
McMaster University

Meeting Minutes of the Board of Governors

8:30 AM, Thursday, December 15, 2022 via Zoom

Attendance: Ms J. Allen (*Chair*), Dr. E. Apatu, Mr. J. Boye, Dr. D. Brooks, Dr. L. Bronsard, Ms L. Brown, Ms S. Cruickshanks, Ms J. Dhaliwal, Mr. S. Elop, Dr. D. Farrar, Mr. D. Feather, Mr. M. Ferencich, Ms S. Galloway, Mr. D. Horwood, Mr. D. Huctwith, Ms R. Jamieson, Ms S. Lal, Dr. N. Lishchyna, Ms M. Maher, Mr. B. Merkel, Mr. K. Nye, Ms M. Pool, Ms J. Rowe, Dr. M. Shoukri, Dr. D. Sloboda, Dr. E. Szathmáry, Dr. S. Tighe, Dr. B. Vrkljan, Dr. B. Walker, Ms A. Thyret-Kidd (*University Secretary*), Ms C. Richard (*Associate University Secretary*), Ms M. Zheng (*Associate University Secretary*), Ms K. Snow (*Assistant University Secretary*)

Observers: Dr. S. Birnie (*delegate*), Dr. K. Cuff, Ms A. Farquhar, Ms S. Fazilat, Ms D. Henne, Ms D. Martin, Ms W. McKenna, Dr. K. Mossman, Dr. P. O'Byrne, Mr. S. Singh, Mr. R. Walters.

Invited: Dr. K. Hassanein, *Dean, Faculty of Business*
Dr. J. Hurley, *Dean, Faculty of Social Sciences*
Dr. M. MacDonald, *Dean, Faculty of Science*
Dr. H. Sheardown, *Dean, Faculty of Engineering*
Dr. P. Swett, *Dean, Faculty of Humanities*
Dr. S. Denburg, *Vice-Dean, Faculty of Health Sciences*
Dr. S. Hranilovic, *Vice-Provost and Dean of Graduate Studies*
Mr. S. Van Koughnett, *Associate Vice-President (Students & Learning) and Dean of Students*
Ms L. Mitton, *Controller*
Dr. L. Carter, *Director, McMaster Continuing Education*
Mr. B. Davis, *University Counsel*
Mr. T. Shattuck, *Chief Executive Officer, McMaster Innovation Park*
Mr. R. Couldrey, *Strategic Advisor to the President and Vice Presidents*
Mr. D. Kunde, *Managing Director, Head of Real Estate Investment Banking, iA Capital Markets*
Mr. T. Liu, *Director, Mergers & Acquisitions, Investment Banking, iA Capital Markets*
Mr. D. Dermott, *Managing Director, TD Securities*
Ms S. Emms, *BDP Quadrangle*
Mr. M. Giavedoni, *Partner, Certified Specialist (Real Estate Law), Gowling WLG*

Regrets: Mr. R. Clarke, Mr. J. Mancinelli, Ms. F. Samji, Ms S. Stankovic

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

Ms Jane Allen, *Chair of the Board of Governors*, welcomed members and observers to the meeting, providing attendees with a brief overview of meeting procedures and the proceeding agenda items. Members were advised that a Member's Only Discussion would commence following adjournment of the meeting's closed session.

2. NOTICE OF MEETING

The Notice of Meeting was circulated on December 1, 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.

It was duly moved and seconded,

that the Board of Governors approve the Open Session agenda for the meeting of December 15, 2022, and that items 4-6 be approved or received for information by Consent.

The motion was *Carried*.

CONSENT

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

Motion:

that the Board of Governors approve the Open Session minutes of the meeting held on October 27, 2022, as circulated.

Approved by *Consent*.

5. REPORT FROM SENATE

Report from Senate - November

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

Motion:

that the Board of Governors approve the establishment of the Centre for Advanced Research for Mental Health and Society (ARMS), as circulated.

Approved by *Consent*.

b. Name Change Proposal - Department of Classics

Motion:

that the Board of Governors approve the name change of the Department of Classics to the Department of Greek and Roman Studies.

Approved by *Consent*.

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

The item was for information.

Motion:

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

Approved by *Consent*.

Report from Senate- December

d. Terms of Reference

- i. Establishment of the 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**

Motion:

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

Approved by *Consent*.

6. COMMITTEE REPORTS

a. PLANNING AND RESOURCES COMMITTEE

i. McMaster Continuing Education Fees

Motion:

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

Approved by *Consent*.

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

The item was for information.

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

The item was for information.

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

The item was for information.

b. AUDIT & RISK COMMITTEE

i. Health, Safety and Wellbeing Report

The item was for information.

c. UNIVERSITY PLANNING COMMITTEE

i. McMaster Accessibility Council 2021 Annual Report

The item was for information.

REGULAR

7. BUSINESS ARISING

There was no business arising.

8. COMMUNICATIONS

a. Equity and Inclusion Office Annual Report

The Annual Report from the Equity and Inclusion Office was not received at the Senate meeting held on December 14, 2022. It was removed from the Board of Governors agenda and will return to the Board on March 2, 2023.

b. Renewing and Strengthening McMaster's Faculty Complement

Dr. Susan Tighe, *Provost and Vice-President*, delivered the “*Renewing and Strengthening McMaster's Faculty Complement*” presentation to the Board as previously requested by its members. The presentation included an overview of the interview and hiring processes, explanation of how faculty renewal fits within the budget model, as well as the associated governance processes. Dr. Tighe concluded the presentation with expectations for the 2022-2023 academic year. Overall, McMaster's priorities are guided by academic and research excellence, and new hires are global leaders in their respective fields.

In response to a question about the success and retention rates of appointments, Dr. Tighe spoke to the highly competitive nature of the applicant pools due to the University's standing in the U15 Group of Canadian Research Universities. The University's turnover rate is low, and most faculty members achieve tenure. Dr. Tighe noted that hiring is often a 30+ year commitment. Dr. O'Byrne spoke further to the process in the Faculty of Health Sciences.

Members had questions about the use of recruitment firms and Dr. Tighe explained that recruitment firms are not often utilized, save for senior leadership positions. Upon learning that new hires are often a result of a retirement, members had questions surrounding class sizes and faculty growth. Dr. Tighe confirmed that growth in teaching positions has been consistent with student enrollment, and Dean Hassanein spoke to growth in the DeGroote School of Business. A member explained that the ratios are not uniform throughout disciplines, and certain disciplines require more hands-on and direct guidance from instructors than others.

Further inquiries came forward surrounding EDI considerations, stability among the Faculties, accreditation requirements, and the hiring approach during the height of the COVID-19 pandemic. Due to time restraints, Ms Allen suggested that further discussion be had at a committee.

9. PRESIDENT'S REPORT TO THE BOARD

Dr. David Farrar, *President and Vice-Chancellor*, presented his Report to the Board. Dr. Farrar began his remarks by acknowledging that McMaster is located on the traditional territories of the Mississauga and Haudenosaunee nations and within the lands protected by the Dish with One Spoon wampum agreement. Dr. Farrar spoke to informative discussions had with members of the Indigenous Education Council regarding the inclusion of land acknowledgments in meetings. The importance of individuals reflecting on their personal journey of truth and reconciliation was emphasized in those discussions.

Members heard that Mr. Rishi Bansal, a graduate of the Arts and Science program and a final year McMaster medical student, had been awarded a 2023 Rhodes Scholarship. Mr.

Bansal 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.

Dr. Farrar then spoke to a meeting that the presidents of the Council of Ontario Universities had with the Hon. Jill Dunlop, Ontario Minister of Colleges and Universities. The Minister outlined the government's priorities and mandates related to the university sector, which included pandemic recovery, the preparation of students for a modern economy and shifting job market, a shift towards a previously utilized performance-based funding model for the post-secondary sector, as well as promoting accountability and strong fiscal responsibility among the broader public sector.

With declining international applications, the university sector will need to turn its attention to enrolment. McMaster needs to focus on strategic enrolment management to determine the number of students needed, and the correct balance between undergraduate and graduate students and domestic and international students. Members heard that the Provost will lead a strategic planning process to assess the number and nature of the student body and the associated implications for budget and space.

In concluding his remarks, Dr. Farrar spoke to the successful negotiations between the University and CUPE 3906, effectively ending the labour dispute, and emphasized the need for the community to come together and discuss the issues raised throughout the strike. Members heard that faculty and student members of Senate expressed concerns about the funding of graduate students, the increased cost of living, as well as rights and responsibilities during work stoppages. A closer focus on these issues will be explored in the new year, and Dr. Farrar spoke to Dr. Steve Hranilovic's diligent work in chairing the Committee examining graduate funding. Dr. Farrar emphasized it has been a difficult time, and the community needs to take the time to heal.

10. REPORT FROM SENATE

Dr. Farrar introduced and welcomed Mr. Sean Van Koughnett, *Associate Vice-President (Students and Learning) and Dean of Students*, and Dr. Steve Hranilovic, *Vice-Provost and Dean of Graduate Studies*, to the meeting. Mr. Van Koughnett and Dr. Hranilovic addressed the circulated undergraduate and graduate enrolment figures, respectively.

There were several questions surrounding the decline in international student enrollment, and Mr. Van Koughnett spoke to the factors leading to this; including the pandemic, visa processing delays, and housing affordability. This contrasted with the higher international enrolment numbers in years past, then largely driven by geopolitical factors such as the results of the 2016 United States Presidential election that increased the attractiveness of Canadian markets. Members discussed at length the federal government's immigration policies and impact on enrolment figures, and members noted that the post-graduate work program is impactful. Dr. Hranilovic spoke further to the federal government's visa processing delays which impacted graduate students this year. Despite these hurdles, the University's reputation for research excellence continues to attract the best students.

In response to a question about graduate student funding from the federal government, Dr. Farrar spoke to the University's efforts in advocating and lobbying both the provincial and federal governments on matters related to tuition and research funding. The provincial government does recognize that frozen tuition should be reconsidered and there are concerns around the timing of unfreezing tuition. Funding from the federal government is often tied to

their own strategies and mandates, resulting in some research areas being notably underfunded.

Members engaged in a discussion of enrollment in the Faculty of Health Sciences and the pressures on the Canadian healthcare system due to a broader lack of doctors and nurses across Canada. Dr. O’Byrne spoke to his Faculty’s effectiveness in mitigating and managing the pandemic, but also highlighted challenges with the Ministry’s recent decision to open up several hundred MD positions without allocating any of these to McMaster. Members heard that the reasoning from the Ministry was that McMaster received over 100 new positions in recent years.

11. COMMITTEE REPORTS

a. EXECUTIVE AND GOVERNANCE COMMITTEE

Ms Allen, *Chair of the Executive and Governance Committee*, provided an overview of the actions taken on behalf of the Board of Governors via electronic vote on November 16, 2022. Dr. Pamela Swett, *Dean of the Faculty of Humanities*, and Dr. Jerry Hurley, *Dean of the Faculty of Social Sciences* were invited to speak to the establishment of Wilson College, a result of the recent and generous gift from Lynton “Red” Wilson.

Dr. Hurley provided an overview of the College’s vision and governance, noting that the intent is to develop future leaders to foster and sustain a civil and civic-minded culture in Canada. This would include a “learn and live-in” experience, educational programming with a Minor and an Honours Bachelor of Arts program in Leadership and Civic Studies, as well as a research component lead by the Wilson Chair. Dr. Swett mentioned the items currently underway; including the recruitment of several key leadership positions.

A member expressed the importance of having leadership with views across the political spectrum; noting that as governments change, it is important to foster and develop relationships with all major parties. Dr. Farrar noted that Red Wilson and Pete Sharpe’s vision for the gift was that it meets the broad spectrum of needs across the country.

i. Selection Committee for the Associate Vice-President Research (Commercialization and Entrepreneurship)

This item was for information.

ii. Proposal for the Creation of the Wilson College of Leadership and Civic Engagement

This item was for information.

iii. ToR - Establishment of the Academic Director, Wilson College for Leadership and Civic Engagement

This item was for information.

iv. **ToR - Establishment of the Endowed Wilson Chair in Leadership and Civic Studies**

This item was for information.

b. **REMUNERATIONS COMMITTEE**

Dr. Emőke Szathmáry, *Chair of the Remunerations Committee*, presented the Committee's Report to the Board.

At its meeting on December 14, 2022, the Remunerations Committee reviewed and approved the tentative agreement between McMaster University and CUPE Local 3906, Unit 1 (Teaching Assistants). Details of the agreement were provided for in the circulated materials. Dr. Szathmáry emphasized that reaching the five-year agreement was not easy, and noted it included a three-week strike that was difficult on all members of McMaster's community. It was explained that 69.6% of union members voted in support of the agreement. Dr. Szathmáry reminded members that while Teaching Assistants are employees, they are McMaster students first and foremost. Ms Wanda McKenna noted that Teaching Assistants work part-time, consisting of 10 hours of work per week.

It was duly moved and seconded,

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.

The motion was *Carried*.

12. **PRESENTATION TO THE BOARD OF GOVERNORS**

Dr. Farrar welcomed Dr. Paul O'Byrne, *Dean and Vice-President, Faculty of Health Sciences*, who delivered a presentation and answered subsequent questions about the Faculty of Health Sciences.

13. **OTHER BUSINESS**

As there was no other business, the open session adjourned at 10:30 a.m.