

McMaster University

MINUTES OF THE BOARD OF GOVERNORS

June 4, 2020 at 9:00 a.m.

via Videoconference (Zoom)

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**PRESENT:** Mr. B. Merkel (Chair), Ms L. Allan, Ms J. Allen, Ms L. Brown, Ms. S. Cruickshanks, Dr. J. Daniel, Mr. S. Donnelly, Mr. P. Douglas, Mr. D. Feather, Mr. M. Ferencich, Dr. D. Farrar, Dr. C. Filipe, Dr. A. Holloway, Mr. D. Horwood, Mr. D. Huctwith, Ms R. Jamieson, Dr. R. Kleiman, Ms S. McLarty, Mr. R. Narro Perez, Mr. K. Nye, Dr. L. Parker, Ms J. Rowe, Ms F. Samji, Dr. S. Searls Giroux, Mr. N Skelding, Dr. D. Sloboda, 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:** Ms B. Couchman, Mr. R. Couldrey, Ms E. Davies, Mr. Da-Ré, Ms A. Farquhar, Ms D. Henne, Dr. K. Mossman, Dr. P. O’Byrne, Dr. A. Sills, Ms T. Smith, 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  
Ms M. Pooran, Director of Employee and Labour Relations  
Dr. A. al Shaibah, Associate Vice-President (Equity and Inclusion)  
Dr. J. Richardson, Professor and Assistant Dean, School of Rehabilitation Science  
Mr. Iain Clarkson, Budget Director  
Dr. J. Lee, Associate Vice-President (Institutional Research and Analysis)  
Mr. E. Amaral, Statistician and Programmer, Institutional Research and Analysis  
Mr. J. Gunter, Senior Manager Business Development, Financial Affairs  
Dr. E. Zuroski, Associate Professor, Department of English and Cultural Studies

**REGRETS RECEIVED:** Mr. J. Coles, Mr. A. Jhaveri, Dr. A. Niec, Ms J. Pike

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**A. OPEN SESSION**

**1. REMARKS FROM THE CHAIR**

Mr. Merkel welcomed members to the June Board meeting.

It was noted that the Secretariat is collecting feedback and suggestions on the *Board of Governors Handbook*. Comments and any suggestions for improvement can be submitted to Ms Andrea Thyret-Kidd or Ms Michelle Zheng.

The Board was informed that Mr. Giancarlo Da-Ré, President, McMaster Students Union, will be attending meetings as an Observer of the Board of Governors for the 202-2021 academic year.

**2. NOTICE OF MEETING – May 21, 2020**

The Notice of Meeting was circulated on May 21, 2020.

**3. 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 4, 2020, and that items 4-7 be approved or received for information by Consent.**

The Motion was *Carried*.

**CONSENT**

**4. MINUTES OF THE PREVIOUS MEETING – April 16, 2020 (OPEN SESSION)**

Motion:

**that the Board of Governors approve the Open Session minutes of the meeting held on April 16, 2020 as circulated**

*Approved by Consent*

**5. BUSINESS ARISING**

**6. REPORTS RECEIVED FOR INFORMATION**

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

The material was for information.

**7. COMMITTEE REPORTS**

**a. Planning and Resources Committee**

**i. McMaster Innovation Park – Audited Financial Statements**

Motion:

**that the Board of Governors receive the McMaster Innovation Park 2019 Audited Financial Statements, as contained in Attachment I.**

*Approved by Consent*

ii. **Hourly Pension Plan Amendment No. 3 and May 1, 2020 Plan Restatement**

Motion:

**that the Board of Governors approve Amendment No. 3 to the Contributory Pension Plan for Hourly-Rated Employees of McMaster University Including McMaster Divinity College and the text of the Contributory Pension Plan for Hourly-Employees of McMaster University Including McMaster Divinity College (as amended and restated effective May 1, 2020) and incorporating Amendment No. 1, No. 2, and No.3.**

*Approved by Consent*

**REGULAR**

**8. BUSINESS ARISING**

There was no business arising from the minutes of the meeting held on April 16, 2020.

**9. COMMUNICATIONS**

There were no communications for the meeting of June 4, 2020.

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

Dr. Farrar explained that recent Board meetings have all been focused on the impact of COVID-19 and our responses to it, and that it will be discussed again today, but first he wanted to speak about something even more important and fundamental to our community and society. Dr. Farrar noted that *“We have all watched with grief and anger as recent events have unfolded in the United States and in Canada, and as black members of our society have been targeted, abused and killed. Anti-black racism and violence have persisted in our society for far too long. I want to publicly denounce this and acknowledge the deep pain, grief, and harm that members of our communities, particularly Black communities, are experiencing at this time. I also want to acknowledge the many colleagues around the University who have made their voices heard. I appreciate the work of the Equity and Inclusion Office, the members of PACBIC, the members of the African Caribbean Faculty Association of McMaster University, the Community Engagement Office, the MSU and others who are identifying and challenging systemic racism and systemic inequities, and offering support to our students, colleagues and friends. The*

*“new normal” that I mentioned earlier makes us physically distant but cannot divide us as a community, nor diminish our responsibility to support and respect one another. We must acknowledge the deeply-rooted, historic and ongoing pain that Black members of our community face. And we must act. The African Caribbean Faculty Association issued a moving and thought-provoking statement yesterday. I thank them for doing so and reminding us all of our obligations and responsibilities as members and leaders of the University community, and as citizens. Our agenda today includes the annual report from PACBIC, which gives us a further opportunity to reflect on the challenges faced by many groups in our community and on our campus. We must educate ourselves and hold ourselves accountable. We are being asked to consider the actions that need to be taken - individually and collectively - to address these serious and divisive issues and inequities, and to move our community and institution forward. Words must come with action. I look forward to hearing Senators’ reflections on the PACBIC report when it is presented.”*

The President highlighted his written report to the Board. Members heard that there was a recent announcement about plans for the fall term to be almost entirely online, with a few exceptions for courses that require access to labs and other specialized facilities. These courses are being identified within each Faculty and guiding protocols for the safe use of learning labs that respects physical distancing and cleaning protocols are being established. Similarly, residence spaces are only being offered on an exceptional basis in order to reduce health risks and meet physical distancing requirements.

Dr. Farrar informed the Board that the University is investing significantly in the online experience to assist faculty in developing high quality programs to help ensure a high-quality virtual learning environment. There is an increased focus on ensuring that students continue to have opportunities to interact with each other and their instructors. Enhancements are being made to student supports with particular emphasis on student well-being, mental health, technical assistance, and ensuring accessibility.

A phased return to research is underway, with Phase 1 beginning on May 30. As of June 1, more than 200 submissions – representing more than 1100 faculty, students and staff – had been approved to support research activities across campus. The University continues to be extremely concerned about the impact of the current situation on graduate students. During Phase 1 of the return to on-campus research, graduate students from a number of labs will be able to restart or continue their research. The School of Graduate Studies is currently working with the Vice-President (Research)’s office to put in place guidelines and measures to allow incoming graduate students to safely begin programs that require access to on-campus facilities in time for a September start.

The University continues to work closely with the Ministry and with peer institutions in the U15 and COU to ensure that both levels of government are aware of the impacts of COVID-19 on students and institutions. The Government Relations team continues to monitor available funding opportunities and has already been successful in receiving funding for research projects through the COVID-19 Rapid Research Fund. New

information regarding possible capital/stimulus funding opportunities continues to be monitored.

Dr. Farrar reminded Board Members that the class of 2020 have now completed their programs and their degrees were formally conferred by Senate yesterday. Virtual celebrations are underway and we all join in congratulating the students who have been able to successfully complete their degrees in these challenging circumstances.

A member asked if an announcement has been made regarding university athletic programs. The Associate Vice-President (Students & Learning) has been working with teams on how to deal with the various issues related to coaching and team environments.

A question was asked with regard to the facilities on campus used to support students. Dr. Searls Giroux explained that various student support services are available and have shifted online. Between now and the fall a number of changes could occur and the university is working through a gradual return to work process. Athletics is also looking at what kinds of services can be adapted to be online and decisions will likely unfold over the summer.

A member inquired about staff support programs. Dr. Farrar noted that there are a number of existing programs. Ms. McKenna explained that a fair bit of work has been done and a lot of messages has been sent to staff and managers. Human Resources is developing workshops and resources for managers.

A question was raised if the University is considering assessing discounts on residence services for students from disadvantages groups or with poor work from home conditions. Dr. Farrar explained that current efforts into that space has been to find scholarship and bursary money for these students to obtain the resources they need. There is an internal campaign to generate funds as well. Ms Williams explained that to date the university has fundraised \$3M for COVID related research and student support.

A member asked Dr. Farrar for his thoughts on the quality of learning and the university's reputation on the university's response to COVID. Dr. Farrar noted that there could be reputational implications based on the university's decision making. The universities that have taken hybrid approaches and have decided to keep residences open are now scrambling. McMaster's approach is to be online and to be completely prepared. With this approach, McMaster can manage how many people can be on campus. Responding to the COVID situation in this way has garnered a lot of support. This approach has had no impact on the University's enrolment for the spring/summer terms.

A member noted that there will be various items such as work stoppages that will play a big role when things return to normal. Dr. Farrar explained that there is a motion later in the meeting to stop the Tenure and Promotion clock given the work stoppages that have been experienced. Dr. Searls Giroux explained that SPS B13 adds an additional year to

the tenure and promotion clock. There is also a faculty work load policy that would allow faculty to discuss work loads with their dean on a case by case basis. Conversations are being held for how the university will deal with research and parental leaves. In addition, an enhanced mental health package was included in the last round of MUFA bargaining.

## 11. MINUTE OF APPRECIATION

### a. Minute of Appreciation – Fraser M. Fell

Ms Williams informed the Board of Governors of the passing of Dr. Fraser M. Fell.

It is with great sadness that the Board of Governors of McMaster University notes the passing of Dr. Fraser M. Fell.

Dr. Fell was born in Toronto on June 17, 1928 and graduated from McMaster University in 1949 with a Bachelor of Arts in Political Economy and received his law degree in 1953 from Osgoode Hall Law School. He was a member of the Canadian Bar Association (Ontario) and the York County law Association. He has held executive or governance roles in many enterprises and gave generously of his time to public service.

Dr. Fell's family has a long relationship and history of service to McMaster University. His father, Dr. Charles Fell, was a member of the class of 1917 and received a Doctor of Laws in 1957 before serving as McMaster's Chancellor from 1960-65, as well as a member of the Board of Governors. Dr. Fraser Fell was also a member of McMaster's Board of Governors and served as a member of the Changing Tomorrow, Today Campaign Cabinet. He served as Chair of the Board from 1981-82. In 1987, he received an honorary Doctor of Laws from McMaster and in 1992 was inducted into the McMaster Alumni Gallery of Distinction. He was invested as a Member in the Order of Canada in 1996.

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

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve that the *Minute of Appreciation* be recorded in the permanent minutes of the Board of Governors and a copy sent to his family.**

The Motion was *Carried*.

**12. REPORT FROM SENATE**

Dr. Farrar provided an overview of the report from Senate.

**a. Tenure and Promotion Policy Revisions**

At its meeting on March 11, 2020, Senate reviewed and approved the proposed revisions to the Tenure and Promotion Policy. Details of the proposed revisions are contained in Attachment I of the circulated report.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the amendments to the Tenure and Promotion Policy, as circulated.**

The Motion was *Carried*.

**b. SPS B13 - Extension of Timeline for Academic Assessments in Response to the COVID-19 Pandemic**

At its meeting on April 29, 2020, the Senate Executive Committee approved, on behalf of Senate, the establishment SPS B13 - Extension of Timeline for Academic Assessments in Response to the COVID-19 Pandemic. Details of the proposal are contained in Attachment II of the circulated report.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the establishment of Policy SPS B13 - Extension of Timeline for Academic Assessments in Response to the COVID-19 Pandemic effective May 12, 2020.**

The Motion was *Carried*.

**c. Centre for Human Rights and Restorative Justice (CHRRJ)**

At its meeting on June 3, 2020, Senate reviewed and approved, the establishment of the Centre for Human Rights and Restorative Justice (CHRRJ). Details of the proposal are contained in Attachment III of the circulated report.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the establishment of the Centre for Human Rights and Restorative Justice (CHRRJ) as circulated.**

The Motion was *Carried*.

**d. Termination of the Stem Cell and Cancer Research Institute (SCC-RI)**

At its meeting on June 3, 2020, Senate reviewed and approved, the termination of the Stem Cell and Cancer Research Institute (SCC-RI). Details of the proposal are contained in Attachment IV of the circulated report.

A member inquired about the rationale for the termination of Institute. It was explained that it has recently become clear that the original mandate of the Institute, and its unique collaborative approach to stem cell research, are no longer aligned with the best interests of the Institute members or of the Faculty of Health Sciences. The Board heard that following the departure of the Institute's Director in 2019 an external review of the Institute was performed. The result of the external review was a unanimous recommendation that the institute be terminated.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the termination of the Stem Cell and Cancer Research Institute (SCC-RI) Termination, effective June 30, 2020.**

The Motion was *Carried*.

**13. COMMITTEE REPORTS**

**a. Executive and Governance Committee**

Mr. Merkel provided an overview of the report from the Executive and Governance Committee. It was noted that amendments to the By-Laws require two meetings of the Board, one to provide notice of motion, and a second for final approval. The following items were approved in principle at the Board's April 16, 2020 meeting, and are now presented for final approval.

**i. Terms of Reference – Human Resources Committee**

At its April 16, 2020 meeting, the Board of Governors approved in principle, on the recommendation of the Executive and Governance Committee, proposed revisions to the Terms of Reference for the Human Resources Committee within the Board of Governors By-laws. Details of the proposed revisions are contained within Attachment I of the circulated report.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve, the attached revisions to The Human Resources Committee Terms of Reference within the Board of**



**Governors By-Laws, as circulated.**

The Motion was *Carried*.

**ii. Terms of Reference – Executive and Governance Committee**

At the same meeting, the Board of Governors approved in principle, on the recommendation of the Executive and Governance Committee, proposed revisions to the Terms of Reference for the Executive and Governance Committee within the Board of Governors By-laws. Details of the proposed revisions are contained within Attachment II of the circulated report.

Members were informed that following the April 16, 2020 Board meeting, minor revisions to the proposed membership of the Executive and Governance committee were made. The original proposal was to include the Chair of the Pension Trust Committee (PTC) on the Executive and Governance Committee. However, there is no requirement that the Chair of PTC be a Board member. The revisions propose that a Board member who is also a member of the PTC join the Executive and Governance Committee.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve, the attached revisions to the Executive and Governance Committee Terms of Reference within the Board of Governors By-Laws, as circulated.**

The Motion was *Carried*.

**iii. Revisions to Board By-Laws – Execution of Instruments**

At the same meeting, the Board of Governors approved in principle, on the recommendation of the Executive and Governance Committee, proposed revisions to Appendix E - Resolution Respecting the Execution of Instruments By McMaster University within the Board of Governors By-Laws. Details of the proposed revisions are contained within Attachment III of the circulated report.

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 within the Board of Governors By-Laws, as circulated.**

The Motion was *Carried*.

**iv. Request for Observer Status**

At the same meeting, the Board of Governors approved in principle, on the recommendation of the Executive and Governance Committee, proposed revisions to list of official observers within the Board of Governors By-Laws. Details of the proposed revisions are contained within Attachment IV of the circulated report.

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*.

**b. Planning and Resources Committee**

Mr. Donnelly provided an overview of the report from the Planning and Resources Committee.

**i. 2020-2021 Consolidated Budget**

The Board was informed that on May 21, 2020, the Planning and Resources Committee reviewed and approved the 2020-2021 Consolidated Budget. The enclosed report describes in detail the budget for 2020-21, including information related to the strategic priorities of McMaster University. The University's consolidated budget is comprised of the operating, ancillary, research, capital and trust funds. The budget was also presented to the University Planning Committee and Senate for information and is now presented to the Board of Governors for final approval.

Dr. Richardson delivered a presentation on the consolidated budget to the Board. Members received an overview of several key components of the budget. Several highlights of the budget include continued freezing of domestic fees, performance-based funding, the delaying of SMA 3, and adjustments due to COVID-19. The operating budget is \$721 million which represents approximately 72% of the total budget revenue. It was noted that Capital projects such as the PGCLL have contributed to a 36% increase in classroom space on campus.

Ms Henne reviewed the budget sensitivity scenarios with the Board. It was explained that the included charts are a stress test for the McMaster. The document shows a conservative budget, including less projected revenue from international and domestic tuition. In the event that international and domestic enrolment are lower than anticipated, the University's carry forward will be able to help. The Board asked questions and discussed the presentation. In response to several questions and comments regarding the impact of the COVID-19 situation on the university's finances, members heard that the intention is to bring an updated consolidated budget back to the Board when there is further information available.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the 2020-21 Consolidated Budget, as circulated.**

The Motion was *Carried*.

**ii. Tuition and Miscellaneous Fees**

At the same meeting, on the recommendation of the Budget Committee and the University Student Fees Committee, the Planning and Resources Committee reviewed and approved, the 2020-2021 and 2021-2022 tuition and miscellaneous fees. The tuition and miscellaneous fee information is contained in Attachment II of the circulated report.

It was noted that the Student Fees Committee has requested that the Miscellaneous Fees portion of the Tuition and Miscellaneous fees schedules document be withdrawn at this time and re-submitted at a later date. As a result of the recent announcement indicating that Fall classes will be online due to COVID-19 and the large number of students impacted, the Committee would like work with student groups to review the supplementary fees over the next few weeks to ensure that those fees are fair and reasonable.

IT WAS DULY MOVED AND SECONDED,

**that the Board of Governors approve the 2020-21 and 2021-22 tuition fees, as circulated and amended at the meeting.**

The Motion was *Carried*.

**iii. 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 success of the previous energy management plans and creates a roadmap for a sustainable future.

**14. REPORTS RECEIVED FOR INFORMATION**

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

Dr. Arig al Shaibah and Dr. Eugenia Zuroski, co-chairs of PACBIC addressed the President's Advisory Committee on Building an Inclusive Community Annual Report. It was noted that PACBIC recently released a statement regarding anti-black racism which was endorsed by the President and administration. Dr. al Shaibah spoke to the recent statement issues by the African and Caribbean Faculty Association at McMaster (ACFAM) regarding anti-black racism and racial justice.

**15. RECOGNITION OF RETIRING BOARD MEMBERS**

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

Mr. Aaditeya Jhaveri, representative of undergraduate students  
Mr. Rodrigo Narro Perez, representative of graduate students  
Ms Elizabeth Way, Non-teaching staff elected member  
Dr. Anne Niec, Senate appointed member  
Dr. Allison Holloway, Senate appointed member  
Mr. David Williamson – Board-elected member  
Ms Jagoda Pike, Lieutenant Governor in Council appointed member  
Dr. Susan Searls Giroux, Acting Provost and Vice-President (Academic)

It was noted that each retiring Board member will receive a gift of appreciation in recognition of their valuable service.

**16. OTHER BUSINESS**

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