

UNIVERSITY PLANNING COMMITTEE
Wednesday, December 13, 2023 at 10:30 AM
Gilmour Hall, Council Room (Room 111)

AGENDA

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OPEN SESSION

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1. **Minutes of the Previous Meeting – November 22, 2023 (Open Session) (10:30 a.m.)**
 1. [University Planning Committee - 22 Nov 2023 - Open Session Minutes](#)
 2. **Chair's Comments and Update (10:30 a.m.)**
 3. **Business Arising (10:45 a.m.)**
 4. **Report from the Office of the Provost (10:45 a.m.)**

S. Tighe
Information
- 6 - 35
1. [Report from the Office of the Provost](#)
 5. **Other Business**

CLOSED SESSION

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6. **Minutes of the Previous Meeting - November 22, 2023 (Closed Session) (11:05 a.m.)**
 1. [University Planning Committee - 22 Nov 2023 - Closed Session Minutes](#)
 7. **Business Arising (11:05 a.m.)**
 8. **Annual Sustainability Report (11:05 a.m.)**

D. Martin & D. Cano
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1. [Executive Summary - McMaster Sustainability Report](#)
- 39 - 63
2. [McMaster Sustainability Report 2022-2023](#)

9. Capital Funding and Expenditure Report (11:20 a.m.)

D. Martin

Information

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1. [Executive Summary - Capital Funding and Expenditure Report](#)

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2. [Capital Funding and Expenditure Report](#)

10. Capital Projects Planning and Implementation Policy (11:35 a.m.)

D. Martin & L. Goray

Information

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1. [Executive Summary - Capital Projects Planning and Implementation Policy](#)

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2. [Capital Projects Planning and Implementation Policy](#)

11. Other Business

12. Adjournment

Next Meeting: Wednesday, January 17, 2024 10:30 AM - 12:30 PM
Location: Council Room (Room 111), Gilmour Hall

Minutes of the Meeting of the University Planning Committee

Wednesday, November 22, 2023 at 10:30 AM, Gilmour Hall, Council Room (Room 111)

- PRESENT:** Susan Tighe (Chair), Karen Bird, Ryan Clarke, Arlene Dosen, Ori Epstein, Lauren Fink, Khaled Hassanein, Steve Hranilovic, Mark Larché, Jake Nease, Abdul Razak Alozi, Brenda Vrkljan, Nicole Wager
- OBSERVERS:** Kim Dej, Matheus Grasselli, Sean Van Koughnett
- CONSULTANTS:** Melissa Pool
- INVITED:** Melanie Heath, *Associate Dean of Graduate Studies (Social Sciences)*
Robert Innes, *Chair of the Indigenous Studies Department*
Sherri Keene, *Assistant University Secretary*
Christine Richard, *Associate University Secretary*
Andrea Thyret-Kidd, *University Secretary & Privacy Officer*
- REGRETS:** Carmela Alfaro-Laganse, Dina Brooks, David Farrar, Saher Fazilat, Andy Knights, Lili Litwin, Debbie Martin
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OPEN SESSION

1. Minutes of the Previous Meeting – October 18, 2023 (Open Session)

It was duly moved and seconded,

that the University Planning Committee approve the open session minutes of the meeting held on October 18, 2023, as circulated.

The motion was **Carried; 1 abstention.**

2. Chair's Comments and Update

S. Tighe, *Provost and Vice-President (Academic)*, thanked members who serve on Budget Committee and expressed appreciation for the attention, detail and thoughtful discussion that took place during the recent Budget Conferences. A special thanks was noted to Nicole Wagner, *Chair of the Budget Committee* and to the Office of the Secretariat for ensuring the meetings ran smoothly. S. Tighe explained to the Committee that all units were encouraged to bring forward budgets that were prudent due to constraints on the budget and that despite the University currently being in a surplus, it is important to be mindful and strategic about investments being made. Members heard that a lot of time is

being spent on ensuring the institution remains financially healthy and that all investments made are directed towards high quality teaching, research, and student experiences.

S. Tighe then invited feedback from Budget Committee members about this year's fall budget conferences. Members noted that more uniformity in the documentation submitted by units needs to be encouraged and work should be done to help identify potential issues in future years. Members were pleased that senior-level support unit budget envelope leaders were also invited to attend the budget conferences this year to allow for better understanding of the broader pressures being faced by the University.

The Committee discussed the composition of the Budget Committee and the importance of ensuring overlap and rotation in positions on the Committee to carry forward the work successfully. A Member noted that succession planning and broadening acumen is important for Budget Committee and involving a member of The Management Group (TMG) to understand how decisions are made could be considered in the future as well.

S. Tighe advised the Committee that the Blue-Ribbon Panel released its report, and this has been highlighted in the November 2023 Newsletter from the Office of the Provost. Members were encouraged to read the full report and it was noted that throughout the budget process, no assumptions are being made that there will be an increase to the University's revenue based on funding from the Government.

3. Business Arising

There was no business arising.

4. Report from the School of Graduate Studies

Steve Hranilovic, *Vice-Provost and Dean of Graduate Studies*, provided an overview of the Report from the School of Graduate Studies.

S. Tighe acknowledged S. Hranilovic's leadership stepping into the role of Vice-Provost and Dean of Graduate Studies, in a time when there was a lot of work to be done and thanked the School of Graduate Studies (SGS) team.

The Committee asked questions regarding how new systems being proposed by SGS will effect change as it relates to admission offer letters and the TA mass hire process and how these systems will integrate with current systems. The Committee discussed strategic recruitment and relationship building beyond graduation. It was noted that much of the research-based degrees are focused on relationship building with graduate supervisors but students in programs with less direct interaction with supervisors are more difficult to track after graduation. The Committee discussed the complexity of SGS being centralized and being able to find the appropriate supports for faculty supervising students as well as student supports. S. Hranilovic noted that the function of SGS is a coordinator for these non-academic elements and while there is work to be done in this area, resources within SGS are scarce, making it difficult to implement change.

This item was for information.

5. Report from Graduate Council

S. Hranilovic, *Chair of Graduate Council*, explained that at its meeting on November 14, Graduate Council approved the proposed new M.A. in Indigenous Studies. Graduate Council is now recommending that the University Planning Committee approve the establishment of the M.A. in Indigenous Studies as outlined in the circulated materials. S. Hranilovic then invited Melanie Heath, *Associate Dean of Graduate Studies (Social Sciences)* and Robert Innes, *Chair of the Indigenous Studies Department*, to provide an overview of the proposed new M.A. program.

The Committee discussed the importance of moving this program forward and S. Tighe reinforced that the scholarship piece is outstanding and noted the inclusion of world-class researchers. Members asked questions regarding the plan to implement admission of students from outside formal education systems, what the initial cohort size and growth plan will be, having people outside of McMaster serve as supervisory committee members, and whether there will be flexibility to offer remote learning components.

It was duly moved and seconded,

that the University Planning Committee approve, for recommendation to the Senate, the M.A. Program in Indigenous Studies, as circulated.

The motion was **Carried**.

6. Other Business

There was no other business.

December 13, 2023

McMaster: A Global University

McMaster University | Provost Susan Tighe



Provost and Vice-President (Academic)

About the Provost

Senior Vice-President ▪ Chief Academic Officer ▪

Chief Budget Officer ▪ Reports to President and Vice-Chancellor

Responsibilities

- Academic budget, space allocation; strategic planning
- Faculty recruitment, retention and promotion
- Enrolment management
- Attracting and retaining excellent students
- Graduate and undergraduate program development and assessment
- Student life

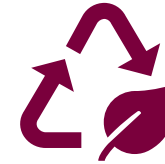
Agenda

1. About McMaster
2. Areas of Research Focus
3. McMaster By The Numbers
4. Our Faculties
5. Office of the Provost
6. Where we are going



About McMaster

Just Announced
McMaster ranks 78th in the
world for Sustainability



Health and Well-Being

McMaster is 1st in
Canada and 12th in world



Industry Impact

McMaster is ranked
1st in the world



Top University

McMaster among 85 top
public institutions worldwide

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McMaster Alumni

227,028

Graduates

3

Nobel Prize Winners

- Bertram Brockhouse
- Myron Scholes
- Donna Strickland

Areas of Research Focus

Infectious Diseases

1. Global Nexus School for Pandemic Prevention & Response

- Training the next generation of researchers
- World-class commercialization abilities and wet labs
- Strengthens Canada as international hub for pandemic preparedness

Sustainability

2. Advanced Manufacturing

- Expertise and cutting-edge facilities to solve manufacturers' challenges
- Talent pipeline for students to transition to partner companies



Inhaled COVID-19 Vaccine

McMaster-developed inhaled aerosol vaccine entering phase II clinical trials with promising results.

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Areas of Research Focus

Planetary health

3. McMaster's Nuclear Reactor

- Supplies 60% of world's I-125 isotopes, used to treat 70,000 cancer patients annually
- Substantial research in advanced materials, clean energy

4. McMaster Automotive Resource Centre (MARC)

- One of leading programs in North America in transportation electrification and smart mobility
- Working with industry to generate research, discoveries



Small Modular Reactors (SMRs)

McMaster exploring SMRs, which are clean, safe, ideal for remote communities and industrial sites. Components pre-manufactured.

Industry & Innovation

- McMaster Industry Liaison Office (MILO) facilitates research collaborations with industry and helps faculty and students convert their innovative ideas into solutions that benefit society and drive economic growth.
- Agreement and business development support to more than 300 external partners that provide \$42M+ in research funding.
- Top 24 McMaster-research based startup companies have created 600 jobs and raised \$515M in investment.
- McMaster Seed Fund has invested \$2.7M in eight startup companies to date.
- **Vice President Research Leads**

New Course

A course on Fundamentals of Intellectual Property is now available to students, staff and faculty through MILO.



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Wilson College

- The Wilson College of Leadership and Civic Engagement will train future leaders to foster, sustain a civic culture for Canada that engages all citizens.
- **Living-learning community:** College will feature a student residence.
- **Programming:** Canada's only BA and minor in Leadership and Civic Studies.
- **Research:** Researchers and visiting fellows from the public, private sectors
- **Practice:** External activities to expand the impact of the College
- **Leading the public conversation:** Fellows, professors and students to shape discourse on key issues in Canadian public life.



Red Wilson

The College was made possible through a generous gift from McMaster chancellor emeritus L.R. "Red" Wilson

Strategic Reviews

- External reviews provide transparency and accountability. They identify opportunities to innovate and align execution to strategic priorities.

Completed Reviews

- MacPherson Institute
- Equity and Inclusion Office
- School of Graduate Studies
- Faculty of Engineering
- Budget Model
- Student Accessibility Services

Upcoming Reviews

- University Library
- Continuing Education
- International Recruitment
- Faculty of Social Sciences



Cross-Campus Consultations

The budget model review included a community consultation attended by more than 100 faculty and staff.

Our Students

McMaster has 37,537 students

32K

**Undergraduate
Students**

Full-Time 30,792

Part-Time 1,382

5.4K

**Graduate
Students**

Masters 3,413

PhD 1,789

6.6K

**International
Students**

Undergraduate 4,977

Graduate 1,576

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Student Residences

Lincoln Alexander Hall

Construction has begun on McMaster's largest, most-innovative student residence



10 Bay Residence

McMaster's first graduate student residence now open, welcoming students



McMaster Faculty

1,036

Full-Time Faculty Members

- 95% hold doctoral degrees



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Faculty of Business



Khaled Hassanein
Dean, Faculty of
Business

New Strategic Plan: 2023-2028

- Our vision: Open minds, transform lives, build sustainable communities, and contribute to positive change in business and society.

McLean Centre for Collaborative Discovery

- Collaborative space for students, faculty, and industry to engage in experiential learning activities [Winter 2025]

Success Stories

- DeGroot MBA team won 2023 John Molson Case Competition.
- Undergraduate team named school of the year in 2023 Jeux de Commerce Central Competition.



Faculty of Engineering



Heather Sheardown
Dean, Engineering

Innovative programs launched in 2023

- More than 2,500 students completed over 4,000 co-op work terms across the globe in 2022/23.

Top 10 Engineering School in Canada

- 2024 Macleans University Rankings: Engineering Programs
- \$46.1 million research revenue in 2022/23

43%

**Women in the Fall 2023
undergraduate class**

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Faculty of Health Sciences



Dina Brooks

Exec. Vice-Dean and
AVP, Academic, Health
Sciences

Innovative programs launched in 2023

- Bachelor of Health Science in Integrated Rehab & Humanities and Master of Biomedical Innovation.

YouTube Health collaboration

- We are an inaugural participating channel in YouTube Health Canada's program to provide access to reliable health information from trusted medical experts.

Vaccine Research

McMaster hosted international experts and researchers for the Global Nexus Future of Vaccinology Symposium this fall.



Faculty of Humanities



Pamela Swett
Dean, Humanities

Imagining 2080: A Forum on Canada's Futures

- Hosted by the Future of Canada Project, 150 delegates from the academic, private and non-profit sectors for a three-day conference exploring future-forward thinking, research, innovation and change.

Wilson College of Leadership and Civic Engagement

- Wilson College launches its inaugural graduate seminar, "Leaders as Thinkers: What does good leadership look like?" in Winter 2024.

Autumn Peltier, water activist and keynote speaker, Imagining 2080



Faculty of Science



Maureen MacDonald
Dean, Science

Office of Undergraduate Research Opens

- Meaningful and equitable research opportunities to even greater numbers of undergraduate students across all Departments and Schools.

Industry Professor Mentoring Students

- Start-up founder Darren Burke has joined the Department of Kinesiology as the Faculty of Science's first industry professor, delivering an entrepreneurship course to 46 students.

Industry Professor, Darren
Burke, and students



Faculty of Social Sciences



Jeremiah Hurley
Dean, Social Sciences

New co-op program options

- Three new program options have been launched for undergraduates in Economics, Political Science and Work & Labour Studies.

Indigenous Studies Department

- Graduate programs accepting applications for the 2023/24 academic year.

Deputy Provost



Matheus Grasselli
Deputy Provost

Task Force on Generative AI

- Exploration of AI's potential to enhance student engagement, to deepen learning opportunities, and to empower students to contribute to solving the difficult problems we face in society.
- Developed provisional guidelines that have since been adopted by other institutions in the higher education sector.



Melissa Pool
AVP, Academic
Planning and Finance

IRA Update

- Institutional Research and Analysis (IRA) is using natural language processing to transform qualitative information, such as surveys, into quantifiable themes.
- This helps facilitate understanding of student course evaluations and key course components for rankings among other uses.

School of Graduate Studies



Steve Hranilovic
Vice-Provost and Dean of
Graduate Studies

Task Force on Graduate Student Funding

- Examining issues of affordability and funding challenges for graduate students.
- Championed grad student and postdoc support at House of Commons Committee on Science and Research.

Community of support for grad students & postdocs

- Holistic lens on all areas of the graduate/postdoctoral journey, from application to completion – enhanced administrative services and transition support, additional training/services for program staff and faculty.
- Individualized writing help and career readiness support, specific to graduate student needs.

University Technology Services (UTS)



Gayleen Gray
AVP & Chief
Technology Officer

MacHub Launch: Better Student Experience

- Personalized platform for students to contact academic advisors, access university websites, and answers to questions, like how to enroll in courses.

Enhancing Research Support

- The Digital Research Commons Pilot will create a more connected, capable, and researcher-focused approach to digital research support.



Women in Tech

UTS, led by an all-female leadership team, has launched a new Women in Tech series that features inspiring women IT leaders empowering Canadian higher education and research.

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Student Affairs (1)



Sean Van Koughnett
AVP (Students and
Learning) &
Dean of Students

Historic \$1.5M Investment in Black Student Success

- RBC Foundation's gift is the largest ever dedicated to Black student success at McMaster
- Expands capacity for the Black Student Success Centre to support students and ensure they experience a sense of belonging

Opening Soon: Student Hub in DBAC (Partnership with the MSU)

- As part of the David Braley Athletic Centre expansion, the Hub is projected to open by the end of 2023
- Includes 40,000 square feet of space for student life activities

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Student Affairs (2)

Record-Breaking Student Engagement Numbers

- Student Success Centre experiences unprecedented attendance at student engagement activities
- In 2022-2023, over 46K event registrants and 8.7K one-on-one student appointments

Reinventing Personalized Support and Outreach

- Indigenous Student Services implements a personalized coaching and mentoring model to include one-on-one outreach to 492 Indigenous students

Increased Access to Primary Student Mental Health Care

- Student Wellness Centre introduced same-day access to a counsellor for high-risk students seeking support
- In 2022-2023, over 51K students accessed the clinic in the Student Wellness Centre

Equity & Inclusion Office (EIO)



Barrington Walker
AVP (Equity &
Inclusion)

Refresh of EDI Strategic Plan

- Process of renewing McMaster's Equity, Diversity and Inclusion strategic plan that will be a model for peer research intensive universities.

'It takes all of us'

- Online training module for students launched to foster a culture of consent and sexual violence prevention.

Teaching & Learning



Kim Dej
Vice-Provost,
Teaching and Learning

Interdisciplinary Studies

- McMaster offers interdisciplinary minors in community engagement, Latin American and LatinX studies, African and African Diaspora studies, sustainability, and the new Wilson Civic Leadership minor.

Community Engagement

- Partnership with Simon Fraser University, the Saskatchewan Indian Institute of Technologies and the University of Montreal to co-host the Carnegie Classification for Community Engagement in Canada.

McMaster University Library



Vivian Lewis
University Librarian

Podcast studio and VR room

- The virtual reality room has two headsets equipped with a range of educational apps and a screen for casting live experiences.

Opening of 'hidden' special collections

- Project makes available descriptions of thousands of recent and historical donations and purchases, with focus on rare and unique printed materials.

Office of International Affairs



Bonny Ibhawoh
Vice-Provost
(International Affairs)

57,066

International Research Collaborations

Number of publications by McMaster researchers and peers in 188 countries between 2018/22.

31

International Initiatives Micro Fund (IIMF)

Number of recipients of seed funding for first-time international research contacts or initiatives.

McMaster Museum of Art



Carol Podedworny
Director (McMaster
Museum of Art)

Exhibitions

- Four exhibitions have ties to McMaster graduates, faculty, and local artist community, along with annual School Of The Arts graduating exhibition SUMMA 2023: Where We Intersect.

Practicing Decoloniality, Visualizing Collaboration

- Continued commitment to decoloniality in research, presentation, interpretation, mentorship, and collections growth.
- Contributed to national and international arts community through collaborative projects, the display of collection works by sister institutions, and nine new acquisitions.

A photograph of a university campus in winter. The scene is covered in snow, with bare trees and evergreens. In the foreground, several students are walking on a paved path. A stone archway is visible in the middle ground. The background features brick and stone buildings. A large, bold, black text "Thank You" is overlaid in the center of the image.

Thank You