

McMaster University

Meeting Minutes of the Board of Governors

8:30 AM, Thursday, June 8, 2023 in Gilmour Hall, Council Room (GH-111)

Attendance: Ms J. Allen (*Chair*), Dr. E. Apatu, Mr. J. Boye, 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, Dr. N. Lishchyna, Ms M.L. 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 M. Zheng (*Associate University Secretary*), Ms K. Snow (*Assistant University Secretary*)

Observers: Dr. K. Cuff, Ms A. Farquhar, Ms S. Fazilat, Ms L. Litwin, Ms D. Martin, Ms W. McKenna, Mr. J. Popovic, Ms L. Scime, Dr. R. Stubbs, Mr. R. Walters

Invited: Dr. K. Hassanein, *Dean, Faculty of Business*
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*
Dr. A. Knights, *Associate Vice-President, Research*
Dr. S. Jones, *Chair of the Budget Committee*
Mr. I. Clarkson, *Budget Director*
Ms L. Mitton, *Controller*
Ms L. Goray, *Director, Design & Construction, Facility Services*
Mr. D. Cano, *Director of Sustainability*
Mr. S. Moore, *Treasurer*

Regrets: Dr. D. Brooks, Dr. L. Bronsard, Mr. R. Clarke, Ms R. Jamieson, Mr. J. Mancinelli, Dr. M. Narimani, Ms F. Samji, Ms S. Stankovic

Ms Jane Allen, *Chair of the Board of Governors*, introduced and welcomed Ms Lili Litwin as the new Vice-President (University Advancement). Ms Litwin has extensive experience in advancement, having worked in various sectors including research, hospitals, charities, and universities.

Mr. Jovan Popovic, the recently elected McMaster Student Union (MSU) President, was also introduced. Ms Allen took the opportunity to express gratitude to Dr. Susan Denburg, *Executive Vice-Dean and Associate Vice-President Academic*, as she would be transitioning to a new role and would no longer attend Board meetings. Ms Allen acknowledged Dr. Denburg's many contributions to the University and thanked her for her dedicated service.

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

Ms Allen welcomed members and observers to the meeting and provided attendees with a brief overview of meeting procedures and the agenda items. Members were asked to remain for a brief Members Only Discussion following the meeting's adjournment.

2. NOTICE OF MEETING

The Notice of Meeting was circulated on May 25, 2023.

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 June 8, 2023, and that items 4 through 7 be approved or received for information by Consent.

The motion was *Carried*.

CONSENT

4. MINUTES OF PREVIOUS MEETING – APRIL 20, 2023 (OPEN SESSION)

Motion:

that the Board of Governors approve the Open Session minutes of the meeting held on April 20, 2023, as circulated.

Approved by *Consent*.

5. REPORTS RECEIVED FOR INFORMATION

Health, Safety and Well-Being Annual Report

This item was for information.

6. REPORT FROM SENATE

- i. Revised Terms of Reference – Associate Vice-President (Equity and Inclusion) (APPROVAL)**
- ii. Revised Terms of Reference – Vice Dean, Clinical Services, Faculty of Health Sciences (APPROVAL)**

Motion:

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

Approved by *Consent*.

iii. Research Integrity Policy Report (INFORMATION)

This item was for information only.

7. COMMITTEE REPORTS

a. PLANNING AND RESOURCES COMMITTEE

**i. Gore District Land Trust Financial Statements (McMaster Innovation Park)
(RECEIVE)**

Motion:

that the Board of Governors receive the Gore District Land Trust 2022 audited financial statements.

Received by *Consent*.

b. REMUNERATIONS COMMITTEE

**i. Request for Ratification: CUPE Local 3906 Unit 3 (Postdoctoral Fellows)
(APPROVAL)**

Motion:

that the Board of Governors approve the tentative agreement between McMaster University and CUPE Local 3906, Unit 3 (Post-Doctoral Fellows) for a 5-year term expiring August 31, 2027, with terms outlined in the circulated report.

Approved by *Consent*.

REGULAR

8. BUSINESS ARISING

Updating Quorum Requirements

Ms Allen reminded members that there was an inquiry during the last Board meeting about quorum requirements. Members were advised that the Board's Executive & Governance Committee discussed the matter. Quorum is defined in the McMaster

University Act and changing the Act is complex, requiring approval of the provincial legislature. As such, the Committee did not recommend pursuing this further.

This item was for information only.

9. COMMUNICATIONS

There were no communications received by the Board of Governors for this meeting.

10. PRESIDENT'S REPORT TO THE BOARD

a. 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. Further to this recognition, Dr. Farrar noted that June marks Indigenous History Month and Pride Month; both of which would be honoured on campus.

Members heard that the African-Caribbean Faculty Association of McMaster (ACFAM) was recognized for receiving the 2023 Universitas 21 Award. ACFAM was instrumental in driving forth initiatives such as the Black Student Success Centre, the Black Scholar Cohort Hiring Initiative and Student Mentorship Program, as well as the African and Black Diaspora interdisciplinary minor. Dr. Farrar congratulated Dr. Gary Warner, Dr. Juliet Daniel and all ACFAM members for this recognition.

The University's performance in the 2023 Times Higher Education Impact Rankings was also highlighted. McMaster moved up four positions, ranking 33rd in the world overall, 12th for advancing SDG 1 (eliminating poverty), and SDG 3 (advancing good health and well-being). These rankings reflect McMaster's commitment to community-engaged research, teaching excellence, and making significant contributions locally and globally.

Dr. Farrar then spoke to several other senior management changes at McMaster. A warm welcome was extended to Dr. Barrington Walker, the new *Vice-Provost of Equity and Inclusion*, whose knowledge and experience would be critical in further embedding these principles across campus. Dr. Farrar expressed his deep appreciation to Ms Debbie Martin for serving in an acting capacity as Vice-President (University Advancement), while also continuing to perform duties as Assistant Vice-President, Facilities Services. Ms Martin's leadership during this transitional period has notably exemplary, and she will become McMaster's inaugural Associate Vice-President, Real Estate and Partnerships.

Members heard that the Task Force on Generative Artificial Intelligence (AI) in Teaching and Learning has released provisional guidelines to assist instructors and students in using AI for educational purposes. These guidelines provide information on citing the use of generative AI, and offer examples of rubrics for assessing students'

use of the technology. The task force plans to update the guidelines based on feedback and technological advancements. Members heard that Dr. Jon Stokes and his team, in collaboration with MIT, have employed AI to discover a new antibiotic to combat drug-resistant pathogens. By screening thousands of antibacterial molecules using an AI algorithm, they identified 240 potential compounds and eventually found a new antibiotic within an hour and a half, a significantly shorter time compared to traditional research methods. This breakthrough has garnered significant media coverage and has been widely disseminated.

The opening of Fusion Pharmaceuticals' new radiopharmaceutical manufacturing facility at McMaster Innovation Park was celebrated, highlighting the University's commitment to medical isotope research and its contributions to the growth of Hamilton and Canada's biotech and biomanufacturing sectors.

Dr. Farrar then spoke to McMaster students Ms Abby Fuller and Jessie Meanwell, who were among the 2023 recipients of the McCall MacBain Scholarships. These scholarships, equivalent to the Rhodes Scholarship, recognize the exceptional caliber of the recipients and their potential for future leadership. Members were reminded that the University was in the middle of convocation season, and Mr. Paul Douglas, a former Chair of the Board, would be receiving an Honorary Degree the morning of June 16th. Members were encouraged to connect with the Secretariat should they wish to attend.

In an update on government relations activities, Dr. Farrar noted the Ontario government's investment of \$6.8 million to increase medical isotope production at the McMaster Nuclear Reactor. As part of the Blue Ribbon Update, Dr. Farrar reminded members of the ongoing advocacy to end the tuition freeze, and increase the block grant. McMaster's balanced budget was highlighted as a significant accomplishment in a challenging post-secondary sector, as one of only two Ontario universities to do so this year. Dr. Farrar thanked Dr. Tighe, the Deans, and the Budget Committee for their diligent work to accomplish this.

Productive meetings with partners outside the University were also noted, including discussions with the US Consul-General on creating more opportunities for student mobility and academic exchanges between Canadian and American universities. A visit from the National Research Council president, Iain Stewart, also paved the way for potential collaborations with the Global Nexus School for Pandemic Prevention and Response. Dr. Farrar thanked Dr. Matt Miller, *Executive Director of the Michael G. DeGroot Institute for Infectious Disease Research*, for assisting in the facilitation of this discussion.

A member rose to speak to the generous \$1 million dollar gift to support graduate students in biological anthropology, from Dr. Victor Kolochuk on behalf of his late wife, Dr. Shelley Saunders. The member spoke highly of Dr. Saunders and explained that Dr. Saunders was the first biological anthropologist inducted into the Royal Society of Canada, among her many other extraordinary accomplishments.

Noting that the Canadian Security and Information Services (CSIS) has provided briefings to several research universities, a member inquired as to the role of the new

Director of Research Security Risk. In responding to a question of foreign interference and partnerships, Dr. Karen Mossman, *Vice-President, Research*, explained that the federal government has committed to providing a comprehensive list of organizations, countries, partnerships, and other universities which Canadian universities may have to monitor for increased concerns around security. Ms Saher Fazilat, *Vice-President, Operations & Finance*, further explained that McMaster was one of the founding members and primary contributors to the Canadian Shared Security Operations Centre (CanSSOC), which serves universities, and colleges across Canada in combatting cybersecurity challenges.

A member raised an earlier concern about undergraduate examination results, referencing previous discussions of the COVID-19 pandemic's impact on student success. Dr. Maureen MacDonald, *Dean of Science*, explained that the focus was currently on reviewing graduation requirements, and not all results had been received yet.

The discussion then shifted to the opportunities and advancements associated with AI and the regulation of AI. Dr. Susan Tighe, *Provost and Vice-President*, outlined three main areas: academic integrity, training future leaders to recognize errors and inaccuracies, and research enterprise. Dr. Khaled Hassanein, *Dean of Business*, pointed out that technology often progresses faster than policy, underscoring the need to establish responsible guidelines for AI use.

b. Minute of Appreciation – Dr. T. Glen Chambers

The Board of Governors of McMaster University noted with sadness the passing of honorary governor Dr. T. Glen Chambers.

Dr. Chambers was born on July 31, 1928, attended Westdale Secondary School and stayed close to home to enrol at McMaster University in 1946. Graduating in 1950 with an Honours Bachelor of Arts in Political Economy, he started his professional life at Chambers & Company Limited, a commercial and industrial real estate firm founded by his grandfather in 1911. In 1964, Dr. Chambers founded the Chambers Commercial Real Estate Group, becoming the company's first president. He was a leader in the real estate sector locally, provincially and nationally, serving as president of the Hamilton Real Estate Board and as a director of the Canadian Real Estate Association. He was an honorary life member of both the Hamilton Real Estate Board and the Ontario Real Estate Association.

Dr. Chambers was also a volunteer with a diverse array of community organizations in Hamilton. He was a member of the board of governors for Hamilton Civic Hospitals and president of Hamilton Hospital Associates. He served as president of the Junior Chamber of Commerce, president of Hamilton Golf & Country Club and chairman of Central Presbyterian Church.

Dr. Chambers was perhaps most engaged, however, with McMaster. He was chair of the McMaster President's Club and a long-standing member of our Board of Governors, joining as a member in 1976 and becoming chair in 1989. In recognition of

his professional accomplishments, community leadership and dedication to his alma mater, McMaster conferred upon Dr. Chambers an Honorary Doctor of Laws in 1992.

As an expression of our regard for the contributions of Dr. T. Glen Chambers 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*.

11. REPORT FROM SENATE

Dr. David Farrar presented the Report from Senate.

i. **Proposal to Establish the Centre for Research on Community Oriented Entrepreneurship (CRCE)**

At its meeting on May 17, 2023, the Senate approved the establishment of the Centre for Research on Community Oriented Entrepreneurship (CRCE).

It was duly moved and seconded,

that the Board of Governors approve the establishment of the Centre for Research on Community Oriented Entrepreneurship (CRCE), as circulated.

The motion was *Carried*.

ii. **Research Centres & Institutes Annual Report 2022**

At the same meeting, the Senate reviewed the Research Centres and Institute Annual Report for 2022.

This item was for information.

12. COMMITTEE REPORTS

a. **EXECUTIVE AND GOVERNANCE COMMITTEE**

Ms Jane Allen, *Chair of the Executive and Governance Committee*, presented the Committee's report to the Board.

i. Revisions to the By-Laws of the Board of Governors

At its meeting on March 30, 2023, the Executive & Governance Committee approved in-principle, a set of proposed revisions to the By-Laws of the Board of Governors. These revisions were also approved in-principle at the April Board meeting. They are now presented for final approval with some minor changes. Both clean and tracked versions were circulated to the Board.

It was duly moved and seconded,

that the Board of Governors approve the proposed revisions to the Board of Governors By-Laws.

The motion was *Carried*.

b. PLANNING AND RESOURCES COMMITTEE

Ms Jennifer Rowe, *Chair of the Planning and Resources Committee*, presented the Committee's report.

i. 2023-2024 Consolidated Budget

At its meeting on May 18, 2023, the Planning & Resources Committee approved the 2023/24 Consolidated Budget. Dr. Tighe introduced Dr. Stephen Jones, *Chair of the Budget Committee*, and acknowledged the support of Mr. Iain Clarkson, *Budget Director*, Ms Lil Scime, *Interim Chief Financial Officer*, and Ms Lou Mitton, *Controller*, as well as all academic support units who assisted in its development.

Dr. Susan Tighe and Dr. Stephen Jones then presented the 2023-2024 Consolidated Budget. Dr. Tighe provided a comprehensive overview of the budget model and its principles, as well as revenue and expense allocations. Members heard that the Budget captures strategic spending to support the University's five strategic priorities. Members were reminded that, except for the Faculty of Health Sciences, most Faculties receive revenue from the budget model allocation and are responsible for their own budgetary areas. Dr. Tighe explained that some Faculties are now drawing down their own reserves, and the current budget funding model is undergoing a review to examine methods of cost containment, optimized funding, and strategic investments.

Dr. Jones provided Members with an overview of the operating and consolidated Budgets, key matters to consider now and into the future, as well as associated risks and mitigations. Members heard that the University currently has a \$8.2 million dollar surplus. It was explained that the Budget is built on revenue assumptions and provincial funding levels. Domestic tuition rates remain frozen. International student growth will not be sufficient to offset inflationary expenses and alternative revenue strategies will need to be pursued. Much of the budget is dedicated to salaries, wages, and benefits. Members heard that overall, there was

a fair bit of growth compared to projections, but this was primarily due to the return to campus and growth cannot be expected to continue.

A member noted that the performance-based strategic mandate agreement (SMA) metric-linked funding will increase in proportion from 10% to 25%, which will place further conditions and targets on the funding received by the provincial government in the coming years. It was explained that these changes were paused during the pandemic and the University continues to track these perimeters.

Members discussed the net loss and projections, the size of appropriations, and the salary and benefit projections and the need to monitor costs. Members appreciated these concerns and expressed certainty that the administration was taking them seriously. Members thanked Dr. Tighe and Dr. Jones for the excellent presentation and for keeping them well informed.

It was duly moved and seconded,

that the Board of Governors approve the 2023/24 Consolidated Budget, as circulated.

The motion was *Carried*.

ii. Tuition and Miscellaneous Fees

At the same meeting, the Planning & Resources Committee approved the 2023-24 & 2024-25 Tuition and Miscellaneous Fee Package. Dr. Steve Hranilovic, *Vice-Provost and Dean of Graduate Studies* and *Vice-Chair of the University Student Fees Committee*, provided an overview of the package.

In response to a question, Dr. Tighe confirmed that this was the second year McMaster has increased fees on out-of-province domestic undergraduate students.

It was duly moved and seconded,

that the Board of Governors approve the 2023-24 & 2024-25 Tuition and Miscellaneous Fee Package, as circulated.

The motion was *Carried*.

iii. Campus Plan

At the same meeting, the Planning & Resources Committee approved the McMaster University Campus Plan for 2023-2033. The Campus Plan has been presented to the Senate for information and the University Planning Committee (UPC) has also received it.

Ms Debbie Martin, *AVP, Chief Facilities Officer*, provided an overview of the final updates to the Campus Plan, which included a title change, revisions associated with McMaster Divinity College, and language revisions to ensure the report is reflective of Indigenous perspectives, among some others.

It was duly moved and seconded,

that the Board of Governors approve the McMaster University Campus Plan 2023- 2033, as circulated.

The motion was *Carried*.

iv. Sustainability Policy

At the same meeting, the Planning & Resources Committee approved the revised Sustainability Policy, effective June 8, 2023. Ms Martin introduced Mr. Dave Cano, the new *Director of Sustainability*, who then provided an overview of changes. These included references to the Strategic Drivers developed under the Sustainability Strategy, references to McMaster's commitment towards the Okanagan Charter, updates to some of the key actions and to the energy section, and lastly, updates to the governing body (McMaster's Sustainability Advisory Committee) and how the Sustainability Policy will be managed. Mr. Cano noted there will be more to examine and update next year.

It was duly moved and seconded,

that the Board of Governors approve the revised Sustainability Policy, effective June 8, 2023.

The motion was *Carried*.

v. Energy Management Plan

At the same meeting, the Planning & Resources Committee approved the 2023/2024 Energy Management Plan. Ms Martin provided an overview of the Energy Management Plan. The Energy Management Plan (EMP) 2023/24 builds on the success of previous EMPs and highlights current energy/decarbonization projects and initiatives. The plan focuses on updates regarding McMaster's Net-Zero Carbon Roadmap. Current major projects/initiatives include peak shaver/electric boiler project, geothermal heat pump technical master plan, and carbon capture feasibility study.

This item is for information only.

13. RECOGNITION OF RETIRING BOARD MEMBERS

Ms Allen recognized the members retiring from the Board this year.

Emőke J.E. Szathmáry (2011-2023) – Dr. Szathmáry has been a Board-elected member since 2011 and serves as Chair of the Remunerations Committee. She became a member of the Remunerations Committee in 2011 and its Chair in 2013. She served briefly on the By-Laws Committee in 2012. Dr. Szathmáry has been a member of the Executive and Governance Committee since 2013, and a member of the Human Resources Committee since 2014 as well.

Dr. Szathmáry expressed her gratitude for having been elected to the Board, and spoke to the time she spent at McMaster University as an academic and as its Provost.

Rebecca Jamieson (2011-2023) – Ms Jamieson has been a Board-elected member since 2011 and has served on the University Planning Committee since 2022. From 2011 -2018, she served on the Nominating Committee and the Committee on University Advancement. She also served on Senate between 2012-2019.

David Horwood (2015- 2023) – Mr. Horwood has been a Board-elected member since 2015 and currently serves on the Investment Pool Committee. Mr. Horwood was a member of the Audit and Finance Committees in 2015, as well as a member of the Planning and Resources Committee from 2016 to 2022. Mr. Horwood assisted with reviewing and scoring nominations and contributing to the recommendations for the recipients of the President’s Awards for Outstanding Service in 2017.

Deborah Sloboda (2017-2023) – Dr. Sloboda has been a teaching staff member of the Board since 2017. She served on the Planning and Resources Committee between 2017 and 2020, the Committee on University Advancement between 2020-2021, and currently serves on the Senate since 2022.

Melissa Pool (2020-2023) – Ms Pool has been a non-teaching staff member of the Board since 2020. Ms Pool has served on the Planning and Resources Committee since 2020.

Lia Bronsard (2020 – 2023) – Dr. Bronsard has been a member of the Board since 2020, as a member appointed by the Senate.

Jasmine Dhaliwal (2021-2023) – Ms Dhaliwal has been a member of the Board since 2021, as a member elected by the undergraduate students. Ms Dhaliwal has served on the Planning and Resources Committee since 2021.

Jeff Coles (2019 – 2022) – Mr. Coles was a member of the Board between 2019 and 2022, as an appointment of the Lieutenant Governor-in-Council. Mr. Coles was a member of the Planning and Resources Committee from 2020-2022, a member of the Executive and Governance Committee from 2021-2022, and a member of the Committee on University Advancement in 2022.

14. OTHER BUSINESS

As there was no other business, the open session of the meeting adjourned. All persons who were not members or observers, excepting Mr. Stephen Moore, *Treasurer*, left at this time.