
McMaster University

Minutes of the Board of Governors

9:00 AM, Thursday, October 27, 2022

Council Chambers, Gilmour Hall 111

Attendance: Ms J. Allen (Chair). Mr. B. Merkel (Chair), Dr. E. Apatu, Mr. J. Boye, Dr. D. Brooks, Mr. R. Clarke, Ms S. Cruickshanks, Mr. S. Elop, Dr. D. Farrar, Mr. D. Feather, Ms S. Galloway, Mr. D. Horwood, Mr. D. Huctwith, Ms R. Jamieson, Ms M. Maher, Mr. J. Mancinelli, Dr. M. Narimani, Mr. K. Nye, Ms M. Pool, Ms J. Rowe, Dr. M. Shoukri, Dr. D. Sloboda, Ms S. Stankovic, Dr. B. Vrkljan, Dr. R. Walker, Ms A. Thyret-Kidd (*University Secretary*), Ms C. Richard (*Associate University Secretary*) Ms S. Keene (*Assistant University Secretary*)

Observers: Ms A. Farquhar, Ms B. Couchman, Ms. C. Seiler, Ms D. Henne, Dr. K. Cuff, Dr. P. O’Byrne, Dr. R. Stubbs, Mr. R. Walters, Ms W. McKenna

Invited: Dr. K. Hassanein, *Dean, Faculty of Business*
Dr. M. MacDonald, *Dean, Faculty of Science*
Dr. P. Swett, *Dean, Faculty of Humanities*
Dr. H. Sheardown, *Dean, Faculty of Engineering*
Ms A. Lawson, *Executive Advisor, Public Affairs*
Dr. D. Bowdish, *Associate Professor and Canadian Research Chair in Aging & Immunity*
Ms L. Mitton, *Controller*
Ms T. Dallaire, *Director of Information Security Services*
Dr. G. Yuyitung, *Executive Director at McMaster Industry Liaison Office*

Regrets: Dr. L. Bronsard, Ms L. Brown, Ms J. Dhaliwal, Mr. M. Ferencich, Dr. N. Lishchyna, Ms F. Samji, Dr. E. Szathmary, Dr. S. Tighe

OPEN SESSION

1. REMARKS FROM THE CHAIR

Ms Allen welcomed members to the meeting and introduced new board members and observers. Ms Allen provided members with an overview of the agenda and procedures.

2. NOTICE OF MEETING – OCTOBER 13, 2022.

The Notice of Meeting was circulated on October 13, 2022.

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.

Ms Allen advised Members that the UPC items under 6.b. require Senate approval prior to Board approval and should not be included for approval.

It was duly moved and seconded,

that the Board of Governors approve the Open Session agenda for the meeting of October 27, 2022, and that items 4-6 be approved or received for information by Consent, as amended.

The motion was *Carried*.

CONSENT

4. MINUTES OF PREVIOUS MEETING – JUNE 9, 2022 (OPEN SESSION)

- a. Board of Governors - Open Session Minutes - 09 June 2022

Motion:

that the Board of Governors approve the Open Session minutes of the meeting held on June 9, 2022, as circulated.

Approved by *Consent*.

5. BUSINESS ARISING

There was no business arising.

6. COMMITTEE REPORTS

a. PLANNING AND RESOURCES COMMITTEE

- i. Revisions to 2022-23 & 2023-24 Tuition and Miscellaneous Fee Schedules**

Motion:

that the Board of Governors approve the revised 2022-23 & 2023-24 Tuition and Miscellaneous Fee Schedules.

Approved by *Consent*.

- ii. Salaried Pension Plan Text Amendment - Memo
Salaried Pension Plan Text Amendment - Resolution of the Board**

Motion:

that the Board of Governors approve Amendment #1 to the Contributory Pension Plan for Salaried Employees of McMaster University, Including McMaster Divinity College 2000 (“Plan 2000”).

Approved by *Consent*.

- iii. Statement of Investment Policies and Guidelines-Cash and Short-Term Investments

This item was for information.

- iv. Statement of Investment Policies and Procedures-Salaried Pension Plan

This item was for information.

- v. Statement of Investment Policies and Guidelines-Hourly Pension Plan

This item was for information.

- vi. McMaster Innovation Park - December 31, 2021 FLIT Financial Statements

Motion:

that the Board of Governors receive the December 31, 2021 FLIT Financial Statements.

Received by *Consent*.

b. UNIVERSITY PLANNING COMMITTEE

Report from the University Planning Committee

- i. Creation of the Wilson College of Leadership and Civic Engagement
- ii. Establishment of the Centre for Advanced Research for Mental Health and Society
- iii. Name Change Proposal - Department of Classics

Items 6bi, ii, and iii were removed from the agenda.

REGULAR

7. BUSINESS ARISING

There was no business arising.

8. COMMUNICATIONS

a. Government Relations - Key Messages

Ms Andrea Farquhar, *Associate Vice-President, Communications Marketing and Public Affairs* and Ms Alex Lawson, *Executive Advisor, Public Affairs*, provided an overview of the key messages Board members are encouraged to use when conversing with municipal, provincial, and federal government officials and their staff about the University's business.

It was explained that the reference cards are an easy way to know what the University is advocating for and includes key messages.

9. PRESIDENT'S REPORT TO THE BOARD

Dr. David Farrar, *President and Vice-Chancellor*, presented his Report to the Board.

Dr. Farrar commented that the Land Acknowledgement is not always acknowledged at recurring meetings, and while this was not mentioned in his written report, he emphasized the importance of the Land Acknowledgement at the beginning of each meeting.

Dr. Farrar explained that his written report contains updates on several of McMaster's key priority areas, particularly in the area of Inclusive Excellence. He highlighted important developments including the Office of the Provost recently being awarded more than \$2 million to fund initiatives aimed at supporting equity-deserving communities at McMaster through the Strategic Excellence and Equity in Recruitment and Retention (STEE/R) program. He also noted the search for the new Associate Vice-President, Equity and Inclusion is underway and McMaster's new Manager of Research, Equity, Diversity and Inclusion has been hired. He explained that the Employment Equity Census showed an increase in representation among all equity-deserving groups across the university's senior leadership and other full-time and continuing employee groups as of 2021. The Census report also highlighted remaining gaps in representation at the institution, particularly for Indigenous peoples and persons with disabilities. Dr. Farrar also stated that on October 20, 2022, McMaster officially announced the new student residence planned for Main Street West will be named Lincoln Alexander Hall in honour of the Honorable Lincoln Alexander.

Dr. Farrar provided Members with an update on the University's rankings noting that McMaster continues to be ranked among the world's top 100 universities in the 2023 Times Higher Education World University Rankings. He explained that within this ranking, McMaster emerged as one of only four Canadian universities in the global top 100 and placed first in Canada and 66th globally for Industry Income, which he said reflects the university's ability to attract funding in the commercial marketplace. McMaster has also retained its top-tier placement in MacLean's annual ranking of universities with a broad range of research and PhD programs, including medical schools. Among medical doctoral universities, McMaster is ranked first in student services, second in total research dollars and grants and second in library acquisitions.

Dr. Farrar also acknowledged the \$50 million dollar gift from Chancellor Emeritus Lynton "Red" Wilson and the Wilson Foundation. This is the largest gift to the liberal arts in Canada and will create a unique leadership college at McMaster. Work is underway on the process to approve the creation of the program, recruit an External Director, create the Academic

Director and Endowment Chair positions, and prepare for the Senate process to approve the curriculum.

After Dr. Farrar's presentation, Members asked questions related to the large, unsanctioned gatherings known as Fake Homecoming each year. Although mainly attended by students, these events are often led and promoted via social media by individuals from outside the University. The University worked closely with the police and by-law officers this year and ran several communication campaigns to dissuade students from attending. McMaster is collaborating with other universities as well, however Dr. Farrar noted that it is challenging when these events take place off campus.

Members also discussed Wilson College and which students will be able to enrol in the program. Dr. Farrar commented that it builds on Red Wilson's legacy and the intention is that it will be an inclusive program. Dean Swett further clarified that the program will be open to everyone on campus with an interdisciplinary minor option available. However, majors will be focused on students in the Faculties of Humanities and Social Sciences.

Members engaged in a discussion regarding the challenge that Canada faces in the nuclear sector and how McMaster can help to address these challenges. Dr. Farrar explained that McMaster has started to explore the issue and how we can bring areas of research together that will affect all of society. The Faculty of Engineering is starting to strengthen its nuclear program and working on thinking about small modular reactors. Dean MacDonald commented that there are synergies across different levels of Government as well as internationally and there needs to be a coordinated approach to reach the targets of carbon reduction.

10. REPORT FROM SENATE

a. Establishment of Associate Vice-President Research (Commercialization and Entrepreneurship)

Dr. Farrar explained that on October 19, 2022, Senate approved the establishment of the Associate VP Research (Commercialization and Entrepreneurship) and now recommends it to the Board of Governors for approval.

A member asked how this role will interact with McMaster Innovation Park and Dr. Farrar explained that this role would be involved as innovation is an area the University is embracing.

b. SPS C4 Revisions

On October 19, 2022, Senate also approved revisions to the SPS C4 and now recommends the changes to the Board of Governors for approval.

It was duly moved and seconded,

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

The motion was *Carried*.

11. PRESENTATION TO THE BOARD OF GOVERNORS

Ms Allen introduced Dr. Dawn Bowdish, Associate Professor and a Canada Research Chair in Aging & Immunity, who presented ‘Preventing Respiratory Infections for a Healthier Old Age’ to the Board of Governors.

12. BREAK

13. COMMITTEE REPORTS

a. AUDIT AND RISK COMMITTEE

i. Annual Financial Report 2021-2022

Mr. Nye explained that the Annual Financial Report 2021-2022 consists of detailed Financial Analysis and the Audited Financial Statements, together with supplemental information relating to the Operating Fund and Operating Budget.

At its meeting on October 6, 2022, the Audit and Risk Committee approved the Annual Financial Report including the Audited Financial Statements for the year ended April 30, 2022. Ms Deidre (Dee) Henne, *Assistant Vice President (Administration) and Chief Financial Officer*, and Ms. Lou Mitton, *Controller*, provided an overview of the item.

Ms Henne explained that the report is based on the University’s strategy. McMaster has continued to have strong enrolment and growing international participation. Ms Henne noted there have been several financial implications due to the pandemic and added that inflation and the war in Ukraine have also impacted investment income. McMaster is continuing to accelerate its carbon reduction strategies through campus activities and investments.

Ms Mitton explained that McMaster’s consolidated surplus was \$52.9 million after a 5.4% investment loss. The consolidated surplus remained strong due primarily to increased campus operations following easing of pandemic restrictions despite the unfavourable investment performance.

The Operating Fund represents approximately 69% of the consolidated budget and includes all revenue and expenses for Faculties and support departments. It was added that tuition makes up 50% of the operating income. The Operating Fund closed with a \$28 million surplus due mainly to increased international student enrolment and savings associated with salary vacancies, reduced travel, and lower office supplies due to continued remote and hybrid working alternatives. Ms Mitton explained there was a portion of bond proceeds withdrawn to support Canada’s Global Nexus for Pandemics and Biological Threats.

Ms Mitton advised Members that the consolidated results were worse than projected and this was mainly due to investment losses. Investment income is variable, and Members were reminded that these are small variances when looking at the total budget. McMaster takes a long-term approach as recommended by investment consultants and the Investment Pool Committee.

In response to a question about the competitive landscape across the U15 regarding sustainability, Dr. Farrar explained it varies widely by province and while it gets complex to compare, Ontario is in a good position.

A Member asked how McMaster is addressing the issue of reduced revenue from international student tuition and the increase in the tuition rate for these students. To address the issue of international students being able to pay tuition, Ms Henne explained that McMaster has created payment plans, exceptional circumstance funding and the ability to register if the student has not paid the previous year. Dr. Farrar also noted that international enrolment was lower than anticipated in September due to student visa issues. Dr. Farrar explained that McMaster is not nearly as exposed to this problem as other institutes and international enrolment is an issue the University carefully monitors.

It was duly moved and seconded,

that the Board of Governors approve the Annual Financial Report 2021-2022, which includes the Audited Financial Statements for the year ended April 30, 2022.

The motion was *Carried*.

ii. Report on Health, Safety and Risk Management

Mr. Dane DeMan, *Associate Director, University Health and Safety*, presented the Report on Health, Safety and Risk Management.

Mr. DeMan explained that the Health, Safety, and Risk Management team is largely focused on the ongoing University response to the pandemic. The report also highlighted that a health and safety revitalisation project is underway and a series of engaging content for training is being produced. Mr. DeMan noted there were two critical injuries on campus related to slips, trips, and falls and the office initiated an audit with a third party to identify areas of risk and actioned items for repair. As of this meeting there have been no reports of critical injury. The Health and Safety Team is realigning their focus slightly to psychological health and safety. The office continues to see a decline in lost time claims. Wellness initiatives are underway, and the office is continuing to provide employee wellness programming.

In response to a question about extreme weather preparedness, Mr. DeMan explained the University has a Crisis Management Group and extreme weather as it relates to snow is discussed at each meeting.

A Member asked if the team is working on campaigns for the fall to ensure students stay home when they are unwell. Mr. DeMan explained that there is continuous promotion and messaging to stay home when unwell. Public Relations have targeted messaging campaigns through various social media channels. The office is also promoting the provincial assessment tool. It was noted that McMaster is relying on self-responsibility of students, staff, and faculty to use the tools and stay home when unwell.

14. OTHER BUSINESS

With no other business, the Board moved into closed session.

CLOSED SESSION