

McMaster University

**MINUTES OF THE BOARD OF GOVERNORS**

**December 12, 2019 at 8:30 a.m.**

**Council Room, Gilmour Hall (Room 111)**

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**PRESENT:** Mr. B. Merkel (Chair), Ms L. Allan, Ms J. Allen, Ms. S. Cruickshanks, Dr. J. Daniel, Mr. S. Donnelly, Dr. D. Farrar, Mr. D. Feather, Mr. M. Ferencich, Dr. C. Filipe, Dr. A. Holloway, Mr. D. Horwood, Mr. D. Huctwith, Mr. A. Jhaveri, Dr. R. Kleiman, Ms S. McLarty, Mr. R. Narro Perez, Dr. A. Niec, Mr. K. Nye, Dr. L. Parker, Ms J. Rowe, Ms F. Samji, Dr. S. Searls Giroux, Ms C. Stefankiewicz, Dr. E. Szathmáry, Mr. T. Valeri, Dr. R. Walker, Ms E. Way, Mr. D. Williamson, Ms A. Thyret-Kidd (University Secretary), Ms M. Zheng (Associate University Secretary), Mr. T. Paul (Governance Coordinator)

**OBSERVERS:** Mr. R. Couldrey, Ms E. Davies, Ms A. Farquhar, Ms D. Henne, Mr. S. Hercules, Dr. B. Levy, Dr. K. Mossman, Dr. P. O' Byrne, Dr. A. Sills, Ms M. Williams

**INVITED:** Ms D. Martin, Assistant Vice-President and Chief Facilities Officer  
Ms W. McKenna, Assistant Vice-President and Chief Human Resources Officer  
Dr. M. MacDonald, Dean, Faculty of Science  
Dr. J. Hurley, Dean, Faculty of Social Sciences  
Dr. A. al Shaibah, Associate Vice-President (Equity and Inclusion)  
Ms M. Pooran, Executive Director, Employee/Labour Relations  
Mr. S. Van Koughnett, Associate Vice-President (Students and Learning)  
Dr. B. Gupta, Acting Vice-Provost and Dean of Graduate Studies  
Dr. J. Lee, Associate Vice-President, Institutional Research and Analysis  
Mr. T. Shattuck, Chief Executive Officer (CEO), McMaster Innovation Park,  
Mr. C. Heysel, Director, Nuclear Operations and Facilities  
Mr. M. Wilson, President and COO of Mariner Endosurgery  
Dr. G. Yuyitung, Executive Director of McMaster Industry Liaison Office and Acting Director of the Forge

**REGRETS RECEIVED:** Ms L. Brown, Mr. J. Coles, Mr. P. Douglas, Ms R. Jamieson, Ms J. Pike, Mr. N Skelding, Dr. D. Sloboda

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**B. OPEN SESSION**

**2. REMARKS FROM THE CHAIR**

Mr. Merkel welcomed members to the December Board meeting.

Mr. Merkel encouraged Board members to return a completed copy of the circulated skills matrix to the University Secretariat. It was explained that the hope is to collect a comprehensive set of data in order to better inform decisions related to committee assignments and nominations for new Board members.

**3. NOTICE OF MEETING – November 28, 2019**

The Notice of Meeting was circulated on **November 28, 2019**.

**4. APPROVAL OF THE AGENDA – OPEN SESSION**

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

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the Open Session agenda for the meeting of December 12, 2019, and that items 5-8 be approved or received for information by Consent.**

The Motion was *Carried*.

**CONSENT**

**5. MINUTES OF THE PREVIOUS MEETING – October 24, 2019 (OPEN SESSION)**

Motion:

**that the Board of Governors approve the Open Session minutes of the meeting held on October 24, 2019 as circulated**

*Approved by Consent*

**6. BUSINESS ARISING**

**7. COMMITTEE REPORTS**

**a. Planning and Resource Committee**

**i. Audited Financial Statements of Contributory Pension Plan  
Information for Hourly-Rated Employees of McMaster**

**University Including McMaster Divinity College as at June 30, 2019**

The material was for information.

- ii. Audited Financial Statements of Contributory Pension Plan Information for Salaried Employees of McMaster University Including McMaster Divinity College Plan 2000 as at June 30, 2019**

The material was for information.

- iii. Audited Financial Statements of Contributory Pension Plan Information for Salaried Employees of McMaster University Including McMaster Divinity College as at June 30, 2019**

The material was for information.

- iv. Amendment #3 – Contributory Pension Plan (Plan 2000)**

Motion:

**that the Board of Governors approve Amendment #3 of the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 as amended and restated effective January 1, 2019.**

*Approved by Consent*

**b. Remunerations Committee**

- i. Ratification of Tentative Agreement – CUPE Local 3906, Unit #1**

Motion:

**that the Board of Governors approve the tentative agreement between McMaster University and CUPE Local 3906, Unit 1 (Teaching Assistants) for a 3-year term effective December 12, 2019, and expiring August 31, 2022, with terms outlined in the circulated report.**

*Approved by Consent*

- ii. Ratification of Tentative Agreement – CUPE Local 3906, Unit #3**

Motion:

that the Board of Governors approve the tentative agreement between McMaster University and CUPE Local 3906, Unit 1 (Teaching Assistants) for a 3-year term effective December 12, 2019, and expiring August 31, 2022, with terms outlined in the circulated report.

*Approved by Consent*

**8. REPORTS RECEIVED FOR INFORMATION**

**a. Report from Health, Safety and Risk Management**

The material was for information.

**REGULAR**

**9. BUSINESS ARISING**

There was no business arising from the minutes of the meeting held on December 12, 2019.

**10. COMMUNICATIONS**

There were no communications for the meeting of December 12, 2019.

**11. PRESIDENT'S REPORT TO THE BOARD**

Dr. Farrar joined the meeting.

Dr. Farrar thanked the Board of Governors for their confidence in him and expressed his excitement to serve as the University's President and Vice-Chancellor.

Dr. Farrar spoke to the various challenges and opportunities facing the University. Members heard that the President will involve the entire McMaster community in a visioning exercise to support the development of a powerful strategy for the University, which will require new resources and greater support from McMaster's funders. With regard to immediate priorities, the Board heard that while the Presidential search is now complete, searches for a Provost and Vice-President (Research) are slated to begin in the New Year.

The President provided members with an update on the recently held Brighter World Research Initiative (BWRI) event for researchers. The event generated huge enthusiasm within the research community and the University is now working to define the areas of focus and establish project teams before formally launching the initiative. The campaign is intended to be the most ambitious campaign in McMaster's history.

The Board was given an update on the progress of the Human Resources Review. It was explained that the Review is progressing well and will focus on and address the various recommendations made by the report. A highly experienced consultant has been hired to support the implementation process and an HR Review Steering Committee has been established to lead this work, with ongoing oversight provided by the President-Vice-Presidents group. Members heard that as the HR Digitization project continues to progress, the University is exploring the next steps required to undertake a review of Information Technology governance. Human Resources Services is now in the final stages of the search for a dedicated senior Payroll Director and will finalize that appointment as soon as possible. The Board will be kept apprised of any new development in this area.

Provincially, members were informed that one of the University's top priorities is to conclude the SMA 3 negotiations with the province. Members were informed that the University has until December 17, 2019 to provide an initial submission to the Ministry. Further negotiations and discussion are expected to take place in the New Year.

Dr. Farrar highlighted that the circulated economic impact brochure provides a snapshot of the University's impact locally, provincially and nationally. The brochure highlights McMaster's total annual economic impact of \$9.2B on the Canadian economy and in addition that for every dollar invested in McMaster – the University returns nearly \$8 dollars to the economy. The document is put together by the University's Public Affairs team annually to ensure that Board members are aware of the University's key priorities with all levels of Government.

## **12. REPORT FROM SENATE**

### **a. Sexual Violence Policy**

Dr. al Shaibah discussed the proposed revisions to the circulated Policy, including an overview of the process and rationale for the review. Members heard that the review was undertaken following an announcement from the provincial governments indicating that all universities and colleges review their existing sexual violence policies. It was explained that there was a broad consultation process, including feedback gathered via online surveys and ten consultation sessions. In response to a question about the communications strategy for the revised Policy, members heard that a variety of communications and education materials will be circulated to the University community in order to generate awareness.

Members applauded the work of Dr. al Shaibah and the Policy review team for their hard work.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve revisions to the Sexual Violence Policy, as circulated.**

The Motion was *Carried*.

**b. Discrimination and Harassment Policy**

Dr. al Shaibah informed members that the Discrimination and Harassment Policy was revised to ensure consistency with the major revisions made to the Sexual Violence Policy. Members had no further comments or questions.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve revisions to the Discrimination and Harassment Policy, as circulated.**

The Motion was *Carried*.

**c. Centre for Research in Empirical Social Sciences (CRESS)**

Dr. Hurley provided the Board with an overview of the proposed Centre for Research in Empirical Social Sciences (CRESS), explaining that the Centre will support research and stimulate collaborations focused on social science topics. Members heard that CRESS's mission is to support the production of leading-edge empirical social science research, to advance methodological innovation, and to foster research collaborations, networks, and partnerships within and beyond McMaster University.

The Board asked questions and discussed the University's process for establishing new Centres and Institutes. In response to a question, it was explained that the University's governance process and related policies help to mitigate against the duplication of resources.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the establishment of the Centre for Research in Empirical Social Sciences (CRESS), as recommended by Senate.**

The Motion was *Carried*.

**d. Enrolment Update**

Mr. Van Koughnett and Dr. Gupta provided an overview of the circulated undergraduate and graduate enrolment figures. A brief discussion ensued

regarding the University's approach to domestic and international student enrolment.

**13. COMMITTEE REPORTS**

**a. Executive and Governance Committee**

**i. Revisions to Board By-Laws**

Mr. Merkel noted that on October 24, 2019, the Board of Governors approved in principle the recommendation of the Executive and Governance Committee, a request to add the position of Assistant Vice-President (Communications and Public Affairs) to the list of observers outlined in By-Law 12. (1).

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve, the attached revision to By-Law 12. (1) within the Board of Governors By-Laws, as circulated.**

The Motion was *Carried*.

Mr. Merkel explained that at the same meeting, the Board of Governors approved in principle the recommendation of the Executive and Governance Committee, updates to Appendix E - Resolution Respecting the Execution of Instruments. The proposed revision aims to remedy an oversight which left the Vice-President (Administration) off the list of approvers within charts A.3 and A.4.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve, the attached revisions to Appendix E - Resolution Respecting the Execution of Instruments By McMaster University, as circulated.**

The Motion was *Carried*.

**b. Planning and Resources Committee**

**i. Centre for Continuing Education Fees**

Members heard that on November 28, 2019, the Planning and Resources Committee reviewed and approved, for recommendation to the Board of Governors, the proposed Centre for Continuing Education Fees. The

material was also approved by the Budget Committee and Student Fees Committee.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the Centre for Continuing Education proposed tuition fees for 2020-2021, as circulated.**

The Motion was *Carried*.

**ii. McMaster Innovation Park Strategy**

Mr. Shattuck provided members with an overview of the circulated McMaster Innovation Park (MIP) Strategy, including a detailed explanation of MIP's strategic priorities. Members heard that MIP has adopted a balanced scorecard approach and began with a strategy map which set the direction for the proposed Strategy. The Strategy aims to create a bridge between academia and industry and establish MIP as an ecosystem that facilitates traffic between the two. MIP also hopes to leverage the resources and capabilities of McMaster University and the broader community to foster and accelerate the innovator's journey from ideation to business reality.

In response to a question regarding MIP's competitive advantage, it was explained that MIP's infrastructure is focused on innovation that requires a high degree of specialization and unique resources. MIP is consistently viewed as being affordable and investor friendly.

A member commented that MIP has a great opportunity to showcase the University's research capabilities and strengths.

Mr. Donnelly informed the Board that MIP's Strategy was approved by the Planning and Resources Committee and is now presented to the Board of Governors for approval.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors receive, for information, the McMaster Innovation Park strategy, as circulated.**

The Motion was *Carried*.

**c. Remunerations Committee**

**i. Tuition Bursary Program for Dependents and Spouses**



Dr. Szathmáry provided an overview of the circulated material, explaining that proposed policy revisions were approved by the Remunerations Committee at its December 6, 2019 meeting.

Members heard that the proposed Policy revisions will provide additional flexibility for the tuition bursary funds for external courses. It was explained that the use of tuition bursary funds for external courses is standard across Canadian Universities. The revisions also encompass an update that will allow part-time students registered with Student Accessibility Services (SAS) to retain eligibility under the Tuition Bursary Program. 375 students currently benefit from the Program.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve revisions to the Tuition Bursary Program for Dependents and Spouses Policy, as set out in the attached.**

The Motion was *Carried*.

**d. Audit and Risk Committee**

Mr. Nye informed the Board that the following items were presented to the Audit and Risk Committee for information purposes at its November 14, 2019 meeting. During the meeting, a request was made to have the information circulated to the full Board of Governors.

**i. Nuclear Health and Safety Risk**

Dr. Mossman provided an overview of the circulated presentation, explaining that the McMaster Nuclear Reactor is the sole Reactor in the world manufacturing and producing the I-125 medical isotope. Members heard that the medical isotope is part of an established treatment for patients with prostate cancer. Mr. Heysel noted that several members of the Nuclear Reactor team have had to worked overtime to meet the high demand for the isotope. The Board asked questions and discussed the reputational opportunities and risks related to producing the I-125 isotope.

With regard to the Nuclear Reactor's risk management and control processes, the Board heard that there are two independent oversight McMaster-based committees: the Health Physics Advisory Committee (HPAC) and the Nuclear Facilities Control Committee (NFCC). The HPAC reports directly to the President of the University while the NFCC reports to the Vice-President (Research) portfolio. A member commented

that previously there were no internal reporting requirements and applauded the University's improvement in this area.

**ii. Student Mental Wellness Data/Stats**

Mr. Van Koughnett presented the circulated student mental wellness information to the Board. Members heard that the University has significantly increased its capacity through the hiring of additional counsellors and disability advisors as well as the addition of new spaces on campus. In response to a question, members heard that this increased capacity has led to an improved ability to support students.

Questions were raised about McMaster's student mental wellness supports in relation to peer institutions. Mr. Van Koughnett explained that McMaster is one of a few Universities in the country to have a dedicated office that coordinates and manages complex and high-risk cases. The University continues to build capacity through the recent development of the Student Wellness Centre located in the Peter George Centre for Living and Learning.

The Board heard that Student Affairs is looking to add to the University's existing mental wellness supports by continuing to partner with community organizations and engaging with third party resources. In particular, a request for proposal has been issued for a system that has the functionality to offer text-based support in a student's home language.

A member commented that there is an opportunity to showcase McMaster's work in the area of mental wellness within the Brighter World Research Initiative.

**iii. Employee Mental Wellness Data/Stats**

Ms McKenna provided an overview of the circulated material. Members heard that the report contained a variety of information including salary continuance, long term disability, employee and family assistance plan utilization, and accommodation requests.

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

Mr. Sean Van Koughnett, Associate Vice-President (Students and Learning), Dr. Gay Yuyitung, Executive Director of McMaster Industry Liaison Office and Acting Director of the Forge and Mr. Mitch Wilson, President and COO of Mariner Endosurgery delivered a presentation on The Forge.

**15. OTHER BUSINESS**

There was no other business for the Open Session portion of the meeting.