



UNIVERSITY
SECRETARIAT
• Board of Governors
• Senate

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Minutes of the Board of Governors
9:00 AM, Thursday, December 9, 2021
Zoom

PRESENT: Mr. B. Merkel (Chair), Ms. J. Allen, Dr. E. Apatu, Dr. D. Brooks, Dr. L. Bronsard, Ms. L. Brown, Mr. R. Clarke, Ms. S. Cruickshanks, Dr. J. Daniel, Ms. J. Dhaliwal, Dr. D. Farrar, Mr. D. Feather, Mr. M. Ferencich, Ms. S. Galloway, Mr. D. Horwood, Mr. D. Huctwith, Ms. R. Jamieson, Ms. Sarrah Lal, Dr. N. Lishchyna, Mr. K. Nye, Dr. L. Parker, Ms. M Pool, Ms J. Rowe, Ms. F. Samji, Ms. S. Stankovic, Dr. E. Szathmáry, Dr. S. Tighe, Dr. R. Walker, Ms. A. Thyret-Kidd (University Secretary), Ms. Christine Richard (Associate University Secretary) Ms. K. Snow (Governance Coordinator)

OBSERVERS: Ms. B. Couchman, Ms. E. Davies, Mr. D. Della-Vedova, Ms. A. Farquhar, Ms. S. Fazilat, Ms. D. Henne, Dr. N. Kevlahan, Ms. B.A. Levy, Ms. M.L. Maher, Ms. D. Martin, Ms. W. McKenna, Ms. K. Mossman, Dr. P. O’Byrne, Ms. A. Purina, Ms. C. Seiler, Ms. M. Williams.

INVITED: Dr. S. Denburg, Executive Vice-Dean and Associate Vice-President, Academic
Dr. K. Hassanein, Dean, Faculty of Business
Dr. J. Hurley, Dean, Faculty of Social Sciences
Dr. M. MacDonald, Faculty of Science.
Dr. H. Sheardown, Dean, Faculty of Engineering
Dr. P. Swett, Dean, Faculty of Humanities
Dr. A. al Shaibah, Associate Vice-President (Equity and Inclusion)
Dr. L. Carter, Director, Centre for Continuing Education
Mr. T. Shattuck, CEO, McMaster Innovation Park
Mr. R. Couldrey, Strategic Advisor to the President and Vice-Presidents
Mr. A. Phillips, TD Securities
Mr. D. Dermott, TD Securities
Ms K. Pithayachariyakul, TD Securities
Mr. D. Kunda, IA Capital Markets
Mr. B.Davis, University Counsel
Mr. T. Betts, Gowling WLG

REGRETS: Mr. J. Mancinelli, Ms. S. McLarty, Dr. D. Sloboda, Ms. C. Stefankiewicz.

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

Mr. Merkel welcomed members, observers, and guests to the final Board meeting of the year. Ms. Anna Purina, the new Chief Internal Auditor, was introduced to the Board. Mr. Merkel thanked members of management, committee chairs and committee members, for their diligent work throughout the year.

Mr. Merkel advised the Board that a Member's Discussion would commence at the end of the closed agenda.

2. NOTICE OF MEETING - NOVEMBER 25, 2021

The Notice of Meeting was circulated on November 25th, 2021.

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 9, 2021 and that items 4-6 be approved or received for information by Consent.

The motion was *Carried*.

CONSENT

4. MINUTES OF PREVIOUS MEETING – OCTOBER 28, 2021 (OPEN SESSION)

Approval

It was duly moved and seconded,

that the Board of Governors approve the Open Session minutes of the meeting held on October 28, 2021, as circulated.

The motion was *Carried*.

5. REPORT FROM SENATE

Approval/information.

Report from Senate

- a. Terms of Reference - Vice-Provost, Teaching and Learning (Approval)
- b. Terms of Reference - Deputy Provost (Approval)
- c. Proposed Name Change for the McMaster Cancer Research Centre (Approval)
- d. Terms of Reference & Drafting Committee - Code of Conduct for Faculty (Information)

- e. Faculty Respondent Option for External Recommendation of Sanctions Policy (Approval)
- f. Faculty General Grievance Procedure (Approval)
- g. Terms of Reference - Douglas Family Chair in Nutrition Research (Approval)

It was duly moved and seconded,

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

The motion was *Carried*.

6. COMMITTEE REPORTS

a. EXECUTIVE AND GOVERNANCE COMMITTEE

These actions were taken on behalf of the Board and are being presented for information.

Report from the Executive and Governance Committee

- i. Policy Revisions Memo - Items Approved on Behalf of Board
- ii. Revised Terms of Reference for the Joint Administration/Faculty Association Committee (MUFA Revisions)
- iii. Updates to the By-Laws - Board of Governors (Revised Titles)

b. PLANNING AND RESOURCES COMMITTEE

Report from the Planning & Resources Committee

- i. Audited Financial Statements of the Contributory Pension Plan for Hourly Rated Employees of McMaster University including Divinity College as at June 30, 2021

This material is for information.

- ii. Audited Financial Statements of the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000 (Plan 2000) as at June 30, 2021 (Information)

This material is for information.

- iii. Audited Financial Statements of the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College (Original Plan) as at June 30, 2021 (Information)

This material is for information.

c. AUDIT AND RISK COMMITTEE

Report from the Audit & Risk Committee

- i. Health, Safety, and Risk Management Report

This material is for information.

d. REMUNERATIONS COMMITTEE

Report from the Remunerations Committee

- i. **Ratification of Tentative Agreement -Unifor Local 5555, Unit 3 (Parking Services)**

It was duly moved and seconded,

that the Board of Governors approve the tentative agreement between McMaster University and Unifor Local 5555, Unit 3 (Parking Services) for a 3-year term effective October 1, 2021, and expiring September 30, 2024, with terms outlined in the circulated report.

The motion was *Carried*.

REGULAR

7. BUSINESS ARISING

There was no business arising.

8. COMMUNICATIONS

Mr. Merkel informed the Board that the University Secretariat received approximately twenty emails on the topic of divestment from fossil fuels. This correspondence was circulated in the materials.

9. PRESIDENT'S REPORT TO THE BOARD

Dr. David Farrar, *President and Vice-Chancellor*, provided his report to the Board.

Dr. Farrar informed the Board that throughout the fall, McMaster experienced a gradual return to campus; with increasing numbers of students, faculty, and staff making use of labs and classrooms, equipment, and other campus-based resources. In November, a joint letter from the President and Provost had been circulated, outlining the plans for the upcoming winter term, as well as the guiding principles that underpin planning and decision making. This includes a balance of flexibility around working models, and the continued development of a sense of community across campus. Dr. Susan Tighe, *Provost and Vice-President*, informed the Board that this planning has been occurring for months now in collaboration with public health departments and officials.

An area of emphasis was the recognition that managing through the pandemic has taken a toll on members of the campus community in a variety of ways, and the New Year represents a significant period of change and transition. As such, efforts are focused on providing the necessary supports to ensure a healthy transition to increased in-person activities after almost two years, while prioritizing health, safety, and well-being of students, faculty and staff.

In response to a question about public health guidance and the Omicron variant, Dr. Paul O'Byrne spoke to the large degree of mutations surrounding this new variant, and the Board heard that while it more infectious than the Delta variant, it is less severe; the caveat being that that is more prevalent among young people.

While mentioning that the Ontario Finance Minister recently released the province's annual budget, Dr. Farrar noted some measures of relevance to the University. These include the establishment of a two-year \$40M Advanced Manufacturing and Innovation Competitiveness stream to help Ontario businesses invest in equipment, advanced technologies and skilled workers, as well as an additional \$8.7M in 2021–

22 to increase mental health supports at Ontario postsecondary institutions for a total investment of \$27.9M. Other measures the province announced was the investment of \$342 million, beginning in 2021–22 to add more than 5,000 new and upskilled registered nurses, registered practical nurses, and 8,000 personal support workers, as well as increased funding to \$20M over three years for investigating Residential school burial sites and a further commitment to advance the Hamilton LRT project.

Dr. Farrar then proceeded to discuss next generation Covid-19 vaccines. Board Members heard that human trials are set to begin for two next-generation COVID-19 vaccines developed by a team of scientists at McMaster and among the first developed in Canada. Both vaccines are designed to combat variants of concern and will be delivered by inhaled aerosol, not by injection, and will target the lungs and upper airways, where respiratory infections begin. Phase 1 of the clinical trials was recently approved by Health Canada. The vaccines were produced at McMaster’s Robert E. Fitzhenry Vector Laboratory. Both the laboratory and the researchers are part of Canada’s Global Nexus for Pandemics and Biological Threats based at McMaster. Dr. Farrar also expressed previous and on-coming outreach to the federal government on the matter. In response to a question, Dr. Farrar discussed the University’s numerous partnerships with various pharmaceutical companies in the region.

10. REPORT FROM SENATE

a. Midwifery Program Proposal

Dr. Farrar provided an overview of the circulated proposal, explaining that the Senate recently approved the establishment of a Master of Science degree in Midwifery as a consensus was found on the need of preparation at the Masters level for “Advanced Midwife Practitioners” (AMPs). Such midwives have a broad and internationally varied scope of practice, fulfilling different roles such as clinicians, clinical and professional leaders, educators, consultants, managers, change agents, researchers, and auditors.

It was duly moved and seconded,

that the Board of Governors approve the establishment of a Masters of Science degree in Midwifery program, effective November 10, 2021.

The motion was *Carried*.

b. Enrolment Update

The Board heard that the 2021 Enrolment Report indicates a drop in acceptances which reflects a return to pre-pandemic enrolment numbers. Dr.

Farrar noted for the Board that there are \$20 million dollars in unfunded domestic students, and international student tuition have made up these costs.

In response to a question Dr. Farrar explained that McMaster has growth room for international students compared to other universities, noting current levels are at 18%. Ms. Melissa Pool, *University Registrar*, added that universities are not seeing international enrolment levels similar to the levels at colleges. Several members indicated that they would appreciate receiving an outlook on enrolment levels as it pertains to scenario-based financial planning, and Dr. Farrar indicated the Chair and the Secretariat will note that feedback.

A member expressed concerns surrounding support services available for international students. Dr. Farrar indicated that the University is taking steps towards improving these services, including supports to the Black Cohort Hiring initiatives, supporting the mental health and well-being of international students, as well as increased aid and awards offerings. Members had questions regarding the student growth levels discussed and the resulting general plan for Faculties in dealing with these larger numbers. Dr. Tighe explained that the Provost's Office and the Deans monitor the numbers carefully and plan accordingly.

c. Student Census and Experience Survey Report

Dr. Arig al Shaibah, *Associate Vice-President, Equity and Inclusion*, presented the report and explained that in the winter of 2021, the Equity and Inclusion Office (EIO), with the support of Institutional Research & Analysis (IRA) and after consultation with key community stakeholders, launched its first comprehensive Student Census and Experience Survey (SCES). The goal of the survey was two-fold: to understand the holistic student experience across dimensions of student wellness and success; and to reveal if there are thematic differences in student experience across diverse groups of students.

Board members had questions regarding the timing of the survey and the response rates. Dr. al Shaibah explained the survey will be repeated in future years and comparisons will be possible then.

11. COMMITTEE REPORTS

a. EXECUTIVE AND GOVERNANCE COMMITTEE

i. Security Services Report

Ms. Debbie Martin, *Assistant Vice-President & Chief Facilities Officer*, provided an overview of the Security Services Annual Report. Ms Martin

highlighted the partnerships with several external bodies, including Hamilton police services, and cited the extensive training that officers have undergone. Ms Martin noted the work of the officers during the pandemic, and discussed the McMaster Safety App, which tracks the COVID-19 vaccination status of those on campus.

A member suggested a re-branding of the security officer title, noting some institutions use the title 'Peace and Safety Officers'. Ms. Martin indicated that this would be reviewed for next year.

b. PLANNING AND RESOURCES COMMITTEE

i McMaster Continuing Education Fees

At its meeting on November 18, 2021, Planning & Resources Committee approved the 2022- 2023 McMaster Continuing Education Fees.

Continuing education at McMaster University is different from undergraduate education in several ways: the learner group served, kinds of programs offered, a need for flexibility to meet emerging market needs, and the ancillary status of McMaster Continuing Education (MCE). Continuing Education continually explores and launches new programs based on market demand and trends. Given this goal, MCE offers two main kinds of programs: i) academic programs leading to certificates and diplomas that are reviewed and approved by Senate; and ii) not-for-credit professional development programs. The fees information provided here is strictly for courses and programs that lead to academic certificates and diplomas. Ms. Jane Allen, *Chair of the Planning and Resources Committee*, introduced Dr. Lorraine Carter, *Director, McMaster University Continuing Education* for questions.

In response to a question surrounding costs to deliver certificate programs, Dr. Carter confirmed that programs dealing with data and emerging technologies generally require higher costs to deliver. She indicated that while these programs do operate somewhat like a business, a set percentage of revenue is returned to the University.

It was duly moved and seconded,

that the Board of Governors approve the McMaster Continuing Education fees for 2022-2023.

The motion was *Carried*.

12. PRESENTATION TO THE BOARD OF GOVERNORS

Ms. Saher Fazilat, *Vice-President, Operations & Finance*, presented to the Board of Governors a comprehensive review of the University's Risk Management activities. The Board heard that Enterprise Risk Management (ERM) is an ongoing business process that addresses risk management and includes; identifying risks across the entire enterprise; assessing the impact of risks to the operations and mission; developing and implementing response or mitigation plans; and monitoring the identified risks, holding the risk owner accountable, and consistently scanning for emerging risks.

Members also heard that over the next six months, the focus of activity will include the search for a Chief Risk Officer and an Enterprise Risk Specialist, and the formation of an institution-wide Operational Risk Committee. Within six to twelve months, the office intends to develop a refreshed Risk Universe/Taxonomy, a refreshed Risk Assessment Criteria and have a full review of McMaster's Risk Inventory including redevelopment of risk definitions.

Members had questions surrounding the formation of the operational risk committee and the committee composition. Mr. Kevin Nye, *Chair of the Audit and Risk Committee*, indicated the process of developing an ERM program takes a significant amount of time, and requires the right experts.

13. OTHER BUSINESS

There being no other business, the Open Session of the meeting was adjourned.