inclusion as per the Accessibility for Ontarians with Disabilities Act (AODA), 2005 or best practice.

AccessMac Accessibility Program Consultations

<table>
<thead>
<tr>
<th>Type of Consultation</th>
<th>Number of Consultations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility and/or Disability Inclusion Consultations: Broad McMaster campus community</td>
<td>244</td>
</tr>
<tr>
<td>Accessibility and/ or Disability Inclusion Consultations: Provincial accessibility communities (other ON universities and / or municipalities)</td>
<td>12</td>
</tr>
<tr>
<td>Disclosure / Support-Related Consultations: Persons with lived experience of disability(ies)</td>
<td>68</td>
</tr>
<tr>
<td>Total Consultations</td>
<td>324</td>
</tr>
</tbody>
</table>
Top Themes for AccessMac Accessibility Program Consultations:

- Digital Accessibility
- Teaching and Learning Accessibility
- Student and Employee Accessibility / Accommodation Support
- Communication Accessibility
- Built Environment Accessibility
- AODA Requirements

AccessMac Accessibility Program Consultation Data Comparison – 2018-2022

<table>
<thead>
<tr>
<th>Category</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disclosure / Support-Related Consultations</td>
<td>27</td>
<td>24</td>
<td>34</td>
<td>68</td>
</tr>
<tr>
<td>Accessibility and / or Disability Inclusion Consultations</td>
<td>82</td>
<td>141</td>
<td>227</td>
<td>256</td>
</tr>
</tbody>
</table>

Education: Workshops, Presentations, Events, and Training

AccessMac Accessibility Program Education Numbers

<table>
<thead>
<tr>
<th>Type of Education Delivery</th>
<th>Number of Sessions</th>
<th>Number of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synchronous (online, live) workshops, presentations, and training</td>
<td>45</td>
<td>1,552</td>
</tr>
<tr>
<td>Asynchronous (online, self-paced) training</td>
<td>17</td>
<td>6,534*</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>8,086</td>
</tr>
</tbody>
</table>

* Not inclusive of page views / visits for the asynchronous Accessible Digital Content Training Pressbook: Total Visits: 2841, Total Page Views: 6015

Most Popular Sessions Themes

- AODA and Human Rights Code
- Accessible Education / Accessibility in Teaching and Learning
- Digital and Web Accessibility
- Accessible and Inclusive Leadership (Students and Staff)
- Accessibility 101 – Core Theories and Concepts
## AccessMac Community Development and Engagement

<table>
<thead>
<tr>
<th>Type of Community Engagement</th>
<th>Engagement Highlights</th>
<th>Engagement Numbers</th>
</tr>
</thead>
</table>
| **Employee Accessibility Network** | Hosted 2 professional development sessions by and for employees with disabilities:  
1. Designing an Accessible Resume  
2. Navigating Chronic Illness at Work | 6 meetings,  
Avg. 18 participants / meeting |
| **International Day of Persons with Disabilities Commemorative Events (December 3, 2021)** | **December 1st:** Flash Presentations: Critical Disability Research and Teaching Clusters 1&2  
**December 2nd:** The 3 Fs of Food (In) Accessibility  
**December 3rd:** Assistive Technology – Lived Experiences and Uses | 183 participants across 3 days of programming |
| **National Accessibility Week (First Week June, 2022)** | Hosted 10 events, spanning topics of web accessibility, diversity in employment, reframing disability in health care, and relational access. | 400+ participants across days of programming |
Highlights of Notable Successes and Opportunities

Institutional Educational Projects and Consultations

• Partnered with the Department of Science, Canadian Centre for Electron Microscopy, to discuss the intersection of race and science.
• New and developing partnerships with student led groups (DeGroote Women in Business and DeGroote Greensuits) regarding strategic planning and training for EDI recruitment and retention.
• New and developing partnership with DeGroote Strategic Initiatives and DeGroote Human Resources regarding staff-wide training and EDI managerial hire.
• Development of significant series-based cohort training for McMaster Students Union and Residence Life Community Advisors.
• Successful pilot of Inclusive Excellence Leadership Training Programming and development of new module for Anti-Racism.
• Consultation on department specific EDI training initiatives regarding Anti-Racism Training for Department of Psychiatry, Department of Communications and Media Arts, as well as Department of Engineering.

Institutional Community Events

• Co-facilitated a Black Student Check-in with Black Student Success Centre and Student Wellness Centre.
• Key collaborator in the Inaugural Black Graduation which was widely attended and well received.
• Presented at the Anti-Racism Symposium hosted by the Department of Athletics and Recreation, curated to assemble and engage student-athletes, coaches, support staff, and administrators from across Ontario University Athletics (OUA), University Sports institutions, and other sport-focused organizations for discussions about anti-racism within Athletics.
• Ongoing collaboration with the MacPherson Institute; bridging partnered work for teaching and learning.
• Partnered with McMaster Hillel, President’s Advisory Committee on Building an Inclusive Community (PACBIC), and Mohawk College on Virtual webinar to Unpack Antisemitism on Campus, led by Yavilah McCoy.
• Successful and well attended collaborative event with Interfaith Working Group as well as Black History Month focusing on educational and social events regarding Islamophobia and Black Muslim Identity.
Inclusion and Anti-Racism Education Program Consultations

**Inclusion and Anti-Racism Education Consultations**: A consultation takes place when an individual or groups seeks advice, guidance, or collaborative discussions related to Equity, Diversity, and Inclusion (EDI), Anti-Racism (AR), and Anti-Oppression (AO) education or strategic planning.

<table>
<thead>
<tr>
<th>Type of Consultation</th>
<th>Number of Consultations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inclusion and Anti-Racism Consultations:</strong></td>
<td></td>
</tr>
<tr>
<td>Departmental or program specific EDI strategic planning</td>
<td>15</td>
</tr>
<tr>
<td>Teaching and Learning EDI, AR and AO education</td>
<td>84</td>
</tr>
<tr>
<td><strong>Support Related Consultations:</strong></td>
<td></td>
</tr>
<tr>
<td>Persons with lived experience of racial identity</td>
<td>4</td>
</tr>
<tr>
<td><strong>Safety, Initiative and Event Consultations</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
</tr>
<tr>
<td><strong>Total Consultations</strong></td>
<td>107</td>
</tr>
</tbody>
</table>

*Note: the above data does not reflect Indigenous-specific consultations; data is unavailable.*

Inclusion and Anti-Racism Education Sessions

**Sessions and Workshops**: Educational sessions and workshops encapsulate both synchronous and asynchronous workshops, presentations, and trainings delivered. This includes student, faculty, and staff delivered sessions, including leadership groups, student-led groups, classroom level workshops and discussions, and departmental staff training. Of notable mention is the Human Rights, Equity, Accessibility, Anti-Racism Toolkit (H.E.A.A.R.T) series – offered twice a year.

<table>
<thead>
<tr>
<th>Type of Program</th>
<th># of Sessions</th>
<th># of Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational</td>
<td>76</td>
<td>3,045</td>
</tr>
<tr>
<td>H.E.A.A.R.T. Workshops</td>
<td>14</td>
<td>307</td>
</tr>
<tr>
<td>Let's Talk About Race! Drop-In (As a part of PACBIC’s Race, Racialization and Racism Working Group)</td>
<td>4 Total: Race &amp; COVID (Sept) What is Latinx (Oct) Learning In Colour (Dec) Black History Month (Feb)</td>
<td>*</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>94</td>
<td>3352</td>
</tr>
</tbody>
</table>

*Note: the above numbers do not reflect Indigenous-specific education delivered by the Inclusion and Education Program. In addition, education numbers are estimated and do not fully encapsulate total education provided from September 2021-April 2022.*

*Complete data was unavailable due to staffing changes.*
## Community Development and Engagement

<table>
<thead>
<tr>
<th>Type of Community Engagement</th>
<th>Engagement Highlights</th>
<th>Engagement Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inaugural Black Graduation</td>
<td>In collaboration with Black Student Success Center, Office of the Registrar, the African Caribbean Faculty Association of McMaster, International Students Association, Black Student Association and McMaster Alumni Association, the Black Graduation highlighted the success and progression of Black students at McMaster</td>
<td>300 students (and family), faculty and staff at McMaster</td>
</tr>
<tr>
<td>MAC 101</td>
<td>Introductory Panel event in collaboration with Student Success Centre to introduce incoming McMaster students to key services and supports on campus</td>
<td>170</td>
</tr>
<tr>
<td>Black History Month</td>
<td>In collaboration with Black History Month Planning committee: 24 sessions and events were held throughout the course of February 2021 in addition to frequent social media engagement and education</td>
<td>823</td>
</tr>
<tr>
<td>Black Student Success Center Drop In Check In</td>
<td>In collaboration with the Wellness Centre and Black Student Success Center, the first Black Student Drop In Check In was held in response to mass violence against Black individuals over the summer of 2022. This was a mental health and community building check-in opportunity that sparked an ongoing partnership and check-in events for the 2022-2023 reporting year.</td>
<td>15</td>
</tr>
</tbody>
</table>

| Total                       | 27                                                                                                                                         | 1308                                                     |

Faculty of Health Sciences - Family Medicine

Unique to the Inclusion and Anti-Racism program is a coordinator of EDI and Anti-Racism within the Faculty of Health Sciences’ Department of Family Medicine. This dual-report position was created to ensure the Faculty of Family Medicine received thorough consultation and education in line with the principle of inclusive excellence and best practices as it relates to EDI and Anti-Racism (AR).

Highlights and Notable Successes of EDI and Anti-Racism within Family Medicine

Resources Created:

- Canadian Residence Matching Service (CaRMS) Implicit Bias Resource
- EDI online Newsletter
- Multicultural Calendar
- Socioeconomic Demographic Data Creation
- Black Excellence Committee
- Equity, Diversity, Inclusion & Indigenous Reconciliation Committee (EDIIRC)
- Anti-Racism Collaborative (ARC) Committee

Upcoming Programs, Creations, and Sessions:

- Mentoring for Inclusive Excellence Program
- EDI Toolkit
- Global Health PGME EDI Module
- Equity in Action Program
- Optical Clinical Learning Environment Module
- EDI Mini Moving Library

Family Medicine Education Sessions

<table>
<thead>
<tr>
<th>Type of Program</th>
<th>Number of Sessions</th>
<th>Number of Participants (includes staff, students, faculty, and members of McMaster)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education and Training</td>
<td>18</td>
<td>469</td>
</tr>
</tbody>
</table>
| Wellness and Support     | EDI/Anti-Racism Support  
Racialized Community of Support  
Cultural and Religious Holiday E-cards | 2,623 |
| Research to Drive EDI    | Diversity & Climate Survey  
EDI Anti-Racism Initiative Survey | 244 |
| Events and Initiatives   | Black History Month  
National Truth and Reconciliation 2021 and 2022 | 35 |
| Total                    |                    | 3,694                                                                             |
Highlights of Notable Successes and Opportunities

- Recruited and trained 13 new and five returning sexual violence prevention Peer Educators.
- Co-hosted events in collaboration with the Ontario University Sexual Violence Network, including the inaugural Begin by Listening Student Symposium on Sexual Violence and Stories Spark Change with Roxane Gay and Eternity Martis.
- In preparation for Welcome Week, SVPRO offered Responding to Disclosures and Bystander Intervention training to approximately 2,000 student leaders and student-facing staff members in August. Each team member received 4 hours of in-person training.
- Participated in and co-hosted numerous in-person Welcome Week events.
- Consent-educating drag queen, Unita Assk, hosted events in collaboration with Residence Life, McMaster Welcome (Welcome Week kick-off), and University of Guelph Student Wellness.
- Staff actively participated in many professional associations to keep abreast of evolving standards, best practices, and opportunities for collaboration; including the Canadian Association of College & University Student Services: Sexual Violence Community of Practice, and the Ontario University Sexual Violence Network.
- Tracked over 10,000 new website visitors and over 2,000 returning website visitors.
- Invested in building collaborative interdisciplinary and campus-wide networks to ensure effective response to a high volume of increasingly complex gender-based violence referrals.
- Continued and grew webinar series, “Blueprints for Change,” on practicing healthy masculinity featuring speakers from across the country. Topics included celebrating Black masculinities, brotherhood, and connection; challenging men’s rights activism, the incel movement, and the manosphere; men’s mental health and vulnerability; nonbinary identities and queerness—exploring our relationship to gender and masculinity; emotional literacy for guys in relationships; masculinity and athletics; everyday allyship.
- Wrote two blog posts for Courage to Act – a national project addressing and preventing gender-based violence at post-secondary institutions.
- Invited to speak at conferences and as guest lecturer in various courses.

Disclosures

Disclosures over the past academic year are highlighted below.

A disclosure is made when an individual informs someone in the University community about an experience of sexual violence because they wish to access support, accommodations and/or information about their options. A person may wish to disclose, seek support, and take no further action. This is an option for individuals under McMaster’s Sexual Violence Response Protocol and Sexual Violence Policy.

Categories for reporting are based on provincial requirements, as set out in Common Institutional Metrics Reporting Guidelines document.
Sexual Violence Policy Disclosures
Between September 1, 2021, and August 31, 2022, there were a total of 61 Disclosures. The number that went on to the Complaints process is captured in the Statistical Report section.

<table>
<thead>
<tr>
<th>Category</th>
<th>2017/18 Total # of Disclosures</th>
<th>2018/19 Total # of Disclosures</th>
<th>2019/20 Total # of Disclosures</th>
<th>2020/21 Total # of Disclosures</th>
<th>2021/22 Total # of Disclosures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sexual Assault</td>
<td>60</td>
<td>83</td>
<td>100</td>
<td>12</td>
<td>40</td>
</tr>
<tr>
<td>Sexual Harassment</td>
<td>19</td>
<td>9</td>
<td>13</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>Stalking</td>
<td>1</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Indecent Exposure</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voyeurism</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sexual Exploitation</td>
<td>4</td>
<td>1</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Intimate Partner / Domestic Violence</td>
<td>6</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>101</td>
<td>121</td>
<td>26</td>
<td>61</td>
</tr>
</tbody>
</table>

Note: Disclosures are captured here and are also reflected in the Statistical Report which highlights consolidated data collected by EIO from all five Intake Offices on campus.

Sexual Violence Policy Consultations
Between September 1, 2021, and August 31, 2022, there were 61 Sexual Violence Policy consultations. These consultations are captured here and are also reflected in the statistical section of the report showcasing consolidated consultation data collected by EIO from all five Intake Offices on campus.

<table>
<thead>
<tr>
<th>Year</th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultations</td>
<td>57</td>
<td>106</td>
<td>84</td>
<td>64</td>
</tr>
<tr>
<td>Type of Event</td>
<td>Number of Events</td>
<td>Number of Participants</td>
<td>Audience</td>
<td>Topics</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>------------------</td>
<td>------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Synchronous Trainings and Workshops (virtual, hybrid, and in-person)</td>
<td>89</td>
<td>4147</td>
<td>Students (undergraduate, graduate, continuing education), staff, faculty, community volunteer coaches</td>
<td>Responding to disclosures of sexual violence, preventing sexual harassment, building cultures of consent, building positive spaces, healthy masculinities, bystander intervention, safeTALK</td>
</tr>
<tr>
<td>Asynchronous Trainings</td>
<td>4</td>
<td>1903</td>
<td>Community Advisors, Residence Life Area Coordinator, Archway Mentors, Archway Coaches, Welcome Week Faculty Representatives, Teaching Assistants</td>
<td>Responding to disclosures of sexual violence</td>
</tr>
<tr>
<td>Events and Webinars</td>
<td>19</td>
<td>562</td>
<td></td>
<td>Blueprints for Change (healthy masculinity webinar series), Sexual Wellness Trivia, Begin by Listening Student Symposium on Sexual Violence, Instagram Lives</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>12,012</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Highlights of Notable Successes and Opportunities

• Vaccination Policy, consultations: As you may recall, September 2021, the beginning of the 2021/2022 academic year, coincided with the implementation of McMaster’s Vaccination Policy. Under the Vaccination Policy, students, staff, and faculty were required to upload proof of vaccination. Those without proof of vaccination or without an approved human rights exemption were not permitted to attend McMaster’s campus or any McMaster-affiliated site. Given the subject matter, it should not be surprising that the Human Rights & Dispute Resolution Program received multiple queries and consultations related to human rights exemptions, notably creed and disability. This team consulted on over 400 matters in the academic year specifically related to these ground-based exemption requests. When you read the statistical report, you will note that the number of consultations for these two grounds is higher than in previous years.

• Content development for the EDI Fundamentals, Human Rights & Equity Module: the team worked collaboratively with partners in Continuing Education to build the first module of the online EDI Training Program initiative for people managers.

• Contributed to the content development of Human Rights Fundamentals training for TA’s in collaboration with the MacPherson Institute.

• Ongoing collaboration with Assistant Deans, Student Accessibility Services, and other partners to review McMaster’s process for the intake and assessment of retroactive academic accommodation requests.

• Reviewed and updated internal tools and resources for use when processing complaints.

• Continued partnership with EIO colleagues and members of other Intake Offices to deliver customized training on human rights issues.

Consolidated numbers on complaints, consultations and alternative dispute resolution are listed in the statistical report section below.
Statistical Report
of Complaints & Consultations under McMaster’s Discrimination & Harassment Policy and Sexual Violence Policy
Definitions

**Complaint:** A complaint under McMaster University’s *Discrimination & Harassment Policy* or *Sexual Violence Policy* is made when an individual seeks to initiate the institution’s investigation and adjudication procedures by completing and submitting complaint forms to one of the five Intake Offices on campus. Upon receipt of a complaint, the Policy Response Team convenes to review the materials with a view to making recommendations to the respective Decision Maker. Complaints are either investigated or not investigated. If the complaint is not investigated, the complainant is informed of their right to make a written request for review of the decision to the appropriate Vice-President.

Investigations may also be initiated by the University, when the University becomes aware of situations where an investigation may be warranted, on the basis of both the circumstances and nature of the allegations.1

**Consultations:** A consultation takes place when an individual seeks advice and/or guidance on a matter related to discrimination, harassment, and/or sexual violence from an Intake Office representative in one of the five Intake Offices on campus. Consultations are confidential, subject to limits of confidentiality, outlined in the Policies.

**Dispute or Early Resolution:** Dispute or early resolution is a voluntary service provided by Intake Office representatives to help facilitate the successful resolution of issues and concerns related to discrimination, harassment, and/or sexual violence. It is a voluntary process involving steps taken to resolve or remedy a Complaint, with which both the Complainant and Respondent have agreed.

**Intake Offices:** the five Intake Offices listed in McMaster University’s *Sexual Violence Policy* and *Discrimination & Harassment Policy* are the Sexual Violence Prevention & Response Office, Human Rights & Dispute Resolution Program, Employee and Labour Relations, Faculty of Health Sciences Professionalism Office, and Student Case Management Office.

Complaint Statistics

**Overview of Complaint Data**

1. Complaints: Overview of Complaint Numbers

<table>
<thead>
<tr>
<th>Reporting Year</th>
<th>Total Number of Complaints</th>
<th>Open at Start of Year</th>
<th>New</th>
<th>Closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1, 2017 – August 31, 2018</td>
<td>57</td>
<td>16</td>
<td>41</td>
<td>47</td>
</tr>
<tr>
<td>September 1, 2018 – August 31, 2019</td>
<td>44</td>
<td>10</td>
<td>34</td>
<td>32</td>
</tr>
<tr>
<td>September 1, 2019 – August 31, 2020</td>
<td>46</td>
<td>12</td>
<td>34</td>
<td>20</td>
</tr>
<tr>
<td>September 1, 2020 – August 31, 2021</td>
<td>58</td>
<td>26</td>
<td>32</td>
<td>40</td>
</tr>
<tr>
<td>September 2, 2021 – August 31, 2022</td>
<td>35</td>
<td>18</td>
<td>17</td>
<td>18</td>
</tr>
</tbody>
</table>

This year, we saw a reduction in the number of formal complaints. There continues to be a noted increase in the complexity of the matters coming forward.

1 For more information on University-initiated investigations, see section 92 of the Discrimination & Harassment Policy and/or section 99 of the Sexual Violence Policy.
### 2. Complaints by Policy

<table>
<thead>
<tr>
<th>Reporting Year</th>
<th>Total Number of Complaints</th>
<th>Number of Complaints involving the Discrimination &amp; Harassment Policy</th>
<th>Number of Complaints involving the Sexual Violence Policy</th>
<th>Number of Complaints involving both Policies</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1, 2017 – August 31, 2018</td>
<td>57</td>
<td>39</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>September 1, 2018 – August 31, 2019</td>
<td>44</td>
<td>35</td>
<td>21</td>
<td>12</td>
</tr>
<tr>
<td>September 1, 2019 – August 31, 2020</td>
<td>46</td>
<td>35</td>
<td>25</td>
<td>14</td>
</tr>
<tr>
<td>September 1, 2020 – August 31, 2021</td>
<td>58</td>
<td>48</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>September 2, 2021 – August 31, 2022</td>
<td>35</td>
<td>30</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>

### 3. Complaints Investigated

<table>
<thead>
<tr>
<th>Reporting Year</th>
<th>Percent investigated</th>
<th>Percent resulting in policy violations</th>
<th>Mean Length of investigation process (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1, 2017 – August 31, 2018</td>
<td>51%</td>
<td>50%</td>
<td>6.1 (median 6)</td>
</tr>
<tr>
<td>September 1, 2018 – August 31, 2019</td>
<td>69%</td>
<td>50%</td>
<td>6.7 (median 6.5)</td>
</tr>
<tr>
<td>September 1, 2019 – August 31, 2020</td>
<td>75%</td>
<td>87%</td>
<td>5.4 (median 5)</td>
</tr>
<tr>
<td>September 1, 2020 – August 31, 2021</td>
<td>80%</td>
<td>59%</td>
<td>7.4 (median 7)</td>
</tr>
<tr>
<td>September 2, 2021 – August 31, 2022</td>
<td>66%</td>
<td>71%</td>
<td>8.4 (median 7.75)</td>
</tr>
</tbody>
</table>

**Complaints not investigated**

Complaints are not investigated for a variety of reasons, including: the complainant elects to withdraw the complaint; the parties reach a resolution; the complaint proceeds under another University process, such as Academic/Research Integrity, Student Appeal Procedures or Student Code of Rights & Responsibilities; the Assessment Team and Decision Maker decide not to investigate because, for example, there is no jurisdiction, the complaint is out of time, or there is no prima facie case.

In the past academic year, 34% of complaints did not proceed to investigation under the [Discrimination and Harassment Policy](#) or the [Sexual Violence Policy](#).
**Interim measures**

Interim measures are temporary steps put in place while an investigation is in progress to safeguard the working, learning, and/or living environments of all individuals. Interim measures do not extend beyond the final resolution of a matter and are reviewed on an ongoing basis to ensure they remain appropriate in the circumstances.

Interim measures were necessary in 54% of the cases investigated and closed this past academic year. Relevant staff and faculty are often asked to assist in discussions to explore options, and to support implementation and oversight of interim measures.

**Outcomes**

When policy violations are found to occur, outcomes vary, depending on the circumstances of each case. Examples of outcomes during the 2021/2022 academic year include: remedial educational initiatives; mandated training; professional coaching; instituting no contact orders between individuals; designating individuals as PNG (persona non grata) from campus; documented discussions; and termination of employment.

**Disaggregated Complaint Data**

1. **Complaints: Protected Ground**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex (includes sexual harassment and assault)</td>
<td>13</td>
<td>21</td>
<td>29</td>
<td>25</td>
<td>14</td>
</tr>
<tr>
<td>Personal Harassment (intimidation, bullying)</td>
<td>16</td>
<td>19</td>
<td>10</td>
<td>17</td>
<td>10</td>
</tr>
<tr>
<td>Ancestry, colour, race</td>
<td>4</td>
<td>6</td>
<td>7</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>Disability</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Creed/religion</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Family status</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>43</td>
<td>52</td>
<td>56</td>
<td>66</td>
<td>40</td>
</tr>
</tbody>
</table>

*Note: Some complaints involve more than one ground.*

2. **Complaints: Participant Type**

<table>
<thead>
<tr>
<th>Participant Type</th>
<th>Complainant</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Staff</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Faculty</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Other (external, not identified)</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>

*Note: Some complaints involve more than one complainant and/or respondent*
### 3. Complaints: Faculty/Area of the University

<table>
<thead>
<tr>
<th>Administrative Units* (*other than Hospitality and Facility Services)</th>
<th>Complainant</th>
<th>Respondent</th>
</tr>
</thead>
<tbody>
<tr>
<td>DeGroote School of Business</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Faculty of Engineering</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Faculty of Health Sciences</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>Faculty of the Humanities</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Faculty of Social Sciences</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Athletics &amp; Recreation</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Facility Services</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Hospitality Services</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### 4. Complaints: Origin of the Concern

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic context</td>
<td>18</td>
<td>11</td>
<td>14</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>Employment context</td>
<td>7</td>
<td>24</td>
<td>17</td>
<td>26</td>
<td>19</td>
</tr>
<tr>
<td>Campus community (e.g., extracurriculars, events)</td>
<td>17</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Off campus, with a nexus to the University</td>
<td>9</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Residence</td>
<td>-</td>
<td>-</td>
<td>4</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Athletics</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

### Consultation Statistics

As set out above, a consultation takes place when an individual seeks advice and/or guidance on a matter related to discrimination, harassment, and/or sexual violence from an Intake Office representative in one of the five Intake Offices on campus. Consultations are confidential, subject to limits of confidentiality outlined in the Policies.

### Numbers

For the 2021-22 academic year, the five Intake Offices recorded a total of 970 consultations. Year over year, we are seeing a steady increase in the number of consultations being conducted by the five Intake Offices on campus. This past year, a notable trend is the increased number of consultations on issues involving Creed.
Themes
Most consults and disclosures pertained to academic matters. There was a notable increase in the number of consultations related to employment matters. Staff and Undergraduate students were the most common groups seeking consultation.

Over the past year, consultations on issues involving Creed increased significantly. This is related to McMaster’s Vaccination Policy, put in place in the fall of 2021. Community members were provided an opportunity to submit a request for a human rights-based exemption to this policy. Most requests that were submitted to the University relied on the ground of Creed. The Intake Offices were consulted independently by community members in relation to their exemption requests. The Intake Offices were further involved in consulting with McMaster’s Vaccination Validation Team around non-medical exemption requests including a significant number of creed-related requests.

Top three grounds- Consultations:
- Creed
- Disability
- Ancestry, colour, race

Disaggregated Consultation Data
1. Consultations: Issue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Harassment - Personal</td>
<td>111</td>
<td>115</td>
<td>77</td>
<td>95</td>
<td>108</td>
</tr>
<tr>
<td>Sexual Violence</td>
<td>53</td>
<td>80</td>
<td>74</td>
<td>81</td>
<td>61</td>
</tr>
<tr>
<td>Discrimination</td>
<td>63</td>
<td>68</td>
<td>114</td>
<td>64</td>
<td>91</td>
</tr>
<tr>
<td>Accommodation**</td>
<td>84</td>
<td>74</td>
<td>73</td>
<td>80</td>
<td>618**</td>
</tr>
<tr>
<td>Grounds Based Harassment</td>
<td>24</td>
<td>43</td>
<td>125</td>
<td>43</td>
<td>69</td>
</tr>
<tr>
<td>Poisoned Environment</td>
<td>15</td>
<td>20</td>
<td>12</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Accessibility*</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>355</td>
<td>405</td>
<td>477</td>
<td>390</td>
<td>970</td>
</tr>
</tbody>
</table>

Note: some consultations involved more than one ground.

* Consultations related to accessibility under the Discrimination & Harassment Policy tend to focus on improving access to processes and services in a general overall sense, whereas consultations related to accommodation are focused on specific cases requiring resolution.

** Increase in Accommodation issues are a result of significant numbers of consultations related to McMaster’s Vaccination Policy’s exemption requests.
### 2. Consultations: Protected Ground

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability</td>
<td>85</td>
<td>108</td>
<td>92</td>
<td>90</td>
<td>119</td>
</tr>
<tr>
<td>Creed/religion</td>
<td>32</td>
<td>28</td>
<td>28</td>
<td>12</td>
<td>542*</td>
</tr>
<tr>
<td>Ancestry, colour, race</td>
<td>22</td>
<td>22</td>
<td>70</td>
<td>49</td>
<td>47</td>
</tr>
<tr>
<td>Ethnic origin</td>
<td>8</td>
<td>6</td>
<td>10</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>Family status</td>
<td>8</td>
<td>18</td>
<td>14</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>Gender identity/gender expression</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Age</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Place of origin</td>
<td>6</td>
<td>10</td>
<td>11</td>
<td>24</td>
<td>15</td>
</tr>
<tr>
<td>Sex</td>
<td>59</td>
<td>80</td>
<td>151</td>
<td>92</td>
<td>45</td>
</tr>
<tr>
<td>Sexual orientation</td>
<td>6</td>
<td>9</td>
<td>6</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Citizenship</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Marital status</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>245</strong></td>
<td><strong>289</strong></td>
<td><strong>384</strong></td>
<td><strong>303</strong></td>
<td><strong>825</strong></td>
</tr>
</tbody>
</table>

*Note: Some consultations involve more than one ground.*

*Increase in Creed is a result of significant consultation related to McMaster’s Vaccination Policy exemption requests.*

### 3. Consultations: Participant Type

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate Student</td>
<td>95</td>
<td>96</td>
<td>114</td>
<td>74</td>
<td>129</td>
</tr>
<tr>
<td>Graduate Student</td>
<td>41</td>
<td>46</td>
<td>92</td>
<td>43</td>
<td>43</td>
</tr>
<tr>
<td>Staff</td>
<td>110</td>
<td>120</td>
<td>115</td>
<td>106</td>
<td>173</td>
</tr>
<tr>
<td>Faculty</td>
<td>73</td>
<td>103</td>
<td>118</td>
<td>95</td>
<td>92</td>
</tr>
<tr>
<td>Medical Resident</td>
<td>23</td>
<td>25</td>
<td>27</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Other (external, not identified)</td>
<td>13</td>
<td>15</td>
<td>11</td>
<td>21</td>
<td>527*</td>
</tr>
</tbody>
</table>

*Increase to “Other” category is a result of significant consultation related to McMaster’s Vaccination Policy ground-based exemption requests where Participant Type was not fully tracked. Of these 496 exemption requests, 380 were submitted by students and 116 submitted by Staff and Faculty.*
4. Consultations: Faculty/Area of the University

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DeGroote School of Business</td>
<td>10</td>
<td>7</td>
<td>18</td>
<td>19</td>
<td>27</td>
</tr>
<tr>
<td>Faculty of Engineering</td>
<td>28</td>
<td>31</td>
<td>26</td>
<td>35</td>
<td>52</td>
</tr>
<tr>
<td>Faculty of Health Sciences</td>
<td>150</td>
<td>175</td>
<td>133</td>
<td>86</td>
<td>126</td>
</tr>
<tr>
<td>Faculty of the Humanities</td>
<td>26</td>
<td>14</td>
<td>24</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>Faculty of Science</td>
<td>30</td>
<td>29</td>
<td>35</td>
<td>32</td>
<td>47</td>
</tr>
<tr>
<td>Faculty of Social Sciences</td>
<td>34</td>
<td>33</td>
<td>46</td>
<td>40</td>
<td>25</td>
</tr>
<tr>
<td>Ath &amp; Rec</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Unknown</td>
<td>33</td>
<td>45</td>
<td>113</td>
<td>34</td>
<td>599*</td>
</tr>
</tbody>
</table>

* Significant increase to “Unknown” category is a result of the review of 496 human rights ground-based exemption that did not track Faculty/Area of the University in which the request originated.

5. Consultations: Origin of the Concern

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic context</td>
<td>182</td>
<td>199</td>
<td>201</td>
<td>199</td>
<td>228</td>
</tr>
<tr>
<td>Employment Context</td>
<td>86</td>
<td>109</td>
<td>73</td>
<td>70</td>
<td>106</td>
</tr>
<tr>
<td>Campus community (e.g., extracurricular, events)</td>
<td>57</td>
<td>44</td>
<td>43</td>
<td>25</td>
<td>27</td>
</tr>
<tr>
<td>Off campus, with a nexus to the University</td>
<td>26</td>
<td>14</td>
<td>50</td>
<td>21</td>
<td>30</td>
</tr>
<tr>
<td>Off campus, with no nexus to the University</td>
<td>NA</td>
<td>NA</td>
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<td>Athletics &amp; Recreation</td>
<td>NA</td>
<td>NA</td>
<td>18</td>
<td>15</td>
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</tbody>
</table>

Note: Consultation related to McMaster’s Vaccination Policy ground-based exemptions did not report on origin of concern, but varied across academic & employment context, residence, and athletics & recreation. Those consultations are thus, not included in this chart.
Dispute Resolution

As indicated above, dispute resolution is a service provided by Intake Office representatives to facilitate the resolution of issues and concerns related to discrimination, harassment, and/or sexual violence.

Dispute resolution seeks to resolve matters in an efficient and amicable manner and, if successful, reduces the likelihood of a complaint being filed. Engagement in the process is voluntary, and parties may withdraw from the process at any point in time.

Situations involving human rights go to the core of people’s identity; it is not surprising that addressing and assisting parties to work through such matters entails mediating emotionally charged, extremely sensitive, and multifaceted interpersonal conflicts. The Intake Offices draw upon their acquired expertise in conflict coaching, negotiation, and other Alternative Dispute Resolution (ADR) techniques.

2021-2022 Numbers

- For the 2021-2022 academic year, the Intake Offices recorded a total of 103 dispute resolution matters.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Number of resolutions facilitated by Intake Offices</td>
<td>87</td>
<td>110</td>
<td>122</td>
<td>145</td>
<td>103</td>
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</table>

- Discrimination/accommodation processes (related to disability, family status, creed, and retroactive academic accommodation requests) and non-grounds harassment (bullying, intimidation) are the most common matters where individuals requested dispute resolution.

- Undergraduate students and staff are the most common groups requesting assistance to resolve an issue, while staff and faculty are the most common groups asked to participate in a process to resolve an issue.

- Most matters pertain to academics, followed by employment.
President’s Report to
McMaster University’s Board of Governors
December 15, 2022

Spotlight on Research and Scholarship

At our Board retreat in September, Karen Mossman, Vice-President, Research, and I shared an overview of McMaster’s strategic goals related to research and scholarship and highlighted some of the initiatives that have been developed to address this important institutional priority. Key to these efforts are sustained and strategic activities to build McMaster’s Innovation Ecosystem, along with continued work to support McMaster’s excellence in pandemic research and preparedness through Canada’s Global Nexus for Pandemics and Biological Threats.

From supports like the McMaster Industry Liaison Office and other targeted investments and resources to help researchers commercialize their research; to programming like The Forge and The Clinic designed to support student and faculty entrepreneurs; to strengthening McMaster’s capacity as a biotech leader in our community and region through the McMaster Innovation Park, the University has been intentional about building our Innovation Ecosystem to ensure McMaster research has maximum societal impact.

Similarly, Canada’s Global Nexus has continued to gain momentum and, through new investments, initiatives and programming, is well positioned to make McMaster a global destination for pandemic research and education.

I would like to highlight and provide updates on both these priority areas.

Building McMaster’s Innovation Ecosystem

McMaster Innovation Park

The centrepiece of McMaster’s Innovation Ecosystem and its vision of becoming a premier hub for biotech and advanced manufacturing innovation is the McMaster Innovation Park (MIP).

Currently, MIP is home to a host of successful, cutting-edge McMaster biotech and advanced manufacturing spinoff companies including Fusion Pharmaceuticals, Triumvira Immunologies Inc. and Enedym Inc. The expansion of the McMaster Innovation Park will be a key driver in further positioning the University to become a national and global leader in the critical area.

During the Board meeting, there will be an update on plans to expand MIP including a discussion on funding the future home of Canada’s Global Nexus for Pandemics and Biological Threats, which will be part of this expansion.

McMaster Seed Fund Projects

This fall, McMaster launched the second round of the McMaster Seed Fund, an important component of McMaster’s strategy to support the commercialization of research and build the University’s innovation ecosystem. Led by the Office of the Vice-President Research in collaboration with the McMaster Industry Liaison Office (MILO), the fund is an early-stage investment vehicle designed to foster startup companies
from McMaster research that have the potential for significant economic and societal impact in the Hamilton region and beyond.

Second round Seed Fund recipients were awarded a combined total of $1.27 million in investment. Companies include:

- **AIMA Laboratories**: received $468,500 to advance its blood-testing technology that can be used for at-home screening of endometriosis.
- **LLIF Healthcare**: received $381,500 to further its cloud-based platform which provides doctors and hospitals with data to improve patient care and reduce healthcare costs.
- **20/20 OptimEyes Technologies**: received $428,000 to de-risk their patented mucoadhesive micelle nanoparticle (MNP) technology, initially targeted for the treatment of glaucoma.

This second round of funding was highly successful in engaging McMaster researchers, resulting in 21 proposals from startups commercializing research across a range of disciplines. Fifteen companies were invited to pitch to the investment committee and three were selected for investment.

This latest round of the McMaster Seed Fund builds on the success of the first, which saw startups Synmedix and Insight Medbotics receive a combined $735,000 in funding.

**Search for the AVP Research, Commercialization and Entrepreneurship**

In the coming weeks, the office of the Vice-President, Research will be launching a search for the University’s first Associate Vice-President, Commercialization and Entrepreneurship.

This strategic role will be instrumental in advancing McMaster’s goals to advance knowledge translation, and in building a culture of commercialization and entrepreneurship across the University. This position will work closely with Deans, Associate Deans (Research) and other leaders in the office of the Vice-President (Research) and will identify and promote the coordination of entrepreneurial initiatives taking place campus-wide. The role will also work closely with the McMaster Industry Liaison Office to develop relationships with commercial partners.

This role is a significant step forward in developing McMaster’s innovation ecosystem and I look forward to updating Board members as this search progresses.

**The Innovation Showcase**

In November, McMaster hosted its 12th annual Innovation Showcase, which featured panel discussions and presentations by McMaster researchers about their discoveries and how they are bringing their innovations to market. The showcase was also an opportunity to recognize outstanding McMaster researcher-entrepreneurs for their innovations. Honourees included:

- Gina Agarwal, a professor in the department of family medicine received the Innovator of the Year award for her chronic disease prevention, management, and health promotion program CP@Clinic, which seeks to improve older adults’ health and quality of life by better connecting them with primary care and community resources.
• Ali Emadi, Chair of McMaster’s CERC@MARC program – one of the world’s leading academic research programs in transportation electrification and smart mobility – and founder, president and CEO of Enedym Inc. and Menlolab Inc., received the Lifetime Innovator award, which recognizes career-spanning achievements in research innovation.

The Marnix E. Heersink School of Biomedical Innovation and Entrepreneurship

Last February, McMaster’s Faculty of Health Sciences received a $32 million gift from Marnix and Mary Heersink to establish the Marnix E. Heersink School of Biomedical Innovation and Entrepreneurship. The school will educate emerging health innovators in the Faculty’s schools of medicine, nursing and rehabilitation science and will include immersive clinical experiences to identify problems, form solutions and drive innovation through collaboration.

Since receiving Board approval in June, the Heersink School has been working to cluster together programs of complimentary activity within McMaster and is exploring and leveraging strengths with international partners at the University of Alabama Birmingham. Further, a proposal to establish a new master’s level program in biomedical innovation has been submitted to the University for approval. Planning is also underway to renovate an area of the Michael DeGroote Centre for Learning and Discovery to serve as the initial home of the Master’s program under the banner of the Heersink School.

Global Entrepreneurship Week

Last month, 180 countries worldwide celebrated Global Entrepreneurship Week, a recognition of the innovation, creativity and accomplishments of the global entrepreneur community. This provided an opportunity for McMaster, led by the Communications, Marketing and Public Affairs team, to showcase student and faculty entrepreneurs through a series of stories, which were posted on the Daily News and shared nationally and globally via McMaster’s social media channels and other digital communications platforms.

Highlights included:

• McMaster engineering graduate Swaleh Owais and business partner Yang Cheng who recently won the prestigious 2022 James Dyson Global Sustainability Award for Polyformer, an open-source machine that turns used plastic bottles into 3D printer filament.

• Triumviria Immunologies Inc, a biotech firm co-founded by Prof. Jonathan Bramson, which is developing an immunotherapy treatment to tackle solid-cell cancers. The firm has already raised more than $100 million in venture capital funding.

• A student startup, Universole Fit, that uses 3D modelling and AI technology to help online shoppers find the best-fitting shoe won the $15,000 grand prize at the Forge business incubator’s Startup Survivor pitch competition.

• A new partnership between researchers Sheila Singh and Jacob Magolan and adMare BioInnovations – a Canadian non-profit company – to develop and commercialize a targeted therapy that could prevent the spread of cancer in patients with brain cancer.
Global Nexus for Pandemic and Biological Threats

More than $8.5M for Canada’s Global Nexus

In November, Canada’s Global Nexus received $8.6 million from Canada Foundation for Innovation’s Biosciences Research Infrastructure Fund (BRIF), a fund which supports upgrades to biocontainment facilities across the country.

The funding will be used to expand a laboratory at McMaster where Canada’s Global Nexus researchers are developing new antimicrobials, antivirals, vaccines and diagnostics to combat a range of pathogens, including influenza virus, West Nile virus, tuberculosis, and SARS-CoV-2.

Stephen A. Jarislowsky Chair for Pandemic Research and Prevention

Cameron Currie has been named the inaugural Stephen A. Jarislowsky Chair in Pandemic Research and Prevention, which sits jointly with Canada’s Global Nexus and the Department of Biochemistry and Biomedical Sciences. Dr. Currie’s research focuses on isolating bacteria from ants to determine if their microbes could be used to develop new antibiotics and medicine for drug-resistant bacteria and fungi.

Dr. Currie comes to McMaster from the University of Wisconsin-Madison, where he co-founded the Wisconsin Antimicrobial Drug Discovery Research Center. He is an internationally acclaimed researcher with many accolades, including a fellowship in the American Academy of Microbiology; grant support from the National Institutes of Health’s Centers of Excellence program; and the Presidential Early Career Award for Scientists and Engineers (PECASE) awarded in 2008 and bestowed by then U.S. President Barack Obama, the highest honour given by the United States government to outstanding scientists early in their research careers.

I am so pleased that Dr. Currie has joined McMaster and I look forward to seeing his future contributions to pandemic research, prevention and preparedness.

Antimicrobial Resistance (AMR) Symposium

In October, Global Nexus researchers welcomed infectious disease experts from around the world to McMaster for a symposium marking global Antimicrobial Resistance (AMR) Week. Called by many, the “slow-moving pandemic,” AMR happens when infections stop responding to the drugs designed to treat them. In 2018, it was estimated that more than a quarter of all infections in Canada were resistant to frontline drugs, a number that’s continuing to climb.

The symposium highlighted the need for a multidisciplinary and cross-sector response to complex infectious disease threats and included presenters from diverse disciplines, speaking on a range of topics including how Indigenous communities are being impacted by AMR, the relationship between AMR and climate change, how refugee camps drive AMR, and the economics of antibiotics.

The symposium was an excellent opportunity for the McMaster community to connect with and learn from global experts, and for McMaster researchers from all Faculties to consider how their research programs could align with Canada’s Global Nexus.
McMaster’s Inhaled COVID-19 Vaccine

As Prof. Dawn Bowdish noted at our last Board meeting, a McMaster research team affiliated with Canada’s Global Nexus, is developing a second-generation COVID-19 vaccine that will offer a better defence against variants of concern and future coronavirus outbreaks.

McMaster’s vaccine, which has just wrapped up Phase 1 clinical trials, is inhaled through the mouth to deliver the vaccine directly to the respiratory tract. The McMaster team has proven that delivering vaccine by inhalation is far more effective than both injected and nasal spray vaccine delivery systems. By inhaling the vaccine directly into the lungs, a large proportion of cells stay localized in the lungs and upper airways, providing protection where it is needed most. This inhaled-vaccine technology could have far-reaching impacts as it could be used to fight off other respiratory infections, including the common cold, flu and tuberculosis.

Phase two clinical trials are expected to begin early in 2023. I will continue to keep Board members updated as the clinical trial progresses.

Undergraduate Academic Programming

In addition to its robust research programs, Canada’s Global Nexus is also developing undergraduate academic programming. Canada’s Global Nexus is leading the development of a new interdisciplinary minor that examines the impacts of infectious disease on individuals and society.

The minor will be open to students from a range of disciplines and is the first in what will be a suite of undergraduate programing designed to engage students in pandemic education and research.

CAMPUS UPDATES

McMaster’s Rhodes Scholar

I am pleased to share that Rishi Bansal, a graduate of the Arts and Science program and a final year McMaster medical student, has been awarded a 2023 Rhodes Scholarship. Rishi is one of only eleven students in Canada to receive this prestigious honour this year and is the fourth McMaster student to be awarded the distinction since 2011.

The scholarship enables students to pursue their area of study at Oxford University and, as a physician scientist, Rishi will investigate ways of improving care integration across a person’s lifespan to improve health outcomes and better support patients throughout their care.

Rishi is a truly extraordinary student whose commitment to the greater good through healthcare reform exemplifies McMaster’s vision of advancing societal health and well-being. I have no doubt we’ll see great things from Rishi in the future. Learn more about Rishi

INCLUSIVE EXCELLENCE

International Day of Persons with Disabilities

December 3 was International Day of Persons with Disabilities. To celebrate this important day, campus and community partners, including the Equity and Inclusion AccessMac Program, the MacPherson
Institute, the PACBIC DIMAND Working Group, MSU Maccess, the Employee Accessibility Network and the Faculty of Science launched two weeks of events and training. Topics include digital and social media accessibility, assistive technology use and applications and accessibility in teaching and learning design and delivery.

**Meet the first scholars in McMaster’s new Diversity-in-STEM program**

McMaster’s Biochemistry & Biomedical Sciences Summer Scholars Program has brought a diverse group of Ontario-based scholars who self-identify as Black, Indigenous, and/or 2SLGBTQIA+ to McMaster on fully funded research scholarships. Run in partnership with the Michael G. DeGroote Institute for Infectious Disease Research (IIDR) and the Global Nexus for Pandemics and Biological Threats, the SSP provided the cohort with intensive research skills training, close mentorship and guidance, and experiential learning opportunities in an array of McMaster laboratories.

**TEACHING AND LEARNING**

**McMaster Invests in teaching and learning innovation and implementation projects**

The Office of the Vice-Provost, Teaching and Learning and the Paul R. MacPherson Institute for Leadership, Innovation and Excellence in Teaching will distribute over $340,000 in funding to the inaugural cohort of Partnered in Teaching and Learning grant recipients. Faculty and staff from across the six faculties will collaborate on 31 grant projects to implement the Partnered in Teaching and Learning Strategy. The goal of the grants is to support innovative thinking and novel approaches to teaching and learning within and beyond classrooms and within and across disciplines.

**Foresight Lab embraces uncertainty as it looks to the future**

The Foresight Lab in the DeGroote School of Business is providing valuable learning opportunities inside and outside the classroom through foresight courses – classes that focus on training students to anticipate future challenges. Programming in the lab also includes opportunities to network with external executives and policymakers and provides a range of professional development activities.

**New apprenticeship program launches careers for Humanities grads**

McMaster’s Faculty of Humanities is working with the City of Hamilton on an innovative program to help new graduates make the transition from university to employment. The Humanities Career Apprenticeship Program connects humanities graduates with Hamilton employers for 12-month, full-time, paid apprenticeship positions. The Faculty is also working with Hamilton’s economic development office and the Hamilton Chamber of Commerce to connect employers with the program.

**RESEARCH AND SCHOLARSHIP**

**Distinguished Professor receives prestigious Einstein Award**

Distinguished University Professor Gordon Guyatt, who established the gold standard for how health research should be done and evaluated, and who coined the phrase “evidence-based medicine” (EBM), recently received the Einstein Foundation Award for Promoting Quality in Research. Guyatt, who is consistently named one of the world’s most-cited living scientists, helped pioneer the development of EBM at McMaster. Now used worldwide, EBM is health care based on the best available, up-to-date evidence on medical options.
Sixteen McMaster Researchers Included on global list of most highly cited researchers

Sixteen McMaster researchers have been included on Clarivate Analytics’ 2022 list of the world’s most highly cited researchers. This list recognizes science and social science researchers who have had a significant impact on their respective fields through the publication of multiple highly cited papers over the last decade. The researchers included in this list represent the top one per cent of citations in a given publication year, as outlined in the Web of Science citation database. In total, nearly 7,000 researchers were named to the 2022 list.

Eleven McMaster researcher named Canada Research Chairs

Eleven McMaster University researchers from the Faculties of Health Sciences, Science and Social Sciences have been named or renewed as Canada Research Chairs, part of a national strategy to attract and retain the world’s most accomplished and promising minds.

McMaster partners with nuclear industry leaders to advance research and education

McMaster, Canada’s Nuclear University, has partnered with Canadian Nuclear Laboratories and Atomic Energy of Canada Limited to advance nuclear research, education and training. The partners will use their highly specialized infrastructure – including the McMaster Nuclear Reactor and other nuclear facilities on campus – to pursue research collaborations in areas with national strategic importance, including small modular reactors, hydrogen, materials characterization, medical isotopes and radiochemistry.

Pilot project to deliver medical isotopes by drone

McMaster has partnered with Halton Healthcare, Drone Delivery Canada (DDC), Air Canada Cargo, DSV Canada and EllisDon to create Care by Air, a project designed to revolutionize the way we transport medical isotopes. The first program of its kind in Canada, Care by Air leverages existing drone technology to ensure that hospitals, health-care workers and patients receive the life-saving medical supplies they need in a safe, reliable and efficient manner.

“Smart” red blood cells deliver antibiotics that target specific bacteria

Physicists at McMaster University have identified a natural delivery system that can safely carry potent antibiotics throughout the body to selectively attack and kill bacteria by using red blood cells as a vehicle. Researchers have developed a way to open red blood cells and remove the inner components, leaving only a membrane which can be loaded with drug molecules and injected back into the body. The process also involves coating the outside of the membrane with antibodies, allowing it to stick to bacteria and deliver the antibody safely.

ENGAGING LOCAL, NATIONAL, INDIGENOUS AND GLOBAL COMMUNITIES

Indigenous Research Day highlights important work being done at McMaster

The first annual Indigenous Research Day at McMaster highlighted the varied, compelling and important work being done at McMaster in the field of Indigenous Studies. The day-long event featured a range of projects including using digital storytelling for intergenerational learning, creating ethical spaces of engagement in child welfare, and giving future physicians the tools to provide culturally competent care.
McMaster linguistics research centre creates program for displaced scholars

Olga Dvorova, who was doing her PhD in Ukraine on the Crimean Tatar language, arrived at McMaster this spring. She is the first of four Ukrainian scholars who came with the support of the Centre for Advanced Research in Experimental and Applied Linguistics' visiting researcher program. She is now a research assistant in linguistics professor Victor Kuperman's lab, and also a master's student in the Gender and Social Justice program. The program co-leads are now looking at expanding the program.

Canada-UK medical reserve health forum

McMaster’s Global Health Office, in partnership with the Canadian Armed Forces Medical Reserve, recently held a health forum with members of the United Kingdom Medical Reserve to collaborate, share knowledge and explore expert perspectives on health and health systems. Topics included some of the most pressing issues of our time including the long-term care crisis, disaster and rescue medicine, Arctic health and climate change.

Students and volunteers expand McMaster Carbon Sink Forest

More than 125 students and community volunteers planted an additional 300 trees in the McMaster Carbon Sink Forest. The model forest is the latest research initiative by the McMaster Centre for Climate Change. The centre, led by Professor Altaf Arain from the Faculty of Science, continuously monitors how much carbon dioxide is being withdrawn from the atmosphere by each tree. That data, along with the centre’s experience in growing the forest, will be shared with researchers across Canada and around the world who are growing similar forests to help mitigate the impacts of climate change.

McMaster grads and business owners give back to communities in need

DeGroote business graduates Casey Rogan, Matt Carter and Matthew Milne are the co-founders of Toques From The Heart, a company that sells toques. For every toque sold, the company donates a toque to someone experiencing homelessness. This fall they launched the ‘The Stay Warm Together Tour,’ driving from Toronto to Halifax, visiting 12 non-profits and donating 4,000 toques along the way.

OPERATIONAL EXCELLENCE

McMaster Sustainability Report 2021-22 celebrates campus initiatives

McMaster’s second annual Sustainability Report celebrates the voices and accomplishments of students, faculty and staff who are collaborating to create a more sustainable future. Their accomplishments include the launch of the community fridge, new accessible sustainability-focused courses, a plan to install electric boilers on campus, and world-class research that uses machine learning to map carbon storage across Canada.

Transforming spaces and places to create a brighter world

The Design and Construction team at McMaster has been building functional, accessible, inclusive, sustainable and beautiful new spaces, both on and off campus. These construction projects are setting the stage for McMaster’s learners, researchers and academics to solve challenges that advance societal health and well-being.
Library Impact Report highlights strategic work

McMaster University Library’s inaugural impact report is now available. The 2021-22 impact report offers readers an inside look at the University library’s strategic work during the past year, through stories of innovative learning solutions, remarkable research support and meaningful outreach initiatives.

OTHER UPDATES

Federal Minister of Transport minister meets with McMaster experts

Researchers at the McMaster Institute for Transportation & Logistics (MITL) recently welcomed federal Minister of Transport Omar Alghabra to their facilities at McMaster Innovation Park. The COVID-19 pandemic brought the importance of supply chain resilience and fluidity to the forefront, and researchers were eager to contribute their expertise to national policymaking. “Our team appreciated the opportunity to share some of our work and insights with the Minister,” said MITL director and civil engineering professor Saiedeh Razavi.

McMaster graduates are among the most employable in the world says new ranking

McMaster ranked fifth in Canada and 81st internationally in the Times Higher Education 2022 Global Employability Ranking. This global ranking includes 250 universities across 44 countries. Conducted by the HR consultancy group Emerging and published by Times Higher Education, the Global Employability Ranking surveys managers and recruiters from top companies across the world to reveal which universities they believe best prepare students for the workforce.

Vanier Scholars recognized for research excellence and potential

Seven McMaster scholars from across the Faculties of Health Sciences, Social Sciences and Engineering have been awarded the prestigious Vanier Canada Graduate Scholarship. Vanier Scholars are selected based on academic excellence, research potential and leadership. Each of the Vanier Scholars will receive $50,000 a year, for up to three years.

Meet McMaster’s fall honourary degree recipients

The honorary degree recipients at this fall’s convocation included Bertha Skye, a chef and Indigenous elder who has nourished the bodies and enriched the souls of generations, Allison McGeer, an infectious disease specialist who is one of Canada’s most trusted policy advisors; and Salim Abdool Karim and Quarrausha Abdool Karim, two physicians whose tireless advocacy and lifelong efforts have helped shape health policy, including measures that slowed the spread of HIV/AIDS in Africa.
At its meeting on December 14, 2022, the Senate will receive, for information, the following, and will present it to the Board of Governors for information:

For Information

a. Enrolment Figures

Board of Governors: FOR INFORMATION
December 15, 2022
Summary of 2022 Senate Enrolment Figures

Full-Time and Part-Time Undergraduate Enrolment by Faculty and Level, as of November 1st.

Relative to 2021-22, total full-time undergraduate student headcount increased by 0.2% (from 32,119 students to 32,174 students), with the largest per cent increase occurring in the Faculty of Health Sciences (5.6%; from 5,362 students to 5,662 students). Level I and Level II undergraduate enrollment tended to be lower than the corresponding enrollment in the previous year, with overall declines of 4.6% in level I and 6.4% in level II. The largest per cent decline in level I relative to 2021-22 occurred in the Faculty of Social Science (13.0%; 1,276 students to 1,110 students) and Faculty of Business (12.3%; 1,050 students to 921 students). The Faculty of Engineering and Faculty of Health Sciences had positive change in undergraduate students for each of the first four levels relative to the corresponding level in 2021-22.

Enrolment Management Update Headcounts of Level 1 students

The undergraduate student enrolment targets for 2022-23 were set higher or to the same level as those in 2021-22. The Faculty of Business enrolled above their target by 20 students and the Faculty of Engineering enrolled above their target by 168 students. Similarly, the Arts & Science Program enrolled above its target by 12 students, Midwifery was over enrolled by 8 students, and McMaster Nursing enrolled 2 students more than target. The Faculty of Health Sciences was under enrolment target by 2 students, the Faculty of Humanities was under enrolment target by 12 students, the Faculty of Science was under enrolment target by 25 students, and the Faculty of Social Sciences was under enrolment target by 82 students.

Total Graduate Headcount Enrollment by Faculty and Department, as of November 1, 2021-2022 to 2022-2023

Relative to 2021-22, total full-time graduate student headcount increased by 2.4% (from 4,330 students to 4,435 students), with the largest per cent increases occurring in the Faculty of Health Sciences (4.6%; from 1,317 students to 1,377 students) and Faculty of Science (4.7%; from 634 students to 664 students). Full-time doctoral student headcount increased by 4.8% (from 1,626 students to 1,704 students), with the largest per cent increase occurring in the Faculty of Humanities (8.3%; from 156 students to 169 students). Full-time Masters student headcount declined by 0.6% (from 2,674 students to 2,657 students), with the largest per cent decline (22.8%; 123 students to 95 students) occurring in the Faculty of Humanities. Total Part-time graduate student headcount increased by 0.8% (from 921 students to 928 students), with the largest per cent increase (14.9%; from 74 students to 85 students) occurring in the Faculty of Engineering. Part-time Masters student headcount increased by 1.1% (from 748 students to 756 students), with the largest per cent increase (16.7%; from 54 students to 63 students) occurring in the Faculty of Engineering. Co-op Masters student headcount increased by 78.3% (from 143 students to 255 students), with the largest per cent increase (306.3%; from 32 students to 130 students) occurring in the Faculty of Engineering.
### Faculty and Level, as of November 1st.

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<th>Full Time</th>
<th>Part Time</th>
<th>Grand Total</th>
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Note 1: Undergraduate Headcount enrolment includes Fall as reported to MCU on each year.
Note 2: Headcount Total excludes students on Co-op work term.
Note 3: Faculty of Engineering Other includes: Continuing Student-Engineering, Exchange Student (Incoming)-EN, LOP (Incoming)-EN, LOP/Visiting (Incoming)-EN, Transition Student-Engineering.
Note 4: Effective Summer 2015, McMaster’s definition of a part time student changed from 12 units to 9 units per four month term.

SOURCE: STUDENT RECORDS DATABASE (PeopleSoft Campus Solutions)
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<td>Total</td>
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<td>14</td>
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<td>469</td>
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<td>469</td>
<td>33</td>
<td>502</td>
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</table>

Note 1: 101 - students registered in previous academic year at Queen's University
Note 2: 105 - all other applicants including students who have applied from other universities
Note 3: Renewing - returning students, returning to Level 1, students reclassified, and students with course deficiency
Note 4: Headcount as of November 1 and as reported to MOE
Note 5: Headcount excludes Doctoral, Postgraduate, and Master's
Source: Student Records Office
Prepared by the Office of Institutional Research and Analysis
Updated on: 14Nov2022
### Total Graduate Headcount Enrolment by Faculty and Department, as of November 1, 2021-2022 to 2022-2023

<table>
<thead>
<tr>
<th></th>
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<td><strong>BUSINESS</strong></td>
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<td>98</td>
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<td><strong>ENGINEERING</strong></td>
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<td><strong>TOTAL</strong></td>
<td>490</td>
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<td>592</td>
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The table above provides the total graduate headcount enrolment by faculty and department, as of November 1, 2021-2022 to 2022-2023. The table includes full-time and part-time enrolments for doctoral and masters programs, as well as CO-OP work term enrolments.
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<th>Field of Study</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
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<td><strong>TOTAL</strong></td>
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Note 1: Headcount is as of November 1st of each year and as reported to MCU.
Note 2: Headcount enrolment of McMaster interdisciplinary programs is counted under their designated associated Faculty.
Note 3: Interdisciplinary (No Faculty) contains students in Academic Plans - Interdisciplinary (Post Deg) and Interdisciplinary (Research) who take courses from any Faculty and have not been associated with a specific Faculty.
SOURCE: STUDENT RECORDS DATABASE (PeopleSoft Campus Solutions)
PREPARED BY THE OFFICE OF INSTITUTIONAL RESEARCH AND ANALYSIS
UPDATED DATE: 14 NOV 2022
REPORT TO THE BOARD OF GOVERNORS
from the
EXECUTIVE AND GOVERNANCE COMMITTEE

ACTIONS TAKEN ON BEHALF OF THE BOARD

By electronic vote held between November 10th and November 16th, 2022, the Executive and Governance Committee approved the following recommendations behalf of the Board of Governors:

i. Selection Committee for the Associate Vice-President Research (Commercialization and Entrepreneurship).

ii. Proposal for the Creation of the Wilson College of Leadership and Civic Engagement

iii. ToR - Establishment of the Academic Director, Wilson College for Leadership and Civic Engagement

iv. ToR - Establishment of the Endowed Wilson Chair in Leadership and Civic Studies

Board of Governors: FOR INFORMATION
December 15, 2022
TO: Senate Committee on Appointments
FROM: Karen Mossman, Vice-President, Research
DATE: September 8, 2022
RE: Approval for Ad Hoc Selection Committee for Associate Vice-President Research (Commercialization and Entrepreneurship)

This is further to the newly created position of Associate Vice-President Research (Commercialization and Entrepreneurship) which will lead the efforts of the Office of the Vice-President (Research) to advance the University’s endeavors in knowledge transfer, specifically through supporting the economic and societal impacts of McMaster developed technology, processes and protocols.

As Chair of the Ad Hoc Selection Committee for the above noted position, I would like to propose the following membership composition for approval in appointing an AVPR (C&E).

**Proposed Ad Hoc Selection Committee:**

Karen Mossman (Chair)  Vice-President, Research
Andrew Knights  Associate Vice-President (Research)
Heather Sheardown  Dean, Faculty of Engineering
Jonathan Bramson  Vice Dean, Research, Faculty of Health Sciences
Elkafi Hassini  Associate Dean, Research, DeGroote School of Business
Gianni Parise  Professor and Department Chair, Kinesiology
Clifton van der Linden  Assistant Professor, Political Science
Gay Yuyitung  Executive Director, McMaster Industry Liaison Office
Glen Crossley  Associate Director, Business Development and Intellectual Property, McMaster Industry Liaison Office
Leigh Wilson  Business Development Manager, McMaster Industry Liaison Office
**Hassan Abdulhussain**  PhD Candidate, Chemical Engineering

Thank you.
To: University Planning Committee

From: Pamela Swett, Dean of Humanities
      Jeremiah Hurley, Dean of Social Sciences

Date: October 7, 2022

Re: Creation of the Wilson College of Leadership and Civic Engagement

Below please find a proposal for the creation of a new joint program of the Faculties of Humanities and Social Sciences entitled Wilson College of Leadership and Civic Engagement (hereafter, “Wilson College”). Made possible by the recent generous gift of $50 million by former Chancellor, Lynton “Red” Wilson, Wilson College will train future leaders to foster and sustain a civic culture for Canada that engages all citizens; emphasize the importance of collaboration between McMaster’s academic community and local, regional and national leaders in building a stronger Canada and sustainable, resilient communities; and integrate education, research, practice and public engagement to advance our understanding of how to create a civic culture for a flourishing Canada. As such, Wilson College will include educational programs, research and scholarly activities, and a variety of externally focused engagement activities.

This memo details and seeks approval for the creation of Wilson College that will function as a program. The University definition of ‘program’ is a Senate-approved, interdisciplinary course of study at the undergraduate or graduate level which is not the sole administrative and academic responsibility of any one Department.

As a joint initiative of the two Faculties, Wilson College will be governed by an Internal Governing Board with membership from both Faculties that will be supported by an External Advisory Council, within a framework set out in a joint Memorandum of Agreement (MOA) between the two Faculties. As a program (rather than a department or school), Wilson College will not be home to academic faculty appointments. Faculty affiliated with Wilson College will hold academic appointments in existing departments and schools in the Faculties of Humanities and Social Sciences. Enrolled students will obtain a proposed joint Honours BA degree in Leadership and Civic Studies and an existing Honours BA program in Humanities or Social Sciences.
The proposal was developed by the two Deans and last week it was approved separately by the Faculty Council in Humanities and in Social Sciences. As directed by the University Secretary, it has been prepared in accordance with the format for the Process of Approval for New Programs or Major Changes to Existing Programs of the New and Revised Undergraduate Programs Policy Approved by the McMaster University Senate December 2020, adapted for the creation of such a program rather than an educational program. Future approvals will be sought for the establishment of the degree and minor.

The proposal enjoys the strong support of the Provost and the President.
Program Proposal: Wilson College of Leadership and Civic Engagement

Program Overview

The Wilson College of Leadership and Civic Engagement, made possible by a generous gift from former Chancellor Red Wilson, is a unique, interfaculty program designed to train future leaders to foster and sustain a civic culture for Canada that engages all citizens; it emphasizes the importance of collaboration between McMaster’s academic community and local, regional and national leaders in building a stronger Canada and sustainable, resilient communities; and it integrates education, research, practice and public engagement to advance our understanding of how to create a civic culture for a flourishing Canada. To achieve this mission, the College is built on five essential pillars:

a. Residential experience: Wilson College offers a unique living & learning community that supports and amplifies College activities.

b. Educational Programming: Wilson College will develop Canada’s only Honours B. A. and minor in Leadership and Civic Studies, which includes a unique interdisciplinary curriculum and experiential opportunities, including internships and other placements, working with public and private sector practitioners. The major will be available only to students enrolled in Wilson College; the minor will be available to undergraduate students across McMaster.

c. Research: led by the endowed Wilson Chair in Leadership and Civic Studies, the College will boast a team of affiliated faculty researchers and visiting fellows from the public and private sectors, who create new scholarship and lead innovative programming for College students and others on campus.

d. Practice: With guidance from an External Director and the External Advisory Council, Wilson College will develop external activities and opportunities to expand the impact of the College in Canadian public and academic life.

e. Leading the Public Conversation: Wilson College fellows, professors, and students will seek to understand “where the puck is going” and shape discourse on key issues of concern in Canadian public life through high-profile talks, debates and a robust digital media presence.

Specific elements of the programming to be offered by Wilson College include the following:

a. Living and Learning Community. Located in a specially designed building that includes a student residence, innovative learning and collision spaces, and administrative offices, Wilson College will provide affiliated students, scholars, and guests a dynamic living-learning community that develops intellectual curiosity, collaboration, creative exchange, leadership skills, and a sense of responsibility for the common good.

b. Undergraduate Degree and Minor. An Undergraduate Honours BA in Leadership and Civic Studies (a joint degree with an existing program in the Humanities or Social Sciences) as well as a minor in Leadership and Civic Studies for students from across campus.

c. Graduate Programming. A graduate interdisciplinary seminar in the near term, with a potential MA in Civic Studies to be developed at a later stage and a Graduate Diploma available to doctoral candidates in Humanities and Social Sciences.
d. Internships. To support student development, Wilson College will develop relationships with government, business, non-governmental, and civil society organizations to implement a robust internship program.

e. Wilson Leadership Scholar Awards. The existing Wilson Leadership Scholar Awards will continue and be attached to the College. These prestigious undergraduate and graduate student awards prepare award holders to become Canada’s next generation of leaders through experiential opportunities and problem-based learning.

f. Civic Engagement Opportunities. Wilson College will put civic education into practice by promoting and organizing various civic engagement opportunities for students, including activities such as Model United Nations competitions, “civic health hackathons,” possible membership as Canada’s first Open Think Tank network site, and collaboration with existing units on campus such as the Office of Community Engagement.

g. Annual Visiting Fellows Program. Fellows will be recruited from outside McMaster University. Applications will be welcomed from academics and non-academics from diverse fields in the liberal arts, government, civil society, and the private sector, especially those with forward-thinking, innovative research or engagement projects.

h. Engagement Accelerators. Engagement Accelerators will bring together academics, students, and leaders from government, business, and non-governmental organizations to connect academic and non-academic leaders across disciplinary and professional boundaries.

i. Wilson Commentaries Annual Public Lecture Series. The annual Wilson Commentaries host an invited luminary to address significant, contemporary issues in Canada related to leadership and civic engagement.

This proposal pertains solely to the creation of Wilson College itself. A separate proposal for the undergraduate degree program will follow.

Consultations

The design of Wilson College and its programming was led by the Deans of Humanities and Social Sciences, Pamela Swett and Jeremiah Hurley, with guidance from President David Farrar and Provost Susan Tighe, other campus leaders such as Dean of Students and Associate Vice-President Students and Learning, Sean Van Koughnett, and the Associate Deans in each of Humanities and Social Sciences. Since the public announcement of Red Wilson’s transformative gift, Dean Swett and Dean Hurley have begun broader consultations within each of their Faculties, including consultations with the Chairs and Directors of existing departments, schools and programs and whole-Faculty meetings open to all faculty.

Consistency with McMaster’s Mission and Strategic Goals

Wilson College will advance McMaster’s core mission in education, research and service, and specific strategic goals articulated in McMaster SMA agreement and the President’s Strategic Priorities.

- Wilson College fully reflects McMaster’s mission
  - It will offer activities and programming in each of education, research, and community-engagement and service
  - It aims to integrate learning and knowledge across all four areas.
• McMaster’s SMA Agreement
  o It will develop an interdisciplinary joint Honours BA program, consistent with McMaster SMA priority on interdisciplinary programming
  o It will fully integrate experiential learning of diverse types into its programming
  o It will produce graduates who will place well in job market following graduation

• McMaster Strategic Priorities and Goals
  o Advancing societal health and well-being is the ultimate goal of Wilson College
  o Interdisciplinarity: as noted, interdisciplinary education, learning, engagement and extracurricular activities are central to the vision for Wilson College
  o Inclusive Excellence: The policies, practices and programming of Wilson College will incorporate best practices regarding inclusive excellence.
  o Teaching and Learning: Wilson College will feature innovative teaching and learning inside and outside the classroom, with integrated experiential learning, community/external engagement, and related programming.
  o Research and Scholarship: Affiliated faculty and students will conduct leading-edge research and scholarship on leadership and civic studies. Wilson College aims to be a thought leader in both academia and externally in the broader community.
  o Operational Excellence: The novel design of its governance and administration across two Faculties will embody operational excellence. College staff will work closely with existing Faculty-specific staff to ensure the efficiency and effectiveness of Wilson College programming.
  o Civic University: Wilson College is an exemplar of that to which McMaster aspires as a Civic University.

Student Recruitment/Admission

Students will apply for admission to Wilson College at Level 1, i.e., on entrance to McMaster University. The College will engage in active recruitment campaigns to attract the best and most inquisitive students from diverse backgrounds in Canada and the world. The recruitment efforts will be supported by College-specific entrance awards (in addition to McMaster’s general entrance awards). Entrance decisions will be based on secondary-school grades plus a supplementary application designed to identify those whose goals, interests, commitments, and/or previous experiences align well with the mission of Wilson College. The supplemental application will also conform with accessible and equitable admission processes and practices. It is too early to know exactly what the admission standards will be, but we expect Wilson College to attract top students given the living-learning community, experiential education, internship and mentorship opportunities, and the in-demand skills they gain from a world-class institution.

Structure and Governance

We propose that the College be governed by a Memorandum of Agreement (MOA) between the Faculty of Humanities and the Faculty of Social Sciences. The MOA will articulate the governance and administrative structure, as well as the cost and revenue sharing of its programs and activities. The College will be overseen by an Internal Governing Board chaired by the Deans of Humanities and Social Sciences, with membership as listed below (see also the attached Figure) that includes senior leadership,
The Wilson College Internal Governing Board (See Figure 1 below)

- **Co-Chairs:** Dean, Faculty of Humanities and Dean, Faculty of Social Sciences
- **Ex Officio:** President
  - Provost
  - Associate Dean (Academic), Faculty of Humanities
  - Associate Dean (Academic), Faculty of Social Sciences
  - Associate Dean (Graduate St. and Research), Faculty of Humanities
  - Associate Dean (Graduate Studies), Faculty of Social Sciences
- **Wilson Faculty Representatives:** 1 faculty member affiliated with Wilson College from each of Humanities and Social Science
- **Wilson Student Representatives:** 2 Wilson College students
- **Non-Humanities/Social Sciences Dean Representative:** One Dean from another Faculty on a rotating basis
- **Staff Representative:** Director of Finance and Administration from Humanities or Social Sciences on a rotating basis

The Administrative Home for Wilson College will be the Faculty of Humanities.

The operations and management of the college will be overseen by the Academic Director, supported by administrative staff as appropriate. The Academic Director is envisioned to be a faculty member who will take the lead on “internal” operational matters pertaining to the academic programs (initially a joint Honours BA and a minor), research and scholarly activities, and the affiliated faculty (who will hold academic appointments in existing departments), Wilson Fellows, and staff.

The External Director, envisioned as a high-profile non-academic, will be appointed to a part-time role for a multi-year term. The primary responsibility is to Chair the Wilson College External Advisory Council (itself comprising diverse leaders external to McMaster) and to act as a liaison between Wilson College and others in the public, private, and third sectors. The individual will promote the interests of the College, draw on their network to create opportunities for the College and its students, and facilitate programming that engages with sectors outside the university to integrate education, research, and practice. The College’s Governing Board will appoint the External Director and members of the External Advisory Council and maintain oversight of its activities.

**Resources**

**Space:** Wilson College will be situated in new space to be constructed over the footprint of the existing Robinson Theatre and thus centrally located on the Arts Quad between the two Faculties. Current plans call for this building to include approximately 75 residence spaces plus a mix of spaces designed to foster collaboration and creativity, and nurture networks in a dynamic living-learning community. The centerpiece will be a collision space where students and teachers meet to collaborate, exchange ideas, transfer knowledge, and turn concepts into groundbreaking, transformative results. Around this will be further learning spaces, meeting spaces, event spaces, and offices.
People:

- Wilson College Staff
  - External Director
  - Wilson College Administrator. Senior staff member who reports to the Academic Director. Functionally analogous to Academic Department Managers.
  - Administrative Support. Various administrative support staff as appropriate who report to the Wilson College Administrator.
  - Events Coordinator. Will oversee, coordinate, and manage events sponsored by Wilson College (e.g., lectures series, workshops, public speakers, etc.)
  - Experiential Learning Manager. Oversees experiential learning programming, working in coordination with the experiential program staff in the Faculties of Humanities and Social Sciences.
  - Experiential Programming Staff Assistant. Reports to the Experiential Learning Manager
  - Academic Advisor. Provides academic counselling and advice to Wilson College students.

- Faculty
  - Faculty affiliated with Wilson College, including the Academic Director, will hold appointments in existing departments in Humanities and Social Sciences and will be affiliated with Wilson College through explicit secondment agreements that define expectations and responsibilities and financial flows back to home departments.
  - Wilson College Endowed Chair in Leadership and Civic Engagement. Currently being recruited through an international search, the Wilson Chair in Leadership and Civic Engagement will be a senior scholar from any relevant discipline who specialize in a field related to the mission and vision of the college. Areas of scholarly focus for the Endowed Chair will evolve over time. The Chair will carry a five-year term (renewable once).

Financial: Wilson College will incur both capital and annual operating expenditures.

Capital. The major capital expenditure will be that associated with constructing the Wilson College building, which will house the residence, administrative offices, and learning and meeting spaces. The capital costs will be financed through a combination of the gift from the Wilson Foundation (tentative allocation of $12 million) and McMaster University. The McMaster contribution will primarily finance the residential component whereby the initial capital outlay will be repaid over a period of years by Housing and Conference Services through residence fees charged to students living in the residence.

Annual Operating Costs. Annual operating costs include faculty salaries, Wilson College programming costs, and governance and administrative costs. Operating costs will be funded from four primary sources: the annual return on the Wilson Chair endowment, Wilson College endowment, Wilson College revenues, and McMaster University contributions. The Wilson Chair endowment ($3 million) will include contributions from the Wilson gift ($2 million) and McMaster ($1 million) and will be allocated to salary costs for the Wilson Chair in Leadership and Civic Engagement. The Wilson College endowment ($36 million) will comprise the balance of the $50 million gift after deducting the capital allocation and the Wilson Chair endowment allocation. The annual return on this endowment will fund programming costs, staff salaries, and the like. Wilson College revenue will include student tuition and fees, plus miscellaneous revenues associated with some Wilson College events. McMaster contributions will cover
faculty salary costs and some administrative costs and will come from various sources, including the President’s Strategic Fund, the University Fund, and the two Faculties.
Wilson College Governance Model

**Wilson College Internal Governing Board**

- **Co-chairs:** Deans, Humanities and Social Sciences
- **Ex-Officio:**
  - President
  - Provost
  - Associate Deans, Academic and GSR, Humanities
  - Associate Deans, Academic and Grad. Studies, Social Sciences
- **Wilson Faculty Representatives:** 1 faculty from each of Humanities and Social Science
- **Wilson Student Representatives:** 2 Wilson College students
- **Non-Humanities/Social Sciences Dean Representative:** One Dean from another Faculty on a rotating basis
- **Staff Representative:** Director of Finance and Administration from Humanities or Social Sciences on a rotating basis

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**Wilson College Academic Director**

- oversees the operations of Wilson College

**Wilson College External Director**

- oversees external engagement and acts as an external liaison for Wilson College with external leaders, organizations, and networks

**Wilson College People and Programming**

- Academic Programs
- Research and Scholarly Programs
- Public outreach and engagement
- Affiliated Faculty (appointed in existing departments)
- Wilson Fellows
- Staff

**Wilson College External Advisory Council**

- Chaired by Wilson College External Director
- Membership: leading individuals external to McMaster from the public, private, and third sectors
The Academic Director of Wilson College of Leadership and Civic Engagement (hereafter “the College”) play a critical role in the administration and governance of the College. The Academic Director represents the College at relevant University committees and governing bodies and leads and manages the affairs of the College. The College is a new interfaculty program, jointly led by a governing board co-chaired by the deans of Humanities and Social Sciences. Once approved, the College will offer a joint undergraduate Honours BA, an interdisciplinary minor, and co-curricular activities in support of its interdisciplinary focus on leadership and civic engagement.

The Academic Director is nominated by an ad hoc Selection Committee established by the Deans of the Faculties of Humanities and Social Sciences and approved by the Wilson College Internal Governing Board. The nomination must be endorsed by the Senate Committee on Appointments and is forwarded to the Senate for approval and then to the Board of Governors for final ratification. The Academic Director will serve for a term of five years, renewable for a second term of up to five years. In extraordinary circumstances the Academic Director may be appointed for a third consecutive term, or for a term of less than five years.

The Academic Director is the chief executive officer of the College and is responsible to the Dean of Humanities and of the Dean of Social Sciences. The Academic Director or a delegate represents the College in matters dealing with College, Faculty or University policy, curriculum, administrative matters. The Academic Director is responsible for the management of the College’s physical, financial and human resources, ensuring that they are utilized as effectively as possible to meet both the short-term and long-term objectives of the College, the Faculties of Humanities and Social Sciences, and the University. The Academic Director works collaboratively with the External Director (appointed by and reporting to the Internal Governing Board), who chairs the External Advisory Committee and promote the interests of the College to audiences external to McMaster.

In essence, the duties of an Academic Director are to foster a healthy climate within the College for the conduct of scholarship, teaching, community and external engagement, and service, a climate which is inclusive, in which College members receive equitable treatment and support, and in which procedures are open and visible. Many of the responsibilities of the Academic Director are carried out through delegating duties to members of the College and to support staff. The Academic Director is responsible for:

GENERAL ADMINISTRATION
- developing the College’s internal policies and procedures on governance and administrative matters;
- ensuring that all University and College policies are followed within the College and that all those affiliated with the College are familiar with those policies;
- representing College interests at other levels;
• establishing an administrative and committee structure for sharing administrative activities with affiliated College faculty and support staff;

PERSONNEL

Faculty

Although faculty are not appointed to Wilson College, the Academic Director has important faculty-focused responsibilities:
• the Academic Director will recruit, mentor, and evaluate faculty affiliated with Wilson College;
• faculty affiliated with Wilson College will participate in College programming, including teaching, research, service, and broader engagement. The Academic Director is responsible for regular communication with department chairs and Faculty deans regarding the contributions of faculty affiliated with Wilson College, especially in relation to Career Progress/Merit and tenure and promotion processes;
• facilitate and enhance faculty research and co-curricular internal and external engagement practices;

Non-academic Staff
• supervising the non-academic staff, ensuring that career development guidance is available to them and that their salaries are set and reviewed in accordance with University policies and procedures;

TEACHING
• ensuring a high-quality teaching and learning environment;
• determining which faculty members will teach the courses and give the tutorials and laboratories offered by the College;
• providing leadership in relation to curriculum planning and development, at both the graduate and undergraduate levels;
• ensuring that the curriculum design advances key goals for the College, especially with respect to experiential education and external engagement;
• ensuring that the most effective pedagogical approaches are employed;
• promoting inclusive teaching practices;
• assembling and leading a team of outstanding faculty instructors;
• ensuring that administrative matters in connection with the College's graduate and undergraduate education programs are carried out, that relevant Faculty and University policies are followed;
• ensuring, in co-operation with the appropriate Deans, that the teaching and related responsibilities of the College are carried out and that all courses are carefully planned and effectively taught; overseeing the training of student teaching assistants and their role in the College's educational programs;
• ensuring that students are properly advised and counselled;

BUDGET AND RESOURCE ALLOCATION
preparing annually a College budget proposal for consideration by the Wilson College Internal Governing Board, and monitoring the spending of the funds allocated;

allocating, in consultation with the Co-chairs of the Internal Governing Board, the space at the disposal of Wilson College;

allocating the College's staff resources to advance the goals of Wilson College and to support Wilson College programs.

**OTHER**

- in conjunction with the External Director and the External Advisory Committee, maintain and enhance community, alumni, and donor partnerships;
- build the profile of the College locally, nationally, and internationally.
- maintain an active teaching and research profile.
Date: 14 October 2022

To: Senate Committee on Appointments

From: Pamela Swett, Dean Faculty of Humanities and Jerry Hurley, Dean of Social Sciences

Re: Terms of reference to establish the endowed Wilson Chair in Leadership and Civic Studies

Accompanying this cover memo, you will find proposed terms of reference to establish a new endowed position, the Wilson Chair in Leadership and Civic Studies. This endowed research chair will be a tenured appointment in an existing Humanities or Social Science department and will contribute to the research and teaching missions of Wilson College and the chair’s home department.

We are submitting these terms of reference for your consideration and approval.
To: Dr. Susan Tighe, Provost and Vice-President, Academic  
From: Dr. Pamela Swett, Dean of Humanities and Dr. Jerry Hurley, Dean of Social Sciences  
Date: 13 October 2022  
Re: The establishment of the endowed L. R. Wilson Chair in Leadership and Civic Studies

We propose to create the endowed **L. R. Wilson Chair in Leadership and Civic Studies** with a gift of $2M from the Wilson Foundation and match funding of $1M from McMaster University.

The Wilson College Endowed Chair in Leadership and Civic Studies (hereafter, “the Chair”) will be affiliated with the Wilson College of Leadership and Civic Engagement, a newly formed collaborative academic unit between the Faculty of Humanities and the Faculty of Social Sciences. The Chair will be appointed for an initial term of five years, with the possibility of reappointment to a second five-year term. The Chair’s academic appointment will be a full-time tenured position at the rank of associate or full professor in an appropriate department in McMaster’s Faculty of Humanities or Faculty of Social Sciences.

The Chair will have an exceptional record of scholarly and education contributions, and a desire to engage with community-based stakeholders in the public sector, the private sector, and the community and non-profit sector. In addition to specialized training in a relevant discipline or field in the Humanities or Social Sciences (e.g., History, Political Science, Philosophy, Sociology, Cultural Studies, Policy Analysis), they will be expected to contribute significantly to scholarship in the interdisciplinary area of Civic Studies; to teach and supervise students from both the interdisciplinary Wilson College and the Chair’s home department; to engage with external audiences in ways that advance the mission of Wilson College, and to assist in the academic and administrative development of Wilson College.
i. Ratification of Tentative Agreement

On December 14, 2022, the Remunerations Committee will approve, for recommendation to the Board of Governors, the ratification of the tentative agreement for CUPE Local 3906, Unit 1 (Teaching Assistants) and now recommends the tentative agreement to the Board of Governors for approval.

It is now recommended,

that the Board of Governors approve the tentative agreement between McMaster University and CUPE Local 3906, Unit 1 (Teaching Assistants) for a 5-year term effective December 15, 2022, and expiring August 31, 2027, with terms outlined in the circulated report.
**GOVERNANCE BODY**  Board of Governors  
**ITEM/SUBJECT**  Ratification Request: CUPE Local 3906 Unit 1 (Teaching Assistants)  
**DATE**  December 15, 2022  
**LEAD(S)**  Wanda McKenna, AVP & CHRO  
Maggie Pooran, Executive Director, Health, Safety, Wellbeing & Labour Relations  
**GOVERNANCE PATH**  PVP (December 13, 2022) > Remunerations Committee (December 14, 2022) > Board of Governors (December 15, 2022)  
**MOTION**  (If this is for information only, please note here)  
that the Board of Governors approve the tentative agreement between McMaster University and CUPE Local 3906, Unit 1 (Teaching Assistants) for a 5-year term effective December 15, 2022, and expiring August 31, 2027, with terms outlined in the circulated report.  
**JURISDICTION**  N/A  
**SUPPLEMENTAL MATERIALS**  1. Summary Terms of the Collective Agreement  

**EXECUTIVE SUMMARY**  
The University has reached a tentative agreement for a renewal Collective Agreement with CUPE Local 3906, Unit 1, representing Teaching Assistants, Demonstrators, Tutors, Super Tutors, Markers, and Research Assistants (in lieu of Teaching Assistantship). The agreement is within mandate.  

The University and the Union agreed to recommend the ratification of the tentative agreement to their respective principals. CUPE confirmed on Tuesday, December 13, 2022, that the agreement has been ratified by its membership.  

**BACKGROUND**  
The Collective Agreement expired on August 31, 2022. The parties met 9 times between August 24 and November 18, 2022, at which time they reached an impasse in negotiations. CUPE began a strike on November 21, 2022, which lasted for nearly 3 weeks. The parties returned to the bargaining table on December 9, 2022, and reached a tentative agreement on December 10, 2022.  

**STRATEGIC ALIGNMENT**  
The tentative agreement achieved outcomes in alignment with the University's Collective Bargaining Strategy, 2019-2022, including:  

- **Fiscal Responsibility:**  
  - financial outcomes within mandate and in compliance with Protecting a Sustainable Public Sector for Future Generations Act, 2019, (the “Act”, previously referred to as Bill 124). It should be noted that the Act has recently been declared unconstitutional by the Ontario Superior Court of Justice, and that the Ontario government has expressed an intention to appeal this ruling.  
- **Labour Relations Stability**  
  - achieved the labour stability of a 5-year term, expiring August 31, 2027
Inclusive Excellence
  
  - Increased contributions to a “Supplemental Benefits Fund”, to be administered by CUPE for the purpose of supplementing employees' benefits or related purposes to support needs such as reproductive health and gender affirmation care.
  - Increased contributions to support premiums for family dental coverage.

RISK AND RISK MITIGATION STRATEGIES
Academic and operational risks associated with the strike were anticipated and mitigated. The University established an Academic & Operations Continuity Planning Committee which included representatives from each of the Faculties and many support services. Contingency plans focused on taking care of students and their academic success.

RECOMMENDATIONS AND NEXT STEPS
The University's Bargaining Team seeks ratification of the tentative agreement by the Board of Governors.

KEY TERMS
The “Act”: The provincial legislation Protecting a Sustainable Public Sector for Future Generations Act, 2019, (the “Act”, previously referred to as Bill 124), passed in November 2019, restricted annual wage increases to 1%, and further restricted incremental increases to existing compensation entitlements to 1% (inclusive of wage increases) for a 3-year moderation period. The Act also had anti-avoidance provisions that restrict “catch-up” for wages restricted during the moderation period. The moderation period for this bargaining unit was served: September 1, 2019, to August 31, 2022. It should be noted that the Act has recently been declared unconstitutional by the Ontario Superior Court of Justice, and that the Ontario government has expressed an intention to appeal this ruling.

CUPE Local 3906: Canadian Union of Public Employees

QUESTIONS AND ANSWERS
Negotiations are currently in progress with CUPE Local 3906 Unit 3 (Postdoctoral Fellows) – this collective agreement also expired on August 31, 2022. The parties are engaged in continued discussions through conciliation.
CONFIDENTIAL

Request for Ratification of Tentative Agreement

between

McMaster University

and

CUPE Local 3906, Unit 1

Representing Teaching Assistants, Demonstrators, Tutors, Super Tutors, Marker, and Research Assistants (in lieu of Teaching Assistantship)

Prepared for: Remuneration Committee

December 14, 2022
The University's Bargaining Team seeks the approval of the Remunerations Committee of the Board to recommend the ratification of the tentative agreement at the next Board of Governors meeting.

**SUMMARY OF TERMS OF TENTATIVE AGREEMENT**

**Term:**
- 5-year renewal agreement, effective from the date the parties exchange notice of ratification and expiring August 31, 2027.

**Compensation Items:**

**Total End Rate** (Compounded): **15.353%**, within mandate (15.362%)

- **Wages**
  - effective from December 14, 2022, with no retroactivity
  - average weighted annual increase: **3.15%**

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<th>Year</th>
<th>Increases</th>
<th>&quot;Class A&quot; (TAs holding a degree)</th>
<th>&quot;Class B&quot; (TAs not holding a degree)</th>
<th>End Rate Cost on Total Compensation</th>
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- **Benefits** (total increase of 37% over current funds, 0.3% of total compensation):
  - Increased CUPE-administered **Supplemental Benefits Fund**
    - From $10,000 (current) to $60,000 (Year 1), annually
  - Increased CUPE-administered **Benefits Plan**
    - From $237,000 (current) to $260,000 (Year 1), annually
  - Increased CUPE-administered **Family Dental Coverage**
    - From $30,000 (current) to $50,000 (Year 1), annually
• Non-Monetary Highlights

  o Training program has been incorporated from a Letter of Understanding into the body of the agreement as a new Article. Includes 5 hours of training once as a TA (in addition to 3 hours per term for Health & Safety).

  o “No Discrimination” Article includes new language adopted from the Ontario Human Rights Code:

    - The Parties acknowledge that the Ontario Human Rights Code (the Code) recognizes the dignity and worth of every person in Ontario. It provides for equal rights and opportunities, and freedom from discrimination. Indigenous peoples, including status, non-status, First Nations, Métis and Inuit peoples, are included in these protections.

  o New language relating to safety planning in circumstances of Domestic and Sexual Violence:

    - When the Employer undertakes safety planning particular to an employee’s circumstances the Employer will, as appropriate:
      1) consult with the employee on safety measures, and
      2) notify the employee of the outcome.