
McMaster University

MINUTES OF THE BOARD OF GOVERNORS

June 10, 2021 at 8:30 a.m.

via Videoconference (Zoom)

PRESENT: Mr. B. Merkel (Chair), Ms L. Allan, Ms J. Allen, Dr. D. Brooks, Dr. L. Bronsard, Ms L. Brown, Mr. R. Clarke, Mr. J Coles, Ms. S. Cruickshanks, Dr. J. Daniel, Mr. S. Donnelly, Mr. D. Feather, Mr. M. Ferencich, Dr. D. Farrar, Dr. C. Filipe, Ms Zeina Hassan, Mr. D. Horwood, Mr. D. Huctwith, Ms R. Jamieson, Dr. R. Kleiman, Dr. N. Lishchyna, Ms S. McLarty, Mr. K. Nye, Dr. L. Parker, Ms. M Pool, Ms J. Rowe, Ms C. Stefankiewicz, Dr. E. Szathmáry, Dr. S. Tighe, Dr. R. Walker, Ms A. Thyret-Kidd (University Secretary), Ms M. Zheng (Associate University Secretary), Ms. K. Snow (Governance Coordinator)

OBSERVERS: Mr. R. Couldrey, Ms E. Davies, Dr. E. Hassini, Ms D. Henne, Dr. B. Levy, Dr. K. Mossman, Ms M. Williams, Ms D. Martin, Ms W. McKenna, Ms A. Farquhar, Dr. P. O’Byrne, Ms B. Couchman, Mr. D. Della-Dedova

INVITED: Dr. S. Denburg, Executive Vice-Dean and Associate Vice-President, Academic
Dr. J. Hurley, Dean, Faculty of Social Sciences
Dr. M. MacDonald, Dean, Faculty of Science
Dr. I. Puri, Dean, Faculty of Engineering
Dr. P. Swett, Dean, Faculty of Humanities
Dr. L. Waverman, Dean, DeGroote School of Business
Ms M. Pooran, Director of Employee and Labour Relations
Dr. A. al Shaibah, Associate Vice-President (Equity and Inclusion)
Mr. Iain Clarkson, Budget Director
Dr. E. Zuroski, Associate Professor, Department of English and Cultural Studies
Dr. J. Preston, Associate Dean (Research and External Affairs)
Dr. D. Welch, Vice-Provost and Dean of Graduate Studies
Ms G. Gray, Assistant Vice President and Chief Technology Officer
Mr S. Van Koughnett, Associate Vice-President (Students and Learning) & Dean of Students

REGRETS Mr. P. Douglas, Mr. J. Mancinelli, Ms F. Samji, Mr. N Skelding, Dr. D. Sloboda.

B. OPEN SESSION

2. REMARKS FROM THE CHAIR

Mr. Merkel welcomed everyone to the last meeting of the Board of Governors of the academic year. He advised members that the 2021-2022 schedule will be available and circulated in the coming weeks. The Board was also reminded that Board and its

Committee meetings will continue virtually until January 1, 2022. The date of the Board Retreat is Friday, September 17, 2021.

The Chair also advised that the Secretariat will be circulating the **2021 McMaster University Board of Governors Survey** to glean better insights into the views, expectations, and perspectives of Board Members on the Board's overall performance, including the performance of the Committees of the Board. All Members were strongly encouraged to respond.

3. NOTICE OF MEETING – May 27, 2021

The Notice of Meeting was circulated on May 27, 2021.

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 June 10, 2021, and that items 5-9 be approved or received for information by Consent.

The motion was *Carried*,

CONSENT

5. MINUTES OF PREVIOUS MEETING – April 22, 2021 (OPEN SESSION)

Motion:

that the Board of Governors approve the Open Session minutes of the meeting held on April 22, 2021, as circulated.

Approved by Consent.

6. BUSINESS ARISING (none)

7. REPORT FOR INFORMATION

a. Report from Health, Safety and Risk Management

The material is for information.

8. REPORT FROM SENATE

a. SPS A5 Revisions

Motion:

that the Board of Governors approve the amendments to the SPS A5 policy, as circulated.

Approved by Consent.

b. ToR Revisions – John A. Bauer Chair in Surgery

Motion:

that the Board of Governors approve the amendments to the terms of reference for the John A. Bauer Chair in Surgery, as circulated.

Approved by Consent.

c. Name Change – W.H. Kwok Chair in Spine Surgery Research

Motion:

that the Board of Governors approve the renaming of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research to the W.H. Kwok Chair in Spine Surgery Research.

Approved by Consent.

d. ToR Revisions – Associate Deans

Motion:

that the Board of Governors approve the amendments to the terms of reference for the Associate Dean (Academic), Associate Dean of Graduate Studies (Science), and Associate Dean (Research & External Relations).

Approved by Consent.

e. Establishment of the Douglas Holder/PHRI Chair in Interventional Cardiology

Motion:

that the Board of Governors approve the establishment of the Douglas Holder/PHRI Chair in Interventional Cardiology.

Approved by Consent.

f. Revisions to the Guidelines for the Governance and Review of Research Institutes, Centres, and Groups

Motion:

that the Board of Governors approve the revisions to the Guidelines for the Governance and Review of Research Institutes, Centres, and Groups as circulated.

Approved by Consent.

9. COMMITTEE REPORTS

a. Remunerations Committee

i. Ratification of Tentative Agreement - SEIU Local 2 (Hospitality Services)

Motion:

that the Board of Governors approve the tentative agreement between McMaster University and SEIU Local 2 (Hospitality Services) for a 1-year rollover agreement effective May 1st, 2021, and expiring April 30th, 2022, with terms outlined in circulated report.

Approved by Consent.

ii. Ratification of Tentative Agreement (MUALA)

Motion:

that the Board of Governors approve the tentative agreement between McMaster University and MUALA for a 3-year term effective August 1st, 2021, and expiring July 31st, 2024, with terms outlined in the circulated report.

Approved by Consent.

b. Planning and Resources Committee

i. Pension Plan Text Amendment

Motion:

that the Board of Governors approve Amendment #4 to the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000, as contained in Attachment 1 of the report.

Approved by Consent.

REGULAR

10. BUSINESS ARISING (none)

There was no business arising from the Open Session minutes of the meeting held on April 22nd, 2021.

11. COMMUNICATIONS (none)

There were no communications for the meeting of June 10, 2021.

12. PRESIDENT'S REPORT TO THE BOARD (8:40 a.m.)

a. President's Report the Board

Dr. Farrar acknowledged the discovery of the remains of 215 indigenous children at the former *Kamloops Indian Residential School*, located in Kamloops, British Columbia and noted that its discovery is an example of the mistreatment of Canadian government institutions, including educational institutions. Dr. Farrar noted that the McMaster community stands with many others in extending its sincerest condolences and compassion to the families and all those experiencing deep pain at this time. McMaster's flags were flown at half-mast for 215 hours.

Dr. Farrar spoke also to the recent act of racist hate in London, Ontario, which claimed the lives of a Muslim family, and left the family's young son gravely injured. The University is deeply saddened by the loss experienced by family members, the London community, by Muslims across the country, and especially members of McMaster's Muslim community of students, faculty, and staff. Islamophobia and racism of any kind has no part in our society, and he noted the need of everyone to confront all forms of racism where they see it.

Dr. Farrar noted to the Board that his written report contains updates on several important issues which his office has been working on over the last year, including the Black Excellence Cohort Hiring initiative, the response to the review of the Black Students Athlete experience, the Student Census, and the launch of the Teaching and Learning strategy.

In late May, the Return to McMaster Oversight Committee released its report. This followed extensive discussions and consultations with experts and stakeholders across the University and beyond, and provides overarching guidance on issues to consider when planning for the Fall. Further details will be released over the summer months and as further clarity is provided around public health guidance and restrictions.

A discussion followed concerning the return of students, faculty, and staff to McMaster. A member had some questions about communications being made to the McMaster community, particularly regarding whether the University will require proof of the COVID-19 vaccine inoculation for residences. Dr. Tighe indicated that there has been a series of communications directly targeted to students and they are

planning more information for staff and faculty. Dr. Tighe also brought the Board's attention to the Back to Mac virtual town halls that her office has organized.

Dr. Farrar concluded his report by noting that this was the last Board meeting for the Vice-President (Administration), Roger Couldrey. Mr Couldrey has provided outstanding service to the University over many years: first, as a member of the Board of Governors and Chair of the Finance and Audit Committees, and since 2009 has been an exemplary Vice-President (Administration) and a hugely supportive and dedicated colleague.

13. REPORTS RECEIVED FOR INFORMATION

a. **President's Advisory Committee on Building an Inclusive Community - Annual Report**

Dr. Farrar invited Dr. al Shaibah to briefly address the Report and to answer any questions. She noted that the office has worked to elevate several key priorities as noted in the report. Dr. al Shaibah thanked co-chair, Dr. Zuroski who will be transitioning out of her role, and has been an incredible leader with this work.

Dr. al Shaibah noted that the racialized events of the past several years, especially the recent news events Dr. Farrar highlighted earlier, displays the necessity of the work of the Committee and its working groups in shining the light on issues of hatred and bigotry. The Board also heard that the President's Advisory Committee on Building an Inclusive Community has increased the member cap to accommodate additional interest.

Dr. David Farrar thanked Dr. al Shaibah and Dr. Zuroski for their work.

14. REPORT FROM SENATE

Dr. Farrar presented the report from Senate.

a. **Proposal for the Establishment of the Centre for Excellence in Protective Equipment and Materials (CEPEM).**

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the establishment of the Centre for Excellence in Protective Equipment and Materials (CEPEM), as circulated.

The motion was *Carried*.

b. **Institutes and Centre Closures.**

A member asked about the issues and challenges research institutes are currently facing and how the Board can be engaged more systematically in understanding these issues. In response, Dr. Farrar noted that the list of institutes and centres have served their purpose effectively and that that their work can be streamlined better elsewhere.

Dr. Mossman spoke to the process that her office underwent with faculty, Associate Deans Research and the Secretariat to develop this list. Many of the centres have run their course and have not been active for many years. A member asked about capturing the lessons learned through this exercise. Dr. Mossman explain that improved governance rigour, which includes succession planning, budgeting, and sustainability, will ensure that Senate-approved centres are functional and active. This includes an external lens for ensuring that centres are efficient and robust.

Lastly, a member inquired if these closures can be attributed to a recent decline in short-term funding from the Canada Foundation for Innovation (CFI). Dr. Mossman noted in recent years, the strategy behind the allocation of CFI funding has become more collaborative among universities and learning institutions to focus on the sustainability of core research facilities.

IT WAS DULY MOVED AND SECONDED,

that Board of Governors approve the termination of the following centres and institutes, effective June 10, 2021:

- 1. Health Leadership Institute**
- 2. Management of Innovation & New Technology Research Centre**
- 3. McMaster eBusiness Research Centre**
- 4. Canadian Institute of Manufacturing**
- 5. McMaster Centre for Flexible Manufacturing**
- 6. McMaster Institute of Polymer Production Technology**
- 7. Aging & Health R. Samuel McLaughlin Centre**
- 8. Arthritic Diseases Centre**
- 9. Centre for Evaluation of Medicines**
- 10. Surgical Outcomes Resource Centre**
- 11. McMaster Institute for Urology at St. Joseph's Healthcare Hamilton**
- 12. Language Institute of McMaster**
- 13. McMaster Centre for Nutrition, Exercise, and Health Research**
- 14. Institute for Manufacturing Policy Analysis and Knowledge Transfer**

The motion was *Carried*.

- c. Proposal for the McMaster Cancer Research Centre.**

At the same meeting, Senate reviewed and approved, the establishment of the McMaster Cancer Research Centre.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the establishment of the McMaster Cancer Research Centre.

The motion was *Carried*.

d. Proposal for the Schroeder Allergy and Immunology Research Institute.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the establishment of the Schroeder Allergy and Immunology Research Institute.

The motion was *Carried*.

e. Proposal for the Offord Centre for Child Studies.

This item was for information.

Dr. Farrar thanked the Board for their engagement and interest surrounding the centres and institutes and gave special thanks to Dr. Mossman's office for its support.

15. COMMITTEE REPORTS

a. Planning and Resources Committee

Ms. Allen presented the report from the Planning and Resources Committee.

i. Energy Management Plan

At the meeting held on May 27th, 2021, the Planning and Resources Committee reviewed, for information, the University's Energy Management Plan. Ms. Martin reviewed the University's Energy Management Plan with the Board for information purposes. Members heard that the document highlights the past successes of previous energy management plans and has been amalgamated with the University's net-zero strategy. Moving forward, the goal is to achieve carbon neutrality earlier than its established 2050 target.

A member had a question regarding whether McMaster has a plan aligned with Canada's Small Modular Reactor (SMR) Action Plan. Dr. Farrar mentioned that although we have some history in this area, this area will need to be examined and explored more closely. Dr. Mossman noted that there has been interest in this area

and there have been discussions with the federal and provincial governments, INERCAN, and industry partners and groups regarding new technologies and how to assist. This area has been led by Mr. Dave Tucker who has been spearheading nuclear research and SMR activities.

ii. McMaster Sustainability Report

Ms Martin provided an overview of the McMaster Sustainability Report and spoke briefly to each of the three pillars of its approach, noting that working groups across campus participated extensively in this process. These initiatives are aligned with the United Nations sustainability goals and a digital roll-out will occur in the coming weeks. Ms. Martin also noted that her office is working on a comprehensive plan which will reflect on the overall arching strategic plan for the University over the summer.

Several members expressed interest in seeing how McMaster's Sustainability Report compares with other universities, and Ms. Martin informed members that McMaster has recently joined a data-collection program called STARS which would allow universities to compare sustainability-related data points amongst the universities.

iii. Gore District Land Trust Budget

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors receive the Gore District Land Trust January 1 to December 31, 2021 budget with net earnings of \$143 thousand.

The motion was *Carried*.

iv. 2021/22 Consolidated Budget

Dr. Preston, Chair of the Budget Committee, provided an overview of the item, speaking to the strategic priorities of McMaster University as comprised of the operating, ancillary, research, capital and trust funds.

Dr. Preston expressed that the University still has an on-going challenge of tuition freeze coupled with the University's enrollment model. The Board heard that McMaster has a strategy of becoming a more global university and expanding international student intake while diversifying the countries those students are coming from. Despite the uncertainty surrounding the COVID-19 pandemic, the budgetary processes are agile, creative, accountable and generous. However, he

noted that the hardest hit area in the budget was the ancillaries with students being away from campus.

In response to a question about limiting reliance on the tuition of international students, Dr. Farrar noted that frozen domestic tuition has hurt the sector, and there is extensive provincial government lobbying on the matter. There is \$20 million in unfunded domestic students that the province does still need to provide. Dr. Farrar noted that inflation on international and domestic student tuition is not going to be a major factor in balancing the budget, but real estate holdings are important, particularly with regards to commercialization and many universities are embracing this direction.

A brief discussion proceeded among the members regarding reducing tuition fees for those domestic and international students who plan to continue with virtual learning, as well as developing a more robust international student centre. Dr. Tighe noted that while she will take that away, instructors have not necessarily had less to deliver in terms of programing, and that McMaster remains aligned with comparable universities on this. Dr. Preston confirmed that management did have these discussions, and that the number of international students enrolled held up well.

In further response to the matter of international student supports, Mr. Van Koughnett added that the University had reviewed the Student Success Centre in 2017 which led to additional staff and significant investments to bolster support for international students. He also noted that we have guaranteed residence spots for international students.

A member asked about the \$39 million increase in the projections. Ms Henne explained that this is the difference between projections and actuals, and there was better performance than expected. The original budget assumed lowered international student participation which did not transpire.

A member had a question surrounding McMaster's engagement with library acquisitions, noting a library consortium focused on the health sciences across Canada. Dr. Preston noted that McMaster does participate in a library consortium with the University of Toronto, however, McMaster does cover a second, but significant and perhaps disproportionate share of the costs associated due to its large research output. Dr. Tighe indicated that Ms. Vivian Lewis has frequent interactions with other universities on this matter. Many subscriptions and payments are in US dollars, and so when the Canadian dollar fluctuates, McMaster does have to pick up higher costs.

Lastly, a member expressed concerns that larger class sizes appear to be built into the budget. Dr. Preston indicated that there will likely be hybrid education, but this is not being built into the budget. Dr. Tighe indicated that she does foresee

more diversified workspaces, and that faculty hiring is on-going and this will impact class sizes.

IT WAS DULY MOVED AND SECONDED,

the Board of Governors approve the 2021/22 Consolidated Budget, as circulated.

The motion was *Carried*.

v. Tuition and Miscellaneous Fees

At the same meeting, the Planning and Resources Committee reviewed and approved the 2021-2022 and 2022-2023 tuition and miscellaneous fees.

IT WAS DULY MOVED AND SECONDED,

the Board of Governors approve the 2021-22 and 2022-23 Tuition and Miscellaneous Fee Schedules, as circulated.

The motion was *Carried*.

b. Executive and Governance Committee

Mr. Merkel presented the report from the Executive and Governance Committee. Revisions to the Board By-Laws require two meetings of the Board, one to provide notice of motion, and a second for final approval. The proposed revisions, contained in Attachment 1 of the circulated report, were approved in principle at the Board's April 22nd, 2021 meeting, and were presented for final approval.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve revisions to the Board of Governors By-Laws, as circulated.

The motion was *Carried*.

16. RECOGNITION OF RETIRING BOARD MEMBERS

Mr. Merkel recognized the contributions of the following members retiring from the Board of Governors:

Mr. Sean Donnelly, Lieutenant Governor in Council appointed member
Mr. Neil Skelding, Board-elected member
Dr. Rafael Kleiman, Teaching staff elected member
Dr. Carlos Filipe, Teaching staff elected member

Ms. Leah Allan, Non-teaching staff elected member
Ms. Zeina Hassan, Representative of undergraduate students

It was noted that each retiring member will receive a gift of appreciation. Mr. Merkel also recognized the retirement of Mr. Roger Couldrey, and Dean Leonard Waverman.

17. OTHER BUSINESS

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

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