



UNIVERSITY
SECRETARIAT
• Board of Governors
• Senate

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**Board of Governors
8:30 AM, Thursday, April 22, 2021**

[Zoom](#)

Meeting ID: 984 9479 3335

Passcode: 259193

AGENDA

NOTE: Members who wish to have items moved from the Consent to the Regular Agenda should contact the University Secretariat before the Board meeting. Members may also request to have items moved when the Agenda is presented for approval at the Board meeting.

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OPEN SESSION

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- 2. NOTICE OF MEETING**
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CONSENT

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 - a. **EXECUTIVE AND GOVERNANCE COMMITTEE**
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REGULAR

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12. PRESENTATION TO THE BOARD OF GOVERNORS (10:15 a.m.)
Name: Dr. Gerry Wright
Title: Canada’s Global Nexus for Pandemics and Biological Threats
13. OTHER BUSINESS (10:45 a.m.)

Next Meeting: June 10, 2021 8:30 a.m.

**REPORT TO THE BOARD OF GOVERNORS
from the
SENATE**

a. TOR - F.L. Johnson Chair in Women's Reproductive Health Research (APPROVAL)

At its meeting on March 10, 2021, Senate approved the proposed revisions to the Terms of Reference for F.L. Johnson Chair in Women's Reproductive Health Research.

Senate now recommends,

that the Board of Governors approve the proposed revisions to the F.L. Johnson Chair in Women's Reproductive Health Research Terms of Reference, as circulated.

b. Associate Dean Research Innovation External Relations

At its meeting on March 10, 2021, Senate approved the proposed revisions to the Terms of Reference for the Associate Dean Research Innovation External Relations.

Senate now recommends,

that the Board of Governors approve the proposed revisions to the Associate Dean Research Innovation External Relations Terms of Reference, as circulated.

c. Establishment of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research

At its meeting on April 14, 2021, Senate approved the establishment of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research.

Senate now recommends,

that the Board of Governors establishment of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research, as circulated.

**Board of Governors: FOR APPROVAL
April 22, 2021**

January 26, 2021

Senate Committee on Appointments
c/o University Secretariat
Gilmour Hall, Room 210

Re: Revised Terms of Reference for the F.L. Johnson Chair in Women's Reproductive Health Research

On behalf of the Faculty of Health Sciences, I would like to recommend for approval revisions to the terms of reference for the F.L. Johnson Chair in Women's Reproductive Health Research.

The F.L. Johnson Fund for Research in Reproduction was established in the early 1980's following the retirement of Dr. F.L. Johnson, the founding Chair of the Department of Obstetrics and Gynecology and Chief of Obstetrics and Gynecology at Hamilton Civic Hospitals from 1958-1972. In 2018, the Department of Obstetrics and Gynecology transferred funds to create a fully endowed Chair, the F.L. Johnson Chair in Women's Reproductive Health Research, with matching funds provided from the Dean & Vice-President of the Faculty of Health Sciences.

The terms of reference for the Chair are being updated so that the position is officially aligned with the role of Department Chair of the Obstetrics and Gynecology.

Thank you for considering this recommendation. Enclosed please find a copy of the original and revised terms of reference.

Yours sincerely,



Paul M. O'Byrne, MB, FRCP(C), FRSC
Dean and Vice-President
Faculty of Health Sciences

Encl.

PO/bvd

TERMS OF REFERENCE

F.L. Johnson Chair in Women's Reproductive Health Research

General

The academic Department of Obstetrics and Gynecology, along with generous donors, have provided funding to support an endowed chair in the Faculty of Health Sciences. The Chair is named in honour of Dr. F.L. Johnson, founding Chair of the Department and the Chief of Obstetrics and Gynecology at Hamilton Civic Hospitals from 1958-1972, in recognition of the many contributions he made to the care of women and to medical education both locally and nationally.

In revising the terms of reference for this Chair, it is the intent of all parties that the Chair be directly associated with, and its tenure run concurrent with, an appointment to the position of Chair, Department of Obstetrics & Gynecology, McMaster University.

The incumbent will have demonstrated excellence in the area of women's reproductive health.

Details and Duties

The holder of the Chair shall be an individual with sufficient research, education and/or clinical experience.

Specifically, the chairholder will:

- Hold an appointment in the Department of Obstetrics and Gynecology in the Faculty of Health Sciences at McMaster University;
- Be an integral part of the institutional vision towards establishing and maintaining a world class program in women's reproductive health which exemplifies the central values of the University and the Department of Obstetrics and Gynecology;
- Contribute significantly to the body of scholarship in the area women's reproductive health through teaching, research and/or clinical work at McMaster University;
- Undertake the normal duties of a faculty member in the Faculty of Health Sciences and the Department of Obstetrics and Gynecology, including participation in the education programs of the Department.

Selection Process

- The Dean of the Faculty of Health Sciences will appoint an appropriate ad-hoc selection committee, which shall include, at a minimum, the Vice-Dean, Research among other leaders in the Faculty. The committee will forward its recommendation to the Senate Committee on Appointments.
- The selection committee will invite and receive nominations for the Chair and make recommendations for the appointment to the Dean and Vice-President of the Faculty of Health Sciences.
- The Dean and Vice-President will forward the ad hoc selection committee's recommendation to

the Senate Committee on Appointments.

Term

An appointment to the Chair shall be for up to five (5) years, with the understanding that renewal for additional terms is possible.

Acknowledgement

The incumbent will acknowledge that she/he holds the "*F.L. Johnson Chair in Women's Reproductive Health Research*" in all publications, lectures and any other activities supported through the fund.

January 2021

TERMS OF REFERENCE

F.L. Johnson Chair in Women's Reproductive Health Research

General

The academic Department of Obstetrics and Gynecology, along with generous donors, have provided funding to support an endowed chair in the Faculty of Health Sciences. The Chair is named in honour of Dr. F.L. Johnson, founding Chair of the Department and the Chief of Obstetrics and Gynecology at Hamilton Civic Hospitals from 1958-1972, in recognition of the many contributions he made to the care of women and to medical education both locally and nationally.

The incumbent will have demonstrated excellence in the area of women's reproductive health.

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The holder of the Chair shall be an individual with sufficient research, education and/or clinical experience.

Specifically, the chairholder will:

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- Be an integral part of the institutional vision towards establishing and maintaining a world class program in women's reproductive health which exemplifies the central values of the University and the Department of Obstetrics and Gynecology;
- Contribute significantly to the body of scholarship in the area women's reproductive health through teaching, research and/or clinical work at McMaster University;
- Undertake the normal duties of a faculty member in the Faculty of Health Sciences and the Department of Obstetrics and Gynecology, including participation in the education programs of the Department.

Selection Process

The Dean of the Faculty of Health Sciences will appoint an appropriate ad-hoc selection committee, which shall include, at a minimum, the Associate Dean, Research and the Chair of the Department of Obstetrics and Gynecology. The committee will forward its recommendation to the Senate Committee on Appointments.

Term

An appointment to the Chair shall be for up to five (5) years, with the understanding that renewal for additional terms is possible.

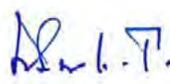
Acknowledgement

The incumbent will acknowledge that she/he holds the "*F.L. Johnson Chair in Women's Reproductive Health Research*" in all publications, lectures and any other activities supported through the fund.

May 2018



MEMORANDUM

Date: February 18, 2021
To: Senate Committee on Appointments
Cc: Susan Tighe, Provost
From: Ishwar Puri, Dean and Professor 
SUBJECT: Terms of Reference - Associate Dean, Research, Innovation and External Relations

During the past two terms as Associate Dean, Research & External Relations, Dr. John Preston has worked closely with the Deanery, the Forge, and external stakeholders to foster a culture of innovation for our students and faculty in the Faculty of Engineering. In recognition of his efforts and the Faculty's desire to continue to cultivate a culture of innovation, the terms of reference for this academic leadership role has been revised to include innovation in its mandate.

The attached terms of reference for an Associate Dean, Research, Innovation and External Relations were approved at a Faculty of Engineering Meeting on January 26, 2021. The Faculty recommends to the Senate Committee on Appointments that the terms of reference for the Associate Dean, Research, Innovation and External Relations be approved.

We thank Dr. Preston for his contributions to supporting innovation at McMaster and look forward to future growth in this important area.

Thank you.

FACULTY OF ENGINEERING

Associate Dean, Research, Innovation and External Relations

Terms of Reference

1. Responsibility for the identification, coordination, promotion, and implementation of major research opportunities/initiatives for the Faculty of Engineering, as related to government-sponsored research programmes.
2. Responsibility for the identification, coordination, and promotion of strategic research partnerships with industrial/corporate partners.
3. Works with the Office of the Vice-President, Research on initiatives related to the commercialization of research results including development of intellectual property, creation of prototypes, creation of new startups, licensing to existing companies. Holds responsibility within the Faculty for establishing a culture of innovation.
4. Works with the Office of Associate Vice-President of International Affairs and holds responsibility for the Faculty's external relations with other academic institutions, organizations and networks, both nationally and internationally.
5. Works in conjunction with the University and Faculty Advancement offices to raise the profile of research undertaken by Engineering Faculty members within the University as well as provincially, nationally, and internationally. Also, works to bring the results of research to the attention of the media as desired.
6. Participates on Dean's Council, Dean's Advisory Board, and advises on issues related to research, innovation and external relations.
7. Establishes a set of performance indicators to enable benchmarking of the Faculty's research performance.
8. Chairs, as requested by the Dean, review committees and other Faculty committees from time to time, as needed.
9. Will discharge such other duties as may from time to time be assigned by the Dean.

March 2, 2021

Senate Committee on Appointments
c/o University Secretariat
Gilmour Hall, Room 210

Re: Establishment of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research

On behalf of the Faculty of Health Sciences, I would like to recommend the establishment of the W.H. Kwok Chair in Orthopedic Spinal Surgery Research.

Dr. Desmond Kwok has very generously provided funding to permanently fund a Chair at McMaster University. Their gift is being supplemented with matching funds from the Faculty of Health Sciences. The Chair will establish and maintain a world-class program in spinal surgery.

The terms of reference for the Chair are attached.

Yours sincerely,



Paul M. O'Byrne, MB, FRCP(C), FRSC
Dean and Vice-President
Faculty of Health Sciences

Encl.

PO/bvd

TERMS OF REFERENCE

W.H. Kwok Chair in Orthopedic Spinal Surgery Research

General

A gift has been directed to the Faculty of Health Sciences to provide support for the *W.H. Kwok Chair in Orthopedic Spinal Surgery Research*. The incumbent will have demonstrated excellence in the area of either orthopedic or neurosurgery in the focus area of the spine. The Chairholder will strive to push this area of specialty forward through advancing important scholarly research, with the specific focus of benefitting current patients.

Details and Duties

The holder of the Chair shall be an individual with sufficient research, education and clinical experience.

Specifically, the Chairholder will:

- Hold an appointment in the Department of Surgery in the Faculty of Health Sciences at McMaster University;
- Be an integral part of the institutional vision towards establishing and maintaining a world-class program in spinal surgery which exemplifies the central values of the University and the Department of Surgery;
- Contribute significantly to the body of scholarship in the area of spinal surgery through research and clinical work at McMaster University;
- Cultivate and nurture a cooperative approach to spine research from both the orthopedic surgery and neurosurgery disciplines;
- Ensure the enduring development of this discipline via the development/maintenance of a database to facilitate clinical research;
- Capture the importance of continuous quality improvement;
- Provide mentoring and leadership to future generations of academic health researchers in the Faculty of Health Sciences;
- Undertake the normal duties of a faculty member in the Faculty of Health Sciences and the Department of Surgery including participation in the education programs of the Faculty and Department.

Selection Process

The selection and designation of the Chairholder will be determined as follows:

- The Dean and Vice-President of the Faculty of Health Sciences will appoint an appropriate selection committee, which shall include, at a minimum, the Vice-Dean, Research, the Chair of the Department of Surgery, and the Associate Chair-Research of the Department of Surgery.
- The selection committee will invite and receive nominations for the Chair and make recommendations for the appointment to the Dean and Vice-President of the Faculty of Health Sciences for approval.
- Once approved, the Dean and Vice-President will forward the selection committee's recommendation to the Senate Committee on Appointments.

It is envisioned that the feasibility of a Division of Spinal Surgery will be examined by the Chairholder, in collaboration with the Dean & Vice-President of the Faculty of Health Sciences and the Chair of the Department of Surgery. It is envisioned that faculty members from the orthopedic surgery and neurosurgery disciplines will alternate as holders of the Chair.

Term

An appointment to the Chair shall be for up to five (5) years, with the understanding that renewal for additional terms is possible based on satisfactory reviews.

Acknowledgement

The incumbent will acknowledge that they hold the *W.H. Kwok Chair in Orthopedic Spinal Surgery Research* in all publications, lectures and any other activities supported through the fund.

January 2021

REPORT TO THE BOARD OF GOVERNORS
from the
EXECUTIVE AND GOVERNANCE COMMITTEE

i. **Actions Taken on Behalf of the Board of Governors**

On April 7, 2021, the Executive and Governance Committee approved, on behalf of the Board of Governors, a request to suspend the election by-laws. Details are contained within the circulated report.

March 4, 2021

TO: Board Executive and Governance Committee
FROM: Andrea Thyret-Kidd, University Secretary
RE: Request to suspend election by-laws

Revisions to the membership of the University Planning Committee (UPC) is currently being approved through the Senate and Board governance processes. The approvals are scheduled to be finalized at the April 22, 2021 Board meeting.

By-law No.2, section 2. (1) in the Board By-laws reads:

The election of members by the teaching staff under Section 8 (1) (f) of the 1976 Act shall be held annually and completed by April 30th

Due to the proposed revisions, the University Secretariat has been unable to conduct elections for the four UPC teaching staff member vacancies. I propose, for this year only, that these specific elections be completed by June 15, 2021.

All other Board elections will be completed in compliance with the By-laws, as per normal.

Motion:

that the Executive and Governance committee, on behalf of the Board of Governors, approve a June 15, 2021 completion date for the 2021-22 UPC teaching staff member elections.

**PRESIDENT'S REPORT TO
McMASTER UNIVERSITY'S BOARD OF GOVERNORS
APRIL 22, 2021**

McMaster Institutional Priorities and Strategic Framework

Following the launch of McMaster's new vision statement earlier this year, I have been working with colleagues across the leadership team to finalize the strategic plan that will guide our University for the next three years, beginning with the 2021/22 academic year. The consultations and discussions that I engaged in over the last year, and which culminated in the *Shape the Future* social media campaign, were extremely helpful in drawing out those issues that members of our community care deeply about, and focusing on the specific areas where we can really differentiate ourselves as a institution. This includes enhancing our learning, teaching and research environment, advancing equity and inclusivity across our campus, collaborating together across Faculties, disciplines, and borders to help solve the major issues facing our world, serving our local and global communities effectively, and developing our staff and operational and administrative supports to be as successful, efficient, and responsive as possible.

The strategic plan included with the Board agenda package focuses our collective efforts around five key priorities, which I regard as fundamental to our work over the next several years:

- **Inclusive Excellence** – aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing, in everything we do.
- **Learning and Teaching** – further advance and support innovation in learning and teaching, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline, and equip our students with the knowledge and skills needed to make a transformative impact on our world.
- **Research and Scholarship** – be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.
- **Engaging Local, National, Indigenous, and Global Communities** – further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters for the benefit of all.
- **Operational Excellence** – enable the administrative operations of the University to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers, and learners.

The strategic plan outlines and provides context for each of these priorities, and then lays out detailed areas of focus and specific goals, with associated activities and metrics in each case. The goal is to create a living document in which all areas of the campus can see themselves, which

captures the key priorities for the institution, and which provides the flexibility needed to allow us to respond effectively as an institution to the post- pandemic world.

The institutional plan is based upon, and consistent with, a number of pre-existing or recently developed strategic documents, including the EDI Strategy and Action Plan, the Community Engagement Strategy and the Teaching and Learning Strategy, and will itself be used as the basis for other planning processes throughout the institution, including the development of performance goals and accountability documents for the coming year. Alongside this will sit the Indigenous Education and Research Strategy which is being developed and led by the Indigenous Education Council.

In addition to the strategic plan, the leadership team is developing a risk pyramid to help evaluate and assess risk related to the various aspects of the plan; this will be reviewed and discussed in further detail with the Audit and Risk Committee. We are also developing a communications strategy to support the formal launch of the strategic plan once reviewed by the Senate and Board of Governors.

Planning for the Future

At our last Board meeting, I spoke about the formation and work of the *Return to McMaster* group, led by our Provost, Susan Tighe, and made up of McMaster researchers, staff, faculty, and students. The oversight committee and the various working groups have been working diligently over the last two months and are focused on making decisions that are agile, evidence-based, and place the health, safety, and wellbeing of our community first.

At this point it is impossible to know exactly how the pandemic will evolve, so we are not yet in a position to make any definitive announcements about the Fall. Our focus has been on finding ways to bring students back to campus for safe and meaningful experiences both inside and outside of the classroom. As long as public health restrictions allow, our plan is to increase the number of on-campus classes, focusing especially on the hands-on, community-engaged, and problem-based learning that McMaster is known for. Faculties, departments, and programs will have some flexibility to decide which modes of delivery work best for their programs and students. Our instructors have already made tremendous efforts to deliver the 2020/21 academic offerings, and we are very aware that their balance and wellbeing must also be at the forefront of our planning.

It is also our aim that students will be able to come to campus regularly throughout the Fall semester and to participate more fully in the life of the University. This might include attending an in-person class or learning opportunity, accessing the library, exercising in the gym, accessing student supports and services, meeting in small groups to collaborate on assignments, or participating in a student club.

We have also been planning for our residences to be open, and will be communicating more details around eligibility and capacity as soon as we are able to. We are also continuing to focus on the needs of our international students, including monitoring visa processing times and other Canadian entry requirements. We have plans in place that have been approved by Public Health

and will be doing everything we can to welcome international students safely to Hamilton and to McMaster.

We are also thinking about staff and working through scenarios for a gradual return to campus, while maintaining the flexibility offered by remote working where this is possible. Looking to the future, we want to be innovative in our thinking about the employee experience and are examining ways to do this, while supporting employee wellness, as well as the University's strategic goals.

There are still lots of unknowns with regard to public health restrictions, gathering limits, and vaccination roll-out and availability, but we will continue to provide updates as more details on the Fall term become available, and are committed to keeping the community informed and to providing certainty as soon as we are able to.

Canada's Global Nexus for Pandemics and Biological Threats

As part of our Board meeting, Dr. Gerry Wright will be presenting an update on *Canada's Global Nexus for Pandemics and Biological Threats*. This initiative is gathering significant momentum as we work to leverage our collective strength and international networks, and build an environment for the world's top experts across disciplines and sectors to work together. Our ultimate goal is to ensure that our collaborative efforts will ensure the world is better prepared to meet the challenges of future biological threats and bolster the international recovery from the ongoing COVID-19 pandemic.

As Dr. Wright will outline, interdisciplinary teams are working to understand and deliver solutions across a range of areas, including:

- Advancing the development of novel treatments and vaccines;
- Identifying powerful diagnostics and creating tools to detect and diagnose threats;
- Developing and testing policy levers and rapidly generating data required for evidence-based policymaking;
- Using epidemiological models to inform decision-makers and support pandemic plans, protocols, and actions; and
- Creating social innovations that allow individuals and systems to withstand and rebound from future threats.

This nexus is intended to establish Canada as a leader among leaders within the international pandemic preparedness ecosystem. Our Public Affairs and University Advancement teams have been working closely with Dr. Wright for many months to raise awareness of, and promote the initiative with, all levels of government, as well as with potential collaborators, partners, supports, and donors; this is the initial focus of our *Brighter World Research Initiative* and an area where McMaster can really hope to make a positive impact for our local, national, and global communities.

CAMPUS UPDATE

New McMaster Rainbow Bursary Fund supports LGBTQ2S+ Graduate Students

As part of the University's ongoing focus on diversity and support for students, the McMaster Rainbow Bursary Fund, the first bursary designed solely for McMaster graduate students who are LGBTQ2S+, has just been launched. Supported by alumnus Ray Brillinger and Cy Hack, with a \$50,000 gift, the hope is that others will be inspired to contribute so more LGBTQ2S+ students can benefit from the bursary fund.

Focus on Employment Diversity Initiatives

For the third consecutive year, McMaster has been ranked one of Canada's Best Diversity Employers in an annual competition that recognizes organizations with successful workplace diversity initiatives in a variety of areas. Although there is much more work to do, progress is being made and there is strong commitment throughout the University to support and advance the Equity, Diversity and Inclusion Strategy and Action Plan, including employment equity initiatives and enhancing inclusive excellence in teaching and research across all academic programs.

Future of Canada Project

The University has just announced the creation of the Future of Canada Project. Supported by a generous \$5M gift from Chancellor Emeritus L.R. "Red" Wilson, this initiative is intended to enable novel and diverse research exploring the possibilities for Canada in the next decade. The Project supports collaboration among McMaster researchers from various fields of study and leverages a national Council of leaders and experts, led by Dr. Samantha Nutt, for their guidance and perspectives. The Project's mandate, over a three-year pilot timeline, is to help amplify the research impact by reaching new stakeholders, including policy makers, business and community leaders, and the public, and to deepen our collective understanding of Canada today and the Canada we would like to see in the future.

Research

Five McMaster Projects receive \$35M in Federal Funding

The Canada Foundation for Innovation (CFI) has awarded more than \$35M to five projects that will build and expand the tools to bolster McMaster's nationally recognized strengths in materials research and healthy aging. The projects include work focused on neutron scattering in McMaster Nuclear Reactor's neutron beam lab, which has the potential to support technologies to reduce greenhouse gas emissions, aid the fight against cancer, Alzheimer's, and antibiotic resistance, and enhance our knowledge of quantum materials; support a platform for Interdisciplinary Research as part of the Canadian Longitudinal Study on Aging to build tools that will help the identification of the early causes of conditions such as mobility impairment, disability, cognitive decline, and other health conditions to inform the development of interventions to increase disability-free healthy life span; develop the work of the Canadian Centre for Electron Microscopy and the Canadian Light Source in a study considering the dynamic characterization of the structure and composition of materials as they evolve under use; support unprecedented multi-scale 3-D imaging of the evolution of the structure of materials under conditions that mimic manufacturing and service, which will support areas as varied as

advanced manufacturing, medical device production, and the construction industry; and work focused on bio-compatible materials engineering, including monitoring from farm-to-fork, transformative photovoltaics, and materials and devices for integrated photonics to maximize the economic and social impact of academic research in nanotechnology.

Vaccines and Long-Term Care: Large McMaster Study receives \$5M in Funding

McMaster researchers are beginning one of the largest single studies focusing on long-term care homes in Canada to find out how well vaccination works in long-term care settings, and which features of the long-term care environment may be directly linked with outbreaks. The Government of Canada, through its COVID-19 Immunity Task Force (CITF), is supporting the study with almost \$5M. This research project is part of *Canada's Global Nexus for Pandemics and Biological Threats*, mentioned earlier in this report.

McMaster-led Team unlocks possible Crohn's Disease Trigger

Potentially game-changing research led by McMaster University scientists may finally bring relief to millions of people worldwide living with Crohn's disease. Investigator Brian Coombes said his team identified a strain of adherent-invasive E-coli (AIEC) that is strongly implicated in the condition and is often found in the intestines of people with Crohn's disease.

Community Engagement

Volunteer Program connects Students with Newcomers to Canada

In partnership with the Canada Connects program in Hamilton, students within McMaster's department of Health, Aging and Society are being matched with newcomers to Canada for virtual conversations. Canada Connects helps familiarize newcomers to Canada with the social, political, and cultural contexts of their new community and provide friendship, advice, and support. As an example, one McMaster student who participated in the program helped his contact to successfully navigate the post-secondary application process.

McMaster's Waterloo Campus assists with Vaccine Clinic Launch

Faculty, staff, and students of McMaster's Waterloo campus worked with health partners in Waterloo to launch an onsite vaccination clinic for the community. Around a hundred students, medical residents, faculty, staff, and volunteers from the regional campus are working at the clinic. The clinic will continue to immunize between 1,000 to 2,000 people a day, seven days a week until the end of August, using the Pfizer vaccine.



President and
Vice-Chancellor

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April 14, 2021

TO: Board of Governors
FROM: David Farrar, President and Vice-Chancellor
RE: **STRATEGIC FRAMEWORK AND PLAN**

After a year of discussions and community consultations, I attach my strategic plan outlining the priorities and key areas of focus for McMaster over the next three years. The five priorities are intended to set out a longer-term direction and aspiration for the University, with the detailed strategic plan laying out the goals, objectives, and metrics that will help us attain these. I have engaged in detailed consultations with the Vice-Presidents, Deans and many leaders across campus and have drawn in reference to a number of pre-existing strategic plans, as well as those currently under development, including the Teaching and Learning Strategy, and Indigenous Education and Research Strategy. The goal is to create a living document in which all areas of the campus can see themselves, which captures the key priorities for the institution, and which provides the flexibility needed to allow us to respond effectively as an institution to the post-pandemic world.

The plan has been reviewed by the University Planning Committee, the Board Executive and Governance Committee, and Senate, all of which provided helpful feedback that has been drawn into the document. Once the Board of Governors has reviewed the document it will be formally launched. Following on from the launch of McMaster's new Vision Statement, I will work with the Communications team to publicize the plan and areas of focus, with the goal of conveying the excitement of the community's feedback and suggestions, and the energy of our University's determination to make a positive difference to our world, both locally and globally.



INSTITUTIONAL PRIORITIES AND STRATEGIC FRAMEWORK

PRESIDENT'S MESSAGE

The many discussions and consultations I engaged in during 2020 with members of the McMaster community and beyond provided a great deal of feedback and thoughtful commentary about our collective aspirations and goals. A clear picture emerged of the commitment of members of our University to making a positive impact on the world, developing the partnerships and collaborations needed to support our scholars and ensure that we are well positioned to tackle the major local and global issues we face, and building a clear sense of community and belonging for everyone. This collective sense of ambition and desire for positive, societal impact is captured in our *refreshed vision statement*:

Impact, Ambition and Transformation through Excellence, Inclusion and Community: Advancing Human and Societal Health and Well-being

This new vision statement is intended to capture both the depth of our collective aspirations and desire for impact, as well as our commitment to inclusive excellence and serving the global community in all that we do. In referencing the current positioning statement, the vision statement links McMaster's historical and continuing strengths and commitments with our intentions and goals for the future.

Despite the challenging times in which we all find ourselves, I am extremely optimistic about our University and all that we can achieve together. As a number of colleagues have remarked to me recently, it is time for us to start dreaming again. I invite all members of our community to do exactly that.

The Strategic Plan which follows focuses our collective efforts around five key institutional priorities and lays out a strategic framework for addressing them. I intend this to be a living document, reflective of our nimbleness and innovative approach, and look forward to working with the entire McMaster community to bring both our vision and strategic plan to life and increase our positive impact locally and globally.

David Farrar
President and Vice-Chancellor

OVERVIEW

Mission Statement: *At McMaster our purpose is the discovery, communication and preservation of knowledge. In our teaching, research, and scholarship, we are committed to creativity, innovation and excellence. We value integrity, quality, inclusiveness and teamwork in everything we do. We inspire critical thinking, personal growth, and a passion for lifelong learning. We serve the social, cultural, and economic needs of our community and our society.*

McMaster University is a research-intensive, student-centered institution dedicated to advancing human and societal health and well-being. We are a uniquely differentiated institution with a global reputation for innovation in teaching and learning — closely aligned with world-leading research excellence that generates significant knowledge, enables creativity, advances human understanding, and delivers positive societal and economic impact.

McMaster is focused on preparing our students to be engaged and thoughtful citizens, equipped with the skills, knowledge, resilience, and understanding needed to make a positive and effective contribution to the world. As we transition through the current pandemic and evolve as an institution, we are well-equipped to continue to provide an outstanding, personalized learning environment for our students, whether in the virtual or the physical environment, and to take advantage of the many opportunities for innovative interdisciplinary programming and collaboration that is a McMaster hallmark.

Across all six Faculties, we have the ability and the creativity to partner and collaborate on the knowledge, discoveries, and innovation that are needed to make a positive and decisive impact on our society and world. It is this nimbleness and engagement across Faculties and academic disciplines, as well as across borders as we collaborate with scholars and research teams from other universities and countries, that will support our successful evolution into a post-pandemic world. Our recognition of the importance and power of diversity at all levels of the University is a vital part of our strength, as is our approach to the building of partnerships based on mutual respect and reciprocity, whether at the local or the global level.

Our vision is to use our collective skills, knowledge, and understanding to improve the world and to make an impact in addressing the big issues we face ranging from climate change to health and well-being, inequity, poverty, disease, and access to education, to name but a few. Across our Faculties, McMaster's researchers, scholars, teachers, and students have the knowledge, creativity, and skill to work together across disciplinary boundaries and knowledge systems to find solutions to these and other global issues. In nurturing and supporting excellence across the institution and at all levels, we have the ability to emerge strongly from the pandemic, to contribute to the local and global community in significant and impactful ways, and to empower our students to transform our world.

INSTITUTIONAL PRIORITIES

McMaster's Strategic Plan is based around five key priorities:

- **Inclusive Excellence** – aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing, in everything we do.
- **Learning and Teaching** – further advance and support innovation in learning and teaching, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline, and equip our students with the knowledge and skills needed to make a transformative impact on our world.
- **Research and Scholarship** – be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.
- **Engaging Local, National, Indigenous, and Global Communities** – further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters for the benefit of all.
- **Operational Excellence** – enable the administrative operations of the University to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers, and learners.

These priorities form the foundational elements of our plan with each priority becoming a strategic goal with associated objectives, activities, and metrics. It is intended to be a living and evolving document and will serve as McMaster's agenda and accountability statement for the next three years.

SUMMARY OF PRIORITIES AND APPROACH

Inclusive Excellence – aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing, in everything we do.

Inclusive Excellence is an approach that recognizes that a diversity of peoples, perspectives, knowledges, and ways of knowing must be intentionally and authentically engaged to achieve McMaster's vision for excellence and transformational impact through student learning, scholarly research, and global and local community engagement. In aspiring and working to be an inclusive community we recognize that diversity is our strength and that better outcomes and greater impact are achieved as our diversity is increased.

To secure and sustain the requisite diversity for educational and academic excellence, the University has already established a robust EDI Strategy and is implementing a comprehensive Action Plan with a three year time horizon. Strategic actions, which aim to achieve four broad goals, have been identified across six thematic objectives: (1) enhancing campus-wide understanding and efficacy; (2) enhancing data-informed and evidence-based planning and practice; (3) improving inclusivity of curriculum and scholarship; (4) enhancing inclusive leadership capabilities; (5) enhancing support, consultation and engagement of historically underrepresented and underserved students, faculty and staff; and (6) enhancing recruitment and retention of historically underrepresented students, faculty, and staff.

Alongside this institutional strategy, and recognizing the unique position of Indigenous peoples within our community and society, as well as the obligations arising from McMaster's commitment to respond to the recommendations of the Truth and Reconciliation Commission of Canada, an Indigenous Education and Research strategy is being developed under the leadership of the Indigenous Education Council.

Learning and Teaching - further advance and support innovation in learning and teaching, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline and equip our students with the knowledge and skills needed to make a transformative impact on our world.

The response to COVID-19 has necessitated major changes to the teaching and learning environment. While McMaster remains focused on ensuring that faculty, staff, and students have the technological and other supports they need to succeed in this changed learning environment, this is also an opportunity to harness the positive aspects and technological advances that have been made as we focus on active learning and ensuring the best possible educational experience for our students. The Teaching and Learning Strategy will address this in further detail, but our overall goal is to define and expand experiential-based learning, locally and globally, both curricular and co-curricular, through partnerships and interdisciplinarity, and provide innovative and varied approaches to inclusive and scholarly teaching that are focused on creativity, risk-taking, and reflection, and elevate teaching as a professional discipline.

Ultimately, we are preparing our students to make a positive impact on the world, recognizing that one of the major contributions to society that McMaster can make within Canada and beyond is graduating students who can serve as thoughtful and resilient global citizens and can make, advocate for, or support effective and positive change in the world.

Research and Scholarship - be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.

The ongoing pandemic has brought into sharp focus the importance of accurate data and research, and the need for interdisciplinary approaches to solve the biggest problems facing our world.

McMaster has the ability and ambition to make a transformative, positive impact at the local, regional, national, and global level in areas ranging from physical and mental health to pandemic preparedness, climate change, social justice, Indigenous Ways of Knowing, and advanced manufacturing (to name just a few). Our goal is to be a global leader, recognized for our ability to solve the complex issues facing our world; using our knowledge and creativity to enable a fairer, more equitable future for everyone. The impact of our research and scholarship, particularly as it relates to the UN Sustainable Development Goals, a series of critically important, interconnected goals, is a key area of focus across the campus. The launch of the *Brighter World Research Initiative*, with the initial focus on Canada's Global Nexus for Pandemics and Biological Threats, in which all six Faculties are involved, provides a path to focus our revenue-generation efforts in support of our researchers and demonstrate the global impact of the work undertaken in labs, libraries, and offices across our campus and with our partners.

Our scholarship encompasses fundamental research, artistic and cultural endeavours, and community-based and interdisciplinary collaborations, all of which contribute to the body of human knowledge and to our broader understanding of our world and the global issues we face. Our intention is to develop ambitious and strategic goals for our research and scholarship over the coming months and to further extend our institutional networks, impact, and influence.

Engaging Local, National, Indigenous, and Global Communities - further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters, locally, nationally, and globally, for the benefit of all.

McMaster has a critically important and ongoing role to play in the transformation of Hamilton, our region, and our country, and an equally important role to play in fostering global partnerships and citizenship. Our goal is to continue to work in partnership with our City and our local Indigenous communities, and operate as a trusted and respectful partner to the communities we serve, both locally and globally, engaging in principled partnerships with communities to foster and promote community-based research and knowledge mobilization. We also seek to expand community engaged and globally connected educational offerings, including enhancing the opportunities available in a virtual environment. Alongside this we are committed to teaching and modelling a sense of positive global citizenship, engaging in discussions about public policy, data and democracy, and fostering the skills of critical thinking and comprehension needed to evaluate information and seek truth and accuracy.

Although the restrictions on travel arising as a direct result of COVID-19 have changed the way we collaborate and engage at an international level, international research collaborations and partnerships continue to flourish as our researchers and scholars find ways to connect and continue their research in the virtual environment. We remain focused on building and expanding effective international partnerships at the undergraduate, graduate, and faculty level, and on further enhancing the global profile of the University.

McMaster also remains deeply committed to building on our longstanding partnership with Indigenous communities in the Dish with One Spoon territory and to working closely and respectfully to advance our response to the recommendations of the Truth and Reconciliation Commission.

Operational Excellence - enable the administrative operations of the University to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers, and learners.

To ensure the best possible support for our faculty, staff and students, it is vital that we have professional, inclusive, and highly efficient administrative processes in place across all areas of the University. Our goal is to modernize and streamline systems and processes in all areas and to enable the administrative areas of the University to be creative and innovative, responsive to changing circumstances, and equipped with the training and resources needed to support and enable the work of our researchers, scholars, teachers, and learners. We will continue our renewal of administrative processes across all areas of the University and will seek to leverage and apply best practices, modernize processes, and enhance services, no matter where the work is performed. We will also continue and advance our focus on sustainability, environmental stewardship, and accessibility across our campus operations.

We will also continue to support our staff in a way that is responsive to the evolving needs of our diverse community, advancing professional development, inclusive learning and growth, and supporting personal well-being and a sense of community and belonging. Recognizing the importance of our EDI and Indigenous Strategies, we are also committed to the continued development of opportunities for ongoing education and leadership training for administrative leads and to implementing equitable administrative processes that reflect and respect those strategies.

STRATEGIC PLAN: GOALS, OBJECTIVES, AND ACTIVITIES

Priority 1: Inclusive Excellence

<p><i>Goal: aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing, in everything we do.</i></p>		
<i>Objectives</i>	<i>Activities</i>	<i>Assessment Metrics</i>
<p>Systems and Structures - Establish and enact organizational systems, structures, policies, and processes that mobilize and sustain Equity, Diversity and Inclusion (EDI) commitments and resources through leadership, governance, and accountability.</p>	<p>Enhance the campus community understanding of inclusive excellence as an institutional imperative, and improve campus-wide EDI efficacy.</p>	<p>The extent to which EDI priorities and goals are integrated in institutional strategic documents and implemented across unit portfolios with adequate resources.</p>
	<p>Enhance inclusive leadership capabilities by establishing baseline EDI training requirements and offering ongoing professional development.</p>	<p>The proportion of current board and senate members, executive officers and senior academic/administrative leaders who self-identify as members of Equity Deserving Groups (EDG) and the proportion who complete the baseline EDI training designed for senior leadership and governing bodies.</p>
	<p>Enhance systems and resources to support data-informed and evidence-based EDI-related planning, decision-making, and practice.</p>	<p>The extent to which EDI efforts are resourced and set up for success, measured by the proportion of human and financial resources allocated to advancing strategic EDI priorities and goals.</p>
<p>Enhance and Innovate - Develop and advance research and academic programs, teaching and learning practices, and broader educational opportunities, in a manner that exemplifies inclusive excellence, interdisciplinary approaches, societal relevance, and impact in</p>	<p>Enhance inclusivity and opportunities for interdisciplinarity in curricula and scholarship across Departments and Faculties.</p>	<p>The extent to which students have opportunities to develop EDI-related academic and professional skills, measured as the proportion of IQAP submissions that address EDI in curriculum design,</p>

<p>diverse local, regional, national, and global communities.</p>		<p>the proportion of courses with critical social inquiry/practice learning outcomes, and student enrolment in these courses.</p> <p>The extent to which EDG scholars and EDI-related scholarship are recognized and rewarded in the research ecosystem, measured by the proportion of Tri-agency grants and chairs awarded to members of EDGs and the proportion that support EDI-related research methods and impacts.</p> <p>The extent to which EDG faculty and staff are recognized and rewarded in teaching and service, measured by the proportion of EDGs awarded University teaching and service honorifics.</p>
<p>Community Building - Build and support a community continuously developing attitudes, knowledge, and skills to foster positive interpersonal and intergroup relations, a culture of respect and inclusion, and a climate where all members of the community experience dignity and belonging.</p>	<p>Enhance opportunities for meaningful consultation with, engagement of, and provision of support to historically underrepresented and underserved students, faculty and staff.</p>	<p>The extent to which community members feel a sense of dignity and belonging, measured by self-reported experiences of respect, inclusion and equity.</p> <p>The extent to which managers are equipped to advance EDI, and the extent to which community members are equipped to foster respectful, inclusive and equitable relationships, measured by the proportion of individuals who participate in baseline EDI training designed for those groups.</p>

<p>Promote Diversity - Attract and engage a campus community of learners, scholars, practitioners, and leaders that reflects local and national demographic diversity, including groups historically and contemporarily underrepresented, underutilized, and underserved in higher education.</p>	<p>Enhance the recruitment and retention of historically underrepresented students, faculty and staff through targeted initiatives, including the Black Academic Excellence hiring initiative, the student access strategy, and the targeted hiring of Indigenous faculty and staff in alignment with the Indigenous Education and Research strategy.</p>	<p>The extent to which admissions and employment policies and practices integrate EDI principles and priorities, and decision-makers/adjudicators are equipped to identify and remove barriers to student access and success, as well as in employee recruitment, progression and retention policies and practices.</p> <p>The extent to which EDG students and employees have opportunities to enter, advance and succeed in the University, measured by recruitment, progression and retention data.</p>
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Priority 2: Learning and Teaching

<p><i>Goal: Further advance and support innovation in learning and teaching, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline and equip our students with the knowledge and skills needed to make a transformative impact on our world.</i></p>		
<p><i>Objectives</i></p>	<p><i>Activities</i></p>	<p><i>Assessment Metrics</i></p>
<p>Continue to engage in Partnered and Interdisciplinary Learning, exemplifying an environment that is inclusive of diverse perspectives across disciplines and embraces global insights in all aspects of the learning experience and that engages students as partners and active participants in the learning process, eliciting their deep curiosity to explore beyond traditional disciplinary boundaries and supporting them to become globally engaged citizens.</p>	<p>Design and implement structures that enable students to be active partners in the learning process and engaged through peer support, mentorship, teaching, research, and community learning.</p> <p>Identify and remove structural barriers (policies, processes, practices) to interdisciplinary learning across the University and find ways to enable, support, recognize and reward interdisciplinary teaching and learning.</p> <p>Apply an EDI lens to teaching and learning activities, including developing strategies to</p>	<p>Numbers of Interdisciplinary and Inter-Faculty Degree Programs developed and implemented.</p> <p>Student reflections, feedback and assessment of interdisciplinary learning experiences.</p>

	<p>ensure diverse perspectives and expansive ways of knowing are respected and valued.</p> <p>Develop an agreed McMaster definition of “experience-based learning” and seek to expand experience-based learning, locally and globally, providing for a range of approaches to teaching and learning that are focused on skills development, application, and reflection.</p>	<p>Agreement of a McMaster definition of “experience-based learning” and increased numbers of students who are provided with experience-based learning opportunities.</p>
<p>Focus on the continued development of Holistic, Transformational, and Personalized Student Experiences, recognizing that our graduate and undergraduate students are at the core of our community and are critically important in advancing the positive impact of our University through their engagement as students in research, creative projects, social and commercial innovation, and the development of local and global connections, and post-graduation as they make use of the knowledge and skills acquired at McMaster. The development of a holistic student experience, beginning in the first-year and extending beyond the classroom, is intended to promote personal growth, support health and well-being, and enhance a sense of belonging and connectedness in our community.</p>	<p>Implement increased opportunities for first year students to engage in small group learning experiences, high impact learning practices, and interdisciplinary learning to foster curiosity and possibility.</p> <p>Remove barriers and promote flexibility and choice for students upon entry into programs and throughout program progression to allow for a personalized educational experience.</p> <p>Enhance and expand teaching development opportunities for educators around student mental health, inclusion, accessibility, and safety needs (e.g., course design, compassionate response to student needs).</p> <p>Support students in their personal and professional development beyond the classroom, through co-op and internship opportunities, including on campus and international work placements, opportunities to lead and participate in clubs and societies, to launch their own ventures, to live and act as mentors in on-campus residences, to volunteer within the community, and to participate as members of varsity and intramural teams.</p> <p>Explore expanded ways to support students as they prepare to enter the job market and begin their careers, ensuring that they are equipped with the skills to be successful in the evolving modern workplace, as well as the more traditional core learning outcomes.</p>	<p>Numbers of first-year programs that allow for a small group learning experience.</p> <p>Expanded suite of teaching development opportunities related to student mental health, inclusion, and accessibility.</p> <p>Increased number of students living in residence as additional residence spaces become available; increased number of co-op/internship opportunities; increased number of work-abroad opportunities; increased number of volunteer opportunities and students employed on campus (work-study and co-op).</p> <p>Enhanced careers support and advice available centrally and within Faculties and Departments, including making use of the</p>

	<p>Focus on the development of modern, inspiring physical spaces that enable and promote connectedness and community within the student body, and support academic success, personal growth, and health and well-being across our diverse student body.</p>	<p>expertise and support of McMaster's alumni and broader community of supporters.</p> <p>Completion of the Student Activities and Fitness Expansion, providing 100,000 square feet of fitness, study, event, lounge, prayer and meeting space; completion of the Main Street and Graduate Student Residences; and completion of the McLean Centre for Collaborative Discovery, including collaborative, academic, innovation, and community space.</p>
<p>Support and advance Inclusive and Scholarly Teaching, valuing and recognizing teaching as a foundational aspect of the McMaster experience and encouraging creativity, risk taking, and originality in our teaching practices. Continue to focus on the critically important integration of research and teaching at all levels across the University and embed EDI principles into teaching excellence.</p>	<p>Refine policies and processes to demonstrate that teaching is valued and recognized as a professional practice, including the establishment of a knowledge translation and exchange process to support research-based teaching practice.</p> <p>As our learning environments and teaching approaches continue to evolve, further promote innovation and improvement in the assessment and evaluation of student learning, as well as in the evaluation of the quality, relevance, and impact of teaching.</p>	<p>Policies reviewed and updated to more clearly recognize and value teaching.</p> <p>Development of a process to share educational research and scholarly literature on teaching to support practical advances to teaching processes.</p> <p>Development of meaningful, authentic means of assessments that promote learning and foster collaborative projects and evaluations, and provide means to recognize the quality and impact of teaching.</p>
<p>Focus on the development of Active and Flexible Learning Spaces, ensuring that whether in an online, face-to-face, or blended format, we use learning spaces with intention and purpose. Beginning with learning outcomes our goal is to</p>	<p>Develop best practices for learning that are focused on the intentional consideration and integration of on-campus learning spaces (classrooms, labs, libraries, studios), online learning spaces, and community spaces for learning.</p>	<p>Development of best practices that allow for the intentional integration of on-campus, blended, and online learning spaces.</p>

align our spaces to support those outcomes, ensuring accessibility and inclusivity in order to meet the diverse needs of our community members.	Design all new physical and virtual spaces to be universally accessible: designed to be supportive, barrier-free, mental health positive, and adherent to policies relating to health, safety, accessibility, and inclusion, and engage members of relevant communities in design discussions wherever appropriate.	
Recognizing the ways that online and virtual classrooms have changed the teaching and learning environment for both our educators and our students, use evidenced based research to make decisions about tools and platforms to optimize learning in the digital environment.	Develop and implement a clear Digital Learning Strategy that enhances and complements the face-to-face learning experience.	Development and implementation of McMaster's first Digital Learning Strategy.

Priority 3: Research and Scholarship

<i>Goal: be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.</i>		
<i>Objectives</i>	<i>Activities</i>	<i>Assessment Metrics</i>
Global Leadership and Impact - Redefine how McMaster engages in research and scholarship to enable us to work together across disciplines, tackle major global issues, advance our global leadership and the positive impact of our research, and expand the body of human knowledge and understanding.	<p>Building on our rich history of research excellence, develop and support an environment that enables basic and applied research to excel across disciplines, knowledge systems, sectors, and borders, that enables us to tackle major global issues, and to recruit and retain the highest calibre faculty and graduate students.</p> <p>Create structures that allow our research centres and institutes to build capacity, attract faculty, and design academic programs to ensure a seamlessness between teaching and research.</p> <p>Build flexibility into Tenure & Promotion and Career Progress Merit structures to encourage and recognize researchers and scholars who move across disciplines to advance the output and impact of their work through interdisciplinary institutes.</p>	<p>Advancement of EDI goals; increased number of highly cited researchers; increased number of prestigious national and international awards.</p> <p>High-performing, globally recognized research centres and institutes; opportunities for interdisciplinary graduate programs; seamless integration of research and teaching; increased collaborations with academic, industry, and government partners.</p> <p>Increased funding received from federal granting agencies; increased multi-</p>

	<p>Invest resources in research administration (MILO, ROADS, HRS) to maximize the institutional support and reduce the administrative burden for our researchers.</p> <p>Design pathways for Indigenous undergraduate students – who wish to pursue a research path – to facilitate entry into graduate programs.</p>	<p>disciplinary and multi-institutional grant applications, and strategic partnership development; greater success in major innovative, comprehensive and competitive funding competitions.</p> <p>Creation of mentorship programs; increased investment in Indigenous Undergraduate Summer Research Scholars Program.</p>
<p>Be a driver of Economic Prosperity and Social Innovation</p>	<p>Create a seed fund to support early stage start-ups coming out of research.</p> <p>Develop mechanisms to support student and faculty entrepreneurs throughout the entire innovation pipeline – from idea to implementation – and help bridge to scale-up within McMaster Innovation Park’s space and capacity. Provide sufficient flexibility in enrolment and support for graduate student entrepreneurs to allow the development of start-ups and social innovation initiatives at different points within academic careers, including mid-degree.</p> <p>Develop a process for allocating space and/or resources on the strength of the potential for commercial or innovation success and opportunities for diverse teams of researchers.</p> <p>Invest resources to expand mentorship and Entrepreneur-in-Residence programs to increase opportunities for impact.</p> <p>Coordinate all mentorship networks and engage alumni to support innovation initiatives.</p> <p>Recognize and resource foundational research as critical to knowledge transfer, social innovation, commercialization, and the</p>	<p>Increased number and quality of start-ups and licenses; increased opportunities for additional follow-on financing.</p> <p>Increased number of spin-offs; job creation and growth for Hamilton region; increased inventions and copyright disclosures submitted and patents filed; enhanced opportunities for partnerships and private sector funding.</p> <p>Increased social innovation projects and partnerships with community partners and entities.</p> <p>Streamlined activities and access to experts/mentors to expand number of ventures; increased community outreach and alumni engagement.</p> <p>Recognition of contributions to the body of human knowledge</p>

	advancement of our society and strengthening of civil life.	through citations, increase in peer reviewed publications, artistic and cultural performances, and social impact.
Collaboration and Partnership - Expand our international outreach, influence, and impact through research partnerships, collaborations, and exchanges, as well as through contributions to the body of human knowledge.	<p>Establish key international partnerships to accelerate research excellence and exceptional educational experiences.</p> <p>Develop a strategy to increase the number of students and researchers who participate in international partnership exchanges and research collaborations.</p> <p>Capitalize on reputation, talent, and capacity of centres and institutes to develop innovative international partnerships and academic exchanges.</p>	<p>Increased ability to address UN Sustainable Development Goals; make a positive difference to the world, attract global recognition, and enhance our ability to attract international talent – faculty and students.</p> <p>Increased number of new international partnerships; international grants; exchange programs for graduate and undergraduate students; opportunities for co-supervision and co-authored publications; rise in international rankings.</p> <p>Graduate students with global awareness, understanding, and immersive cultural experiences – no matter their discipline or chosen profession.</p>

Priority 4: Engaging Local, National, Indigenous, and Global Communities

<i>Goal: further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters, locally, nationally and globally, for the benefit of all.</i>		
<i>Objectives</i>	<i>Activities</i>	<i>Assessment Metrics</i>
Further advance the <i>Principles of Community Engagement</i> as the foundation of community-campus partnerships, developing the many connections between the University and the greater Hamilton community and local Indigenous communities,	<p>Build collaborative relationships across sectors ensuring that the principles of equity, reciprocity, and sustainability are the foundation of the relationships.</p> <p>Improve campus communications to lessen duplication of effort and to coordinate</p>	<p>Increased numbers of connections and partnerships based on the principles.</p> <p>Alignment of funding opportunities and</p>

<p>expanding the number of principled partnerships with communities, ensuring that they address both community and University priorities, and fostering and promoting community-based research and knowledge mobilization.</p>	<p>requests and responses to community priorities.</p> <p>Develop connections between researchers and community partners and continue to identify and work toward eliminating barriers to community-based research and knowledge mobilization.</p> <p>Strengthen McMaster's role as a national leader in community engagement, social innovation, and social impact, ensuring ongoing collaboration with universities, colleges, and relevant networks and organizations to share best practices and coordinate efforts to address societal challenges.</p>	<p>distribution strategies with partnership development and collaborations.</p> <p>Appropriate recognition of work done by faculty, staff, students, and community partners that aligns with the principles.</p> <p>Enhanced communication about the impact and outcomes of McMaster's community engagement initiatives locally, nationally, and globally.</p>
<p>In support of our goal of developing our students as engaged and thoughtful global citizens, support and expand curricular and co-curricular experiential and community engaged and globally connected educational offerings, including enhancing the opportunities available in a virtual environment.</p>	<p>Enhance and develop experiential and community engaged learning experiences, including developing, designing, and curating community informed educational resources for remote and in-person experiential and community learning.</p> <p>Promote curricular and co-curricular experiential and community engaged learning opportunities, with the goal of ensuring that all students have access to quality experiential and community engaged learning opportunities.</p> <p>Engage in activities that promote the internationalization of our curriculum including engaging with international partners to give lectures and host events, and promoting campus-wide opportunities for cross-Faculty dialogue to facilitate knowledge dissemination and foster interdisciplinary international interactions.</p>	<p>Increased numbers of curricular and co-curricular community engaged and globally connected experiences available to students in both the remote and in-person learning environment.</p> <p>Develop a portfolio of collaborative on-line international learning (COIL) opportunities; engage with and contribute to the eMOVIES initiative in Latin America</p>
<p>Recognizing the unique position of Indigenous peoples within our community and society, support and advance the Indigenous Education and Research Strategy being developed under the leadership of the Indigenous Education Council.</p>	<p>Continue to respond to and advance the recommendations of the Truth and Reconciliation Commission of Canada with regard to addressing the systemic barriers experienced by Indigenous learners, faculty and communities, including advancing the enrolment and hiring of Indigenous students, faculty, and staff across the University.</p>	<p>Successful hiring of increased numbers of Indigenous faculty and staff, and increased enrolment of Indigenous students.</p>

	<p>Support the implementation and advancement of the Indigenous Education and Research Strategy once finalized.</p> <p>Support the growth and advancement of the Indigenous Studies Program, including its evolution from a program to a Department, and the creation of a graduate program in Indigenous Studies.</p>	<p>Evolution of the Indigenous Studies Program into a Department and the creation of a graduate program in Indigenous Studies.</p>
<p>Continue to develop and advance our engagement with the global community guided by principles of integrity, reciprocity, reflexivity, sustainability, and transformation, through our course offerings, international exchange opportunities, research collaborations, and opportunities for knowledge dissemination, and interdisciplinary international interactions.</p>	<p>Foster global citizenship among students, faculty, staff, and administration through institutional participation in global initiatives, including international partnerships in support of research and academic excellence, and engagement in addressing global issues.</p> <p>Integrate global awareness in students' learning and co-curricular experiences, both on campus and through international mobility, including exchange programs, joint international programming, the joint supervision of Ph.D. students, and related international engagement for education.</p> <p>Develop a significant set of equitable merit-based graduate scholarships for international graduate students to expand the range of programs to which international graduate students can be accepted and supported, establish a competitive advantage for McMaster, and promote the global diversity of our graduate researchers.</p> <p>Identify specific institutions, countries, and regions that offer the best opportunities for sharing of learning and knowledge, as well as enhancing research, education, and social and economic development.</p> <p>Support international research and scholarships, including giving tangible evidence to staff and faculty that international engagement is a valued activity.</p>	<p>Increased numbers of joint international programs, student exchange arrangements, jointly-supervised Ph.D. projects, and dual degree programs.</p> <p>Development of a foundational Global Engagement course available to all students</p> <p>Increase in faculty and student engagement in virtual global learning opportunities</p> <p>Development of an institution-wide strategy identifying key institutions, countries, and regions to engage with for mutual benefit.</p> <p>Enhanced communication about the impact and outcomes of McMaster's global and community engagement initiatives locally, nationally, and globally.</p>

Priority 5: Operational Excellence

Goal: enable the administrative operations of the University to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers, and learners.		
<i>Objectives</i>	<i>Activities</i>	<i>Assessment Metrics</i>
<p>Integrated Planning - Through integrated planning between the administrative and academic leadership of the University, adopt a “One University” approach to ensure that operational policies and processes and organizational design are optimized to deliver high quality, nimble, and efficient support services to our diverse community of researchers, scholars, teachers, and learners.</p>	<p>Build out service delivery and governance platforms for core functional services on a cross-campus basis, creating platforms and communities to facilitate integrated planning and action and finding models that facilitate a decentralized delivery model while ensuring comparative effectiveness and efficiency among peers.</p> <p>Invest in the professional development of administrative staff across the campus and ensure that the organizational design facilitates high quality service delivery.</p> <p>Continue to play a leadership role in global and national study groups and with selected partners to identify and implement best practices.</p>	<p>Refreshed Administration strategy.</p> <p>Benchmarks: service effectiveness and efficiency.</p>
<p>Transformative IT Structure - Working as a connected community, McMaster will deliver a seamless foundation of core and transformative information technologies and services, accelerating the University’s teaching, learning, and research mission and enabling engagement, adaptability, and connections at all levels of the institution.</p>	<p>Develop a standardized, scalable, and integrated technology infrastructure as the foundation for transformative information technologies and services.</p> <p>Invest in strong data integrations and automation tools to create ‘delightful’ technologies and world-class experiences for students, faculty, and staff.</p>	<p>Integrated service desks; networking tools; asset management and IT career frameworks to facilitate community development.</p> <p>Completion of critical infrastructure to support research and teaching/learning; robust information security and data protection.</p> <p>Delivery of transformative solutions such as 0365 applications; CRM; document management; mobile applications; research technology and data governance.</p> <p>Benchmarks: IT and transformational</p>

		expenditures; maturity assessments.
<p>Cultivate human potential by enabling University strategy in a manner which is responsive to the evolving needs of our diverse community, delivering service excellence, pursuing opportunities for ongoing improvements to service delivery models and empowering and supporting professional development, inclusive learning and growth, and a sense of community and personal well-being.</p>	<p>Build out the suite of Human Resources philosophies, policies, and programs to support an engaged and inclusive campus community that attracts, retains, and supports the high-calibre, diverse talent needed to deliver the University’s strategy.</p> <p>Continue to develop and advance a diverse range of professional development programs, leadership training, opportunities for inclusive learning and growth, and well-being initiatives and work to increase awareness of such programs and opportunities.</p> <p>Continue to implement and advance the various action items identified by the HR Review, modernizing and enhancing payroll, service delivery models, and professionalizing HR support across the campus.</p> <p>Review learnings from COVID-19 and retain positive workplace flexibility practices and use of technology in “back to campus” planning, and in support of personal well-being for faculty and staff across the institution.</p>	<p>Refreshed HR Strategy, integrated with the EDI strategy.</p> <p>Completion of HR Review action plans.</p> <p>Benchmarks: Improved service effectiveness and efficiency; campus health and well-being; workforce planning; bargaining mandate achievements; increased awareness of and engagement with professional and personal training programs.</p>
<p>Campus Environment - Provide a functional, accessible, sustainable, and attractive campus environment that promotes and supports learning, teaching, research, and community engagement, together with a high-quality service and support to building occupants.</p>	<p>Design, construct and maintain signature buildings to deliver contemporary research, teaching, learning, and administrative space that facilitates University strategy, delivers on our sustainability goals, and supports the attraction of high-calibre faculty, staff, and students.</p> <p>Advance and support the development of McMaster Innovation Park consistent with University research, innovation, commercialization, and revenue generation strategies.</p>	<p>Refreshed Facilities strategy</p> <p>Completion on budget and on schedule of approved capital projects.</p> <p>Benchmarks: service effectiveness, sustainability, and efficiency</p>

<p>Living Laboratory for Sustainability - Engage our community as we work to transform our campus into a living laboratory for sustainability, accessibility, and inclusion, focusing on carbon reduction, energy and waste management, with the ultimate goal of being a carbon free campus.</p>	<p>Work with stakeholders to consider recommendations for the sustainable use of West Campus.</p> <p>Develop a sustainability plan and annual report in a cross-campus collaboration evidencing the University's commitment to the relevant UN Sustainable Development Goals and supporting progress towards a carbon free campus.</p>	<p>Refreshed Campus Master Plan</p> <p>Sustainability Report</p> <p>Energy Management Plan Initiatives</p> <p>Benchmarks: GHG consumption; utility costs</p>
<p>Financial Stewardship and Risk Mitigation - Develop and steward the University's financial assets, including the development of alternative revenue strategies to optimize and enable institutional priorities. Ensure McMaster retains a strong and sustainable financial position that takes account of risk and engages appropriate mitigation strategies.</p> <p>Through cross-campus collaboration ensure that financial systems are secure and provide effective and efficient service to the University community.</p>	<p>Continue to build out the University's capital planning processes to ensure the optimal use of financial resources.</p> <p>In addition to the fundraising and stewardship initiatives led by University Advancement, develop the Alternative Revenue Strategy for the University, including the development of the real estate portfolio, research commercialization initiative, and a sustainable and financially-responsible development plan for McMaster Innovation Park that generates long-term value for the university, financially, reputationally, and academically.</p> <p>Execute ancillary service recovery plans post-pandemic, returning them to high-functioning student and campus support services that contribute meaningfully to the University's financial position.</p> <p>Complete the review of the University's approach to risk management and related organizational structure, with the goal of ensuring the risk review and mitigation is embedded within decision-making practices.</p>	<p>Board-approved Alternative Revenue Strategy with relevant aspects activated.</p> <p>Alongside the ongoing carbon reduction strategy, develop a formal strategy to allow the University to meet its divestment goals, as well as promoting the ongoing sustainability of the campus.</p> <p>Benchmarks: Bond rating; Investment Management performance; investment portfolio carbon measurements; deferred liability funding.</p> <p>Completion of the review and development of an implementation plan.</p>

REPORT TO THE BOARD OF GOVERNORS
from the
EXECUTIVE AND GOVERNANCE COMMITTEE

i. **Revisions to Board By-Laws – University Planning Committee**

At its March 4, 2021 meeting, the Board of Governors approved in principle, on the recommendation of the Executive and Governance Committee, proposed revisions to the University Planning Committee Terms of Reference and membership. Details of the proposed revisions are contained within Attachment I of the circulated report.

It is now recommended,

that the Board of Governors approve the attached revisions to the terms of reference membership of the University Planning Committee within the Board of Governors By-Laws, as amended.

ii. **Revisions to Board By-Laws**

At its April 7, 2021 meeting, the Executive and Governance Committee reviewed and approved, for recommendation to the Board of Governors, revisions to the Board by-laws. Details of the proposed revisions are contained Attachment II of the circulated report.

It is now recommended,

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

Board of Governors: FOR APPROVAL
April 22, 2021

**REPORT TO THE SENATE
FROM THE
COMMITTEE ON BY-LAWS**

Open Session (Regular Agenda)

Senate accepted Notice of Motion for the amendments to the University Planning Committee Terms of Reference at its meeting on March 10, 2021.

1. Amendments to the University Planning Committee Terms of Reference

At its meeting on March 18, 2021, the Committee reviewed and recommended that Senate approve the amendments to the University Planning Committee Terms of Reference.

The Senate Committee on By-Laws now recommends,

that Senate, on the recommendation of the Committee on By-Laws, approve the proposed amendments to the University Planning Committee Terms of Reference, as circulated.

**SENATE: FOR APPROVAL
April 14, 2021**

THE UNIVERSITY PLANNING COMMITTEE¹

114.

- a) The University Planning Committee shall consist of the following membership:

Ex Officio Members

Chancellor
Chair of the Board of Governors (or delegate)
Vice-Chair of the Board of Governors (or delegate)
President-~~the~~
Provost, who shall be Chair
Vice-President (Administration)
Vice-President (Research)
Vice-Provost and Dean of Graduate Studies

Members

~~Five~~ Six faculty members, one from each Faculty, no more than two from any one Faculty, elected for staggered three-year terms
One Faculty Dean elected annually (by and from the six Faculty Deans)
One non-teaching staff member, elected for a three-year term
One graduate student, elected for a two-year term
One undergraduate student, elected for a two-year term

Consultants

Associate Vice-President, Finance and Planning (Academic)
~~Associate Vice President (Institutional Research & Analysis)~~
Assistant Vice-President/Chief Facilities Officer

Observers

Dean and Vice-President (Health Sciences) or delegate, ~~unless elected~~;
Vice-President (University Advancement);
Vice-President (Students and Learning) and Dean of Students; ~~and~~
Chair of Undergraduate Council

- (i) One-half of the membership, excluding the *ex officio* members, shall constitute a quorum.

~~(ii)~~ The election of faculty, non-teaching staff and student members to the University Planning Committee shall be conducted by the University Secretary and shall adhere to the Board of

¹The University Planning Committee is a joint Board-Senate Committee and is the successor to the Board-Senate Committee on Academic Planning. It is also the successor to the Board-Senate Committee on Long-Range Planning named in *The McMaster University Act, 1976*. All references to the Board-Senate Committee on Long-Range Planning in *The McMaster University Act, 1976* shall be deemed henceforth to refer to its successor, the University Planning Committee.

~~Governors Election By-Laws. Following a call for nominations from the appropriate University constituency. The Senate Executive Committee shall review the nominations and ensure that there are sufficiently many to require that an election be held; it may make any additional nominations it deems necessary to ensure an election. The counting of ballots in elections to the University Planning Committee shall be in accordance with the transferable vote system.~~

-
- b) The University Planning Committee's fundamental mandate is to co-ordinate academic and resource planning so that the Senate and the Board of Governors may be assured that any proposal presented for approval has academic merit that supports the mission of the University and that resources necessary for the implementation of any proposal have been appropriately assessed. In this context the University Planning Committee shall:
- (i) review the Plan for the University annually, and recommend revisions to it as necessary, for approval by the Senate and the Board of Governors;
 - (ii) review, for recommendation to the Senate and the Board of Governors, major initiatives (including those which are part of submissions to external agencies) that have significant resource implications, providing comment on how the proposals fit within the University Plan;
 - (iii) review and ~~approve~~receive annual planning reports as prescribed by the Provost from the Faculties, the School of Graduate Studies, the Vice-Provost (Faculty), the Associate Vice-President (Students and Learning) and Dean of Students, the University Registrar, the University Librarian, and other units (as appropriate) that report directly to the Provost, providing comment on how the plans relate to overall University planning and current budgeting. ~~Approv~~Received plans are to be reported to the Senate and the Board of Governors for information;
 - (iv) review and ~~approve~~receive annual planning reports as prescribed by the Vice-President (Administration) from those administrative and service units that report directly to the Vice-President (Administration), providing comment on how the plans relate to overall University planning and current budgeting. ~~Approv~~Received plans are to be reported to the Senate and the Board of Governors for information;
 - (v) review and ~~approve~~receive annually a report from the Vice-President (Research) on the major operations, institutes, and initiatives that receive significant support from the budget envelope of the Vice-President (Research), and on the anticipated impact of new funding opportunities (from federal, provincial, or private agencies or businesses) as they arise. ~~Approv~~Received plans are to be reported to the Senate and the Board of Governors for information;

- (vi) receive annually from the Vice-President (University Advancement) a report on advancement efforts of the previous year and review, for recommendation to the Senate and the Board of Governors, future fund-raising priorities and their relationship to the University Plan;
- (vii) provide commentary, with reference to the University Plan and the McMaster University Campus Master Plan, to the relevant committee of the Board of Governors on proposals for capital development and other expenditures that fall outside the annual budget (such as those encompassed by the Capital Renewals process). For all major projects, the University Planning Committee will be provided with a total impact analysis that assesses the ongoing costs of maintenance, utilities, etc.;
- (viii) review, for recommendation to the Senate and the Board of Governors, the annual report on the *McMaster University Campus Master Plan*, including any updates, amendments and elaborations; and
- (ix) report to the Senate and the Board of Governors any matters of concern formally identified as such by a majority of the Committee.

115.

- a) The **Budget Committee** shall be a subcommittee of the University Planning Committee with membership drawn from the University Planning Committee as follows:

Ex Officio Members

President
 Provost
 Vice-President (Administration)

Members

Three faculty members (one of whom shall serve as Chair)
 One member of the non-teaching staff
 One graduate student
 One undergraduate student

- (i) The Chair of the Budget Committee shall be elected annually by the University Planning Committee from among the faculty members on the University Planning Committee following nomination by the Chair of the University Planning Committee and a call for further nominations. The other two faculty members on the Budget Committee shall be selected subsequently by and from the ~~five~~^{six} faculty members on the University Planning Committee for service commencing July 1 or immediately following a vacancy. The Chair may vote on all questions.
- (ii) Two-thirds of the membership shall constitute a quorum. If more than two members are absent when a vote is taken on the final budget, the vote must be confirmed -electronically.

- b) The Budget Committee shall:
- (i) review the budget framework prepared by the University administration in consultation with the Office of Institutional Analysis and Research, including any changes to the McMaster Budget Model; this framework (including the models and projections upon which it is based) will be provided to the Joint Administration / Faculty Association Committee to Consider University Financial Matters and to Discuss and Negotiate Matters Related to Terms and Conditions of Employment of Faculty (the Joint Committee) as will updates to the framework should these arise;
 - (ii) receive and respond to budget submissions from all Faculties, areas, and units;
 - (iii) make budget recommendations available to the University Planning Committee during development of the recommendations, for comment on whether those recommendations are congruent with the University Plan; deliver the final budget to the University Planning Committee in a timely fashion to ensure that it is in a position to make comments in advance of the budget being transmitted to other deliberative bodies;
 - (iv) make budget recommendations available to the University Senate for comment before they are transmitted by the President to the Planning and Resources Committee of the Board of Governors;
 - (v) deliver budget recommendations to the President of the University for transmittal to the Planning and Resources Committee of the Board of Governors. Any comments of the University Planning Committee and Senate shall be included in the material for the Board of Governors, along with the President's own comments; and
 - (vi) hold all meetings of the Committee in Closed Session.
- c) The **University Student Fees Committee** shall be a sub-committee of the University Planning Committee with the following membership:

Ex Officio Members

Associate Vice-President (Students and Learning) and Dean of Students – Co-Chair
Vice-Provost and Dean of Graduate Studies – Co-Chair
Associate Vice-President, Finance and Planning (Academic), Provost's Office
Executive Director, Education Services, Faculty of Health Sciences
Controller, Financial Services
University Registrar

Student Members

Graduate Student Representative – selected from applicants for a one-year term
Full-time Undergraduate Student Representative – selected from applicants for a one-year term
Part-time Undergraduate Student Representative – selected from applicants for a one-year term

*Student positions are renewable once.

Consultants

Director, Finance and Administration, Student Affairs

Associate Registrar and Graduate Secretary, School of Graduate Studies

Assistant Registrar, Government Aid Programs, Registrar's Office

Manager, Accounts Receivable, Financial Affairs

Two staff members from Financial Affairs (approved by the Committee annually)

Two staff members from Institutional Research and Analysis (approved by the Committee annually)

- d) The University Student Fees Committee shall:
- (i) recommend all revisions to tuition (undergraduate and graduate degree, diploma and certificate) and supplementary fees to the Budget Committee;
 - (ii) establish deadlines for the submission of all proposed tuition and supplementary fees to the University Student Fees Committee;
 - (iii) recommend policy guidelines to the Budget Committee that outline services and materials for which fees can be charged;
 - (iv) recommend policy guidelines to the Budget Committee for charging fees for existing and new programs that are not funded through grants from the Ministry of Training, Colleges and Universities;
 - (v) ensure that all proposed changes to existing student fees and all proposed new fees are reasonable, conform to government regulations and have been approved through appropriate processes within the University;
 - (vi) ensure that proposed changes to student fees are feasible and do not involve undue complications to calculate and administer; where appropriate, determining the most "*tax efficient*" method for students who are being charged these fees; and
 - (vii) hold all meetings of the Committee in Closed Session.

Revised: December 9, 2020

April 7, 2021

TO: Executive & Governance Committee
Board of Governors

FROM: Andrea Thyret-Kidd
University Secretary

SUBJECT: Revisions to Board By-Laws

Attached please find proposed revisions to the Board of Governors By-Laws. The suggested changes include:

- A new process to approve editorial amendments to the By-Laws through the Executive and Governance Committee
- Updates to administrative items to reflect current practice, e.g., sending board materials rather than mailing, etc.
- Replacing one of the board members on the Planning and Resources Committee with the Chair of the Audit and Risk Committee
- Reducing the required number of election nominators from 10 to 3 which aligns the Board elections procedures with the Senate election procedures. This is a way to remove barriers and hopefully encourage more diversity of election candidates
- Gender neutral language
- Address minor spelling issues

I am happy to answer any questions on the above.

McMASTER UNIVERSITY

Complete Policy Title: **By-laws of the Board of Governors of McMaster University**

Policy Number (if applicable): **n/a**

Approved by: **Board of Governors**

Date of Most Recent Approval: **December 12, 2019**

Revision Date(s):

March 23, 1977	October 22, 1992	December 15, 2011
April 27, 1977	December 10, 1992	June 7, 2012
June 29, 1977	December 9, 1993	October 18, 2012
April 25, 1978	December 14, 1995	April 18, 2013
January 23, 1979	April 25, 1996	October 24, 2013
August 31, 1979	December 11, 1997	December 12, 2013
October, 1980	December 10, 1998	December 11, 2014
May 6, 1981	June 10, 1999	April 16, 2015
September 23, 1981	December 14, 2000	June 9, 2016
September 22, 1982	March 22, 2001	December 15, 2016
September 21, 1983	December 13, 2001	June 8, 2017
January 19, 1984	October 31, 2002	June 7, 2018
September 19, 1984	June 16, 2005	April 18, 2019
March 20, 1985	December 15, 2005	June 6, 2019
June 26, 1985	June 15, 2006	December 12, 2019
March 20, 1986	November 2, 2006	June 4, 2020
April 30, 1986	June 14, 2007	December 17, 2020
April 30, 1987	June 19, 2008	
February 25, 1988	December 18, 2008	
July 22, 1988	March 5, 2009	
June 22, 1989	June 18, 2009	
October 26, 1989	March 4, 2010	
December 13, 1989	June 17, 2010	
December 13, 1990	December 16, 2010	
December 12, 1991	March 3, 2011	
March 26, 1992	June 9, 2011	

Position Responsible for Developing and Maintaining the Policy: [University Secretary](#)

Contact Department: [University Secretariat](#)

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BOARD OF GOVERNORS OF McMASTER UNIVERSITY

BY-LAW NO. 1

being a by-law relating generally to the conduct of the affairs of the Board of Governors of McMaster University.

Interpretation

1. In the by-laws of the Board unless otherwise provided:
 - (a) "1976 Act" means The McMaster University Act, 1976 and amendments made thereto from time to time;
 - (b) "Annual Meeting" means the annual meeting of the Board of Governors of the University, as specified in Section 6 of this by-law No. 1
 - (c) "Board" means the Board of Governors of the University;
 - (d) "Chair of the Board" means the person elected as Chair of the Board of Governors of the University pursuant to Section 5 of this by-law No. 1;
 - (e) "Chair" means the person acting as chair of meetings of the Board or any of the Standing Committees of the Board
 - (f) "Chancellor" means the Chancellor of the University;
 - (g) "Closed Session" means a meeting of the Board or part of a meeting of the Board so declared by the Chair of the Board at which only members of the Board, Observers and specifically invited guests of the Board shall be present;
 - (h) "Divinity College" means McMaster Divinity College;
 - (i) "Graduate Student" means a person who is a candidate for an advanced degree authorized by the Senate of the University or from a college affiliated with the University and shall include Divinity College students, and Post Degree students;
 - (j) "Non-Teaching Staff" means the employees of the University and of a college affiliated with the University who are not members of the teaching staff but shall not include students;
 - (k) "Observer" means a person identified as such pursuant to Section 12 of this by-law No. 1;
 - (l) "Past Chair of the Board" means the immediate previous Chair of the Board;
 - (m) "President" means the President of the University;
 - (n) "Secretary of the Board" means Secretary of the Board of Governors of the University appointed pursuant to Section 5 of this by-law No. 1;
 - (o) "Senate" means the Senate of the University;

- (p) "Standing Committees of the Board" means the committees specified in Section 15(2) of this by-law No. 1;
- (q) "Teaching Staff" means the employees of the University or of a college affiliated with the University who hold the academic rank of professor, associate professor, assistant professor or lecturer but shall not include graduate students who are employed by the University as teaching assistants nor individuals who hold title with the prefix "clinical" or "visiting";
- (r) "Undergraduate Student" means a person who is registered as a candidate for an undergraduate degree in a course of study approved by the Senate and shall include Medical students and Continuing students;
- (s) "University" means McMaster University;
- (t) "Vice-Chair(s) of the Board" means Vice-Chair(s) of the Board of Governors of the University elected pursuant to Section 5 of this by-law No. 1;
- (u) "Provost" means the Provost and Vice-President (Academic) of the University;
- (v) "University Secretariat" means the office of the University Secretary
- (w) "University Secretary" means the chief administrative officer of the Board of Governors and the Senate, when the same individual holds the positions of Secretary of the Board of Governors and Secretary of the Senate;
- (x) "Vice-President" means a Vice-President of the University.
- Fiscal Year** 2. The fiscal year of the University shall end on the 30th day of April in each year.
- Corporate Seal** 3. The Corporate Seal of the University shall be in the form impressed on the master copy of the by-laws held in the University Secretariat. The Seal may be impressed with duplicate instruments, one of which shall be retained by the Board and the other by the Senate for use on documents made under their respective powers. The duplicate instrument of the Seal retained by the Board shall be kept in the custody of the Vice-President (Administration) or in the custody of such other person as the Board may decide by resolution.
- Powers of the President** 4. (1) The Board delegates to the President, pursuant to Section 9 (d) of the 1976 Act, the power to make appointments for a stated period of time to the University's teaching staff, provided that such appointments are within the limits of the University's approved budget. (See resolution attached as Appendix A-1.)
- (2) The Board delegates to the President or such other officer or employee as the President may from time to time designate, provided such alternative delegate is first approved in writing by the Board, the power of the Board under Section 9 (b) of the 1976 Act to appoint, promote, suspend or remove all officers, agents and employees of the University not identified in the

- preamble of Section 9 (b) or in Section 9 (b), Sub-sections (i), (ii) and (iii).
(See resolution attached as Appendix A-2.)
- (3) The Board delegates to the President the power of the Board under Section 9 (b) of the 1976 Act to suspend members of the teaching staff. (See resolution attached as Appendix A - 3).
- Election of Chair and Vice-Chair** 5. (1) The Board shall elect a Chair and Vice-Chair(s) of the Board at its Annual Meeting in accordance with Section 8 (12) of the 1976 Act, each to serve for a term of one year from the 1st day of July following the election, provided, however, that the Chair and Vice-Chair(s) may be re-elected for one or more term(s).
- Election of Secretary** (2) The Board shall appoint a secretary who shall serve as Secretary of the Board during its pleasure.
- Meetings of the Board** 6. The Board shall meet not fewer than four times in each fiscal year at such times and at such places as may be determined from time to time by the Chair or by resolution of the Board. In addition, thereto, the Board shall hold an Annual Meeting within two months after the end of the University's fiscal year at such time and place as the Board may determine by resolution.
- Notice of Meeting** 7. Notice in writing of each regular meeting and the Annual Meeting shall be ~~mailed~~sent electronically by the Secretary of the Board to Board members at least fourteen days in advance of the meeting date. The agenda for any such meeting shall be ~~mailed~~sent by the Secretary of the Board to all members of the Board at least seven days prior to the date of each such meeting and posted on ~~University notice boards~~the Secretariat website. The dates, times and places of all such meetings shall be made available to the University community and the community-at-large through posting ~~on University notice boards and~~ on the University Secretariat's website [<http://secretariat.mcmaster.ca> ~~www.mcmaster.ca/univsee~~] at least seven days prior to such meetings.
- Location of Meetings** 8. (1) All meetings of the Board shall be held in the Council Room, Gilmour Hall, unless the Chair of the Board directs that the meeting be held elsewhere.
- Recording Devices** (2) No form of recording device (photographic or electronic) or sound-amplifying device shall be permitted at any meeting of the Board with the exception of instruments for official use by the Board or with the express authority of the Chair of the Board.
- Quorum of the Board** (3) The quorum of the Board shall consist of twenty members of whom at least ten shall consist of members of the Board appointed or elected under clauses b, c, d, and j of subsection 1 of Section 8 of the 1976 Act.
- (4) The Chair of the Board, or in ~~his/her~~their absence the Vice-Chair of the Board, shall act as Chair at all meetings of the Board. In the absence of both the Chair and the Vice-Chair(s), a Chair shall be elected by a majority of the members present.

Field Code Changed

(5) The Chair shall conduct the proceedings in conformity with the by-laws and rules of procedure enacted by the Board and, in all cases not so provided, the following reference shall be used: M.K. Kerr and H.W. King, Procedures for Meetings and Organizations (Carswell Thomson Professional Publishing, third edition, 1996).

(6) The Chair shall preserve order and decorum at all meetings of the Board. Any person admitted to a meeting of the Board who, in the opinion of the Chair, misconducts ~~himself or herself~~themselves must withdraw from the meeting at the order of the Chair. In the event that such person refuses to withdraw, the Chair has the power to declare a short recess, or to adjourn the Board, and may declare that the continuation of such recessed or adjourned meeting shall be in Closed Session.

Closed Session

(7) The following matters, which shall be considered or dealt with by the Board in Closed Session, shall be placed at the end of the agenda:

- (a) nominations;
- (b) elections;
- (c) recommendations from the Senate concerning appointments, tenure, or promotion;
- (d) suspensions or removals;
- (e) agenda items concerned with remuneration of individuals;
- (f) agenda items concerned with contracts; and
- (g) any other matter deemed appropriate by the Board.

(8) The Board may by a majority vote of the members present at any meeting of the Board without debate request the Chair to declare the meeting, or any part thereof, a Closed Session.

Request for Appearance at the Board

(9) Any person may request an appearance before the Board for the presentation of a brief. The request will be considered by the Board if the request and brief are submitted to the Secretary of the Board at least three days prior to the date set for a Board meeting. The three-day period set out above may be waived by a two-thirds majority vote of the members present at such meeting. If the Board approves the request, the presentation may be made and shall not exceed the time limit prescribed by the Chair.

Record of Proceedings

(10)
(a) A record of the proceedings of all meetings of the Board shall be made by the Secretary of the Board. Items of business dealt with by the Board in Closed Session shall appear as appendices to the record and such appendices shall be made available only to members and Observers of the Board unless otherwise ordered by the Board.

Access to Minutes of ~~BSC/AP/UC~~

(b) A request by a Senator, Board member or an Observer of either body for access to the minutes and records of the Board-Senate Committee on ~~Academic Planning~~ University Planning Committee (formerly the

Board-Senate Committee on Long-Range Planning) shall be submitted to the University Secretary. The University Secretary shall consult with the Chair of the Senate and the Chair of the University Planning Committee and shall determine whether access is to be granted and in what form.

Communications to
the Board

- (11) Any person may communicate to the Board in writing on a matter of interest to the Board. Such communications shall be received by the Secretary of the Board at least three days before any meeting of the Board to permit time for ~~reproduction and~~ distribution. Such a communication shall be dealt with by the Board under the agenda heading "Communications" which shall normally be the fourth item of business on the agenda. The time period as set out herein may be waived by a two-thirds majority vote of the members present at such meeting.

Amend By-laws

9. (1) A proposal to amend the by-laws of the Board shall be considered by the Board only at its regular meetings, and then only after notice of the proposed amendment has been given at a previous regular meeting of the Board.

(2) Editorial revisions to the by-laws shall be considered and approved by the Executive and Governance Committee. Editorial revisions are non-substantive and include editing and formatting, updating titles, and correcting grammatical errors, etc.

- ~~(2)~~ (3) In the event that a Standing Committee of the Board presents an amendment for approval together with a recommendation that the amendment is not considered to be substantive in nature, and provided that no member of the Board makes a request, either at or prior to the meeting, that the procedure specified in section 9(1) be followed, the Board may waive the requirement to review the amendment at a subsequent meeting and adopt such amendment with immediate effect. Any such recommendation made by a Standing Committee should be included in its written report and provided to members of the Board in advance of the relevant meeting.

Expectations for
Board Members

10. (a)

- (1) An individual who has been otherwise properly appointed or elected to membership in the Board, or who occupies an office which entitles ~~her or him~~ to ex officio membership in the Board, shall, before taking up ~~his or her~~ their duties as a member of the Board, review and subscribe to the "Statement of Expectations for Members of the McMaster University Board of Governors" as set forth in Appendix H (the "Statement of Expectations"), and shall deliver an executed copy of the Statement of Expectations to the Secretary of the Board of Governors. If any such person shall fail to do so, the Secretary of the Board of Governors shall notify the Chair of the Board.

(2) A member of the Board who has not subscribed to the Statement of Expectations shall not serve upon any committee of the Board.

Members' Minimum Attendance

10. (b) The Board may declare vacant the seat of any member who, without being granted leave of absence by the Board, fails to attend four consecutive meetings of the Board.

Honorary Governors Designation

11. The Board may designate from time to time, on the recommendation of the Nominating Committee, a person as an Honorary Governor. Such designations shall be made to a member retiring from the Board to recognise distinguished service to the Board over an extended period of time. A list of Honorary Governors shall be included under this heading together with any list of Board members. Honorary Governors shall be accorded all the rights and privileges extended to Observers of the Board.

Observers

12. (1) An individual shall be an Observer if ~~she or he~~they (a) ~~is~~are not a member of the Board; (b) holds one of the following offices; and (c) assumes the role of an Observer by notifying the Secretary of the Board in advance:

- The Vice-Presidents
- Chief Internal Auditor
- The Senior Advisor to the President
- The Assistant Vice-President (Communications and Public Affairs)
- Assistant Vice-President (Administration) & Chief Financial Officer
- Assistant Vice-President & Chief Facilities Officer
- Assistant Vice-President & Chief Human Resources Officer
- The Chair of any Standing Committee of the Board who is not a member of the Board, provided that the Chair of that Standing Committee may recommend that the Chair of the Board appoint another member of that Standing Committee as ~~her or his~~their designate

The President or designate of:

- Graduate Students Association
- McMaster Association of Part-time Students
- McMaster Students Union
- McMaster University Faculty Association
- McMaster University Retirees Association
- UNIFOR, Local 5555

(2) Observers shall be invited to attend meetings of the Board and shall receive such notices and other materials as are distributed to members of the Board in advance of such meetings. An Observer shall withdraw from a meeting of the Board in any of the following circumstances:

- (a) if ~~he or she~~they would, if a member of the Board, be required to withdraw from such meeting because of the requirements of subsection 16 of Section 8 of the 1976 Act; or
- (b) if the meeting is a Closed Session where matters of a personal nature concerning an individual may be discussed and that individual so requests; or
- (c) if the Chair so directs.
- (3) Observers shall not vote but may be permitted to address the Board, when invited by the Chair to do so, in order to respond to questions or provide information to members regarding items under discussion.
- (4) By receiving confidential Board materials or by attending any Closed Session, each Observer agrees to preserve in confidence any matters treated as confidential to the University and any matters of a personal nature concerning an individual of which ~~he or she~~they becomes aware while acting in the capacity of Observer.
- Appoint Observers & Consultants** (5) The Chairs and/or Vice-Chair(s) of the Standing Committees of the Board may appoint observers and consultants to the Standing Committees of the Board. This Section 12 shall apply to all such persons so appointed.
- Access to Advice** 13. The Board and each of its Standing Committees shall have access to such legal, financial and other advice as may be required from time to time to enable the duties of the Board and its Standing Committees to be properly discharged.
- Senate Representatives** 14. The Board shall appoint annually at its Annual Meeting its member(s) to the Senate for a term of three years.
- Service on Committees** 15. Unless otherwise specified, the Board shall elect members to committees to serve for a period of one year or until their successors are elected or appointed.
- Ex Officio Members of Board Committees** (1) The President and the Chair and Vice-Chair(s) of the Board shall be ex officio members of all committees of the Board except that the President shall not be a member of the Audit and Risk Committee, the Human Resources Committee, the Board-Senate Research Misconduct Hearings Panel and the Board-Senate Hearing Panel for Discrimination, Harassment and Sexual Violence, and the Chair and Vice-Chair(s) of the Board shall not be members of the Board-Senate Hearing Panel for Sexual Harassment and Anti-Discrimination and the Board-Senate Research Misconduct Hearings Panel.
- Board Standing Committees** (2) The following committees shall be Standing Committees of the Board provided that it may from time to time appoint other committees for any purpose within its powers:
- Audit and Risk;
 - Executive and Governance;
 - Planning and Resources Committee;

Investment Pool Committee;
Nominating;
Pension Trust;
Committee on University Advancement;
Remunerations;
University Planning Committee;
Budget Committee;
University Student Fees Committee;
Human Resources;
~~Human Resources Advisory Panel;~~
Board-Senate Research Misconduct Hearings Panel;
Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual
Violence

Committee Meetings

- (3) Normally, it is expected that members attend committee meetings in person. At the discretion of the Chair however, a member(s) who is (are) unable to attend in person may participate in that meeting by such means of telephone or other communication facilities that permit all members to communicate simultaneously and instantaneously. A member(s) participating in such a meeting by such means is (are) deemed to be present at the meeting. For those meetings, or portions thereof, held in Closed Session or in camera, it is expected that members participating by such means of telephone or other communication facilities will ensure that the necessary standards of confidentiality are maintained and that their participation is conducted in a setting that ensures such confidentiality.

Electronic Voting

- (4) At the discretion of the Chair, a committee may be asked to consider a matter outside of a committee meeting and to determine the matter by means of an electronic vote. Such matters would, in the judgment of the Chair, be time-sensitive and delay until the next regularly scheduled meeting would have an adverse effect or would, in the judgment of the Chair, normally require little, if any, discussion prior to voting. Members with concerns, who would like an item to be discussed by the committee in advance of the electronic vote, must notify the Secretary without delay. The Chair will then determine an appropriate course of action and inform the committee on the disposal of the matter.

Terms of Reference

- (5) Composition and Terms of Reference of Standing Committees of the Board:

(a) **AUDIT AND RISK COMMITTEE**

The Audit and Risk Committee shall be composed of the Chair and the Vice-Chair(s) of the Board, and a minimum of three other members of the Board. The Chair of the Committee shall be appointed by the Board on the recommendation of the Nominating Committee. Notwithstanding any other provisions in the By-laws, in any event, every Audit and Risk Committee member shall be an independent, external and unrelated Governor (not employed by the University nor enrolled in a course of study at the

University). Members of the Audit and Risk Committee shall be financially literate, with the ability to read and understand financial statements of the breadth and complexity comparable to those of the University. Optimally, at least one member of the Committee a professional accounting designation.

One half of the membership of the Committee shall constitute a quorum.

The following individuals will normally be invited to attend Audit and Risk Committee meetings: the President, the Provost, the Vice-President (Administration), the Assistant Vice-President (Administration) and Chief Financial Officer, and the Chief Internal Auditor.

Meetings shall be held as required or upon the request of a member of the Audit and Risk Committee or of the University's internal or external auditors. The Committee Chair shall review an agenda in advance of each meeting.

The Audit and Risk Committee assists the Board in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, the audit process, the risk profile of the University and the University's processes for monitoring compliance with laws, regulations and University policies.

The primary responsibilities of the Committee are:

1. **Financial Statements:** to oversee the system of internal control and the financial reporting process. In fulfilling this responsibility, the Committee shall:
 - a. meet with the external auditors and review the results of the annual financial statement audit and approve such statements for recommendation to the Board;
 - b. review other sections of the annual report, including Management's Discussion and Analysis, and any report or opinion that the auditors propose to render, and consider the accuracy and completeness of the information;
 - c. review and discuss with management and the external auditors significant variances, estimates and accruals, judgments, changes in accounting policies and standards, issues concerning litigation or contingencies and any difficulties encountered;
 - d. review any recent and relevant professional and regulatory pronouncements to understand their impact on the financial statements;
 - e. review and discuss with management whether adequate procedures and processes are in place to ensure the integrity of the financial statements;

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- f. review the appropriateness of significant accounting principles and practices, reporting issues, unusual or extraordinary items, transactions with related parties and the adequacy of disclosures; and
 - g. consider whether the financial statements are complete and consistent with information known to Committee members.
2. **Internal Control:** to oversee the internal control structure and processes, the Committee shall:
- a. review with management and the internal and external auditors, their evaluation of the University's internal controls and processes, including internal controls over financial reporting, compliance with University policies and any material weaknesses or fraud and assess the steps management has taken to minimize significant risks or exposures; and
 - b. consider the effectiveness of the internal control system, including information technology security and control.
3. **External Audit:** to oversee the external audit process, the Committee shall:
- a. select and recommend annually the public accountants for appointment as auditors for the ensuing fiscal year and, in consultation with the administration, the basis of their compensation;
 - b. approve the engagement letter, receive the independence letter and review the management letter and related materials;
 - c. discuss with the external auditors the scope and purpose of the upcoming audit and the procedures to be followed including coordination with internal audit;
 - d. review all matters required to be communicated to the Committee under Generally Accepted Auditing Standards;
 - e. review with the external auditors their findings, any restrictions on their work, cooperation received, and their recommendations and facilitate the resolution of any disagreements between management and the external auditors;
 - f. receive privately the external auditors' opinion on various matters, including the quality and effectiveness of financial and internal audit staff, significant accounting principles and practices, unresolved material differences of opinion or disputes;
 - g. periodically review and approve a policy governing the engagement of the external auditors for the provision of non-audit services; and

- h. annually review and assess the independence and performance of the external auditors.
- 4. **Internal Audit:** to oversee the internal audit function and reports, the Committee shall:
 - a. review with the Chief Internal Auditor a summary of findings, any restrictions or limitations on ~~his or her~~their work, cooperation received, special investigation reports, findings from third party auditors (not including work performed by the appointed external auditors), and any recommendations arising therefrom;
 - b. review the proposed audit plans for the coming year, the criteria upon which they are based and the coordination of services provided to the external auditors;
 - c. periodically review and approve the internal audit mandate (the Internal Audit Department Policy Statement) for continued relevance;
 - d. review audit progress, findings, recommendations, responses and follow-up actions; in situations where the auditee has not responded appropriately in a timely fashion to the audit findings, follow-up and obtain a management response on those action items which remain outstanding for a significant period of time;
 - e. satisfy itself as to internal audit independence, cooperation received from management, interaction with external audit and any unresolved material disagreements with management;
 - f. review the budget, ~~organizational~~organizational structure, and qualifications of the internal audit department;
 - g. through its Chair, act as the formal supervisor of the Chief Internal Auditor and in consultation with the President and the Vice-President (Administration), have the final approval to appoint or discharge the Chief Internal Auditor and complete an annual performance review of the Chief Internal Auditor;
 - h. periodically review the effectiveness of the internal audit activity; and
 - i. meet privately with the Chief Internal Auditor at least quarterly.
- 5. **Compliance:** to oversee compliance-related issues, the Committee shall:
 - a. obtain regular updates from management and legal counsel regarding legislative and regulatory compliance and outstanding litigation matters;

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- b. review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of instances of non-compliance;
 - c. review the findings of any examinations by regulatory agencies; and
 - d. review the process for communicating conflict of interest and code of conduct policies to employees and monitoring compliance.
6. **Enterprise-wide Risk Management:** to oversee the University's risk management framework which shall include approval of Management's proposed Risk Appetite Statement and review of:
- a. the identification and quantification of all significant risks (e.g. strategic, financial, operational, reputational etc.) the University is exposed to;
 - b. the University's appetite and tolerance for these risks on both an inherent and residual basis;
 - c. Management's strategy and controls for managing these risks;
 - d. the roles and responsibilities for risk identification and management including risk ownership;
 - e. risk monitoring and reporting;
 - f. emerging risks including risk horizon, likelihood and severity of such risks;
 - g. opportunities identified by Management for the future growth of the University
- and shall provide input as appropriate as to the overall risk culture and tolerance of the University. The Audit and Risk Committee shall be satisfied that Management operates within the University's approved Risk Appetite Statement
7. **Reporting:** to fulfill its reporting responsibilities, the Committee shall:
- a. report to the Board of Governors as required about Committee activities, issues, and related recommendations;
 - b. report to the Board of Governors, on its review of Management's proposed Risk Appetite Statement and present a final version for approval by the Board

- c. complete periodic self-assessments of the Audit and Risk Committee's effectiveness against its mandate and report any concerns to the Board;
 - d. periodically review the Terms of Reference of the Audit and Risk Committee and recommend any proposed changes for consideration by the Board of Governors; and
 - e. perform other activities as requested by the Board.
8. **Other duties:**
- a. oversee the work of any public accounting firm engaged by the University where such work would be defined as "public accounting" within the meaning of the standards of the Canadian Institute of Chartered Accountants;
 - b. investigate any matter brought to its attention with full access to all books, records, facilities and personnel of the University; and
 - c. review and ensure that procedures are in place for the receipt, retention and treatment of complaints regarding accounting, internal accounting controls or audit matters.

(b) EXECUTIVE AND GOVERNANCE COMMITTEE

The Executive and Governance Committee of the Board shall be composed of the Chair and the Vice-Chair(s) of the Board, and representatives from every Board Committee, including but not limited to:

- Planning and Resources Committee Chair
- Audit and Risk Committee Chair
- University Advancement Committee Chair
- Investment Pool Committee Chair
- Remunerations Committee Chair
- One Board member who shall also be a member of the Pension Trust Committee, and as ex officio members, the Chancellor and the President. The Chair of the Board shall be the Chair of the Committee. Five members of the Committee shall constitute a quorum.

The Executive and Governance Committee shall, between meetings of the Board, consider and take appropriate action on matters pertaining to the affairs of the Board, as referred to it by the Chair of the Board, the Standing Committees of the Board, the President or the Vice-Presidents. All decisions made by the Committee on behalf of the Board shall be reported to the Board at its next meeting and shall be subject to confirmation by the Board except that when unusual or urgent matters require decision the action of the

Committee shall be brought to the attention of the Board at its next meeting for information only.

The Executive and Governance Committee shall make recommendations to the Board on the appropriate form of all by-laws of the Board and on any alteration or other matter pertaining to such by-laws.

The Executive and Governance Committee shall:

- Annually review and endorse the Strategy & Priorities put forward by the President for the upcoming Academic year, to be provided to the Board for approval.
- Annually review and endorse the list of key performance metrics to be presented by University leadership to the Board throughout the year.
- Annually develop a Board Workplan, taking into account the President's priorities and other areas of interest to the Board for the upcoming Academic year.
- Annually review Terms of Reference and Calendar/Workplan for each Committee and make recommendations to Committee Chairs consistent with the Governance Agenda.
- Annually review the performance and effectiveness of the Board of Governors, and make recommendations to the Board regarding board composition, processes & practices, training, and other matters that may serve to improve overall University Governance.

(c) PLANNING AND RESOURCES COMMITTEE

The Planning and Resources Committee shall be composed of not fewer than ~~six~~ five members of the Board -in addition to the Chair and the Vice-Chair(s) of the Board, the Chair of the Audit and Risk Committee, the President, the Provost, and Vice-Presidents (or a designated delegate) as ex officio members. One-half of the membership of the Committee, excluding the President and Vice-Presidents, shall constitute quorum.

The primary responsibilities of the Planning and Resources Committee are:

Financial Affairs

1. Provide oversight of the financial affairs of the University and keep the Board informed thereon;
2. Approve financial expenditures as required by McMaster's Board by-law Appendix E - *Resolution Respecting the Execution of Instruments by McMaster University*;
3. Review, at least once annually, interim financial statements in comparison with budgets;
4. Review final annual budgets and make recommendations to the Board;

5. Review and oversee the establishment of adequate financial controls to ensure the implementation of policies and decisions adopted by the Board, including budgetary matters;
6. Provide oversight of investment policies and the management of McMaster's investments and delegate such responsibilities as it sees fit to the University Administration in the implementation of established policies;
7. Recommend to the Board of Governors the establishment and collection of fees and charges for tuition on behalf of any entity or organization of the University.

Capital Planning and Construction

1. Review and approve plans for capital expenditures and all matters relating to building, expansion, maintenance or alteration of the physical resources of the University, as required by the Board of Governors by-law Appendix E - *Resolution Respecting the Execution of Instruments by McMaster University*;
2. Review and approve the award of contracts and the selection of professional consultants;
3. Ensure capital projects and expenditures are within the resources of the University;
4. With the approval of the Board, determine limits within which authority for commitment of funds may be delegated to University officials.
5. When making decisions regarding building on campus, the Committee will consider factors that impact the aesthetic quality of campus, as well as the surrounding community.

The Committee shall be responsible for reviewing projects and proposals with consideration to both financial and planning aspects of University business.

The Investment Pool Committee

The Investment Pool Committee shall be a subcommittee of the Planning and Resources Committee and shall consist of not fewer than six members, as follows: at least two current members of the Board, appointed by the Board; two members with investment expertise appointed by the Planning and Resources Committee; the Assistant Vice-President (Administration), and the Treasurer. The President and Vice-President (Administration) shall be ex officio members, but shall have no vote. The Chair shall be designated by the Board of Governors from the Board appointed members on the Committee.

Four members of the Committee shall constitute a quorum.

Appointments shall become effective on July 1 and members shall hold office for a period of one year. Members shall be eligible for re-appointment.

The overall objective of the Investment Pool Committee is to bring advice and knowledge to the effective management of the investments included in the University's Investment Pool, consistent with the approved fund objectives.

Within this context, the Committee shall:

1. review investment policies, objectives, strategies and make recommendations to the Planning and Resources Committee;
2. make recommendations to the Planning and Resources Committee concerning the engagement and termination of investment managers and consultants;
3. review and approve mandates and investment objectives given to individual investment managers;
4. meet quarterly to monitor investment performance of the total Fund and of individual managers;
5. meet regularly with external investment managers;
6. monitor operating expenses such as fees paid to external fund managers, consultants, fund measurement services and custodians;
7. monitor rebalancing of funds among the investment managers and exposure to non-Canadian currencies; and
8. provide semi-annual performance reports to the Planning and Resources Committee.

(d) NOMINATING COMMITTEE

The Nominating Committee shall be composed of the Chair of the Board who shall be the Chair of the Committee, the Vice-Chair(s) of the Board, the President, the Chancellor, and three or more additional members of the Board. One-half the members of the Committee, other than the President, shall constitute a quorum.

The Nominating Committee of the Board shall consider and recommend to the Board persons to be elected under Section 8 (1) (b) of the 1976 Act, the membership and Chairs of Board Committees (and Vice-Chair if appropriate), Board members to serve on University/ Hospital Liaison Committees, Honorary Governors, and the Chair, Vice-Chair(s), and Secretary of the Board, and such other offices as may be referred to the Committee by the Board.

(e) PENSION TRUST COMMITTEE

The Pension Trust Committee shall be composed of the Chair and the Vice-Chair(s) of the Board, the President and the Vice-President (Administration) as ex officio members; four members appointed by, but not necessarily from, the Planning and Resources Committee of the Board; eight members of the Pension Plan, three of whom shall be appointed by the McMaster University Faculty Association, one of whom normally shall be appointed from the professional librarians; one of whom shall be appointed by the McMaster University Clinical Faculty Association; two of whom shall be appointed by UNIFOR, Local 5555; one of whom shall be appointed by the McMaster University Retirees Association; and one of whom shall be appointed by the President, in consultation with the Assistant Vice-President, Human Resources, from The Management Group.

Eight members of the Committee shall constitute a quorum.

Appointments shall become effective on July 1, and members shall hold office for a period of one year but any member shall be eligible for re-appointment. If a vacancy occurs during the year, a replacement shall be appointed within sixty days in the same manner as the prior appointment. The Pension Trust Committee shall elect a Chair from among its members.

The Committee shall:

1. Recommend to the Board general pension investment policy and the annual Statement of Investment Policies and Objectives for submission to the Financial Services Commission of Ontario;
2. Monitor and review performance of Investment Consultants and Fund Managers:
 - a. Make recommendations to the Board with respect to situations of deviation or proposed deviation by Fund Managers from the Statement of Investment Policies and Procedures;
 - b. Make recommendations to the Board on the appointment or replacement of such Investment Consultants and Fund Managers;
3. Monitor the annual calculation of the "Net Interest on the Fund" and the "Annual Pension Increase";
4. Discuss and promote awareness and understanding of the pension plan by members of the plan and persons receiving benefits under the plan;
5. Comment and make recommendations to the Planning and Resources Committee on
 - a. the performance and appointment of the actuary; and

- b. the actuarial methods and assumptions used in determining the financial condition of the pension plan and the contributions to the pension plan;
6. Comment and make recommendations to the Planning and Resources Committee on proposed changes to the pension plan text, and propose changes to the pension plan text;
7. Monitor at least annually the administrative expenses paid from the pension plan, and determine whether they are appropriate. Changes in the nature and structure of administrative expenses paid may be approved by the Board only if recommended by the Pension Trust Committee as a result of a ballot of all Pension Trust Committee members.

(f) COMMITTEE ON UNIVERSITY ADVANCEMENT

The Committee on University Advancement shall be composed of the Chancellor, the Chair and the Vice-Chair(s) of the Board, the President and the Vice-President (University Advancement) as ex officio members, and up to six other members, at least half of whom shall be members of the Board. One-half of the members of the Committee shall constitute a quorum.

The Committee shall make recommendations to the Board on policy matters related to institutional advancement, including external and internal communications, fund-raising, alumni relations, development and public relations.

(g) REMUNERATIONS COMMITTEE

The Remunerations Committee shall be composed of not fewer than three members of the Board, in addition to the ex officio members who shall be the Chair and the Vice-Chair(s) of the Board, the President and the Vice-President (Administration). No employee of the University, other than the President and the Vice-President (Administration), shall be a member of the Remunerations Committee. Three members of the Committee, other than the President and Vice-President (Administration), shall constitute a quorum.

The primary function of the Remunerations Committee shall be to recommend to the Board policies regarding salaries, wages, benefits and other forms of remuneration and to provide advice, as necessary, to the University Administration in implementing and administering such policies.

In making its recommendations, the Committee shall have regard to the policies of the University as approved by the Planning and Resources Committee and the Board.

(h) UNIVERSITY PLANNING COMMITTEE *

The University Planning Committee shall consist of the Chancellor; the Chair of the Board (or delegate); the Vice-Chair(s) of the Board (or delegate); the

Commented [TA1]: Please note the proposed revisions to the UPC Terms of Reference are not shown here. They will be submitted for approved through a different motion at the April Board meeting.

President; the Provost, who shall be Chair; the Vice-President (Administration); the Vice-President (Research); the Vice-Provost and Dean of Graduate Studies; five faculty members, no more than two from any one Faculty, elected for staggered three-year terms; one Faculty Dean elected annually (by and from the six Faculty Deans); one staff member, elected for a three-year term; one graduate student, elected for a two-year term; and one undergraduate student, elected for a two-year term. The following persons shall be Observers to the University Planning Committee: the Dean and Vice-President (Health Sciences) or delegate, unless elected; the Vice-President (University Advancement); the Associate Vice-President (Students and Learning) and Dean of Students; and the Chair of Undergraduate Council. The provisions of Section 12 of this by-law No. 1 shall apply to such Observers. One-half of the membership, excluding ex officio members, shall constitute a quorum.

The election of faculty, staff and student members to the University Planning Committee shall be conducted by the University Secretary following a call for nominations from the appropriate University constituency. The Senate Executive Committee shall review the nominations and ensure that there are sufficiently many to require that an election be held; it may make any additional nominations it deems necessary to ensure an election. The counting of ballots in elections to the University Planning Committee shall be in accordance with the transferable vote system.

The University Planning Committee's fundamental mandate is to coordinate academic and resource planning so that the Senate and the Board may be assured that any proposal presented for approval has academic merit that supports the mission of the University and that resources necessary for the implementation of any proposal have been appropriately assessed. In this context the University Planning Committee shall:

1. review the Plan for the University annually, and recommend revisions to it as necessary, for approval by the Senate and the Board;
2. review, for recommendation to the Senate and the Board, major initiatives (including those which are part of submissions to external agencies) that have significant resource implications, providing comment on how the proposals fit within the University Plan;
3. review and approve annual planning reports as prescribed by the Provost from the Faculties, the School of Graduate Studies, the Associate Vice-President (Academic), the Associate Vice-President (Student Affairs) and Dean of Students, the University Registrar, the University Librarian, and other units (as appropriate) that report directly to the Provost, providing comment on how the plans relate to overall University planning and current budgeting. Approved plans are to be reported to the Senate and the Board for information;

4. review and approve annual planning reports as prescribed by the Vice-President (Administration) from those administrative and service units that report directly to the Vice-President (Administration), providing comment on how the plans relate to overall University planning and current budgeting. Approved plans are to be reported to the Senate and the Board of Governors for information;
5. review and approve annually a report from the Vice-President (Research) on the major operations, institutes, and initiatives that receive significant support from the budget envelope of the Vice-President (Research), and on the anticipated impact of new funding opportunities (from federal, provincial, or private agencies or businesses) as they arise. Approved plans are to be reported to the Senate and the Board for information;
6. receive annually from the Vice-President (University Advancement) a report on advancement efforts of the previous year and review, for recommendation to the Senate and the Board, future fund-raising priorities and their relationship to the University Plan;
7. provide commentary, with reference to the University Plan and the McMaster University Campus Master Plan, to the relevant committee of the Board of Governors on proposals for capital development and other expenditures that fall outside the annual budget (such as those encompassed by the Capital Renewals process). For all major projects, the University Planning Committee will be provided with a total impact analysis that assesses the ongoing costs of maintenance, utilities, etc.;
8. review, for recommendation to the Senate and the Board, the annual report on the McMaster University Campus Master Plan, including any updates, amendments and elaborations; and
9. report to the Senate and the Board any matters of concern formally identified as such by a majority of the Committee.

The Budget Committee

The Budget Committee shall be a subcommittee of the University Planning Committee with membership drawn from the University Planning Committee as follows: the President, the Provost, the Vice-President (Administration), three faculty members (one of whom shall serve as Chair), one member of the non-teaching staff, one graduate student, one undergraduate student. Two-thirds of the membership shall constitute a quorum. If more than two members are absent when a vote is taken on the final budget, the vote must be confirmed by mail ballot.

The Chair of the Budget Committee shall be elected annually by the University Planning Committee from among the faculty members on the University Planning Committee following nomination by the Chair of the University

Planning Committee and a call for further nominations. The other two faculty members on the Budget Committee shall be selected subsequently by and from the five faculty members on the University Planning Committee for service commencing July 1 or immediately following a vacancy. The Chair may vote on all questions.

The Budget Committee shall:

1. review the budget framework prepared by the University administration in consultation with the Office of Institutional Research and Analysis, including any changes to the McMaster Budget Model; this framework (including the models and projections upon which it is based) will be provided to the Joint Administration/Faculty Association Committee to Consider University Financial Matters and to Discuss and Negotiate Matters Related to Terms and Conditions of Employment of Faculty (The Joint Committee) as will updates to the framework should these arise;
2. receive and respond to budget submissions from all Faculties, areas, and units;
3. make budget recommendations available to the University Planning Committee during development of the recommendations, for comment on whether those recommendations are congruent with the University Plan; deliver the final budget to the University Planning Committee in a timely fashion to ensure that it is in a position to make comments in advance of the budget being transmitted to other deliberative bodies;
4. make budget recommendations available to the University Senate for comment before they are transmitted by the President to the Planning and Resources Committee of the Board; and
5. deliver budget recommendations to the President of the University for transmittal to the Planning and Resources Committee of the Board. Any comments of the University Planning Committee and Senate shall be included in the material for the Board, along with the President's own comments.

* The University Planning Committee is a joint Board-Senate Committee and is the successor to the Board-Senate Committee on Academic Planning. It is also the successor to the Board-Senate Committee on Long-Range Planning named in the 1976 Act. All references to the Board-Senate Committee on Long-Range Planning in the 1976 Act shall be deemed henceforth to refer to its successor, the University Planning Committee.

The University Student Fees Committee shall be a sub-committee of the University Planning Committee with the following membership:

Ex Officio

Associate Vice-President (Students and Learning) and Dean of Students –
Co-Chair
Vice-Provost and Dean of Graduate Studies – Co-Chair
Vice-Provost (Faculty)
Associate Vice-President, Finance and Planning (Academic)
Executive Director, Education Services, Faculty of Health Sciences
Controller, Financial Services
University Registrar

Student Members

Graduate Student Representative – selected from applicants for a one-year
term
Full-time Undergraduate Student Representative – selected from applicants
for a one-year term
Part-time Undergraduate Student Representative – selected from applicants
for a one-year term
**Student positions are renewable once.*

Consultants

Director, Finance and Administration, Student Affairs
Associate Registrar and Graduate Secretary, School of Graduate Studies
Assistant Registrar, Government Aid Programs
Manager, Accounts Receivable, Financial Affairs
Two staff members from Financial Affairs (approved by the Committee
annually)
Two staff members from Institutional Research and Analysis (approved by
the Committee annually)

The University Student Fees Committee shall:

- (i) recommend all revisions to tuition (undergraduate and graduate degree,
diploma and certificate) and supplementary fees to the Budget
Committee;
- (ii) establish deadlines for the submission of all proposed tuition and
supplementary fees to the University Student Fees Committee;
- (iii) recommend policy guidelines to the Budget Committee that outline
services and materials for which fees can be charged;
- (iv) recommend policy guidelines to the Budget Committee for charging
fees for existing and new programs that are not funded through grants
from the Ministry of Colleges and Universities;
- (v) ensure that all proposed changes to existing student fees and all proposed
new fees are reasonable, conform to government regulations and have
been approved through appropriate processes within the University; and
- (vi) ensure that proposed changes to student fees are feasible and do not
involve undue complications to calculate and administer; where
appropriate, determining the most “tax efficient” method for students
who are being charged these fees.

All meetings of this Committee are in Closed Session

Board of Governors
December 17, 2020

(i) HUMAN RESOURCES COMMITTEE

The Human Resources Committee shall be composed of the Chair, the Vice-Chair(s), the Chair of the Remunerations Committee of the Board and the Chair of the Planning and Resources Committee of the Board. A majority of the members of the Committee shall constitute a quorum.

The Committee shall:

1. Negotiate and approve the terms of the President's contract of employment. A summary of the contractual terms shall be reported to the Board for information and prior to the relevant Board meeting a complete copy of the contract shall be made available through the office of the Secretary of the Board for Board members to review;
2. Evaluate, at least annually, the performance of the President;
3. Annually determine the remuneration of the President, including the payment of any bonuses or other awards. The Committee shall report the outcome of its deliberations, together with any agreed changes to the terms of the President's contract, to the Board for information;
4. Review and approve the terms of the Vice-Presidents' contracts of employment prior to appointment or renewal. A summary of the terms of such contracts shall be reported to the Board for information;
5. Annually review the President's assessment of the performance of the Vice-Presidents and approve any resultant recommendations regarding remuneration or the payment of any bonuses or other awards. Any such changes to remuneration or other contractual terms shall be reported to the Board for information;
6. Receive, at least annually, a report on the performance of assistant and associate vice-presidents, as well as other senior executives as requested by the Committee;
7. Review the contracts of employment of such other senior executive staff as the Committee shall determine or the Board shall request from time to time and report any concerns arising from such reviews to the Board.

8. Annually receive a report on succession planning at the senior executive level and assist the administration where appropriate;

The Committee shall be provided with such current, comprehensive market and comparative data regarding compensation and contractual terms as it shall require in order to undertake its work.

President's Performance Review Process:

The evaluation of the President's performance as specified in paragraph 2 above, shall include the following:

1. The Committee shall receive and review, annually, a written report from the President describing the President's progress against the specific goals and priorities approved by the Committee at the beginning of the assessment period. In addition to highlighting progress made against those goals, the report should also outline additional initiatives, matters and issues addressed during the assessment period, as well as any areas of concern, along with commentary on what will be done to address these going forward.

2. The Committee shall adopt a "Knowledgeable Other" process to assess the effectiveness of the President. Annually, the HR Committee and the President shall mutually agree on a reasonable number of Knowledgeable Others who have had exposure and are familiar with aspects of the President's work and priorities over the past year. The Board Chair shall seek input in writing from the Knowledgeable Others and shall consolidate the feedback (on an anonymous basis) into appropriate themes for sharing and discussion with the HR committee, and with the President.

3. Should the Committee determine in any particular assessment period that more comprehensive input on the President's performance from a broader group of stakeholders is needed, the HR Committee may establish an "HR Advisory Panel", whose members shall be decided in the sole discretion of the HR Committee. The HR Advisory Panel shall be provided with a "Terms of Reference" for gathering and consolidating input from specific stakeholders, potentially both internal and external to the University. The HR Advisory Panel shall compile a written report of its findings to be shared and discussed with the HR Committee, and with the President.

**(j) BOARD-SENATE RESEARCH MISCONDUCT HEARINGS
PANEL**

The Board-Senate Research Misconduct Hearings Panel shall consist of eighteen tenured faculty members appointed by the Senate after consultation with the Faculty Association, three graduate and three undergraduate students appointed by the Senate, and twelve full-time staff members who have been employees of the University for at least two years appointed by the Board of Governors after consultation with the appropriate staff associations.

Members of the Panel shall be appointed for staggered renewable three-year terms. The Chair and one Vice-Chair of the Panel shall be appointed by Senate from among the tenured faculty members; one Vice-Chair shall be appointed by the Board of Governors from among the staff members. In addition, the Chair of the Panel has the authority to appoint, on an ad hoc basis, faculty, staff and student who are not members of the Panel to serve on Hearings Committees as auxiliary Panel members. For meetings of the Panel that do not relate to a specific case, fifteen members of the Panel constitute a quorum.

The Board-Senate Research Misconduct Hearings Panel shall:

1. receive all cases of alleged research misconduct referred to it and arrange the adjudication of them in accordance with the procedures outlined in the Research Integrity Policy and approved by the Senate and the Board of Governors, and
2. when deemed appropriate, review the policy and procedures relating to academic ethics and allegations of research misconduct and make recommendations to the Senate and the Board of Governors on policy changes or new policies deemed necessary by the Panel. The hearing of any case referred to the Panel shall be conducted before a Hearings Committee, established according to the procedures outlined in the Research Integrity Policy.

The conduct of hearings before a Hearings Committee of the Board-Senate Research Misconduct Hearings Panel shall be in accordance with the procedures outlined in the Research Integrity Policy.

**(k) BOARD-SENATE HEARING PANEL FOR DISCRIMINATION,
HARASSMENT AND SEXUAL VIOLENCE**

The Board-Senate Hearing Panel for Discrimination, Harassment and Sexual Violence shall consist of six faculty members, three undergraduate students and three graduate students appointed by the Senate; and six staff members appointed by the Board. The Chair and one Vice-Chair shall be appointed by the Senate from among the faculty members appointed by the Senate, and one Vice-Chair shall be appointed by the Board from among the members appointed by the Board. Student members shall serve for staggered two-year terms and faculty and staff members for staggered three-year terms. No member shall serve for more than two consecutive terms, but on the expiration of two years after having served the second of two consecutive terms, such person may again be eligible for membership on the Hearing Panel. In addition, the Chair of the Panel has the authority to appoint, on an ad hoc basis, faculty, staff and students who are not members of the Panel to serve on Hearings Committees as auxiliary Panel members. For meetings of the Panel that do not relate to a specific case, ten members of the Panel constitute a quorum.

The Board-Senate Hearing Panel for Discrimination, Harassment and Sexual Violence shall:

1. receive all Referrals to Hearing/Formal Requests for a Hearing and arrange for their adjudication in accordance with the relevant procedures approved by the Senate and the Board, and
2. when deemed appropriate, review the policy and procedures relating to discrimination, harassment, and/or sexual violence and make recommendations, through the Senate Executive Committee, to the Senate and the Board on policy changes or new policies deemed necessary by the Panel.

The hearing of any case shall be before a Tribunal, consisting of three members of the Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence. These members shall be free of conflict of interest and shall be chosen by the Chair, or a Vice-Chair as appropriate, of the Hearing Panel in accordance with procedures approved by the Senate and the Board.

Hearings before a Tribunal of the Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence shall be conducted in accordance with the procedures approved by the Senate and the Board.

Conflict of Interest 16. At any meeting of the Board or of any committee of the Board, changes in remuneration of employees of the University shall be deemed not to be a proposed contract within the terms of Section 8, subsection 16 of the 1976 Act.

Board-Senate Committee to Recommend a President 17. From time to time, as required, the Board shall appoint five of its members to a Board-Senate Committee to Recommend a President, one of whom shall be from those appointed under Section 8 (1) (d) of the 1976 Act, one member from those elected under Section 8 (1) (i), one member from those elected under Section 8 (1) (f), and two members shall be from among the persons elected or appointed under Sections 8 (1) (b), 8 (1) (c) or 8 (1) (j) of the 1976 Act.

BY-LAW NO. 2

being a by-law relating to the elections to the Board.

Election by the Board

1.
 - (1) The term of office of each of the members to be elected under Section 8 (1) (b) of the 1976 Act shall end on June 30th of the last year of the designated term for which the member was elected so that the terms of not more than four members shall expire in any one year;
 - (2) The candidates for election under Section 8 (1) (b) of the 1976 Act shall be nominated by the Nominating Committee of the Board or by individual members of the Board, provided that nominations of candidates by individual members shall be filed with the Chair of the Nominating Committee not

later than three weeks preceding the date of the election, and the consent of the nominee shall be secured before such nomination is filed;

- (3) The Board shall conduct its election at a regular meeting in June of each year, having notified its members at least two months prior to the date of the election. In the event that more candidates than are required are nominated, voting shall be by secret ballot, and the candidates receiving the greatest number of votes shall be declared elected;
- (4) When two or more candidates receive the same number of votes and are thus prevented from being declared elected, a new election shall be held, confined to such candidates, under similar conditions to elect one candidate.

Election by
Teaching Staff

2.

- (1) The election of members by the teaching staff under Section 8 (1) (f) of the 1976 Act shall be held annually and completed by April 30th;
- (2) The terms of office of each member to be elected under Section 8 (1) (f) shall end on June 30th of the last year of the designated term for which the member was elected so that the terms of not more than two members shall expire in any one year;
- (3) A notice defining eligibility requirements shall be posted on the McMaster Daily News website [<http://dailynews.mcmaster.ca>] and on the University Secretariat's election website <https://secretariat.mcmaster.ca> throughout the nomination period;

(4)

a) For seats on the Board of Governors, ~~Any~~ member of the teaching staff may be nominated as a candidate for election provided the written consent of the nominee has been filed with the Secretary of the Board and the nomination paper has been signed by ~~five~~three members of the teaching staff;

b) Seats on the University Planning Committee are Faculty specific (one member from each Faculty). Teaching staff may be nominated as a candidate from their Faculty for election provided the written consent of the nominee has been filed with the Secretary of the Board and the nomination paper has been signed by three members of the teaching staff from the same Faculty as the candidate.

- (5) The nominations must be received by the Secretary of the Board not later than three weeks prior to the election. The Secretary of the Board shall, as soon as possible following the close of the election period, prepare a list of candidates whose eligibility has been validated by the Assistant Vice-President, Human Resources, such list to be posted on the McMaster Daily News website and on the University Secretariat's election website at least two weeks prior to the election;

Commented [TA2]: Items in purple/pink are the proposed UPC revisions that will be considered for approval at the April Board meeting.

- (6) Eligible voters may cast their votes via the link ~~to MacVote to the election software~~ provided by the University Secretariat, such votes to be cast no later than April 30, the precise dates to be determined by the Secretary of the Board. Detailed instructions for the conduct of elections shall be posted on the University Secretariat election website.
- (7) The ballots shall be counted under the supervision of the Secretary of the Board. The candidate having the greatest number of votes using the transferable vote system shall be declared elected;
- (8) Where two or more candidates receive the same number of votes and are thus prevented from being declared elected, a new election shall be held, confined to such candidates, under similar conditions to elect one candidate.

Election by
Undergraduate
Students:

3.

- (1) The nomination and election of a member by the undergraduate students under Section 8 (1) (g) of the 1976 Act, shall be conducted during the period January 15 – March 31 (primary election period). In the event that the undergraduate student position is vacant at the end of the first week of September, a secondary election shall be conducted and completed by October 31;
- (2) The term of a member to be elected under Section 8 (1) (g), during the primary election, shall commence on July 1 following the election, and the term of a member elected during the secondary election shall be deemed to have begun on the previous July 1;
- (3) Any undergraduate student whose registration has been recorded by the University Registrar as a student, as defined by the 1976 Act, is eligible to vote;
- (4) Any undergraduate student eligible to vote may be nominated as a candidate for election, provided written consent has been filed with the Secretary of the Board and the nomination paper has been signed by at least ~~two~~ three undergraduate students eligible to vote;
- (5) At the beginning of the election period a notice defining eligibility requirements shall be posted on the McMaster Daily News website and on the University Secretariat election website ~~and shall be published at least once in "The Silhouette";~~
- (6) Nominations must be received by the Secretary of the Board not later than the end of the first week of February (the end of the first week of October)* in the year of election;
- (7) A list of eligible candidates whose status has been validated shall be posted, as soon as possible after the close of nominations, on the McMaster Daily News website and on the University Secretariat election website ~~and published in~~

~~at least one issue of "The Silhouette"~~ at least ten days prior to the election day(s). A copy of the campaign regulations (see Appendix I) will be provided to each candidate and posted on the University Secretariat election website;

- (8) Eligible voters may cast their votes via the link to ~~MaeVote~~ the election software provided by the University Secretariat, such votes to be cast no later than March 31 (October 31)*, the precise dates to be determined by the Secretary of the Board. Detailed instructions for the conduct of the election shall be posted on the University Secretariat election website;
- (9) The ballots shall be counted under the supervision of the Secretary of the Board. The candidate having the largest number of votes using the transferable vote system shall be declared elected;
- (10) Where two or more candidates receive the same number of votes and are thus prevented from being declared elected, a new election shall be held, confined to such candidates, under similar conditions to elect one candidate.

* Secondary election

Election by
Graduate Students 4.

- (1) The nomination and election of a member by the graduate students under Section 8 (1) (h) of the 1976 Act, shall be conducted during the period January 15 – March 31 (primary election period). In the event that the graduate student position is vacant at the end of the first week of September, a secondary election shall be conducted and completed by October 31;
- (2) The term of a member to be elected under Section 8 (1) (h) during the primary election shall commence on July 1 following the election, and the term of a member elected during the secondary election shall be deemed to have begun on the previous July 1;
- (3) Any graduate student, whose registration has been recorded by the University Registrar as a student, as defined by the 1976 Act, is eligible to vote and may be nominated as a candidate for election provided consent has been filed with the Secretary of the Board and the nomination paper has been signed by at least ~~ten~~ three graduate students eligible to vote;
- (4) At the beginning of ~~the~~ election period a notice defining eligibility requirements shall be posted on the McMaster Daily News website and the University Secretariat election website ~~and shall be published at least once in "The Silhouette"~~;
- (5) Nominations must be received by the Secretary of the Board not later than the end of the first week of February (the end of the first week of October)* in the year of election;
- (6) A list of eligible candidates, whose status has been validated, shall be posted, as soon as possible after the close of nominations, on the McMaster Daily News website and the University Secretariat election website ~~and published~~

~~in at least one issue of "The Silhouette"~~ at least ten days prior to the election day(s). A copy of the campaign regulations (see Appendix I) will be provided to each candidate and posted on the University Secretariat election website;

- (7) Eligible Voters may cast their votes via the link to ~~MacVote~~ the election software provided by the University Secretariat, such votes be cast no later than March 31 (October 31)*, the precise dates to be determined by the Secretary of the Board; Detailed instructions for the conduct of the election shall be posted on the University Secretariat election website.
- (8) The ballots shall be counted under the supervision of the Secretary of the Board. The candidate having the largest number of votes using the transferable vote system shall be declared elected;
- (9) Where two or more candidates receive the same number of votes and are thus prevented from being declared elected, a new election shall be held, confined to such candidates, under similar conditions to elect one candidate.

* Secondary election

Election by Non-Teaching Staff

5.

- (1) The election of a member by the non-teaching staff under Section 8 (1) (i) of the 1976 Act shall be completed by April 30 in any year in which an election is held;
- (2) The term of a member to be elected under Section 8 (1) (i) shall end on June 30th of the last year of the designated term for which the member was elected so that the term of not more than one member shall expire in any one year;
- (3) Any member of the non-teaching staff who is eligible to vote may be nominated as a candidate for election provided written consent has been filed with the Secretary of the Board and the nomination paper has been signed by at least ~~ten~~ three members of the non-teaching staff eligible to vote;
- (4) A notice defining eligibility requirements shall be posted on the McMaster Daily News website and the University Secretariat's election website throughout the nomination period;
- (5) Nominations must be received by the Secretary of the Board not later than three weeks prior to the election. The Secretary of the Board shall, as soon as possible following the close of the nomination period, prepare a list of candidates whose eligibility has been validated by the University's Assistant Vice-President, Human Resources, such list to be posted on the McMaster Daily News website and the University Secretariat election website at least two weeks prior to the election;

- (6) Eligible voters may cast their votes via the link to ~~MaeVote~~[the election software](#) provided by the University Secretariat, such votes to be cast no later than April 30, the precise dates to be determined by the Secretary of the Board of Governors. Detailed instructions for the conduct of the election shall be posted on the University Secretariat's election website.
- (7) The ballots shall be counted under the supervision of the Secretary of the Board. The required number of candidate(s) having the greatest numbers of votes using the transferable vote system shall be declared elected.
- (8) Where two or more candidates receive the same number of votes and are thus prevented from being declared elected, a new election shall be held, confined to such candidates, under similar conditions.

Electoral Responsibilities of the Secretary

6. The Secretary of the Board shall be responsible for determining dates and implementing procedures, as necessary, to give effect to the by-laws of the Board governing the elections of members of the Board by and from the teaching staff, the non-teaching staff, undergraduate and graduate students.

Listing of Candidates

7. When names of candidates are listed on any electoral documents, they shall be arranged in alphabetical order.

Transferable Vote System

8. Whenever the by-laws provide for the counting of ballots by the transferable vote system, the following procedure shall be adopted.

Ballots shall be marked only with numerals 1, 2, 3, 4, etc. entered opposite the names of candidates in order of preference. Voters may leave blanks opposite the names of candidates for whom they do not wish to vote.

- (1) To elect a single member,

A - First Count

- (i) The number of ballots shall be counted to determine how many votes will constitute a majority which is one more than one-half the total number of ballots;
- (ii) A candidate who receives a majority of first choice votes shall be declared elected;
- (iii) On the first count, if no candidate has received a majority of the first choice votes, the candidate with the fewest number of first choice votes shall be eliminated from the count and such ballots shall be redistributed according to the second choice votes marked upon them.

B - Second Count

- (i) A candidate who receives a majority of first and second choice votes combined shall be declared elected;

- (ii) On the second count, if no candidate has received a majority of first choice and second choice votes combined, the ballots of the candidate with the next fewest number of votes shall be redistributed according to the next valid choice vote marked upon them. The "next valid choice vote" shall not include a candidate who has already been eliminated.

C - Third Count

- (i) A candidate who receives a majority of first, second and next valid choice votes combined shall be declared elected;
- (ii) On the third count if no candidate has received a majority of first, second and next valid choice votes combined, the above procedures shall be repeated as many times as necessary until one candidate has received a majority of votes.

(2) To elect a second member:

The same procedure described in subsection 1 of this section shall be followed to elect a second member except that the candidate who has already received a majority of votes under subsection 1 of this section and has been declared elected shall not be included in the count. All ballots indicating the elected candidate as first choice shall be allotted to the candidate whom these ballots indicate as second choice. Whenever a vote in any ballot is for the elected candidate, the next valid choice vote shall be counted;

(3) To elect a third member:

The same procedures described in subsection 1 and 2 of this section shall be followed, except that the two candidates elected shall not be included in the count. All ballots indicating the two elected candidates as choices shall be allotted to the candidate whom these ballots indicate as the next valid choice marked upon them;

(4) To elect a fourth member:

The same procedures described in subsections 1, 2 and 3 of this section shall be followed except that the three candidates already elected shall not be included in the count.

**Vacancy of an
Elected Member**

9. When a vacancy occurs on the Board and the vacancy is that of an elected member whose term has six months or less to run, the Board may decide by resolution to fill the vacancy and shall so inform the constituency involved. If the Board so decides, it shall, at its next regular meeting, on the recommendation of the Nominating Committee of the Board, appoint a member from the relevant constituency to hold office until the following June 30th.

When a vacancy on the Board is that of a member whose term has more than six months remaining in it and the member has been elected under Section 8 (1) (f), or 8 (1) (i) of the 1976 Act, a special election shall be held as soon as practicable to fill the vacancy for the period remaining. Except as to the date of such election,

the election procedures shall be those established in the Board By-laws for a regular election.

BY-LAW NO. 3

being a by-law relating to the borrowing of money, the issuing of securities and the securing of liabilities.

1. The Board may from time to time:
 - (a) Borrow money upon the credit of the University in such amounts and upon such terms as the Board may deem expedient;
 - (b) Issue bonds, debentures, debenture stock or other securities of the University in such amounts and upon such terms and pledge or sell the same for such sums and at such prices as the Board may deem expedient;
 - (c) Mortgage, hypothecate, charge or pledge all or any of the real and personal property, undertaking and rights of the University to secure any such bonds, debentures, debenture stock or other securities or any money borrowed or any other liability of the University;
 - (d) Give indemnities to any member of the Board or other person who has undertaken or is about to undertake any liability on behalf of the University and secure any such member of the Board or other person against loss by giving the person by way of security a mortgage or charge upon the whole or any part of the real and personal property, undertaking and rights of the University;
 - (e) Delegate to such one or more of the officers and members of the Board as may be designated by the Board all or any of the powers conferred by the foregoing clauses of this By-law to such extent and in such manner as the Board shall determine at the time of each such delegation.
2. This by-law shall come into effect on the day it is enacted by the Board and, effective the same day, all previous by-laws inconsistent herewith are repealed.

BY-LAW NO. 4

being a by-law relating to banking arrangements.

1. The banking business of the University, or any part thereof, shall be transacted with such bank, trust company or other firm or corporation carrying on a banking business as the Board may designate, appoint or authorise from time to time by resolution; and
2. All such banking business, or any part thereof, shall be transacted on the University's behalf by such one or more officers and/or other persons (with or without the power to sub-delegate) as the Board by resolution may designate, direct or authorise from time to time and to the extent therein provided, including, but without restricting the generality of the foregoing, the operation of the University's accounts; the making, signing, drawing, accepting, endorsing,

negotiating, lodging, depositing or transferring of any cheques, promissory notes, drafts, acceptances, bills of exchange and order for the payment of money; the giving of receipts for and orders relating to any property of the University; the execution of any agreement relating to any such banking business and defining the rights and powers of the parties thereto; and the authorising of any officer of such banker to do any act or thing on the University's behalf to facilitate such banking business.

3. This by-law shall come into effect on the day it is enacted by the Board and, effective the same day, all previous by-laws inconsistent herewith are repealed.

BY-LAW NO. 5

being a by-law relating to the execution of instruments by the University.

1. Deeds, transfers, assignments, contracts and obligations on behalf of the University may be signed by the Officers of the University so designated in the Resolution Respecting the Execution of Instruments as found at Appendix E of these by-laws; and the Corporate Seal of the University shall be affixed to such instruments as require the same. Notwithstanding any provision to the contrary contained in the by-laws of the University, the Board may at any time and from time to time direct the manner in which and the person or persons by whom any particular deed, transfer, assignment, contract or obligation of the University or any class thereof may or shall be signed.
2. This by-law shall come into effect on July 1, 1989 and, effective the same day, all previous by-laws inconsistent herewith are repealed.

BY-LAW NO. 6

being a by-law respecting the indemnification of members of the Board.

1. Every member of the Board and ~~his, her or~~ their heirs, executors and administrators and other legal personal representatives shall, from time to time and at all times, be indemnified and saved harmless out of the funds or other assets of the University, from and against:
 - (a) All costs, charges and expenses whatsoever which such member sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against the member, for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by the member, in or about the execution of the duties of the member's office or employment; and
 - (b) All other costs, charges and expenses that a member sustains or incurs in or about or in relation to the affairs thereof;

except such costs, charges or expenses as are occasioned by the member's own wilful neglect or default.

-
- (2) This by-law shall come into effect on the day it is enacted by the Board and, effective the same day, all previous by-laws inconsistent herewith are repealed.

RESOLUTIONS OF THE BOARD OF GOVERNORS

- Appendix A-1** Power Granted to the President to Appoint Persons to the Teaching Staff for a Stated Period of Time (See By-law No. 1, Section 4 (1)).
- Appendix A-2** Power Granted to the President to Make Administrative Appointments (See By-law No. 1, Section 4 (2)).
- Appendix A-3** Power Granted to the President to Suspend Members of the Teaching Staff (See By-law No. 1, Section 4 (3)).
- Appendix B** Banking Resolution.
- Appendix C** Safekeeping Resolution.
- Appendix D** Resolution for the Sale of Securities.
- Appendix E** Resolution Respecting the Execution of Instruments by McMaster University.
- Appendix F** Resolution Respecting Directions to the CIBC Mellon Global Securities Services Company by McMaster University.
- Appendix G** Borrowing Resolution.

Appendix A-1

**RESOLUTION - POWER GRANTED TO THE PRESIDENT TO APPOINT PERSONS TO
THE TEACHING STAFF FOR A STATED PERIOD OF TIME (SEE BY-LAW NO.1,
SECTION 4 (1))**

The Board hereby resolves that the power of the Board to appoint persons to the teaching staff for a stated period of time shall be and the same is hereby delegated to the President, provided that such appointments are within the limits of the University's approved budget. The Board hereby repeals the delegation of a similar authority which it granted to the President at its meeting on March 30, 1971.

Board of Governors
March 23, 1977

Appendix A-2

**RESOLUTION - POWER GRANTED TO THE PRESIDENT TO MAKE
ADMINISTRATIVE APPOINTMENTS (SEE BY-LAW NO. 1, SECTION 4 (2))**

The Board hereby accepts and approves the delegation of authority to appoint, promote, suspend or remove all officers, agents and employees of the University not identified in the preamble of Section 9 (b) or in Section 9 (b), Sub-sections (i), (ii), (iii) of the 1976 Act to the following officers of the University, within their respective areas of responsibility, as designated by the President, provided such alternative delegate is first approved in writing by the Board:

The Provost;
The Vice-President (Administration);
The Dean and Vice-President (Health Sciences)
The Vice-President (Research);
The Vice-President (University Advancement); or
Assistant Vice-President, Human Resources

Letters of appointment and promotion, within the authority of the Assistant Vice-President, Human Resources, may be signed by the following officers of the University within their respective areas of responsibility but only where the proposed salary is below the control point:

Senior Manager, Human Resources Service Centre;
Employee/Labour Relations Advisor;
Administrator, Human Resources, Health Sciences;
Human Resources Consultant;
Human Resources Organizational Development Consultant, University Advancement.

Board of Governors
March 3, 2011

Appendix A-3

**RESOLUTION - POWER GRANTED TO THE PRESIDENT TO SUSPEND MEMBERS OF
THE TEACHING STAFF (SEE BY-LAW NO. 1, SECTION 4 (3))**

The Board hereby resolves that the power of the Board under Section 9(b) of the 1976 Act to suspend members of the teaching staff shall be and the same is hereby delegated to the President.

Board of Governors
December 10, 1998

Appendix B

BANKING RESOLUTION

The Board hereby resolves:

1. 1. THAT the banking business of the University, or any part thereof, may be transacted with any one or more of the banks or other corporations (hereinafter referred to as "institutions") named in Schedule 1 hereto.
2. THAT all such banking business may be transacted on the University's behalf by the Planning and Resources Committee of the Board.
3. THAT the Planning and Resources Committee further delegate to any officer holding the position and having the title listed in Schedule 2 authority to transact any part or parts of such banking business on behalf of the University, subject to the limitations of such authority as may be imposed in such instructions.
4. THAT in this resolution the expression "banking business" includes, without limitation, the operation of the University's accounts; the making, signing, drawing, accepting, endorsing, negotiating, lodging, depositing or transferring of any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for the payment of money; the giving of receipts for and orders relating to any property of the University; the execution of any agreement relating to any such banking business and defining the rights and powers of the parties thereto; and the authorizing of any officer of such institution to do any act or thing on the University's behalf to facilitate such banking business.
5. THAT this resolution and any instructions given pursuant to paragraph 3 hereof to any institution shall remain in force until written notice to the contrary shall have been given to such institution.
6. THAT this resolution shall, from the time of its communication to any institution, supersede any previous resolutions and instructions respecting the transaction of banking business between the University and such institutions.

Schedule 1: McMASTER UNIVERSITY BANKS

Canadian Imperial Bank of Commerce
Bank of Montreal
National Bank of Canada
Bank of Nova Scotia
Royal Bank of Canada
TD Canada Trust

Board of Governors
April 18, 2019

Schedule 2: McMASTER UNIVERSITY AUTHORIZED BANK SIGNERS

The primary currencies used by the University are the Canadian dollar and U.S. dollar. For the purposes of amounts noted in Schedule 2, limits are applicable to either currency.

- (1) With respect to bank accounts held at institutions noted in Schedule 1 above:
- (a) Cheques up to \$100,000.00 require any one of the following signatures:
- ▶ President and Vice- Chancellor
 - ▶ Vice-President (Administration)
 - ▶ Associate Vice-President (Students and Learning) and Dean of Students
 - ▶ Assistant Vice-President (Administration) and CFO
 - ▶ Assistant Vice-President and Chief Human Resources Officer (payroll account(s) only)
 - ▶ Controller
 - ▶ Treasurer
 - ▶ Senior Manager, Accounting & Financial Reporting
 - ▶ Manager, Financial Reporting
 - ▶ Manager, Financial Affairs Business Office
 - ▶ Senior Investment Accounting Analyst
 - ▶ Senior Investment Analyst
 - ▶ Senior Accountant
 - ▶ Director, HR Strategic Partnerships and Initiatives (Payroll Account(s) only)
 - ▶ Senior Analyst Reporting and Control (Payroll account(s) only)
- (b) Cheques over \$100,000.00 require any two of the signatures in (a).
- (c) The following facsimile signatures are acceptable on cheques drawn on any account, however, when a second signature is required by virtue of the amount being over \$100,000.00, the second signature must be any one of the signatures in (a) applied manually:
- ▶ President and Vice Chancellor
 - ▶ Vice-President (Administration)
- (d) All electronic payment services, such as Wires, EFTs, Bill payments and Government Payments require electronic approvals as follows:
- (i) System generated batch payments up to \$12,000,000.00 require electronic approval from any one of the positions listed in (a) above; over \$12,000,000.00 require electronic approval from any two of the positions listed in (a) above.
- (ii) All other payments up to \$100,000.00 require electronic approval from any one of the positions listed in (a) above; over \$100,000.00 require electronic approval from any two of the positions listed in (a) above.

- (e) All bank transfers between bank accounts held by McMaster require any one of the following signatures or electronic approvals:

- ▶ President and Vice-Chancellor
- ▶ Vice-President (Administration)
- ▶ Assistant Vice-President (Administration) and CFO
- ▶ Controller
- ▶ Treasurer
- ▶ Senior Manager, Accounting & Financial Reporting
- ▶ Manager, Financial Reporting
- ▶ Manager, Financial Affairs Business Office
- ▶ Senior Investment Accounting Analyst
- ▶ Senior Investment Analyst
- ▶ Senior Accountant
- ▶ Investment Operations Analyst
- ▶ Financial Analyst – Trust Funds
- ▶ Director, HR Strategic Partnerships and Initiatives (Payroll Account(s) only)
- ▶ Senior Manager, Payroll Services, Tax and Data Compliance (Payroll Account(s) only)
- ▶ Senior Analyst Reporting and Control (Payroll account(s) only)

- (2) Foreign electronic payments:

- (a) Up to \$100,000.00 require any one of the following signatures and/or electronic approvals:

- ▶ President and Vice-Chancellor
- ▶ Vice-President (Administration)
- ▶ Assistant Vice-President (Administration) and CFO
- ▶ Controller
- ▶ Treasurer
- ▶ Senior Manager, Accounting & Financial Reporting
- ▶ Manager, Financial Reporting
- ▶ Senior Investment Accounting Analyst
- ▶ Senior Investment Analyst
- ▶ Senior Accountant

- (b) Over \$100,000.00 require any two of the signatures or electronic approvals in (a).

Board of Governors
December 17, 2020

Appendix C

SAFEKEEPING RESOLUTION

The Board hereby resolves:

1. THAT the CIBC Mellon Global Securities Services Company (and certain of its Affiliates) be and it is hereby authorized on behalf of McMaster University:
 - (a) to receive for safekeeping such property including such securities as may from time to time be delivered for such purpose to any office, branch or agency of the Bank;
 - (b) to cause any such securities which are capable of registration to be registered in the name of the University, or, when instructed, in the name of the Bank's nominee;
 - (c) to hold, deliver, sell, exchange or otherwise dispose of or deal with any or all such property including such securities pursuant to such written instructions as may be given from time to time by or on behalf of the University to the Bank by any two of the Chair of the Board of Governors, the Vice-Chair(s) of the Board of Governors, the Chair of the Planning and Resources Committee of the Board of Governors, the President, the Vice-President (Administration), the Assistant Vice-President (Administration), the Controller, the Executive Director, Strategic Projects Financial Affairs, Treasurer or one of the aforementioned together with the Senior Investment Accounting Analyst or Senior Investment Analyst are hereby authorized to give the said Bank instructions from time to time as aforesaid;
 - (d) notwithstanding the foregoing, any delivery to this University of any such property including such securities shall be made only to and against the written receipt of any two of the Chair of the Board of Governors, the Vice-Chair(s) of the said Board of Governors, the Chair of the Planning and Resources Committee of the said Board of Governors, the President, the Vice-President (Administration);
 - (e) to transfer any such property including any such securities to another office, branch or agency of the Bank than the office, branch or agency of the Bank to which or to whom such property was originally delivered, but the Bank shall immediately notify the Assistant Vice-President (Administration) of the University in writing of any such transfer;
 - (f) to detach on maturity the coupons, if any, from the securities and to complete as agent of the University any ownership certificates in connection therewith and to surrender any securities against receipt of moneys payable at maturity or upon redemption thereof; but the Bank is not obliged to examine lists of drawn and redeemed bonds or notices relating to coupons or dividends or to advise the undersigned of the expiry of rights or warrants in connection with the securities;

- (g) to obtain and receive payment of any moneys, whether on account of principal or revenues, in respect of any such securities, and to place the moneys so received in respect of the securities or any rights pertaining thereto to the credit of the University at the Westdale Hamilton Branch of the Bank, Deposit Account or to deal with such moneys in accordance with the written instructions of any two of the persons mentioned in paragraph (c).
- 2 The University agrees that the responsibility of the Bank in respect of any or all such property including such securities and proceeds shall be to exercise such due and proper care with respect to such property including such securities and proceeds as if such property including such securities and proceeds were the property of the Bank.
- 3 The University undertakes to pay to the Bank the agreed safekeeping charges for its services hereunder which the Bank is hereby authorized to debit to any account of the University with the Bank.
- 4 This resolution shall take effect on the 18th day of April, 2019 and from that date shall supersede a resolution passed by the Board of Governors of the University on the 8th day of June, 2017 and shall remain in force and effect as regards each office, branch or agency of the Bank having in its custody any of such property including such securities of the University until notice in writing abrogating or modifying this agreement is received by such office, branch or agency of the Bank.

The Board further resolves:

That McMaster University may enter into a Safekeeping Agreement with the CIBC Mellon Global Securities Services Company (and certain of its Affiliates), in accordance with the provisions of the foregoing resolution.

Board of Governors
April 18, 2019

Appendix D

RESOLUTION FOR THE SALE OF SECURITIES

The Board hereby resolves:

1. THAT any two of the Chair of the Board of Governors, the Vice-Chair(s) of the Board of Governors, the Chair of the Planning and Resources Committee of the Board of Governors, the President, the Vice-President (Administration), the Assistant Vice-President (Administration), the Controller, the Executive Director, Strategic Projects Financial Affairs, Treasurer or one of the aforementioned together with the Senior Investment Accounting Analyst or the Senior Investment Analyst of this University be, and they hereby are, fully authorized and empowered to transfer, convert, endorse, sell, assign, set over and deliver any and all shares of stock, bonds, debentures, notes, subscription warrants, stock purchase warrants, evidence of indebtedness, or other securities now or hereafter standing in the name of or owned by this University, and to make, execute and deliver, under the corporate seal of this University or otherwise, any and all written instruments of assignment and transfer necessary or proper to effectuate the authority hereby conferred.

2. AND FURTHER that there shall be annexed to any instrument of assignment and transfer, executed pursuant to and in accordance with the foregoing resolution, a certificate of the Secretary of the Board, Vice-President (Administration) or Assistant Vice-President (Administration) of this University in office at the date of such certificate, and such certificate shall set forth these resolutions and shall state these resolutions are in full force and effect, and shall also set forth the names of the persons who are then officers of this University, then all persons to whom such instrument with the annexed certificate shall thereafter come shall be entitled without further inquiry or investigation and regardless of the date of such certificate to assume and to act in reliance upon the assumption that the shares of stock or other securities named in such instrument were theretofore duly and properly transferred, endorsed, sold, assigned, set over and delivered by this University, and that with respect to such securities the authority of these resolutions and of such officers is still in full force and effect.

Board of Governors
June 6, 2019

Appendix E

RESOLUTION RESPECTING THE EXECUTION OF INSTRUMENTS BY McMASTER UNIVERSITY

I JURISDICTION AND PURPOSE

1. The 1976 Act, Section 9, vests in the Board the government, conduct, management, and control of the University and of its property, revenues, business and affairs. In Board By-law No. 5, the Board has authorized officers of the University to sign deeds, transfers, assignments, contracts and obligations on behalf of the University.
2. The purpose of this resolution is to designate clearly which persons are authorized to sign deeds, transfers, assignments, contracts, obligations, agreements or documents on behalf of the University when such documents have been approved by the appropriate body or official of the University. These include all documents related to the University receiving money, to the purchase or lease of goods and services and to agreements having no financial commitment.
3. All dollar amounts cited in this document are exclusive of duties, taxes and shipping charges. Contracts that span over a period of greater than one (1) year should not be broken down into annual amounts when assessing the appropriate level of contract execution.
4. This resolution shall not apply to the signing on behalf of the University of the certificates and other academic documents arising from the actions of the Senate in accordance with the 1976 Act, Section 13.

II RESPONSIBILITIES AND CONFLICT OF INTEREST

1. Persons with signing authority have the responsibility to exercise their authority in the manner of a prudent University administrator. Where the commitment involves Real Estate, the Vice-President (Administration) shall review the documents. Depending upon the nature and complexity of the agreement to be signed, the responsibility of persons with signing authority shall include an assessment of some or all of the following:
 - a) the ability of the University to meet any financial obligations resulting from the agreement;
 - b) the ability of the other party(ies) to meet its (their) obligations;
 - c) compliance with labour legislation, employee collective agreements, sponsor guidelines, tax legislation, other legislative and regulatory requirements, and applicable University policies;
 - d) whether all approvals required by any applicable policy or practice have been obtained for the contract;
 - e) whether terms and conditions of the contract should be reviewed by Strategic Procurement;
 - f) in association with the Vice-President (Administration), whether legal advice is needed;
 - g) the financial and other benefits that are expected to flow to the University as a result of the contract;

- h) whether the overhead rate, if any, included in the contract is consistent with University guidelines;
- i) the provisions regarding intellectual property requirements, physical, bodily injury and personal injury indemnities, and environmental liabilities.

2. Persons designated or appointed under this resolution shall not exercise their signing authority in circumstances where conflicts of interest exist or could be seen to exist; in addition, such persons shall inform their immediate supervisor when such circumstances exist. [Persons designated or appointed under this resolution are referred to "Conflict of Interest Policy for Employees" (2012), the "Statement on Conflict of Interest in Research" (2009) and "Statement of Ethics for Senior Executive Officers" (1990).]

3. One of the original signed contracts (if retained by the University) must be deposited with the Vice-President (Administration) or be maintained in a location approved by the Vice-President (Administration).

4. Vice Presidents must ensure a register of contractual documents pertaining to their portfolio is maintained, excluding documents for the purchase of goods and services which are maintained by Strategic Procurement.

That register is to include:

- a) a list of contractual documents signed by the appropriate individuals and the corresponding execution date;
- b) the name of any other party or parties signing the documents and their respective execution dates;
- c) a brief description of the subject matter contained in the documents;
- d) the effective start and termination date and the actual or estimated amount of each contractual obligation.

III RESOLUTION

The Board hereby resolves:

1. That each of the following University officers be and is hereby authorized, where required, to affix the corporate name and seal of the University on all deeds, transfers, assignments, contracts, obligations or documents on behalf of the University, provided that the agreement has been signed in accordance with the provisions of this policy: the Chair of the Board, the Vice-Chair(s) of the Board, the Chair of the Planning and Resources Committee, the Secretary of the Board, the President, the Provost, the Vice-President (Administration), the Dean and Vice-President (Health Sciences), the Vice-President (Research) and the Vice-President (University Advancement).

2. Notwithstanding provisions found elsewhere in this resolution, any contract or agreement to which the corporate seal is to be affixed must include the signature of an officer authorized by the Board of Governors to affix to seal.

3. The personnel authorized to execute contracts and agreements relating to the operation and development of the University and to bind the University to the terms thereof shall depend on the dollar amount of such contracts and agreements, the subject matter of such contracts and agreements as set out below and whether or not the University is receiving or paying out money under the contract or agreement. For agreements that span over a period of greater than one (1) year, dollar amounts, including annual maintenance fees, should be aggregated across all years and should not be broken down into per annum amounts when assessing the proper authorisation required.

Authority Matrices

Contracts

Signing authority for contracts and agreements above \$100,000, and to bind the University to the terms thereof, must be executed by a minimum of two approvers from the charts below, one of whom must be from the highest level.

No contract over \$10,000 for the purchase of goods or services may be released until approved through the University's enterprise electronic system using the charts below.

Where a purchase represents a renewal the thresholds below apply to the total cost of the previous term(s) and new term.

Purchase requisitions related to the purchase or lease by the University of Goods and Services and/or Real Estate will be approved in the electronic system by the authorities given in the charts below.

A.1 All Funds: excluding the Research Fund (see A.2) and Capital Fund (see A.3 and A.4)

	Department and/or Project Holder (Account Holder)	Only for Technology –Chief Technology Officer (Hardware or software related goods or services)	One of area: AVP [^] , Dean, VP	Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, VP(Administration), Provost, President	Following Board of Governors Approval: One of: VP(Administration), Provost, President, Board Secretary, Board Chair
< \$100,000	X				
\$100,000 up to \$1,999,999	X	X	X		
\$2,000,000 up to \$9,999,999	X	X		X	
Over \$10,000,000	X	X			X
			Additional Signature must be at least one level up from 1 st	The individual approving signs to confirm Board/Committee approval	

AVP[^] signing officers include: Assistant Vice-President, Associate Vice-President, Vice-Provost, Registrar, University Librarian, Treasurer, Director of Faculty Administration, Director of Research Finance Administration, Associate Dean of Education Services (Faculty of Health Sciences), and Controller

A.2 Research Fund

	Project Holder (Account Holder)	Secondary Research Office (Central/FHS-HRS)	Only for Technology – Chief Technology Officer (Hardware or software related goods or services)	One of: AVP*, VP	Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, Area VP, VP(Administration), Provost, President	Following Board of Governors Approval: One of: VP(Administration), Provost, President, Board Secretary, Board Chair
< \$100,000	X	X				
\$100,000 up to \$1,999,999	X	X	X	X		
\$2,000,000 up to \$9,999,999	X	X	X		X	
Over \$10,000,000	X	X	X			X
				Additional Signature must be at least one level up from 1 st		
				The individual approving signs to confirm Board/Committee approval		

AVP*^ signing officers include: Associate Vice-President (Research), Assistant Vice-President, Research Administration, Associate Dean, Health Sciences (Research), Director of Research Finance Administration, Assistant Vice-President (Faculty of Health Sciences), and Assistant Dean, Research Infrastructure

A.3 Capital Fund (Project Approval)

	One of, Director of Design and Construction, Director of Maintenance	AVP (Facilities Services) or Director, Design and Construction	VP (Administration) or AVP (Administration) and Chief Financial Officer	Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, VP (Administration) Provost, or President.	Following Board of Governors Approval: One of: Provost, President, Board Secretary, Board Chair
< \$100,000	X				
\$100,000 up to \$499,999	X	X			
\$500,000 up to \$1,999,999	X	X	X		
\$2,000,000 up to \$9,999,999	X	X		X	
Over \$10,000,000	X	X			X
Cumulative cost overruns exceeding the lesser of (i) 25% of the original approved overall project budget, or (ii) \$500,000, require re- approval by the highest original approver *		Additional Signature must be at least one level up from 1 st		The individual approving signs to confirm Board/Committee approval	
*N B If cost overruns result in a total revised value that coincides with a higher approval threshold, then the approval of the higher level approver must also be obtained *Cost overruns on Board or Planning and Resources Committee approved projects will be reported to the Planning and Resources Committee at its next meeting					

A.4 Capital Fund (Award of Purchase Orders/Contracts) including Professional Consultants*

	One of, Director of Design and Construction, or, Director of Maintenance	AVP (Facilities Services) or Director, Design and Construction	VP (Administration) or AVP (Administration) and Chief Financial Officer	Following Planning and Resources Committee Approval: One of: AVP(Administration) and Chief Financial Officer, (VP Administration) Provost, or President.	Following Board of Governors Approval: One of: Provost, President, Board Secretary, Board Chair
< \$100,000	X				
\$100,000 up to \$499,999	X	X			
\$500,000 up to \$1,999,999	X	X	X		
\$2,000,000 up to \$9,999,999	X	X		X	
Over \$10,000,000	X	X			X
Change Orders to existing Contracts/Purchase Orders which do not increase the approved Overall Project Budget require approval in accordance with the thresholds and roles noted above					
If change orders, alone or cumulatively, result in an increase to the overall project budget, approval for the increased overall project budget must be sought subject to cost overrun approval limits					
* Includes Architects, Engineers, Design Consultants and Construction Managers					

In no case may a signing officer sign as first approver and highest approver. The minimum two signatures must be different individuals.

All purchases of goods and services and leases must be executed using the duly authorized processes developed and supported by the Department of Strategic Procurement.

All Investments must be executed by the Treasurer, using the duly authorized processes of the appropriate committees of the Board of Governors.

B. Human Resources

1. Employment related contracts will follow collective agreement provisions as ratified by the Board of Governors, or defined salary policies or guidelines, such as the applicable policies governing compensation discussions for members of the McMaster University Faculty Association, and the terms of reference of the Human Resources Committee of the Board of Governors.
2. This policy does not restrict remittance to the Receiver General as required by law for Payroll. This includes remittances such as Canada Pension Plan, Employment Insurance premiums, Income Tax, Employer Health Tax or other contributions as may be required by Federal or Provincial legislation.
3. This policy does not restrict remittance for monthly or quarterly payments to approved employee benefit and insurance providers (such as Health, Dental, Group RRSP, Group Life Insurance, Pension, Post-Retirement benefits, and liability insurance plans) for delivery of contracted services. Approval of benefit, benefit administration, and insurance contracts awarded through the Request for Proposal process will follow the charts in this policy.

C. For All Non-Competitive Consulting Services (as defined by the Broader Public Sector Procurement Directive)

i. Up to \$999,999

Shall be executed by the Approvers identified in the appropriate chart in Section A above and the President,

ii. \$1,000,000 and Over

Shall be executed by the approvers identified in the appropriate chart in Section A above after approval has been given by the Board of Governors or by its Executive and Governance Committee.

D. For All Agreements where the University is Receiving Donations, Bequests or Gifts (see Gift Acceptance Policy (2011))

i. Over \$1,000,000,

Shall be executed by the President and the Vice-President, University Advancement.

-
- ii. Less than \$1,000,000,
Shall be executed by the Vice-President, University Advancement.
- iii. Acceptance of any gift that involves a proposal to name is conditional upon final approval of the naming by the Board of Governors.
- E. For All other Agreements, not involving Research and Intellectual Property, where the University is Receiving Money, or where the Agreement Does Not Deal with the Payment by Either Party of Money**
- i. Where the agreement does not deal with the payment by either party of money
Shall be executed by two (2) of the officers as identified in the charts in Section A, one of whom must be an identified Dean, AVP^ or Vice President of the University, and the second must be a Vice-President or the President.
- ii. Amounts up to \$2,000,000
Shall be executed in accordance with the signing authorities identified in the charts in Section A.
- iii. Over \$2,000,000 and less than \$10,000,000
Shall be executed by one of the officers identified in the charts in Section A, after approval has been given by the Planning and Resources Committee of the Board of Governors.
- iv. \$10,000,000 and over
Shall be executed by one (1) of the officers designated in section III.1, after approval has been given by the Board of Governors or by its Executive and Governance Committee.
- F. Research And Intellectual Property: For All Agreements, Involving Research And Intellectual Property, Or Resulting From A Peer Or Merit Review Process Where**
- The University Is Receiving Money;
 - The University Is Transferring Funds To A Collaborating Partner Institution; or
 - The Agreement Does Not Deal With The Payment By Either Party Of Money
- i. Under \$2,000,000, including where the agreement does not deal with the payment by either party of money
only one signature is required, from the chart F.1. below.
- ii. \$2,000,000 and over
In the case of agreements involving research funding that result from a peer or merit review process, authority is delegated to two (2) of the officers designated in section III.1.

In the case of where receipt of research funds requires the expenditure of incremental McMaster cash specific to the proposed research, approval for this incremental cash contribution will follow the charts in Section A.

F.1.

	One of AVP ^, VP	Two (2) of the signing officers designated in Section III.1
Under \$2,000,000	X	
\$2,000,000 and over		X

AVP signing officers include: Executive Director of the McMaster Industry Liaison Office, Associate Vice-President (Research), Associate Dean Health Sciences (Research), Director, Health Research Services, Director, Research Office for Administration, Development and Support, and Assistant Vice-President, Research Administration

IV COMMENCEMENT

1. This resolution shall take effect on 18th day of April, 2019 and from that date shall supersede a Board of Governors' resolution that took effect on the 7th day of June, 2018.

Related Policies

Strategic Procurement

<http://www.mcmaster.ca/bms/policy/purchase/SP-01.pdf>

Internal Audit Department Policy Statement

<https://secretariat.mcmaster.ca/app/uploads/2019/06/Internal-Audit-Department-Policy-Statement.pdf>

Construction And Maintenance Projects Policy

<https://secretariat.mcmaster.ca/app/uploads/Approval-Authorities-for-Construction-and-Maintenance-Projects.pdf>

Statement of Ethics for Senior Executive Officers

<https://secretariat.mcmaster.ca/app/uploads/2019/06/Ethics-Statement-for-Senior-Executives.pdf>

Statement on Conflict of Interest in Research

<http://www.mcmaster.ca/policy/faculty/Research/StatementOnConflictOfInterestInResearch.pdf>

Conflict of Interest Policy for Employees

https://secretariat.mcmaster.ca/app/uploads/Conflict_of_Interest_Policy.pdf

Gift Acceptance Policy

<https://secretariat.mcmaster.ca/app/uploads/2019/06/Gift-Acceptance-Policy.pdf>

Intellectual Property Policy

<http://milo.mcmaster.ca/policies/ip-policy>

Board of Governors Meeting Dates

<http://www.mcmaster.ca/univsec/bog/schedules.cfm>

Board of Governors
December 12, 2019

Appendix F

**RESOLUTION RESPECTING DIRECTIONS TO
THE CIBC MELLON GLOBAL SECURITIES SERVICES COMPANY
BY McMASTER UNIVERSITY**

The Board hereby resolves:

1. a) THAT directions or approvals given by the University under or pursuant to Section 4 of the Master Trust Agreement between McMaster University and CIBC Mellon Trust Company dated July 1, 2000, the Participating Trust Agreement for the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College dated July 1, 2000, the Participating Trust Agreement for the Contributory Pension Plan for Salaried Employees of McMaster University including McMaster Divinity College 2000 dated July 1, 2000 and the Trust and Custodial Services Agreement for the Contributory Pension Plan for Hourly-rated Employees dated June 30, 1999; and
- b) THAT directions or approvals given by the University under or pursuant to Section 4 of the Custodial Services Agreements between McMaster University and the CIBC Mellon Global Securities Services Company (and certain of its Affiliates) dated June 30, 1999 for the Investment Pool, which includes the General Trust and Endowment Funds and certain other restricted funds

shall be given on behalf of the University by any two of the President, the Vice-President (Administration), the Assistant Vice-President (Administration), the Controller, the Executive Director, Strategic Projects Financial Affairs, the Treasurer or one of the aforementioned together with one of the Assistant Vice-President and Chief Human Resources Office, Director, HR Services and Systems, Senior Manager, HR Projects, Analytics and Payroll, Senior Manager, Total Rewards, , the Senior Investment Accounting Analyst or the Senior Investment Analyst.

2. THAT this resolution shall take effect on the 18th day of April, 2019.

Board of Governors
June 6, 2019

Appendix G

BORROWING RESOLUTION

The Board hereby resolves:

1. THAT the powers contained in clause 1 (a) of By-Law Number 3 being a by-law respecting the borrowing of money, the issuing of securities and the securing of liabilities by the University, be and they are hereby delegated to any two of the Chair of the Board, the Vice-Chair(s) of the Board, the Chair of the Planning and Resources Committee, the President, the Vice-President (Administration), the Assistant Vice-President (Administration), the Controller, the Executive Director, Strategic Projects Financial Affairs, the Treasurer for amounts up to \$100,000. For amounts in excess of \$100,000 these same powers are delegated to any two of the Chair of the Board, the Vice-Chair(s) of the Board, the Chair of the Planning and Resources Committee; or one of the aforementioned together with one of the President or the Vice-President (Administration).

2. THAT this resolution shall take effect on the 18th day of April, 2019 and from that date shall supersede a resolution passed by the Board of Governors on the 1st day of July, 2017.

Board of Governors
June 6, 2019

Appendix H

STATEMENT OF EXPECTATIONS FOR MEMBERS OF THE MCMASTER UNIVERSITY BOARD OF GOVERNORS

The Board of Governors of McMaster University (the "Board") has three different types of members: those appointed or elected in conformance with the McMaster University Act (the "Act"); those whose office at the University results in *ex officio* membership, again in conformance with the Act; and Honorary Governors who have been designated as such by the Board of Governors. Members appointed or elected in conformance with the Act have full rights of membership including the right to attend and participate in meetings of the Board, and to vote. The Board has also designated, through its By-laws, a fourth type of participant called "Observers". Observers and Honorary Governors may attend and participate in Board meetings, as regulated by the Board's By-laws, but may not vote.

Inherent in the acceptance of membership in the Board of Governors is a commitment to perform the duties of Governor personally, to the best of one's ability, and in the best interest of the University. The purpose of this Statement of Expectations is to assist those undertaking membership in the Board to understand that commitment and the expectations of the University.

Members of the Board of Governors owe a fiduciary duty to McMaster University and are charged with acting with care in the exercise of their powers. The duty of a Board member is to act honestly, in good faith, and in the best interest of the University rather than in the interest of any advocacy or interest group or other organization including a group or organization that may have appointed or elected ~~her or him~~ them to the Board. The duty of care requires Board members to exercise an appropriate standard of care in the performance of their Board responsibilities.

The University's Board of Governors has the following expectations of its Members in respect of their fiduciary duty and duty of care:

1. Attend meetings and play a full and active role in the work of the Board. Prepare for meetings, seeking clarification of pending issues and any additional information required to enable informed decision making. Members of the administration are fully available for consultation with members of the Board through the office of the University Secretary.
2. To act in their capacity as Governor in good faith and in the best interests of the University. In relation to matters concerning the business and affairs of the University which come before the Board, to place the interests of the University paramount to the interests of any other group or organization of which ~~he or she~~ they may be a member or that ~~he or she~~ they may represent. This includes exercising care, diligence, and skill in the exercise of these responsibilities.
3. Become acquainted with the University's operations, including the transaction of business, University policies, and the routine delegation of tasks.
4. While acting as Governor, remain knowledgeable and respectful of the University's governance process, including relevant by-laws and legislation.

5. Maintain the confidentiality of information provided in confidence, understanding the responsibility not to disclose information without proper authority. This duty continues to apply after the completion of service on the Board.
6. As fiduciaries, members of the Board of Governors have an obligation to challenge and to confirm the merit of the recommendations and information presented to the Board, including requesting that options be presented and that salient points be pointed-out by officers and management of the University. Members are expected to express their views fully and candidly during Board discussions, but they should respect the principle of collective decision-making and corporate responsibility, accepting that a decision once made reflects the will of the Board. Members speaking other than during a Board discussion should ensure that they are not perceived to be speaking on behalf of the Board or the University. The Chair of the Board is its official spokesperson.
7. Be transparent regarding any conflict, or the possible appearance of conflict, between Board duties and private interests, financial or otherwise. If a conflict or potential conflict arises, a member must declare any private interests relating to ~~his or her~~ their Board duties and promptly take steps to resolve any conflicts arising in a way that protects the interests of the University. A member who is in any way interested in a proposed contract with the University must also comply with Article 8 Paragraph 16 of the Act. In instances where a member is uncertain about a possible conflict of interest, the member has a duty to seek advice from the Chair of the Board, President, or University Secretary. In this context, members must refrain from using confidential information gained in the course of Board service for personal gain or for political purpose.
8. Refrain from using, or attempting to use, the opportunity of Board service inappropriately to promote personal interests or those of any connected person, firm, business or other organization.
9. Bring personal expertise to bear on related University business before the Board. A Governor who possesses specific expertise is expected to use it in the interests of the University.
10. Remain reasonably knowledgeable about developments surrounding post-secondary education in the province.

Appendix I

REGULATIONS GOVERNING STUDENT ELECTIONS TO THE BOARD OF GOVERNORS

All candidates are responsible for the conduct of their campaigns, including the actions of others who are campaigning for them. It is the responsibility of all candidates to follow the campaign rules.

Campaign Rules

1. Campaigning may start once the candidate receives their letter of validation confirming that their nomination has been approved by the Secretary of the Board of Governors.
2. All campaign activities are subject to official University regulations and policies (By-laws, Codes of Conduct, etc.), as well as the laws of the land.
3. Any campaigning that is slanderous or libelous is prohibited.
4. Any use of social media, such as Facebook or Twitter, must be in good taste and adhere to all Codes of Conduct.
5. Spamming of public forums or University e-mail distribution lists is forbidden.
6. All campaigning must end at 11:59 p.m. the night prior to the start of the first day of voting.
7. Candidates shall take down signs or posters within sight of the computer lab(s) by 11:59 p.m. the night prior to the first day of voting.
8. Candidates may not approach voters requesting them to cast votes in their favour on election day(s).
9. Candidates may not provide computers or other devices to the electorate for the purposes of voting.
10. Candidates must notify the Secretary of the Board of Governors of their scrutineers at least 24 hours prior to the beginning of voting days. A candidate may not be a scrutineer.
11. Campaign expenses will be limited to \$50.00 for each candidate, in order that those students with limited finances are not placed at a disadvantage during the election campaign. The Secretary of the Board of Governors is authorized to reimburse each candidate for campaign expenses up to the amount of \$50.00, upon submission of receipts for expenses by the candidate.
12. The Secretary of the Board of Governors reserves the right to disqualify any candidate if regulations are violated. ~~He or she~~They shall also:
 - (a) up to 14 days after the election, receive and investigate allegations of malpractice;
 - (b) up to 14 days after the election, hear appeals for a re-count, evaluate them, and arrange for a re-count if judged necessary;
 - (c) have the authority to levy fines, up to the amount claimed for campaign expenses, for violation of campaign rules;
 - (d) have the authority to declare an election invalid.

13. The Secretary of the Board of Governors shall report to the Board of Governors on the student elections to the Board of Governors at the first regular meeting of the Board of Governors after the elections have been completed.

In addition to the above regulations, it is each candidate's responsibility to ensure that any and all posters are displayed according to each building's poster and advertising policies. For many campus buildings, this is *MSU Operating Policy 1.3.2 – Promotions & Advertising*, which can be viewed on the MSU website: https://msu-production.s3.amazonaws.com/uploads/assets/attachments/661/original/Operating_Policy_1.3.2_-_Promotions_Advertising.pdf. Other campus buildings, such as the McMaster University Student Centre, the McMaster University Medical Centre, and McMaster residences, etc. have their own policies that must be followed.

Board of Governors
June 6, 2019

REPORT TO THE BOARD OF GOVERNORS
from the
COMMITTEE ON UNIVERSITY ADVANCEMENT

i. **University Advancement Year in Review 2020**

At its March 30, 2021 meeting, the Committee on University Advancement received for information, University Advancement Year in Review 2020 report. The report is now being circulated for information.

Board of Governors: FOR INFORMATION
April 22, 2021



**BRIGHTER
WORLD**

For your information

Date: March 30, 2021
To: Members of the Advancement Committee of the Board
From: Mary Williams '87, Vice-President, University Advancement
Re: 2020 University Advancement Year in Review

.....

We are proud to share McMaster's 2020 University Advancement Year in Review, highlighting accomplishments in a uniquely challenging year that demonstrate strong growth, which are the result of the entire University community working together to help build McMaster's relationships, reputation and resources in support of our strategic priorities. The document also provides context and connections to University Advancement's Strategic Business Plan 2015-2020, noted on page 4.

The 2020 review provides a snapshot of some of the amazing highlights from the past year in support of McMaster's new vision "Impact, Ambition and Transformation through Excellence, Inclusion and Community: Advancing Human and Society Health through Well-being." We proudly report on our collective accomplishments as part of our accountabilities to various University governing bodies. The information and stories included are excellent examples of the exceptional efforts of our students, faculty, researchers, staff, alumni and friends in support of our University and helping to build a *Brighter World*.

We will also share these results with the Board of Governors and the Planning & Resources Committee as part of our annual accountability reporting. Now, we are pleased to share these results with you and look forward to further discussing at our meeting.

Please feel free to reach out to me with any questions. Thank you.

Enclosed



University
Advancement
Year in Review
2020

Supporting the
University in a
challenging year

University Advancement



Together, we enable McMaster to advance human and societal health and well-being.



Inspired by McMaster's tradition of collaboration and innovation, we strengthen relationships, reputation and resources in pursuit of our goal to be the best.



Our values and principles help us to achieve our vision and mission. They are: **Integrity, Quality, Respect, Service, Strategy and Teamwork.**

Our advancement philosophy

University Advancement at McMaster actively integrates diverse programs to build relationships, reputation and resources to support the University's goals. Our operation is structured to maximize opportunities for collaborative action. Our advancement philosophy is to continuously inform our diverse stakeholders, involve them in the life of our institution and work with them to invest in McMaster's priorities.



Note: group photos in this document were taken prior to the implementation of COVID-19 restrictions.

University Advancement at McMaster our competitive advantage:

Lifting McMaster above a crowded field of competitors is more critical than ever when it comes to advancing relationships, building reputation and securing resources. McMaster's University Advancement team **does things differently** and this helps make our university stronger.

- 1. Our degree of collaboration:** All of our teams – communications, marketing, government relations, development, alumni advancement, stewardship, volunteer engagement and advancement services & operations – work in a highly collaborative way to maximize outcomes for the University. We are one of only a few advancement operations in Canada to be structured in this way.
- 2. We attract and retain the best staff:** In a profession where competition for great people is highly competitive, we take the time to hire the best. In an industry where the average length of stay for a team member is 18-24 months, our team has an average length of service of more than eight years.
- 3. We punch above our weight:** Our return on investment is second to none. Even with a small team relative to our U15 counterparts, we deliver excellent results in all areas of our advancement operation.
- 4. We bring in record-setting funding and gifts:** Our comparatively small shop has helped secure a number of major government grants and some of the biggest philanthropic gifts in Canadian university history.
- 5. We adapt and change:** We consistently measure and assess what we are doing to ensure that we continue to work at the leading-edge of our industry. We embrace change, and our nimble structure allows us to quickly adapt which leads to even stronger results.
- 6. Our depth of relationships:** We excel at building long-term, meaningful relationships with our diverse constituent groups, including funders, alumni, volunteers, government, the community, the media, our faculty, staff, and students. The strength of our relationships is a key contributor to our success.



University Advancement's Strategic Business Plan 2015-2020

University Advancement's 2015-2020 Strategic Business Plan identifies our key priorities and annual objectives through to 2020, and sets a framework to guide how we advance the University's vision and mission.

In the fall of 2020, University Advancement initiated the process of updating its strategic plan. This included consultation with a variety of stakeholders across the McMaster community, and aligned with the broader strategic planning process underway for the University. We look forward to sharing details on this new plan, covering the period 2021-2023, in next year's Year in Review document.

In order to ensure the plan remains current and adapted to the ever-changing environment in which we operate, an exercise to update the plan's key components was undertaken in 2018. The result was revisions to our strategic initiatives and annual operating goals, and the introduction of "Big Ideas" – opportunities that could support McMaster's worldwide impact. The tables below show summaries of the strategic initiatives and annual operating goals from our Strategic Business Plan (original at left; updated version at right). The forthcoming pages share highlights from the past year in relation to University Advancement's Key Success Factors from this plan, which include Relationships, Reputation, Resources and Enabling Factors.

Supporting McMaster's Academic Mission: Relationships, Reputations and Resources: UNIVERSITY ADVANCEMENT 2015-2020

Summary of Strategic Initiatives & Key Annual Operating Goals 2015-2020

	REPUTATION	RELATIONSHIPS	RESOURCES	ENABLING FACTORS
Strategic Initiatives	<ul style="list-style-type: none"> Engage with current and future donors, alumni, and stakeholders to build a strong and diverse donor base. Improve the University's reputation and visibility in the community and globally. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Develop a strong and diverse donor base. Improve the University's reputation and visibility in the community and globally. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Attract and retain top talent. Improve the University's financial position. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Improve the University's infrastructure and facilities. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda.
Annual Operating Goals	<ul style="list-style-type: none"> Increase the number of donors and the amount of donations. Improve the University's reputation and visibility in the community and globally. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Develop a strong and diverse donor base. Improve the University's reputation and visibility in the community and globally. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Attract and retain top talent. Improve the University's financial position. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda. 	<ul style="list-style-type: none"> Improve the University's infrastructure and facilities. Expand our presence in the United States and other international markets. Support the University's research and innovation agenda.

Supporting McMaster's Academic Mission: Relationships, Reputations and Resources: UNIVERSITY ADVANCEMENT 2015-2020 Updated 2018

Summary of Strategic Initiatives & Key Annual Operating Goals 2015-2020

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BIG IDEAS – Opportunities that could support McMaster's worldwide impact.

Strengthening relationships

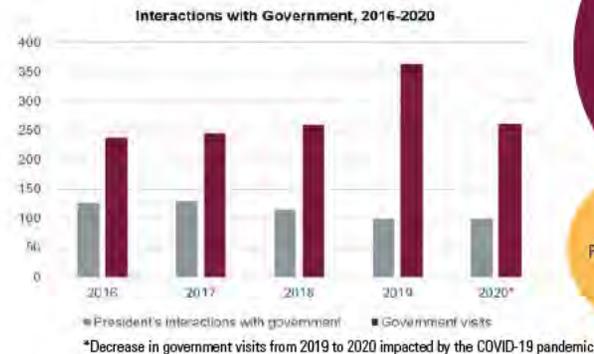
Key success factor #1

Fostering effective external and internal relationships through strong partnerships and effective government, community and alumni relations, as well as through strong and successful programs, events and services that connect with key contacts and audiences locally, nationally and internationally.

Strengthening relationships with our government partners

We remain focused on operationalizing government relations plans to achieve success and mitigate challenges/risks to the University. Key priorities include:

- Continuing to build McMaster’s reputation as a trusted advisor with all levels of government by raising McMaster’s profile and strengthening the range of relationships, advocacy and engagement activities
- Focused federal and provincial advocacy to minimize impact of policy changes and seek out opportunities for support
- Focused municipal advocacy and issues management with municipal partners
- Ensuring strategic consistency and alignment of McMaster messaging



1st
across Ontario universities

4th among the U15

For meaningful meetings with members of the federal government.

Source: Federal Lobbyist Registry

Advocacy Days – Ottawa Day & Queen’s Park Day

In January and March 2020, McMaster held its annual Ottawa and Queen’s Park Lobby Days. Both involved a series of meetings with government to proactively raise McMaster priorities, and were followed by evening receptions.



From left to right: Paul O’Byrne, Dean and Vice President, Faculty of Health Sciences, Susan Giroux, Acting Provost and Vice-President, Academic, David Farrar, Acting President and Vice-Chancellor, Adam van Koeverden, MP, Milton, Hon. Filomena Tassi, Minister of Seniors, Bob Bratina, MP, Hamilton East Stoney Creek, Karen Mossman, Vice-President, Research, Vance Badawey, MP, Niagara Centre, Pam Damoff, MP, Oakville North-Burlington, Mary Williams, Vice-President, Advancement, McMaster University, Andrea Farquhar, Assistant Vice President, Communications and Public Affairs, McMaster University
Note: photo taken prior to the implementation of COVID-19 restrictions.

Strengthening relationships

Key success factor #1

Advocating for and securing necessary research funding

Working with University leaders and researchers, our team successfully advocated for and secured \$1M in funding from the Ontario government towards the creation of the Canadian Chemical Compound Library for Antibiotic Discovery at McMaster, announced in October.

Working collaboratively with partners across campus, we celebrated and leveraged this important investment through a hybrid event that saw in-person involvement at McMaster shot live while Minister of Colleges and Universities, the Hon. Ross Romano, joined virtually from Toronto.



For those viewing this document electronically, please [click here](#) to view the video.

20+
Mentions of McMaster during formal proceedings of the federal and provincial legislature

This speaks to McMaster's reputation in government. Topics of discussion related to McMaster included research, students, and community impact.

\$4.3M
secured for priority projects across the University via direct funding from all levels of government



Right, Filomena Tassi, MP Hamilton West-Ancaster-Dundas, participating in a virtual announcement of McMaster-led research in July. Minister Tassi has been a key champion of McMaster with the federal government, including support for the priority Canada's Global Nexus project.



Informing government's pandemic response

In May, Karen Mossman and Gerry Wright presented in front of the House of Commons Standing Committee for Health (HESA) on the Briefing on the Canadian Response to the Outbreak of the Coronavirus.

They discussed the important role that McMaster has played in responding to the COVID-19 pandemic. Our team identified the opportunity to raise McMaster's profile as a trusted advisor for government, and helped secure McMaster's presence and was the lead on preparations.

Advocating for Policy Change

At the beginning of the pandemic, Canada's borders were quickly closed, and international students were left unable to enter. Our Public Affairs team successfully advocated for changes to travel restrictions, flexibility for work and study permits, and eligibility to financial support programs. Not only did this help our students, but it also helped prevent the University from potential losses in international student enrollment.

At the municipal level, the University was also faced with new policy that would have negatively impacted the institution's ability to build new infrastructure and add millions in unexpected costs. By directly advocating for fairness, the team was able to ensure McMaster, like other universities, be exempt from such policies.

Strengthening relationships Key success factor #1

Fostering effective external and internal relationships through strong partnerships and effective government, community and alumni relations, as well as through strong and successful programs, events and services that connect with key contacts and audiences locally, nationally and internationally.

Deepening our alumni engagement

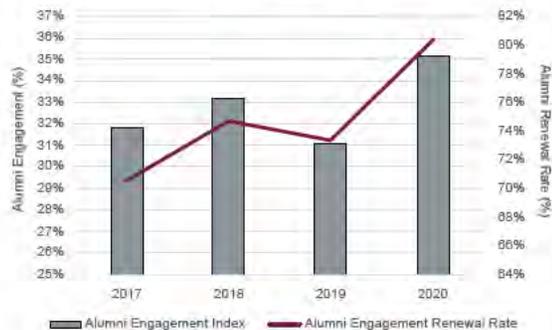
University Advancement, the McMaster Alumni Association (MAA), and our campus partners work collaboratively to engage our more than 213,500 alumni around the world through a wide range of programs and activities. We strive to:

- Deepen engagement with McMaster's alumni, students, campus community, funders, advocates and friends through on-campus, in-community and online programming
- Continue to develop, enhance and execute programming to reach, engage, recognize and communicate effectively with current and future alumni, thereby promoting University pride, relevance and value

BRIGHTER WORLD | 7

2020 Alumni Engagement Index
35.1%
(2019 – 31.1%)
= (total alumni participating in event/program/volunteer communications) ÷ by total mailable alumni

Alumni Engagement Renewal Rate
80.4%
(2019 – 73.3%)
= alumni who were engaged in 2019 and again in 2020



2020 Alumni Programming
75% increase in the number of countries of participation from alumni in 2020 over 2019
24% increase in participation of those aged 60+ in alumni engagement program.
36% increase in participation of those aged 80+ in alumni engagement program.

McMaster welcomes its first indigenous Alumni Association president



Troy Hill '07 grew up in an environment where he had to make choices based on surviving life in a tough neighbourhood rather than getting good marks in school. "I never thought university was something I was going to do. I didn't think it was in my future," Troy says. "It was something I thought all the rich kids got to do."

Now, at 52, Troy has more two undergraduate degrees and is working on his master's – a success story he says wouldn't have happened if it weren't for the example his mother set, his Indigenous heritage and the doors that McMaster opened for him.

As the first Indigenous president of the McMaster Alumni Association, Troy says he sees his job as supporting new graduates and future students by helping them realize that success can be achieved, despite how far away it may feel. He also wants to bring in more elements of storytelling to the alumni association.

"I know I am in a room full of people that have their own stories and each of them have their own journey too," he says. "I think that's what the McMaster Alumni Association is about: Sharing our stories in a way that everyone can feel their own stories at the same time."

Strengthening Relationships

Key success factor #1

Transitioning to all digital / virtual programming

With pandemic restrictions meaning in-person events and programs were not possible for much of 2020, the alumni team within University Advancement worked quickly to adapt their programming to virtual formats. A sample of some of these programs are shown here.

A different kind of convocation

McMaster celebrated the accomplishments of the Class of 2020 in several creative digital ways to enhance, but not replace, eventual in-person ceremonies.

Alumni Advancement supported this effort, through distribution of celebratory convocation packages, production of a virtual Class of 2020 digital book, and notes of support from the Class of 1970.

For those viewing this document electronically, [click here](#) to view a video featuring some of these messages.



"My wish for you is that you will not let the result determine who you are. Who you are is determined by the quality of your journey, your intent and effort!"

— Roch Cheng '70, Electrical Engineering
(note of support to the Class of 2020)

BRIGHTER WORLD | 8



Re-imagining Remembrance Day

This year's Remembrance Day service at McMaster was re-imagined with the support of our alumni team. Conducted virtually, it featured a video including president David Farrar, chancellor Santee Smith, Lieutenant Stephen Officer (an active service graduate of McMaster) and showcased the University's archives from WWI and WWII from its research collection. A highlight was incorporating the images of the WWI, WWII and Afghanistan mission members of the Honour Roll.

For those viewing this document electronically, [click here](#) to view the video.

A refreshed strategic plan for McMaster's alumni team



One of the recommendations from a recent operational review of the Alumni program was to prepare one single strategic plan that also encapsulates the work of the McMaster Alumni Association.

Following consultations and feedback from alumni volunteers, academic leaders and other University Advancement colleagues, the new strategic plan (shown at right) was completed in the fall of 2020.

Sharing alumni stories to support recruitment of new students

A microsite, mcmasteralumnistories.ca, was launched in 2020 with a focus on global alumni. The intent was to showcase the diversity of the McMaster alumni community,



as well as to support undergraduate international student recruitment efforts at the University. A collage of some of the alumni featured is shown here.

Building Reputation

Key success factor #2

Enhancing McMaster's reputation for excellence – through outstanding media and alumni relations, communications, marketing, government relations and stewardship.

Key priorities

- Engagement with priority audiences through a mix of leading-edge marketing and communication tools and tactics
- Strengthening McMaster's digital ecosystem
- Supporting efforts around McMaster's rankings in international reputation
- Enhancing and/or redeveloping key McMaster websites and coordinating digital platforms and strategies
- Implementing an integrated content strategy that advances and expands content generation to support reputation initiatives
- Providing marketing support to help grow and diversify McMaster's undergraduate international student population

Integrated Content & Marketing Strategy

McMaster's content, marketing and paid media strategy continues to deliver incredible year-over-year results. A new focus on real-time content amplification, layered with our ongoing planned amplification campaigns, is delivering our research content to new audiences and advancing our goals around reputation and rankings globally.

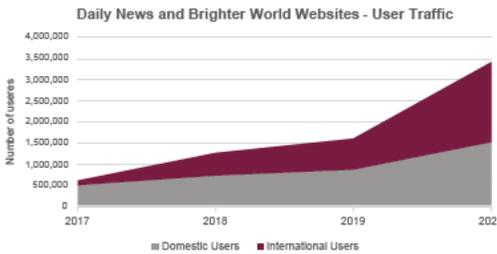
3.4 million+ user visits to Brighter World Research Website/Daily News (+112% over 2019)

1.8 million+ global user visits (+153% over 2019)

1.5 million+ Canadian user visits (+76% over 2019)

Global traffic now accounts for more than 51% of all site traffic (vs. 15% in 2017), while domestic traffic continues to grow beyond expectations.

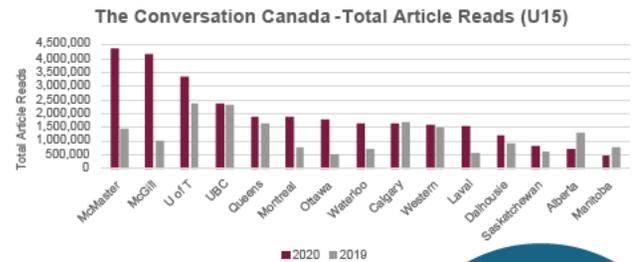
51%



The Conversation

In 2020, our content and marketing teams significantly expanded the focus on a strategy to amplify our great research. The strategy leveraged *The Conversation*, a channel we had supported as founding partners, which had grown so significantly we were determined to take advantage of it. The Conversation opens the doors to republishing by more than 500 quality media outlets, and results in tangible spinoff benefits to authors (60% contacted by media, 17% invited to speak at conferences.)

The focus has paid off, based on our results compared to our peers (see below).



COVID-19 related articles accounted for 9 out of the Top 10 articles published by McMaster.

This was a result of an intentionally strategic content focus — connecting top tier researchers with topics guaranteed to draw an audience.

All content was republished on McMaster's Brighter World research website with an integrated paid media amplification strategy guided by analytics and weekly optimization of the investment.

#1
in total reads among the U15
4.3 million article reads,
(+2.9 million reads vs. 2019)

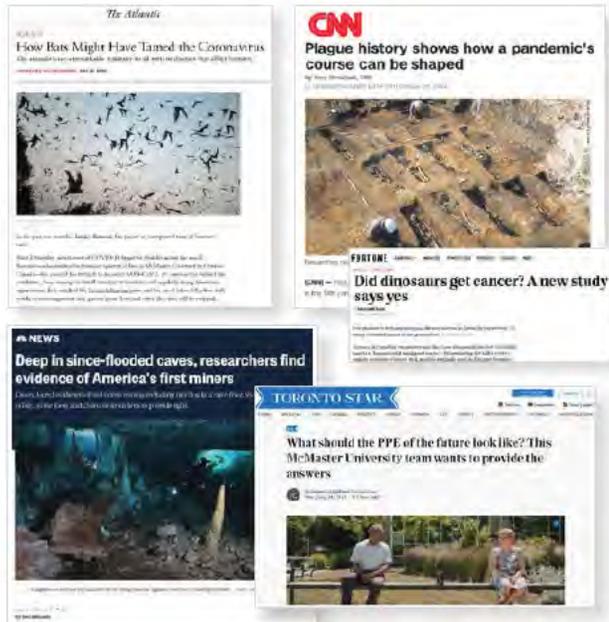
#1
in average reads per article
53,000 average reads per article vs.
24,000 for U of T

Building Reputation

Key success factor #2

Research That Gets Noticed

Our researchers and research stories were covered all over the world by outlets like CNN, the New York Times, Washington Post, USA Today, and Reuters. By amplifying the reach of our researchers with paid support, we bring McMaster experts to even bigger audiences.

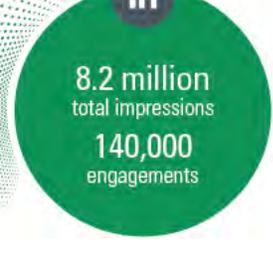
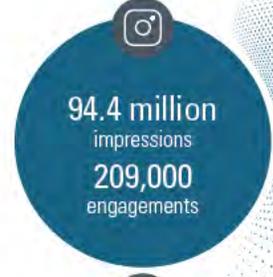
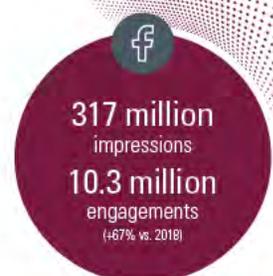


Social Media

Engaging with our audiences was the story of the year in 2020.

While our total number of social media posts increased by 13%, the number of messages received — retweets, likes, comments, private messages — jumped **200% on all platforms** except Twitter, which increased nearly 95%. This means a more engaged audience all around.

Social is a critical part of our overall content and marketing strategy, ascending rapidly as an effective and powerful tool for reputation development. Our approach is integrated at every level, combining paid and organic efforts in all of our platforms for maximum impact. Organic relies on the natural reach and targeting of social content, while paid uses advertising funds to have social media platforms share content with specific audiences, often targeting by interest.



Building Reputation

Key success factor #2

Strategic advertising

Digital advertising allows us to be precise in connecting with our targeted audiences in new and interesting ways. The goal for 2020 focused on building McMaster's research and teaching reputation by driving a global audience to our Brighter World research website, and other key McMaster websites.

◦ **652 million+**
total paid media impressions

◦ **168 million+**
total paid media impressions promoting research reputation

◦ **484 million+**
paid media impressions to generate interest among prospective international students

Our method allows a single piece of content to be used in multiple ways — each of them helping bolster university priorities with targeted audiences.



BRIGHTER WORLD | 11

Marketing's role in supporting international recruitment

In 2020, McMaster identified a growing need to diversify and nurture its international recruitment funnel. The marketing team supported this initiative through an integrated lead generation advertising program focused on generating awareness, interest and intent to apply. This pilot program was supported with a new website to develop interest among prospective international students.



546,047
total website sessions

428,744
total website users

200+
countries represented by website users

3,976
international prospects out of total website users

11.5%
increase in international student applications from outside of Ontario over prior year (source: Ontario Universities Application Centre (OUAC))

Building Reputation

Key success factor #2

Enhancing McMaster's reputation and global ranking

Academic leaders and University Advancement representatives serve on McMaster's Rankings Committee, which developed the University's Rankings Roadmap strategic plan in 2017. The deep analysis is updated annually and ideas enhanced with overall priorities outlined in this document continuing to support McMaster's approach to enhancing its national and international reputation and global rankings results.



McMaster's position in the overall 2021 ranking of 69th overall was buoyed by a +29 position improvement on the "reputation results" following a +52 position improvement in 2020. This represents the largest improvement among any top 200 ranked institution since 2017 when the marketing program was first introduced. This strong improvement also places McMaster within the top 50 ranked publicly funded institutions at 49th overall.

	2017	2018	2019	2020	2021
World Ranking	113	78	77	72	69
+/- Year-over-Year	-19	+35	+1	+5	+3
U15 Ranking	6	4	4	4	4

69th
in the World
4th
in Canada
(Times Higher Education – 2021 World University Rankings)

38th
in the World
4th
in Canada
(Times Higher Education – 2021 Most International Universities List)

17th
in the World
3rd
in Canada
(Times Higher Education – Impact Rankings 2020)

Canada's Most
Research-Intensive
University
(Research InfoSource)

United Nations Sustainable Development Goals (SDGs)

McMaster has placed among the top 20 universities globally by the Times Higher Education Impact Rankings for two years running. This recognizes McMaster's deep commitment to advancing priorities that support the United Nations' Sustainable Development Goals.

In 2020, the content and marketing teams increased the focus through new platforms and products showcasing McMaster's contributions to the SDGs — a new website highlighting impactful research at McMaster that aligns with these goals was developed in 2020 along with the production of a new UN SDG digital report showcasing the hundreds of ways in which university communities are driving change through initiatives in research, teaching, governance and community engagement.



Building Reputation

Key success factor #2

Meeting the challenges of COVID-19

The unique challenges raised by the pandemic tested McMaster's creativity, responsiveness and agility. Our teams delivered – shifting resources strategically to create a best-in-sector COVID-19 website, showcasing our world-leading research in this sphere.

McMaster was the first university in Canada to launch a robust COVID-19 website as a go-to source for news, guidance and tips for our university community.



BY THE NUMBERS
 McMaster's COVID-19 website

- Launched March 11th, 2020
- Generated 284,675 users
- 1M+ pageviews

- Top social media posts of 2020 were linked to articles on the site: announcement about in-person classes being suspended (235,066 impressions) and fall term going virtual

Our Experts in Demand: McMaster's research strength has been in high demand throughout the pandemic.

Researchers' expert commentary increased by more than 100% in every month over the previous year. In fact, our monthly analytics in all categories related to media coverage were up significantly over normal: up 100% or more in number of media requests and number of national stories.

Our integrated content and marketing strategy amplifies the reach of our experts significantly, using a range of methods to drive audiences to a single researcher and their expertise — opeds, virtual events, social media ads.

McMaster was the first university in Canada to launch a robust COVID-19 website as a go-to source for news, guidance and tips for our university community.



"One of the most impressive efforts in Canada is at McMaster University, which early on established a microsite at covid19.mcmaster.ca, which included audience-based FAQs, chronological updates, highlights of medical research, medical experts, and various related resources."

- Ken Steele, higher education analyst, Education

Expanding Support

Key success factor #3

Supporting the pursuit of knowledge by expanding and stewarding private and public support – through a comprehensive range of development programs for funders that achieve an annual goal of \$55 million in new revenue.

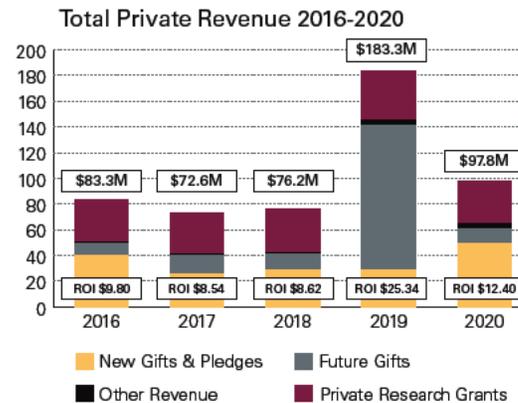
Securing resources to support McMaster’s mission and vision

Several strategic initiatives and annual goals have been established to secure ongoing funding for University priorities. These include:

- Diversifying existing and new revenue generation
- Embracing creative and rigorous strategies that maximize all giving opportunities
- Confirming at least \$55 million in new revenue annually
- Continuing to grow the major giving area of our pipeline
- Continuing to enhance donor behaviour-based strategies for annual gifts, with a strong focus on maintaining/growing donor renewal

The following pages highlight some of the most impactful examples of the exceptional generosity of McMaster’s community of funders from 2020.

2020 Total Private Revenue
\$97,745,941



Goal	\$55 Million
New Gifts and Pledges	\$49,110,626
Future Gifts	\$11,795,868
Other Revenue	\$4,015,264
Private Research Grants	\$32,824,183
2020 Total	\$97,745,941

Return on investment: \$12.40 (\$25.73 in 2019)
Cost per dollar raised: \$0.08 (\$0.04 in 2019)

Definitions

- **New Gifts & Pledges** – outright cash gifts and unconditional pledges made during the calendar year (excludes pledges and pledge payments made in previous years).
- **Future Gifts** – confirmed bequests (where if the amount is unknown, it is based on a rolling five-year average for realized bequests and is discounted for funders under the age of 60) and other deferred gifts including life insurance policies and charitable trusts.
- **Other Revenue** – non-philanthropic gifts or revenue (e.g. sponsorship), confirmed but not processed through University Advancement.
- **Private Research Grants** – contributions received for either unrestricted or restricted use in the furtherance of research that typically come from a corporation, foundation, or other organization, rather than an individual.

Expanding Support

Key success factor #3

McMaster's community of funders stepped up to respond to the challenges of the COVID-19 pandemic by supporting critical research and urgent student needs.

A cornerstone investment for Canada's Global Nexus for Pandemics and Biological Threats



Canadian philanthropist and entrepreneur Stephen Jarislowsky announced a \$2-million gift in September 2020 to create

a new research chair in pandemic research and prevention at McMaster.

The *Stephen A. Jarislowsky Chair in Pandemic Research and Prevention* is a cornerstone of Canada's Global Nexus for Pandemics and Biological Threats, an international network of McMaster researchers from many disciplines and other partners with a single goal: preventing future pandemics and mitigating global health threats like antimicrobial resistance.



"...There is more than enough ingenuity and goodwill in this world to defeat this pandemic"

Philanthropists Charles and Margaret Juravinski made a gift of \$3.3 million in April 2020 to accelerate COVID-19-related and brain health research as part of the newly formed Juravinski Research Institute in Hamilton.

This gift was in addition to the \$100 million endowment the couple created in 2019 to support collaborative research across McMaster and its affiliated hospitals, Hamilton Health Sciences and St. Joseph's Healthcare Hamilton.

COVID-19 Student Support/
Research Campaign

\$4.2M+
raised

500+
funders

Supporting impacted students and priority research

In the initial weeks of the pandemic, McMaster launched a fundraising campaign with two aims: supporting students with urgent needs due to the pandemic, and advancing COVID-19 related research.

McMaster committed \$100,000 in matching support to each area, and the McCall MacBain Foundation committed an additional \$100,000 toward student needs.

The campaign, promoted to the McMaster community with regular updates from President David Farrar, was a success with over \$210,000 raised.



Expanding Support Key success factor #3

BMO's \$2.5M Gift Fosters New Opportunities For Students

McMaster students pursuing their studies within the DeGroot School of Business' reimagined business programs will have unparalleled opportunities to enhance their skills and competencies with the creation of the leading-edge BMO Connection Zone.

BMO Financial Group, one of Canada's premier financial institutions, is supporting the formation of this highly anticipated space within the new McLean Centre for Collaborative Discovery, with a gift of \$2.5 million. BMO's investment is the lead corporate gift to the priority project.



Artist's rendering of the BMO Connection Zone within the McLean Centre for Collaborative Discovery

McMaster alumnus' \$10M gift accelerates search for allergy cure



McMaster University alumnus Walter Schroeder and his family have given \$10 million to the university to fast-track treatment and prevention research for the search to cure allergies.

The funding is two-pronged, and will establish, following university approvals, the Schroeder Allergy and Immunology Research Institute, which will support senior scientists and scholars in allergy investigation. In addition, it will provide for the use of bioinformatics to analyze the massive data generated by the successful CHILD Cohort Study, a national study following various childhood conditions, including the origins of allergy and asthma, in Canadian children as they grow up.



Engineering grad establishes fund to support resilient students. Her gift is multiplied sevenfold by colleagues



It was the call that resonated across Canada and beyond: Help support young, resilient university students enduring hardships to get a top-quality education.

Within 10 days, a \$40,000 commitment to create a new scholarship for engineering students at McMaster grew into a \$300,000+ endowed fund with CEOs, scientists, engineers, including astronaut Chris Hadfield and Twitter chairman Patrick Pichette, contributing to the effort.

The inspiration? Sonia Sennik, the executive director of Creative Destruction Lab (CDL), an international non-profit organization that supports tech and science start-ups. When Sennik (B.Eng. '08) was a student at McMaster, she was a keen student and a leader on the rugby field. It was also during her university years that she openly embraced her identity as a gay, gender-fluid person of colour.

Sennik has gone on to thrive in her career, but she understands that personal obstacles that can discourage students. This is what inspired her to give back to support future students – and it's Sennik's own resilience which inspired a fleet of colleagues to match her generosity.

Expanding Support

Key success factor #3

McMaster's Watershed Trust Reimagining an ecological treasure through a generous gift

The Watershed Trust – Phase 1: West Campus Redesign Initiative is a university-wide collaboration aimed at reclaiming and reimagining an important, ecologically sensitive wetland located on and near Parking lot M.

A joint initiative led by the Faculties of Humanities and Science with support from the Office of the President, the Office of the Provost and with philanthropic support, the Watershed Trust will offer unique opportunities for interdisciplinary learning and research and will serve as a model for sustainability on campus.



Remembering David Braley

Philanthropist, businessman, sports franchise owner, art lover, Hamilton champion – David Braley gave back to his community in a big way.

Over his lifetime, Braley left his mark across campus, naming two buildings, a sport medicine clinic, and five endowed chairs. His generous philanthropy reflected his wide-ranging interests — athletics, sport medicine, advanced manufacturing, and health research, to name a few.

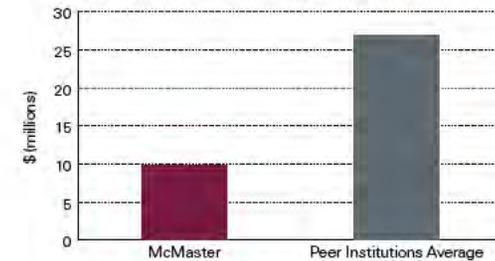
“David Braley recognized the potential to make a difference in peoples’ lives,” said David Farrar, McMaster’s president and vice-chancellor. “Over the years, his gifts and vision have helped to transform our university, cultivating world-class teaching and research and helping McMaster continue to achieve our top-ranking position in the world.”

Mr. Braley, 79, passed away in October 2020.

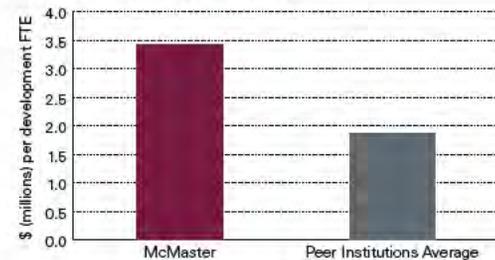
Advancement Leadership Forum

Since 2017, McMaster has been participating in the Advancement Leadership Forum (ALF). The ALF is comprised of eight of the largest U15 members, with each institution submitting advancement data to share within the group for benchmarking purposes. This data has proven to be invaluable for decision making and allocation of resources. Highlights from the most recent comparative ALF data are shown below.

Annual Advancement Expenditures



Total Private Support Per Development Staff (Full-Time Equivalent)



Enabling Factors of our Work

The work undertaken by University Advancement in support of McMaster's strategic priorities depends on a number of enabling factors and strategies including those related to our culture, people, technology, systems, processes, research, training and use of operational budgets.

Current strategic initiatives for our service and support teams include:

- Leading a cultural change focused on readiness for growth and change, human resource planning, training and development and learning outcomes
- Ensuring funds received by McMaster are put into action quickly and efficiently and well utilized for their intended purpose
- Advancing the use of data and analytics programs to support decision making and strategic outcomes

Other goals that guide our activities include:

- Continuing to evolve learning and development opportunities for the University Advancement team and other key University stakeholders
- Ensuring our technology keeps progressing at state-of-the-art levels
- Ensuring the maximum possible level of security for all funder, alumni and advancement information
- Updating and implementing University Advancement's human resources plan to reflect current priorities
- Maximizing the use of enterprise-wide university systems
- Implementing sound financial planning and practices to ensure resources are used efficiently and strategically
- Undertaking departmental reviews to benchmark and ensure best practices are integrated into our work

2020 Highlights

- Merger of the Administration and Advancement Services portfolios and teams to create new efficiencies and opportunities
- Administered 13 partnership agreements with Faculties and units across McMaster related to their advancement work. Included renewal of agreements with all six Faculties and one unit, as well as establishment of two new agreements with unit partners
- Coordinated an update to the University's Naming Policy and Procedures
- Processed over 16,000 gifts to the University
- Oversaw security and administration of database of nearly 250,000 records
- Supported transition of the team to the remote work environment
- Managed human resources activities for the team, which has led to a 93% retention rate across the team, with an average tenure of 8+ years
- Organized over 50 internal training and development opportunities for the team, customized by different employee groups, length of service, etc.

Below: Giancarlo Da-Ré '20 assumed the role of President of the McMaster Students Union (MSU) in May 2020, and has been an active partner in our advancement work.



Above: Toward Inclusive Excellence is a report on McMaster's Equity, Diversity and Inclusion (EDI) strategy. This strategy has been important within University Advancement for guiding our team's EDI activities and in helping us further inclusive excellence at McMaster.

Recognition in the advancement field

The University Advancement team at McMaster continues to be recognized by top industry associations as among the best in North America. This was evident in 2020, as our dedicated team of professionals received the following awards from the Canadian Council for the Advancement of Education (CCAIE) and the Council for the Advancement and Support of Education (CASE):

One CCAIE Prix d'Excellence Gold Award

- Best Development Event

Three CCAIE Prix d'Excellence Silver Awards

- Best Alumni Initiative
- Best Use of Social Media
- Best Website

Two CCAIE Prix d'Excellence Bronze Awards

- Best Media Relations Initiative
- Best Printed Brochure, Newsletter, or Flyer

Two CASE District II Gold Awards

- Special Events – Single Day
- Special Events – Special Event Pivot

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WORLD**

