

**AGENDA**

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

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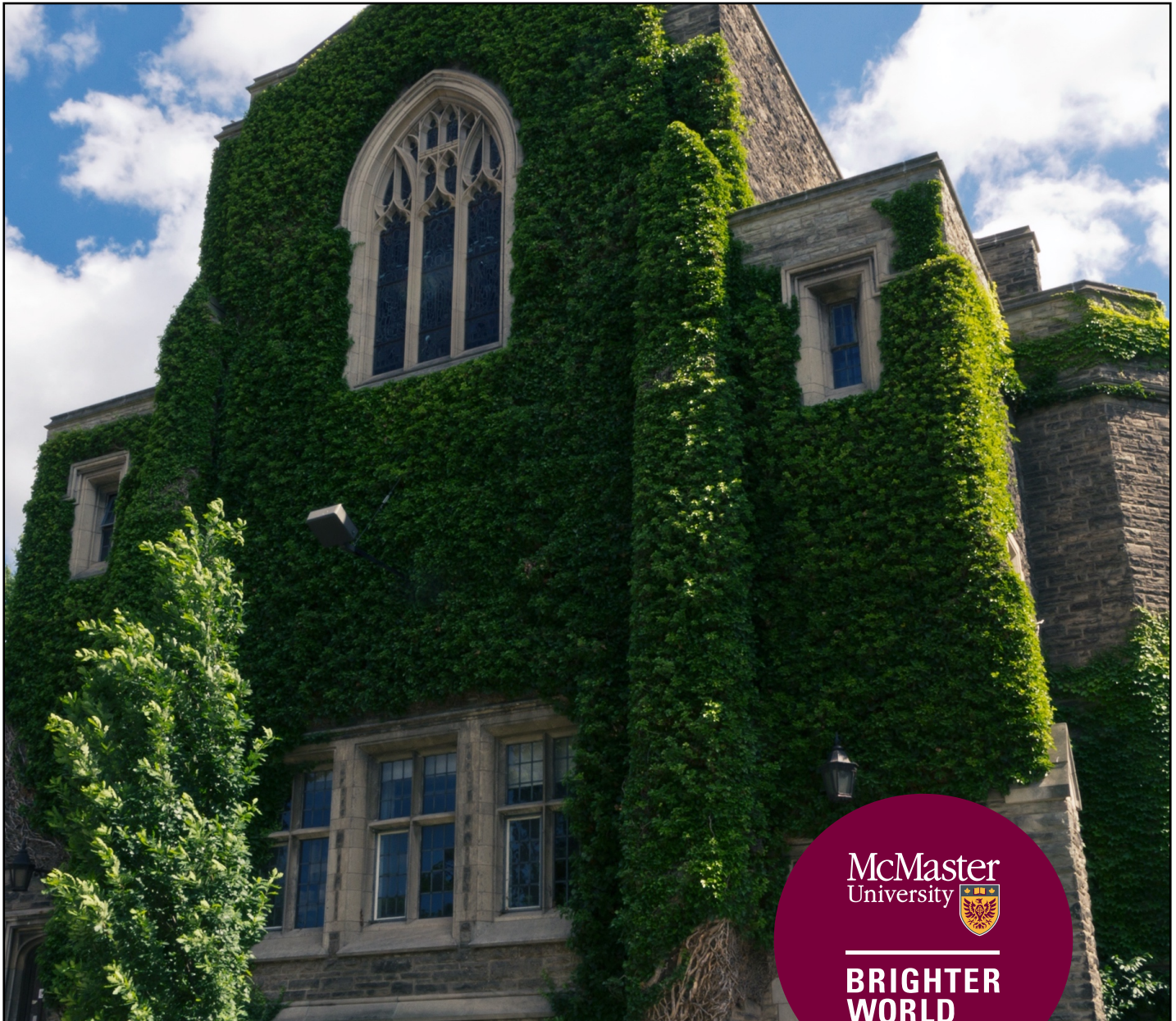
June 1, 2023

The Office of Academic Integrity would like to note that the report sent to Senate in April 2023 had two errors within the document.

The title on the original chart that was labelled “Findings of No Breach” was incorrectly labelled. This chart shows the number of closed files. The title has now been corrected to state “Number of Files Closed”

Also, within that same chart the data showed that five cases were closed in the year 2014 – 2015 when it was six cases that were closed. This discrepancy resulted from an allegation that was closed that involved two Instructors.

The included revised report has the corrected chart title and the number of closed files in 2014-2015 year.

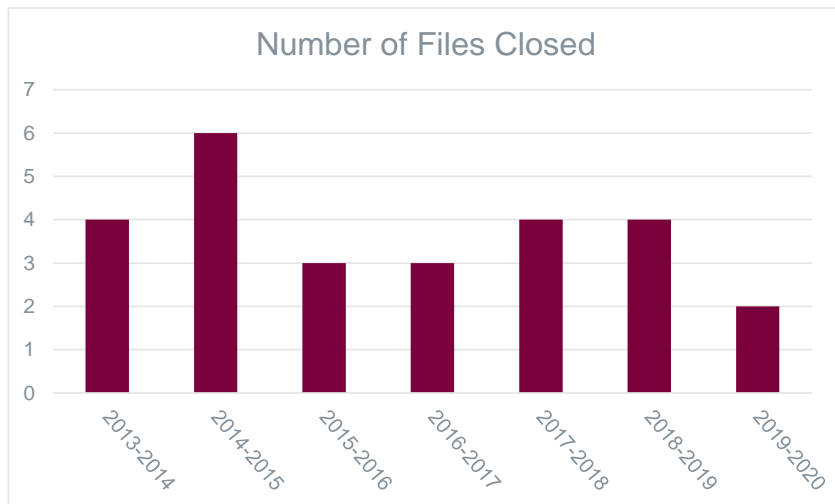
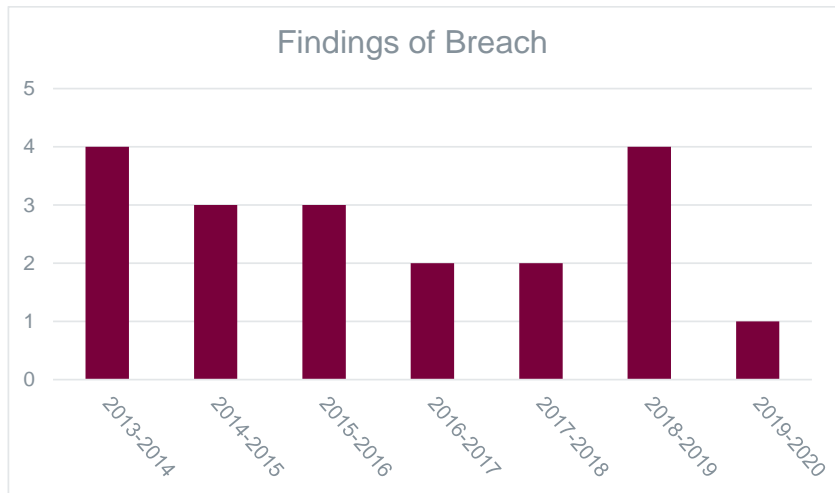


# RESEARCH INTEGRITY POLICY

Statistics for 2013 - 2020

Revised MAY 2023

The *Research Integrity Policy* was originally approved in 2013 by the Senate and Board of Governors. The Policy was written to comply with the *Responsible Conduct of Research (RCR) Framework*. A requirement to report on basic case statistics was included in the RCR Framework.



## NATURE OF BREACH

2013-2014	plagiarism, failure to retain original source data
2014-2015	fabrication, falsification, destruction of research records, plagiarism
2015-2016	fabrication, falsification, suppression, plagiarism, inadequate acknowledgement, mismanagement of conflict of interest
2016-2017	inadequate acknowledgement, misrepresentations to funding agencies, mismanagement of grants or award funds
2017-2018	fabrication, falsification, destruction of research records, plagiarism, self-plagiarism, inadequate acknowledgement, abuse of authority, breaches of agency policies or requirements for certain types of research, record keeping breaches related to retention/deletion of data
2018-2019	falsification of credentials, fabrication, plagiarism, self-plagiarism, inadequate acknowledgement, abuse of authority, misrepresentations to funding agencies, inadequate supervision
2019-2020	fabrication, falsification, lack of rigour when performing research, inadequate record keeping



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**REPORT TO SENATE**  
*from the*  
**GRADUATE COUNCIL**

**For Approval**

**I. Faculty of Business (attachment)**

At its meeting on May 16<sup>th</sup> Graduate Council approved a new specialization in Strategic Management, bringing the number of specializations from 7 to 8 areas.

that Senate approve the revision, for inclusion in the *2023-2024 Graduate Calendar*, as recommended by Graduate Council and set out in the attached.

**For Information**

**I. Faculty of Health Sciences**

At the same meeting Graduate Council approved the following changes:

- New program calendar copy describing admission and program requirements for the Master of Biomedical Innovation, launching September 2023;
- A change to program requirements for the M.Sc. in Midwifery, removing the requirement to complete two modules separately as the material has now been folded into a core course;
- A change to calendar copy for the M.Sc. in Midwifery, describing in more detail their hybrid and fully online electives as well as removing a specific list of questions for students to answer as part of their statement of intent for admissions, the requirement for a statement of intent remains;
- A change to course requirements for the Nursing M.Sc. thesis stream, removing the requirement for one elective;
- A change to calendar copy for the Physiotherapy M.Sc. to add clarity around existing health screening requirements for health professional learners and some reorganization of text for clarity;
- The addition of an optional scheduled break to the M.Sc. in Health Science Education.

**II. Faculty of Social Sciences**

At the same meeting Graduate Council approved the following changes:

- An update to the calendar copy for the Master of Public Policy program, removing references to their part-time option;
- A change to the calendar copy for the M.Sc. and Ph.D. in Sociology, removing a reference to students being able to take a specific 600-level course as that course has been changed to a 700-level offering.

### **III. New Awards**

At the same meeting Graduate Council approved the following new awards:

**Name of Fund:** The Terry Bradley Bursary

**Terms of Reference for Fund:**

Established in 2023 by the Estate of Terry Bradley. To be granted by the School of Graduate Studies to graduate students enrolled in the Department of Biology who demonstrate financial need.

**Name of Fund:** The A. Boyd McLay Physics & Astronomy Scholarship

**Terms of Reference for Fund:**

Established in 2023 by the Estate of Dr. Robert Summers-Gill, a Professor Emeritus in Physics at McMaster University, in recognition of his mentor, A. Boyd McLay. To be awarded by the School of Graduate Studies on the recommendation of the Department of Physics and Astronomy to students enrolled in a Physics & Astronomy program who demonstrate academic and research excellence. The scholarship is tenable for one additional year provided the student remains enrolled in a Physics & Astronomy program and demonstrates continued satisfactory academic performance.

**Name of Fund:** The Milena & Gord Head MBA Scholarship

**Terms of Reference for Fund:**

Established in 2023 by Dr. Milena Head (Class of '93 and '98) and Gord Head (Class of '98). To be granted to a full-time or co-op MBA student who has demonstrated leadership in experiential learning activities in the community.

**Name of Fund:** The Erin ELO Scholarship

**Terms of Reference for Fund:**

Established in 2023 by Erin Extended Learning Opportunities. To be awarded by the School of Graduate Studies, on the recommendation of the School of Nursing, to graduate students enrolled in a Nursing Program who are conducting research on aging and demonstrate academic excellence.

### **IV. Graduate Calendar Administrative Section Updates**

At the same meeting Graduate Council approved the following changes to the administrative sections of the Graduate Calendar:

**2.1.1 Admission Requirements for a Graduate Diploma, Graduate Academic Certificate and Academic Microcredential** – A new section was added to outline the admission requirements for a graduate diploma, graduate academic certificate and an academic microcredential.

**2.3 Transfer/Advance Credit and Determination of Course Equivalency** – Changed text to clarify that normally students with transfer credit are still required to meet the overall course requirement of the program.



**2.5.2 Definition of Full-and Part-time Status** – Some additional text was added to help clarify what being ‘geographically available’ means.

**2.5.3 McMaster University's Regulations for Full- and Part-time Status** – A change to the hours of allowable on campus work, shifting from a maximum of 20 hours of on campus work a week to a recommendation of no more than an average of 20 hours of on campus work a week. Text was also added to note that students are responsible for ensuring employment obligations do not interfere with academic progress and that employment obligations are not an acceptable basis for unsatisfactory progress.

**2.5.4 Employment Regulations** – Text removed per the approval of the change to the maximum number of employment hours in 2.5.3.

**2.5.5 Enrolment - International Students on Study Permits** – A change to clarify the requirement for a study permit, noting it is the government of Canada that requires a study permit.

**2.5.6 Full Time Off-Campus** – The addition of some language to clarify that requests for FTOC must be for the purpose of graduate study and research and directing students who require time off campus for personal reasons to a leave of absence.

**2.5.7 Leaves of absence** – A change to clarify the consequences of a leave for international students and to direct them to the government of Canada’s website. A second change to clarify that students are limited to a cumulative total of 12 months of leave for a Medical LOA.

**2.6.4 Course Requirement and Designations** – The first change to this section was to clarify that the EDUCATN subject area courses (most related to the Teaching and Learning Certificate) are not available to be counted toward degree requirements unless listed as an available elective in the program requirements and the second change was the addition of text to note that once a student has completed their program requirements they are not normally permitted to enroll in additional courses or activities.

**2.6.15 Transferring Programs** – A new section was added to clarify that normally (other than transfer from Masters to Ph.D. as outlined in the admission section of the calendar) students do not normally change programs.

**3.1 General Regulations on Supervision** – Transferred the information about PhD supervisory committee report timing from narrative text to a chart.

**3.4.3 Comprehensive Knowledge** – Text was added to encourage the second attempt of a comprehensive to occur within the first month of a term and to note that if a student decides not to take up the option of a second attempt then the failure stands.

**3.4.4 Thesis Defence** – Text was added to clarify that the identity of the external examiner should not be communicated to the student until the external report has been received and that the student should not contact the external without permission from SGS.

**4.2.1 Financial Support for Graduate Students** – Text was added to clarify the intersection of TAs and the recommended limit of on campus work.

**4.2.1.3 Minimum Level of Financial Support for Doctoral Students** – The minimum funding level of for Full-Time/In-Time Ph.D. Students was increased to 17500, plus tuition.

**5.1.11 Graduate Expectations Arising from the McMaster Vaccination Policy** – This section was removed.

**6.2.1 Internal Awards** – Text was added to clarify the process and eligibility for donor bursaries and academic grants.

[Note: A complete file for the information items listed above is available in the Graduate Council office, [cbryce@mcmaster.ca](mailto:cbryce@mcmaster.ca).]



**Recommendation for Change in Program Requirements/Procedures**

Please note the following:

- This form must be completed for all changes involving degree program requirements and procedures. Sections of this form pertaining to your requested change must be completed.
- An electronic version of this form should be emailed to the Assistant Secretary, School of Graduate Studies (cbryce@mcmaster.ca). Questions about the form can also be directed to this address.
- A representative from the department/program is required to attend the Faculty Curriculum and Policy Committee meeting during which this recommendation for change will be discussed.

<b>Department:</b>	DeGroot School of Business
<b>Name of Program:</b>	Ph.D (Business Administration)
<b>Degree:</b>	Ph.D. (Business Administration)

**Nature of Recommendation (Please complete appropriate field(s))**

Is this change the result of an IQAP Review: Yes  No

Creation of New Milestone

Change in Admission Requirements

Change in Comprehensive Examination Procedure

Change in Course Requirements

Change in the Description of a Section of the Graduate Calendar

**Other Changes**  **Please explain:** Addition of new specialization to the PhD program in Business Administration in Strategic Management.

**Describe the existing requirement/procedure:**

Even though students will graduate with a PhD in Business Administration they presently have the option of selecting a specialization. There is no current specialization in Strategic Management. This will now bring the number of Areas of specialization from 7 to 8 areas.

**Provided a detailed description of the recommended change:** See calendar copy below.

**Rationale for the recommended change:**

We propose the creation of a new field of specialization in Strategic Management for Business PhD Program. The addition of the new specialization will allow the DeGroote School of Business to offer a PhD program in all eight areas. This addition will facilitate better utilization of the research expertise of the Strategy Area group, which in turn will enable preparation of the next generation of academics in the field.

**Provide Implementation Date:** (Implementation date should be at the beginning of the academic year)

September 1, 2024

**Are there any other details of the recommended change that the curriculum and policy committee should be aware of?** If yes, please explain:

The proposed changes will be achieved on a resource neutral basis. The total number of students to be admitted to the PhD program will remain consistent with other Areas. In previous years, the courses necessary to meet the requirements of the existing PhD areas have been offered each year and sometimes every other year to optimize resources. Several of the required courses in the Strategic Management specialization are shared with other Areas and therefore are already resourced. The independent research courses will facilitate tapping into the existing faculty expertise in a range of sub-domains in the field of Strategic Management.

**Course Requirements (8):** sample program of study in Strategic Management specialization

B790 – Seminar on management Theory  
B793 – Applied Multivariate Statistics  
B794 – Research Methods and Design  
P797 – Independent Research Study I  
P700 – Business, Government and the Global Environment  
P720 – Strategic Management  
P798 – Independent Research Study II  
P799 – Strategy Foundations

**Optional but recommended courses (2):** sample program of study in Strategic Management specialization

P795 – Case Writing  
P796 – Case Teaching

**Business PhD Program Learning Outcomes:**

1. Upon graduation, our students will have deep expertise in their field of study through demonstrating competence in the core knowledge in Business Administration.
2. Upon graduation, our students will have deep expertise in their field of study through demonstrating competence in research methodologies relevant to Business Administration.
3. Upon graduation, our students will have competence in original knowledge creation in their field of study through demonstrating advancing knowledge in Business Administration.
4. Upon graduation, our students will have effective oral presentation skills.
5. Upon graduation, our students will have effective written communication skills.

**Field-Specific Learning Outcomes -Strategic Management**

1. Understand and critically assess theories in the Strategic Management literature while making novel contributions to the field.
2. Understand the appropriateness and utilization of various qualitative and quantitative research methodologies in the field.
3. Select and exhibit competency in at least one research methodology used in the field to conduct independent research.
4. Evaluate the strengths and weaknesses of research implications from a theoretical and empirical perspective.
5. Develop at least two independently generated research studies that are worthy of publication in peer review journals and/or refereed conference proceedings.
6. Provide practical contributions to management practice emanating from academic research results.

Provide a description of the recommended change to be included in the calendar:

**Required Courses (1):**

**B790 – Seminar on Management Theory** (this course already exists and is shared across the PhD program)

The seminar provides a broad overview of the role of theory and theory building in management. The student will engage in systematic scientific inquiry pertaining to different schools of management relevant to business. The underlying theory of management driving each school of thought will be the focus of analysis. An attempt will be made to integrate the diverse schools of thought toward an inclusive theory of management that would serve as the backdrop for future management research and practice.

**PhD Seminar Courses (3):**

**B793 – Applied Multivariate Statistics** (this course already exists and is shared across the PhD program)

This course will introduce students to a variety of multivariate data analysis techniques that they are likely to use in analyzing data from their own research. The focus will be on issues related to the application of these techniques rather than their mathematical foundations. Topics to be covered include multiple regression, MANOVA, exploratory factor analysis, and structural equation modelling.

**B794 – Research Methods and Design** (this course already exists and is shared across the PhD program)

This seminar provides an exposure to issues and techniques of questionnaire and survey development, instrument design and selection, psychometrics, and qualitative and quantitative methods in the context of a research project. A research proposal by the end of course is required.

**P797 – Independent Research Study I**

This course provides students with an opportunity to conduct independent research under the guidance of a Strategy Area faculty member. The objective of this course is to develop students' competence conducting empirical or theoretical research that has the potential to advance knowledge and practice. In the course, students will work towards the writing of a manuscript reporting the results of the research that may be potentially submitted to a scholarly journal or academic conference.

**MBA Courses (2):** (choose 2 from below, or equivalent, or 2 alternative 700-level courses if PhD candidate received MBA from McMaster, or 2 PhD courses from other PhD Areas or Programs as approved by Supervisor)

**P700 – Business, Government and the Global Environment** (this course already exists and is shared across the MBA program)

This course equips students with an understanding of the domestic and international institutions (e.g., IMF, WTO, NAFTA, etc.), and forces that shape the environments facing business, not-for-profit, and public service organizations. This understanding comprises historical and current contexts, theory and the ability to devise strategic responses to the environment. Major topics include the structure and roles of government, culture and business ethics, international trade and investment, and foreign exchange.

**P715 – Entrepreneurship** (this course already exists and is shared across the MBA program)

Using case studies, lectures, and visits from local entrepreneurs, students will develop an appreciation of the challenges and rewards that come from starting a small business. A cornerstone of the course is the development, by a group, of a detailed business plan examining the finance, marketing, logistical, and strategic implications of starting a potential new business.

**P720 – Strategic Management** (this course already exists and is shared across the MBA program)

Strategic management focuses on the concept of strategy formulation and implementation by exploring the functions and nature of general management. The course serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students learn about corporate and business planning as well as the implementation of organizational change through structures, systems, and people. The approach adopted includes lectures, case analyses, and action learning through group efforts.

### Strategy PhD Courses (2):

#### **P798 – Independent Research Study II**

This course provides students with an opportunity to conduct independent research under the guidance of a Strategy Area faculty member. The objective of this course is to develop students' competence conducting empirical or theoretical research that has the potential to advance knowledge and practice. In the course, students will work towards the writing of a manuscript reporting the results of the research that may be potentially submitted to a scholarly journal or academic conference.

#### **P799 – Strategy Foundations**

This course provides students with an opportunity to explore the theoretical foundations of research on strategy. The course is meant to provide an in-depth understanding on the overarching themes of firm behaviour and performance heterogeneity. This requires the skill of distilling many academic papers into very succinct main points and seeing the path of the discussion in a field over time. This is an important skill for placing student's own research into the discussion of a field and for participating in the ongoing dialogue that makes up areas of inquiry within strategy. The goal is that students will review, assess and develop their own map of the foundational works in strategy and have the context to understand current debates in the field.

### Optional but recommended: External Seminars (2)

#### **P795 – Case Writing** (offered at Ivey – <https://www.ivey.uwo.ca/case-workshops/>)

This workshop aids participants in writing cases effectively and efficiently. Attendees work through the three-phase writing process on a case lead that participants have developed or are hoping to develop. Those who have a case ready for submission or one in development will have an opportunity to receive one on one feedback from an Ivey Publishing editorial staff member.

#### **P796 – Case Teaching** (offered at Ivey – <https://www.ivey.uwo.ca/case-workshops/>)

This workshop is an introduction to the case method and how to use cases as an effective tool for teaching and learning.



**Program Timelines:**

<b>September of Year 1:</b>	Entry into Program
<b>May of Year 2:</b>	Completion of Course Requirements
<b>June of Year 2:</b>	Comprehensive Exam
<b>Year 3:</b>	Dissertation Proposal Defense
<b>Year 3 &amp; 4:</b>	Data Collection and Analysis
<b>End of Year 4:</b>	Write-up of Dissertation and Oral Defense

**Contact Information:**

<b>Name:</b>	Nick Bontis
<b>Position:</b>	Chair, Strategic Management
<b>Email:</b>	nbontis@mcmaster.ca

**REPORT TO SENATE**  
from the  
**UNDERGRADUATE COUNCIL**

**FOR APPROVAL**

**I. POLICY REVISIONS: POLICY ON REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK**

An electronic vote was held between May 12, 2023 and May 24, 2023, during which the Undergraduate Council approved, for recommendation to Senate, a set of proposed revisions to the Policy on Requests for Relief for Missed Academic Term Work. Further details are contained within the circulated materials.

It is now recommended,

**that Senate approve the revised Policy on Requests for Relief for Missed Academic Term Work, effective September 1, 2023.**

**Senate: FOR APPROVAL**  
**June 7, 2023**

May 11, 2023

**TO:** Undergraduate Council

**FROM:** Dr. Kim Dej, Vice-Provost (Teaching and Learning)  
Andrea Thyret-Kidd, University Secretary

**RE:** Proposed Revisions to the *Policy on Requests for Relief for Missed Academic Term Work (2021)*

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The *Policy on Requests for Relief for Missed Academic Term Work (2021)* governs the use of the McMaster Student Absence Form (MSAF), a reporting tool housed in Mosaic. Students may self-report short-term absences, and Faculty/Program offices may record approved longer-term requests. The tool facilitates communication with course instructors so they may determine the appropriate relief, such as a deadline extension or re-weighting of a final grade.

Through conversations with academic staff and faculty members in recent years, it was apparent that the Policy required revision to address the following issues:

- Requests for retroactive relief were increasing and often received for medical or other personal circumstances that occurred much earlier in the term. Retroactive relief often jeopardizes a student's success in the course and makes it difficult for instructors to make appropriate adjustments.
- Students often sought several requests for relief (both *Type A* and *Type B*) for the same course, which often led to an accumulation of work that wasn't feasible for the student to complete. Dropping the course was often in their best interest.
- Providing and collecting medical documentation to substantiate *Type B* requests became burdensome for students and the Faculty/Program Offices and was not always effective in validating the reason for the request.
- The process of seeking and applying relief, as described in the Policy, was overcomplicated and required simplification and clarification.

To address these and other minor matters, we have applied the following proposed revisions to the Policy, which improve the opportunity for a student's success and strengthen an instructor's ability to consider appropriate relief:

- Minor wording and grammar revisions to improve clarity.
- Renamed and clarified the two types of requests listed in the Policy. *Type A* (student self-report) will now be known as "Self-Report", and *Type B* (requests recorded by Faculty/Program offices) will now be known as "Administrative Report".

**MSAF (Self-Report)**

- A new restriction that only one request may be applied to a single piece of missed work. This revision provides will help to limit retroactive requests and an accumulation of incomplete work.
- A new requirement for the student to follow up with their instructor within 24 hours after the three-day absence period to facilitate an instructor's ability to apply relief.

**MSAF (Administrative Report)**

- Eliminated the automatic requirement for supporting documentation but added an allowance for Program or Faculty staff to request it in exceptional circumstances;
- A new restriction where an *Administrative Report* request will not be granted where the cumulative value of the missed work within a course will exceed 35% before the exam period. This revision will reduce the prevalence of an accumulation of work that isn't feasible for the student to complete.
- A greater emphasis on students communicating with their Faculty/Program Office within 24 hours after returning to their academic activities to explore their relief options.

All other requirements, thresholds, and language remain unchanged.

Feedback on the revisions was sought and applied from assistant deans, program managers, associate deans, and members of Undergraduate Council.

Attached, please find the following:

- the original *Policy on Requests for Relief for Missed Academic Term Work* (2021);
- a tracked-changes comparison of the *Requests for Relief Policy* and the revised version; and
- a clean copy of the revised *Policy on Requests for Relief for Missed Academic Term Work* (2023).

Given the comprehensive revisions proposed for the Policy, Senators are encouraged to read the entire document.

**It is now recommended,**

**that the Undergraduate Council approve, for recommendation to Senate, the revised *Policy on Requests for Relief for Missed Academic Term Work*, effective September 1, 2023.**



## Policies, Procedures and Guidelines

Complete Policy Title

**Policy on Requests for Relief for Missed Academic Term Work**

Policy Number (if applicable):

Approved by

**Senate**

Date of Most Recent Approval

**March 10, 2021, effective May 1, 2021**

Date of Original Approval(s)

Supersedes/Amends Policy dated

Responsible Executive

**Provost and Vice-President (Academic)**

Policy Specific Enquiries

**Provost and Vice-President (Academic)**

General Policy Enquiries

Policy (University Secretariat)

***DISCLAIMER:*** *If there is a Discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails.*

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*Student enquiries should be directed to the respective*  
**[Faculty/Program Office](#)**

### PREAMBLE

1. The University recognizes that students periodically require relief from academic work for medical or other personal situations. This Policy aims to manage these requests by taking into account the needs and obligations of students, instructors and administrators. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in their course. Any concerns regarding the granting of relief should be directed to the respective [Faculty/Program Office](#).
2. Requests for relief should be made with a commitment to academic integrity in mind. Requests that deviate from this commitment will be handled under the [Academic Integrity Policy](#) and/or [Code of Student Rights and Responsibilities](#), where appropriate.

### Exclusions

3. This Policy **cannot** be used:
  - a) for academic work that has already been completed or work that has been attempted (which **includes** the viewing and/or partial completion of on-line assessments (quizzes, tests, etc.);
  - b) to seek an accommodation to meet religious, Indigenous or Spiritual Observances (see the [Policy on Academic Accommodation for Religious, Indigenous and Spiritual Observances](#));
  - c) to seek an accommodation related to a permanent or temporary disability, or a retroactive accommodation (see the policy [Academic Accommodation of Students with Disabilities](#)); or
  - d) to apply for relief for any final examination or its equivalent (see [Petitions for Special Consideration](#) in the Undergraduate Calendar).

### McMaster Student Absence Form (MSAF)

4. The McMaster Student Absence Form (MSAF) is a **Mosaic tool** that, for the purpose of this Policy:
  - a) is used to allow students to submit Self-Report (Type A) requests for relief; and
  - b) is used by Faculty/Program Offices for Administrative Report (Type B) requests to:
    - (i) manage requests for relief; and
    - (ii) communicate with students and instructors about these requests.
5. The MSAF is available in the [MOSAIC](#) Student Center (in the drop-down menu under OTHER ACADEMICS).

**REQUESTS FOR RELIEF: SELF-REPORT (TYPE A)**

6. Self Report (Type A) requests for relief are for:
  - a) missed academic work worth less than 25% of the final grade, resulting from medical or personal situations lasting up to three (3) calendar days.
7. Students are expected to use the MSAF tool to make Self Report (Type A) requests, which:
  - a) may only be submitted once per Term;
  - b) requires no supporting documentation; and
  - c) applies only to work that is due within the period for which the request applies, i.e. the 3-day period that is specified in the MSAF; however, all work due in that period can be covered by one request.
8. An email will be sent to the course instructor(s) to inform them of the request.
9. The instructor will determine the appropriate relief for the Self-Report (Type A) request.
10. Students must immediately follow up with their instructor(s) after submitting the Self-Report (Type A) request. Failure to do so may negate the opportunity for relief.

**REQUESTS FOR RELIEF: ADMINISTRATIVE REPORT (TYPE B)**

11. Administrative Report (Type B) requests for relief are for:
  - a) medical or personal situations lasting more than three (3) calendar days; and/or
  - b) missed academic work worth 25% or more of the final grade; and/or
  - c) any request for relief in a Term where the MSAF tool has been used previously in that Term.
12. Students must report to their [Faculty/Program Office](#) to discuss their situation and will be required to provide appropriate supporting documentation (see Documentation Requirements below).
13. If warranted, the Faculty/Program Office will process the relief request and will notify the instructor(s) and the student.
14. The instructor will determine the appropriate relief for these Administrative Report (Type B) requests.
15. Students must immediately follow up with their instructor(s) after being notified their request has been processed. Failure to do so may negate the opportunity for relief.

#### **Documentation Requirements**

16. If the reason for a request for relief is medical, the approved McMaster University Medical Form covering the relevant dates must be submitted. The student must be seen by a health care practitioner at the earliest possible date, normally on or before the date of the missed work and the health care practitioner must verify the duration of the illness.
17. If the reason is non-medical, appropriate documentation with verifiable origin covering the relevant dates must be submitted, normally within three (3) business days.
18. In some circumstances, students may be advised to submit a [Petition for Special Consideration](#).

#### **Privacy**

19. All personal information, including supporting documentation (e.g. personal health information) requested by the University to facilitate relief requests shall be handled in accordance with the [Freedom of Information and Protection of Privacy Act](#).





## Policies, Procedures and Guidelines

Complete Policy Title

**Policy on Requests for Relief for Missed Academic Term Work**

Policy Number (if applicable):

Approved by

**Senate**

Date of Most Recent Approval

**TBD, effective September 1, 2023**

Date of Original Approval(s)

March 10, 2021, effective May 1, 2021

Supersedes/Amends Policy dated

- March 10, 2021, effective May 1, 2021

Responsible Executive

**Provost and Vice-President (Academic)**

Policy Specific Enquiries

**[Provost and Vice-President \(Academic\)](#)**

**Student enquiries should be directed to their respective [Faculty/Program Office](#)**

General Policy Enquiries

[Policy \(University Secretariat\)](#)

**DISCLAIMER:**

*If there is a discrepancy between this electronic policy and the approved copy held by the University Secretariat, the approved copy prevails.*

**FORMAT:**

*If you require this document in an accessible format, please email [policy@mcmaster.ca](mailto:policy@mcmaster.ca).*

## PREAMBLE

1. ~~The~~McMaster University recognizes that students periodically require relief from academic work for medical or other personal situations. -This Policy ~~aims to manage~~ will support the management of these requests by ~~taking into account~~ considering the needs and obligations of undergraduate students, instructors and administrators. ~~While it is the prerogative responsibility of the instructor(s) of the course to provide relief, it is also their prerogative to determine the what relief is appropriate relief for missed term work in their course.~~ Any concerns regarding ~~the~~ granting of relief should be directed to the respective Faculty/Program Office ~~Faculty/Program Office~~.
2. Requests for relief should be made with a commitment to academic integrity in mind. - Requests that deviate from this commitment will be handled under the Academic Integrity Policy and/or Code of Student Rights and Responsibilities, where appropriate.

### Definitions

3. MSAF (Self-Report) means the McMaster Student Absence Form (Self-Report), where students can self-report absences that result in missed academic work.
4. MSAF (Administrative Report) means the McMaster Student Absence Form (Administrative Report), where Faculty/Program Office staff may record approved longer-term absences for students that result in missed academic work.

### Privacy

5. The University, and its employees and agents, will protect personal information and handle records in accordance with the Freedom of Information and Protection of Privacy Act (FIPPA) and the Personal Health Information Protection Act (PHIPA).

### Exclusions

- 3-6. This Policy **cannot** be used:
  - a) for academic work that has already been completed or work that has been attempted (which **includes** the viewing and/or partial completion of ~~en-line~~ online assessments (quizzes, tests, etc.);). Where applicable, students must provide documentation proving they have not attempted the work if they submit a request for relief.
  - b) to seek an accommodation to meet religious, Indigenous or Spiritual Observances (see the Policy on Academic Accommodation for Religious, Indigenous and Spiritual Observances);
  - c) to seek an accommodation related to a permanent or temporary disability, or a retroactive accommodation (see the policy Academic Accommodation of Students with Disabilities); or
  - d) to apply for relief for any final examination or its equivalent (see Petitions for Special Consideration in the *Undergraduate Calendar*).
7. McMaster Student-Students can apply only one request for relief (Self-Report or Administrative Report) to a single piece of work.

**Absence Form (MSAF)**

- ~~4. The McMaster Student Absence Form (MSAF) is a Mosaic tool that, for the purpose of this Policy:~~
- ~~a) are used to allow **students** to submit Self Report (Type A) requests for relief; and~~
  - ~~b) are used by **Faculty/Program Offices** for Administrative Report (Type B) requests to:
    - ~~(i) manage requests for relief; and~~
    - ~~(ii) communicate with students and instructors about these requests.~~
    - ~~(iii)~~~~
- ~~8. The MSAF (Self-Report) ~~is tool~~ is available in the MOSAIC Student Center (in the drop-down menu under OTHER ACADEMICS): Other Academics).~~

**REQUESTS FOR RELIEF: ~~SELF-REPORT (TYPE A)~~ MSAF (SELF-REPORT)**

~~5.~~ Self Report (~~Type A~~MSAF) requests for relief are for:

~~6-9.~~ missed academic work worth **less than 25%** of the final grade, resulting from medical or personal situations lasting **up to three (3) calendar days**.

~~7-10.~~ Students ~~are expected to~~shall use the MOSAIC MSAF tool to make MSAF (Self-Report (Type A-Report)) requests, which:

- a) may only be submitted **once** per ~~T~~term;
- ~~b) requires no supporting documentation; and~~
- b) must be submitted **within 24 hours** of the end of the three (3) day period, and failure to do so may negate the opportunity for relief; and
- c) applies only to work ~~that is~~ due within the period for which the request applies, i.e., the 3three-day period ~~that is~~ specified in the MSAF; however, all work due in that period can be covered by one request.

~~8-11.~~ ~~An~~The MOSAIC MSAF tool will send an automated email ~~will be sent~~ to the course instructor(s) to inform them of the request.

~~9-12.~~ The instructor(s) will determine the appropriate relief for the ~~Self-Report (Type A)~~ request.

~~10-13.~~ Students must immediately follow up with their instructor(s) after submitting the ~~Self-Report (Type A)~~ request.

**REQUESTS FOR RELIEF: ADMINISTRATIVE REPORT (TYPE B)**

14. For absences that exceed three (3) calendar days, students are directed to the MSAF (Administrative Report (Type B), as described in the next section.

15. Students can apply only one request for relief (Self-Report or Administrative Report) to a single piece of work.

**REQUESTS FOR RELIEF: MSAF (ADMINISTRATIVE REPORT)**

~~14-16.~~ MSAF (Administrative Report) requests for relief are for:

- a) medical or personal situations lasting **more than three (3) calendar days**; and/or
- b) missed academic **work worth 25% or more of the final grade**; and/or
- c) any request for relief in a ~~T~~ term where the MSAF (Self-Report) tool has already been used previously in that Term.

~~12.~~ Students must report to their Faculty/Program Office to discuss their situation and will be required to provide appropriate supporting documentation (see Documentation Requirements below).

~~17.~~ Students must contact their Faculty/Program Office to report their absence within 24 hours after returning to their academic activities. Failure to contact and report an absence promptly will negate the opportunity for relief. Students may or may not require an appointment to process the request and will be contacted by the Faculty/Program Office within normal business hours.

~~18.~~ Students must arrange a meeting with an academic advisor for absences that last more than two weeks.

~~13-19.~~ The Faculty/Program Office will process the relief request and ~~will~~ notify the instructor(s) and the student.

~~20.~~ Students must arrange a meeting with an academic advisor for absences requiring additional relief. Normally, relief for missed work will not be provided:

~~14.~~

- a) where the cumulative value of missed work within a course is greater than 35% (prior to the exam period); or
- b) for more than two MSAF (Administrative Report) requests within a single term.

~~21.~~ Supporting documentation may be required for an MSAF (Administrative Report).

~~15-22.~~ The instructor(s) will determine the appropriate relief for these MSAF (Administrative Report (Type B)) requests.

~~16-23.~~ Students must immediately follow up with their instructor(s) after being notified that their request has been processed. -Failure to do so may negate the opportunity for relief.

**Documentation Requirements**

~~17.~~ If the reason for a request for relief is medical, the approved McMaster University Medical Form covering the relevant dates must be submitted. The student must be seen by a health care practitioner at the earliest possible date, normally on or before the date of the missed work and the health care practitioner must verify the duration of the illness.

~~18.~~ If the reason is non-medical, appropriate documentation with verifiable origin covering the relevant dates must be submitted, normally within three (3) business days.

24. The MSAF (Administrative Report) applies only to the work due within the period for which the request applies; however, all work due in that period can be covered by one request.

19-25. In some circumstances, students may be advised to submit a [Petition for Special Consideration](#).

20-26. Students can apply only one request for relief (Self-Report or Administrative Report) to a single piece of work.

**Privacy**

21. All personal information, including supporting documentation (e.g. personal health information) requested by the University to facilitate relief requests shall be handled in accordance with the [Freedom of Information and Protection of Privacy Act](#).

**APPENDIX A: FACULTY / PROGRAM OFFICES CONTACT INFORMATION**

<b>Arts &amp; Science Program</b> <a href="http://artsci.mcmaster.ca/contact-us/">artsci.mcmaster.ca/contact-us/</a>	<b>Faculty of Humanities</b> <a href="mailto:humanities@mcmaster.ca">humanities@mcmaster.ca</a> <a href="http://humadvising.humanities.mcmaster.ca/">humadvising.humanities.mcmaster.ca/</a>
<b>DeGroot School of Business</b> <a href="mailto:buscom@mcmaster.ca">buscom@mcmaster.ca</a> <a href="http://ug.degroot.mcmaster.ca/contact/">ug.degroot.mcmaster.ca/contact/</a>	<b>Faculty of Science</b> <a href="mailto:science@mcmaster.ca">science@mcmaster.ca</a> <a href="http://science.mcmaster.ca/associatedean/contact-us.html">science.mcmaster.ca/associatedean/contact-us.html</a>
<b>Faculty of Engineering</b> <a href="http://eng.mcmaster.ca/programs/academic-advising">eng.mcmaster.ca/programs/academic-advising</a>	<b>Faculty of Social Sciences</b> <a href="mailto:socscfac@mcmaster.ca">socscfac@mcmaster.ca</a> <a href="http://socialsciences.mcmaster.ca/current-students/academic-advising/">socialsciences.mcmaster.ca/current-students/academic-advising/</a>
<b>Faculty of Health Sciences</b>  <b>Bachelor of Health Sciences (Honours)</b> <a href="http://bhsc.mcmaster.ca/contact/">bhsc.mcmaster.ca/contact/</a> <a href="mailto:bhsc@mcmaster.ca">bhsc@mcmaster.ca</a>  <b>Honours Biochemistry B.H.Sc. (Honours)</b> <a href="http://healthsci.mcmaster.ca/biochem">healthsci.mcmaster.ca/biochem</a>  <b>Biomedical Discovery and Commercialization Program</b> <a href="mailto:bdcpprogram@mcmaster.ca">bdcpprogram@mcmaster.ca</a> <a href="http://bdcpprogram.mcmaster.ca/contact/">bdcpprogram.mcmaster.ca/contact/</a>  <b>Bachelor of Science Nursing Program</b> <a href="http://nursing.mcmaster.ca/current/advising">nursing.mcmaster.ca/current/advising</a>  <i>McMaster University and Mohawk College Sites:</i> Mac Site Students: <a href="mailto:bscnadvisemac@mcmaster.ca">bscnadvisemac@mcmaster.ca</a> Mohawk Site Students: <a href="mailto:bscnadvisemohawk@mcmaster.ca">bscnadvisemohawk@mcmaster.ca</a>	<b>Honours Biology &amp; Pharmacology Co-op Program</b> <a href="http://biopharm.healthsci.mcmaster.ca">biopharm.healthsci.mcmaster.ca</a> <a href="mailto:biophrm@mcmaster.ca">biophrm@mcmaster.ca</a>  <b>Integrated Biomedical Engineering and Health Sciences Program (IBEHS)</b> <a href="http://ibiomed.mcmaster.ca">ibiomed.mcmaster.ca</a> <a href="mailto:ibiomed@mcmaster.ca">ibiomed@mcmaster.ca</a>  <b>Midwifery Education Program</b> <a href="http://midwifery.mcmaster.ca/">midwifery.mcmaster.ca/</a> <a href="mailto:midwifery@mcmaster.ca">midwifery@mcmaster.ca</a>  <b>Physician Assistant Education Program</b> <a href="http://fhs.mcmaster.ca/physicianassistant/">fhs.mcmaster.ca/physicianassistant/</a> <a href="mailto:paprogram@mcmaster.ca">paprogram@mcmaster.ca</a>



## Policies, Procedures and Guidelines

Complete Policy Title

Policy Number (if applicable):

**Policy on Requests for Relief for Missed Academic Term Work**

Approved by

Date of Most Recent Approval

**Senate**

**TBD, effective September 1, 2023**

Date of Original Approval(s)

Supersedes/Amends Policy dated

March 10, 2021, effective May 1, 2021

- March 10, 2021, effective May 1, 2021

Responsible Executive

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**Provost and Vice-President (Academic)**

[Provost and Vice-President \(Academic\)](#)

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  - a) may only be submitted **once** per term;
  - b) must be submitted **within 24 hours** of the end of the three (3) day period, and failure to do so may negate the opportunity for relief; and
  - c) applies only to work due within the period for which the request applies, i.e., the three-day period specified in the MSAF; however, all work due in that period can be covered by one request.
11. The MOSAIC MSAF tool will send an automated email to the course instructor(s) to inform them of the request.
12. The instructor(s) will determine the appropriate relief for the request.
13. Students must immediately follow up with their instructor(s) after submitting the request.
14. For absences that exceed three (3) calendar days, students are directed to the MSAF (*Administrative Report*), as described in the next section.
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  - b) missed academic **work worth 25% or more of the final grade**; and/or
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17. Students must contact their [Faculty/Program Office](#) to report their absence within 24 hours after returning to their academic activities. Failure to contact and report an absence promptly will negate the opportunity for relief. Students may or may not require an appointment to process the request and will be contacted by the Faculty/Program Office within normal business hours.
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<p><b>DeGrootte School of Business</b>  <a href="mailto:buscom@mcmaster.ca">buscom@mcmaster.ca</a>  <a href="http://ug.degrootte.mcmaster.ca/contact/">ug.degrootte.mcmaster.ca/contact/</a></p>	<p><b>Faculty of Science</b>  <a href="mailto:science@mcmaster.ca">science@mcmaster.ca</a>  <a href="http://science.mcmaster.ca/associatedean/contact-us.html">science.mcmaster.ca/associatedean/contact-us.html</a></p>
<p><b>Faculty of Engineering</b>  <a href="http://eng.mcmaster.ca/programs/academic-advising">eng.mcmaster.ca/programs/academic-advising</a></p>	<p><b>Faculty of Social Sciences</b>  <a href="mailto:socscfac@mcmaster.ca">socscfac@mcmaster.ca</a>  <a href="http://socialsciences.mcmaster.ca/current-students/academic-advising/">socialsciences.mcmaster.ca/current-students/academic-advising/</a></p>
<p><b>Faculty of Health Sciences</b></p> <p><b>Bachelor of Health Sciences (Honours)</b>  <a href="http://bhsc.mcmaster.ca/contact/">bhsc.mcmaster.ca/contact/</a>  <a href="mailto:bhsc@mcmaster.ca">bhsc@mcmaster.ca</a></p> <p><b>Honours Biochemistry B.H.Sc. (Honours)</b>  <a href="http://healthsci.mcmaster.ca/biochem">healthsci.mcmaster.ca/biochem</a></p> <p><b>Biomedical Discovery and Commercialization Program</b>  <a href="mailto:bdcpprogram@mcmaster.ca">bdcpprogram@mcmaster.ca</a>  <a href="http://bdcpprogram.mcmaster.ca/contact/">bdcpprogram.mcmaster.ca/contact/</a></p> <p><b>Bachelor of Science Nursing Program</b>  <a href="http://nursing.mcmaster.ca/current/advising">nursing.mcmaster.ca/current/advising</a></p> <p><i>McMaster University and Mohawk College Sites:</i>          Mac Site Students: <a href="mailto:bscnadvisemac@mcmaster.ca">bscnadvisemac@mcmaster.ca</a>          Mohawk Site Students: <a href="mailto:bscnadvisemohawk@mcmaster.ca">bscnadvisemohawk@mcmaster.ca</a></p>	<p><b>Honours Biology &amp; Pharmacology Co-op Program</b>  <a href="http://biopharm.healthsci.mcmaster.ca">biopharm.healthsci.mcmaster.ca</a>  <a href="mailto:biophrm@mcmaster.ca">biophrm@mcmaster.ca</a></p> <p><b>Integrated Biomedical Engineering and Health Sciences Program (IBEHS)</b>  <a href="http://ibiomed.mcmaster.ca">ibiomed.mcmaster.ca</a>  <a href="mailto:ibiomed@mcmaster.ca">ibiomed@mcmaster.ca</a></p> <p><b>Midwifery Education Program</b>  <a href="http://midwifery.mcmaster.ca/">midwifery.mcmaster.ca/</a>  <a href="mailto:midwifery@mcmaster.ca">midwifery@mcmaster.ca</a></p> <p><b>Physician Assistant Education Program</b>  <a href="http://fhs.mcmaster.ca/physicianassistant/">fhs.mcmaster.ca/physicianassistant/</a>  <a href="mailto:paprogram@mcmaster.ca">paprogram@mcmaster.ca</a></p>

**REPORT TO SENATE**  
**FROM THE**  
**UNIVERSITY PLANNING COMMITTEE**  
**Open Session (Regular Agenda)**

At its meeting on May 10, 2023, the University Planning Committee received the following reports:

**Information**

**i. 2023-2024 Consolidated Budget**

The University Planning Committee received a presentation on the Consolidated Budget for information and comment.

**ii. IQAP Cyclical Program Reviews**

The University Planning Committee received the IQAP Cyclical Program reviews for information. This report was presented at the last Senate meeting on May 17, 2023 and the materials can be found under item 6ii of the May 17, 2023 Senate agenda.

**SENATE: FOR INFORMATION**  
**June 7, 2023**



# 2023-24 Consolidated Budget

Senate  
June 7 2023

**BRIGHTER WORLD**



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# 1 QUICK FACTS

## History

Founded in **1887** in Toronto.  
Relocated from Toronto to Hamilton in **1930**.

## Institutional Leadership

Chancellor: **Santee Smith**  
President, Vice-Chancellor and Chair of the Senate: **Dr. David Farrar**  
Provost and Vice-President Academic: Dr. **Susan Tighe**

## McMaster Model

Student-centred, research-intensive, problem-based, interdisciplinary approach to learning

## Degrees Granted (in 2021/22)

**8,087**

## Student Enrolment Headcount (as of fall 2022)

Undergraduate: **32,174**  
Graduate: **5,363**  
Domestic: **30,984**  
International: **6553**

## Average Entering Grade (in fall 2022)

**91.83%**

## Faculties

**6** (DeGroote School of Business, Faculty of Engineering, Faculty of Health Sciences, Faculty of Humanities, Faculty of Science, Faculty of Social Sciences)

## Full-Time Faculty (excluding Clinicians, 2021)

**937**

## Staff (2022)

**14,855**

## Alumni (2022)

**227,028**

## Research Funding

**\$369.4 million** awarded in estimated research funding in 2021/2022 (McMaster and affiliated hospitals)

## World Ranking

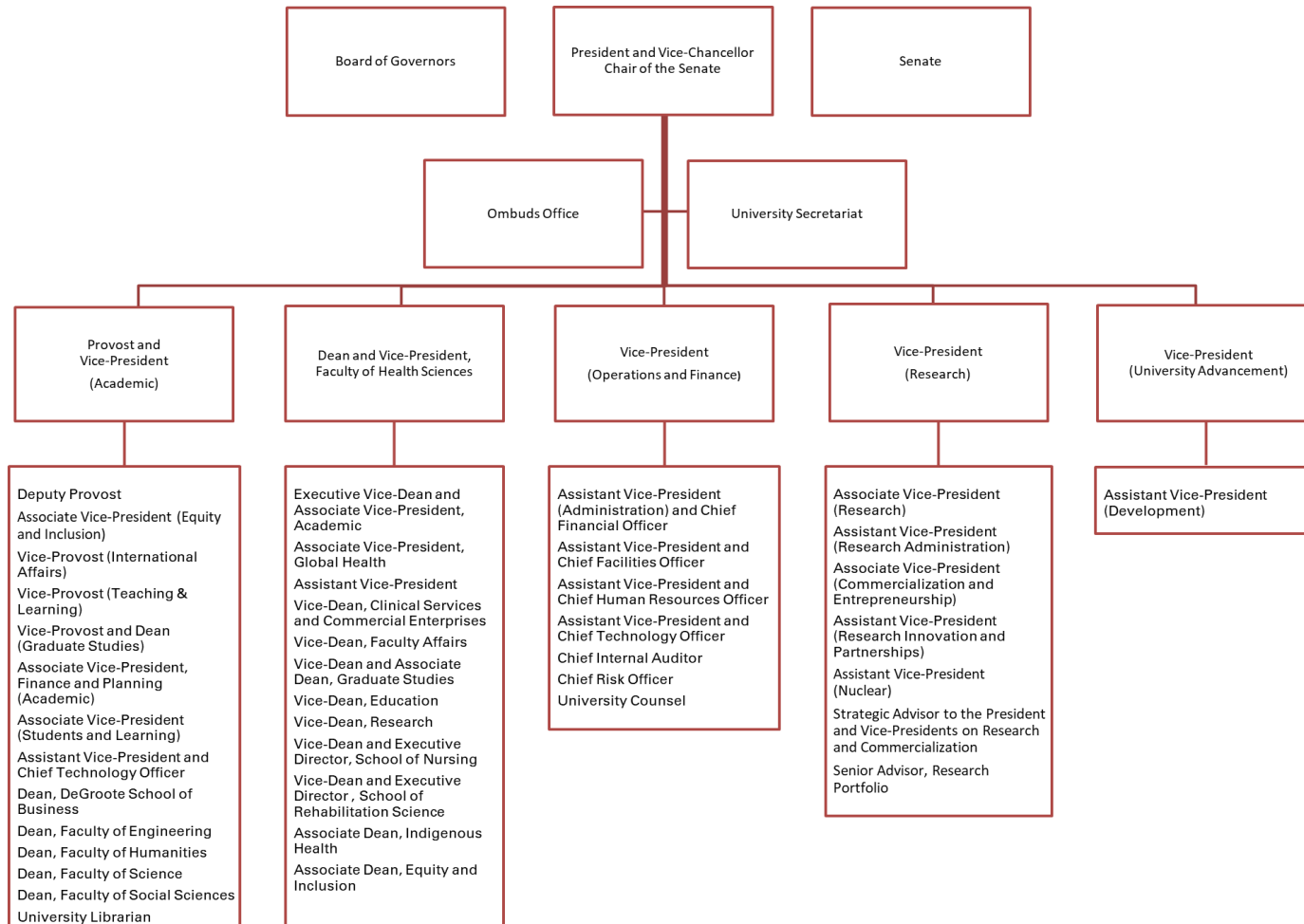
Shanghai Ranking (2022): **90<sup>th</sup>**  
Times Higher Education (2023): **85<sup>th</sup>**  
QS World Ranking (2023): **152<sup>nd</sup>**  
Times Higher Education Global Impact Rankings (2022): **37<sup>th</sup>**, including:  
    **1<sup>st</sup>** in Canada for Good Health and Well-being,  
    **2<sup>nd</sup>** in Canada for Working to Reduce Inequality, Decent Work and Economic Growth

**2022** – Canada’s second highest in both Research Funding per Faculty and graduate student research-intensive university – Research Infosource Rankings

## Campus

**152.4** hectares of property  
**4** libraries, **13** residence buildings, **1** athletic complex  
Nuclear Reactor, WJ McCallion Planetarium, McMaster Museum of Art  
**5** campuses (Main campus in West Hamilton, and 4 additional campuses in Burlington, Waterloo, Niagara, and downtown Hamilton)

## 2 ORGANIZATIONAL CHART



### 3 MESSAGE FROM THE PRESIDENT



The 2022/23 academic year marked a new chapter at McMaster with the return of in-person learning and a fully re-opened campus. It has been energizing to connect with so many of our students, faculty and staff, and it has been an important reminder that community is at the heart of our institution.

Over the past year, McMaster has also made significant progress in advancing our collective priorities outlined in the [university's strategic plan](#).

We are continuing to build on McMaster's research and teaching strength in infectious diseases through the recently established Global Nexus School for Pandemic Prevention and Response. The new Campus Plan is reimagining the future of places and spaces at our campuses. We are reducing the carbon footprint of our investments, installing green sources of energy, and are on-track to reduce our overall carbon emissions on campus by 42 per cent by the end of next year. We are continuing to develop McMaster's innovation ecosystem with the planned expansion of the McMaster Innovation Park. We are supporting teaching excellence for all students, including the introduction of the digital learning strategy and the development of the Wilson College for Leadership and Civic Engagement.

We are bold in our ambitions, while taking a prudent approach to the University's finances. McMaster's 2023/24 operating and overall consolidated budgets are, once again, structurally balanced, and include one-time investments to support strategic initiatives and expand and improve our academic and research infrastructure. We have done this while working within the confines of growing revenue constraints, including downward pressures on international student enrolment and the continued provincial freeze both on tuition rates and our operating grant – all of which impact our budget.

I am excited about McMaster's future. Despite ongoing financial pressures, this budget positions the university to move ahead on our key priorities and grow the transformational impact of our teaching and research locally and globally. As well, we are hopeful that the Government of Ontario's recently established blue-ribbon panel examining the financial health of the province's post-secondary sector, will result in improved revenue and funding opportunities to support McMaster students.

I want to thank all Faculties, departments, units for your many contributions to the 2023/24 consolidated budget process – your work is helping bring McMaster's vision of advancing human and societal health to life. I look forward to our continued progress in the year ahead.

Sincerely,

**David Farrar**  
President and Vice-Chancellor

## 4 MESSAGE FROM THE PROVOST



I am pleased to present the consolidated budget for McMaster University for the 2023/24 fiscal year. This budget reflects our continued commitment to academic excellence, research innovation, and student success. It has been carefully crafted to support our mission and vision as a leading research-intensive institution, while also ensuring responsible stewardship of our financial resources.

In developing this budget, faculty, staff and students across the university were engaged to ensure the priorities and concerns of our diverse community are addressed. Student success was at the heart of the planning, as McMaster recognizes that a holistic and personalized student experience, both inside and outside the classroom, leads to graduates who go on to become engaged citizens and leaders in their communities and around the world. I am grateful for everyone's contributions and confident that this budget represents the best possible path forward.

While a rising number of applications suggest that McMaster continues to be the university of choice for high school applicants from Ontario and elsewhere, our university is not immune from the challenges affecting the post-secondary sector. This budget takes into account government policy related to domestic tuition, increasing expenses and operating costs. It also responds to a number of factors worldwide that impact international students coming to Canada and includes a comprehensive review and strategy formulation process. It is designed to help us maintain our core academic and research activities, while also addressing emerging needs and making strategic investments to encourage innovation.

The budget also promotes and supports our institution-wide commitments to equity, diversity, inclusion, accessibility and to the principles of inclusive excellence.

I invite you to review the 2023/24 budget carefully and to share your thoughts and feedback with us as we move forward. Together, we can ensure that McMaster University remains a vibrant and innovative global institution, dedicated to excellence in all that we do.

Sincerely,

**Susan Tighe**  
Provost and Vice-President (Academic)

## 5 EXECUTIVE SUMMARY

McMaster's Operating Fund, inclusive of Faculty and support operations, has an ongoing projected surplus of \$17.7 million in 2022/23. However, after strategic and capital investments on a one-time basis the net loss is projected as \$2.8 million. Similarly, in 2023/24 the operating results have a structural surplus of \$8.2 million and a net loss after one-time strategic investments of \$29.8 million.

McMaster's projected consolidated results for 2022/23 are structurally balanced with net surplus across all funds of \$44.4 million after capital and accrual basis adjustments of \$47.2 million. The consolidated budget for 2023/24 is also in a surplus position on an accrual basis of \$74.2 million after capital and other adjustments totaling \$104.0 million.

The refreshed vision and strategic plan enter the third year in 2023/24. The University continues to advance McMaster's greatest strategic priority, the Global Nexus for Pandemics and Biological Threats at McMaster's Innovation Park (MIP). McMaster will also progress MIP's development initiative providing an additional 2.8 million square feet of new and renovated life sciences and biomanufacturing space. The updated Campus Plan will be introduced to guide campus and off-site development over the next decade. Major initiatives will be mindful of strategy relative to sustaining McMaster's strong financial credit rating of AA (stable).

McMaster's financial health continues to be strong despite developing headwinds. McMaster's ability to structurally balance overall and fund strategic and capital priorities demonstrates prudent financial management instilled by McMaster's transparent budget model that places fiscal accountabilities with area leaders. The conservative budget approach continues to serve the University decision-making as substantial one-time investments are made to achieve strategic priorities in an environment of limited provincial funding growth opportunities. The key financial health indicator of debt per student FTE remains slightly below \$12,000, and any prolonged deterioration in this ratio would create downward pressure on the AA (stable) credit rating.

Revenues in both the Operating Fund and consolidated results reflect upcoming challenges. Provincial operating grants and in-province domestic tuition fee framework remain frozen for 2023/24, however the province has struck a blue-ribbon panel to provide advice for maintaining financial stability in the post-secondary education sector, which is expected to influence implementation of performance-based funding in 2024/25. Enrolment demand remains strong but is projected to flatten – domestic as the over-enrolment returns to corridor levels, and international due to external global factors. Investment income is expected to be minimal in 2022/23, returning to the long-term average in 2023/24. However, new revenue opportunities from public-private partnerships will begin to be realized as the new graduate student residence opens in September 2023, and construction begins on the Lincoln Alexander Hall undergraduate residence.

As a result of the current revenue expectations, the budget reflects a cost containment strategy. Recruitment will be targeted to growth areas and essential vacancies. Planned capital expenditures have been re-prioritized to achieve strategic goals based on available funding. The impact of increased inflation will be offset by savings realized through collaborative contract buying.

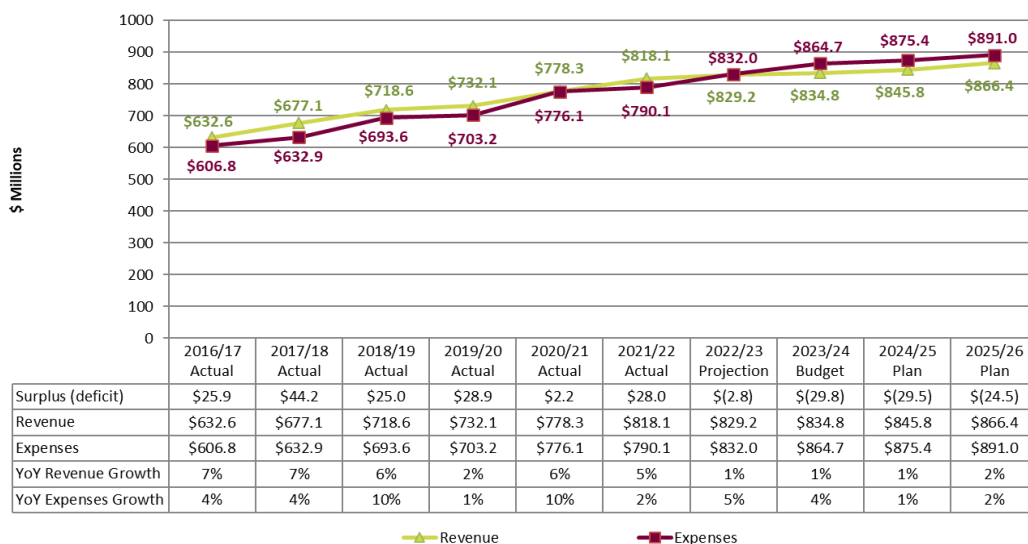
Ancillary operations, hardest hit by pandemic-related campus closures, have fully resumed. The Ancillary Fund is structurally balanced and cumulative pandemic deficits will be eliminated within the



planning period. All other funds have sound financial plans to advance McMaster’s strategic priorities, including a significant focus on projects aligned to the United Nations Sustainable Development Goals.

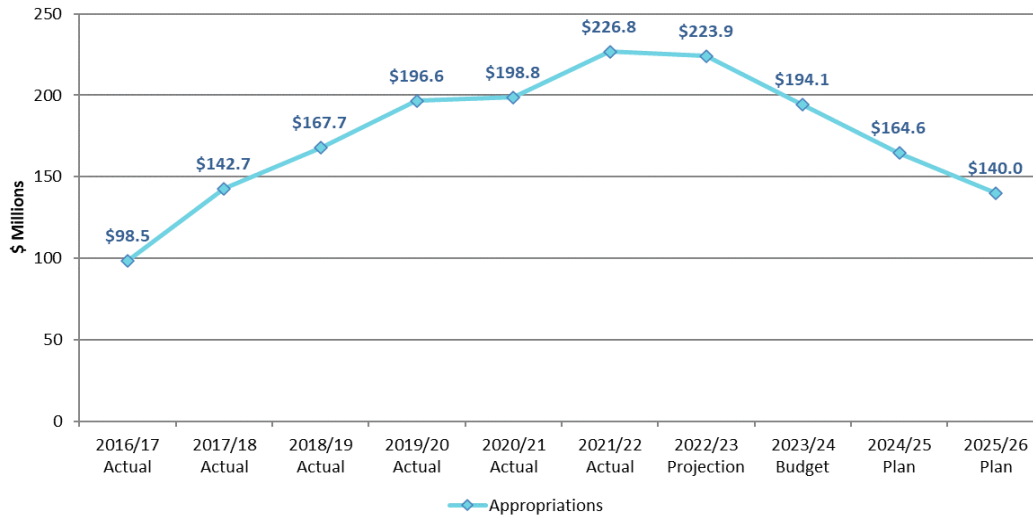
A summary of the University’s Operating Fund net revenues and expenses is shown below in Figure 1. Net operating revenues have historically exceeded expense growth, due mainly to enrolment growth and international student participation increases. The projected trend reflects a decline in enrolment, with overall structurally balanced annual results and a net loss after one-time investments.

Figure 1: Operating Fund Outlook



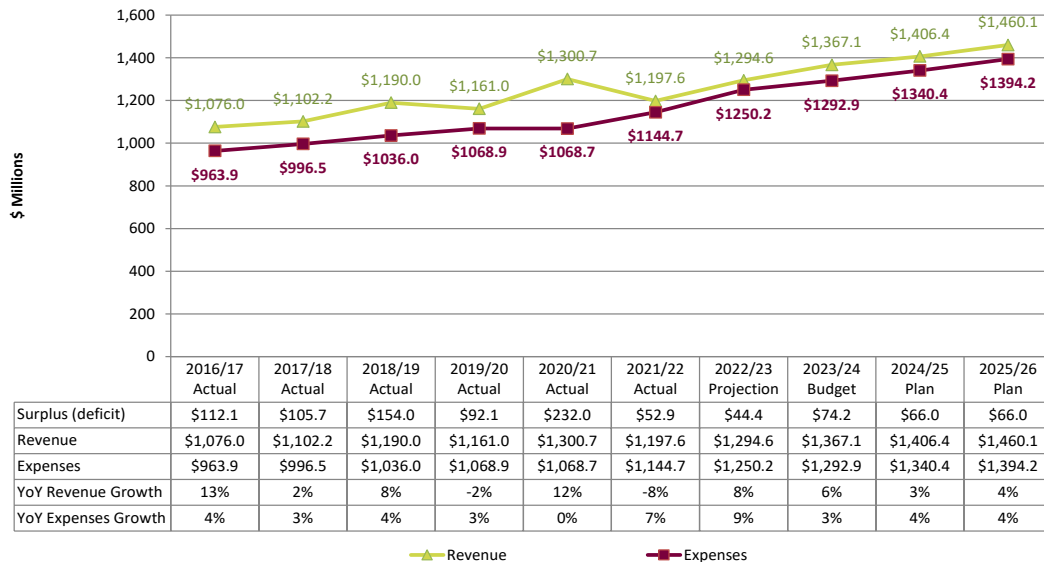
The 2023/24 budget is structurally balanced, whereas in the planning years one-time investments as well as essential expenses for continuing operations, given the current Ontario post-secondary funding environment, may need to be supported by McMaster’s accumulated appropriations balances reflected in Figure 2 below.

Figure 2: Operating Fund Appropriations



On a consolidated basis net revenues are projected to remain above net expenses on an accrual basis as shown in Figure 3 below. Accrual adjustments add back annual capital expenditures and amortize assets over useful life periods, as well as adjust for pension and non-pension year-end market close values.

Figure 3: Consolidated Outlook



## 6 McMASTER’S KEY STRATEGIC HIGHLIGHTS

### 6.1 VISION STATEMENT AND STRATEGIC PLAN

McMaster’s vision and strategic plan capture collective aspirations for positive impact serving the global community to advance human and societal health and well-being. Our vision is to use our collective skills, knowledge, and understanding to improve the world, addressing broad issues, including health matters, environmental sustainability, and social justice. The 2021 refreshed vision statement and strategic plan followed a consultative community approach. Five clear institutional priorities emerged that shape strategic spending in the budget and planning in the years ahead.

McMaster University’s Strategic Priorities	
1.	<b>Inclusive Excellence:</b> aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives, and ways of knowing.
2.	<b>Teaching and Learning:</b> advance innovations, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline, and equip students with knowledge and skills to make a transformative global impact.
3.	<b>Research and Scholarship:</b> to be the go-to place for world-class researchers and collaborators with shared values to work across disciplines, sectors, and borders to develop knowledge, tackle global issues, and advance human understanding.
4.	<b>Engaging Local, National, Indigenous, and Global Communities:</b> develop and expand our network of longstanding respectful partnerships with communities, partners, research collaborators, and supporters for the benefit of all.
5.	<b>Operational Excellence:</b> enable operations to support McMaster’s vision and aspirations of our community of researchers, scholars, teachers, and learners most effectively.

### 6.2 STRATEGIC MANDATE AGREEMENT

The Strategic Mandate Agreement (SMA) 2021-2025 aligns with McMaster’s vision and strategic plan capturing areas of strength, growth, and direction. The SMA is an agreement with the Ministry of Colleges and Universities (MCU) that includes annual performance metrics. Following a pandemic-related delay in implementation, 10% of the operating grant will be contingent on achievement of SMA metrics within acceptable ranges in 2023/24, with funding in 2024/25 to be determined. Planning years assume SMA targets will be achieved to retain current funding levels, which are materially unchanged from McMaster’s 2016/17 grant.

### 6.3 RESEARCH

The pandemic brought sharp focus to the importance of research innovation and interdisciplinary approaches. McMaster is world-renowned for its evidence-based transformative approach to medicine and can deliver positive wide-ranging impact in areas including physical and mental health, pandemic preparedness, Indigenous Ways of Knowing, and advanced manufacturing.

A key area of focus for McMaster relates to the United Nations’ 17 Sustainable Development Goals. McMaster’s most pressing priority aims to deliver Canada’s Global Nexus for Pandemics and Biological Threats, an interdisciplinary facility engaging all six Faculties and providing undergraduate and graduate learning opportunities to support the next generation of professionals needed to tackle the world’s greatest problems driven by population growth, drug resistance, and more. Building on decades of McMaster’s world-leading infection and immunity research, Nexus teams work directly with community members, industry leaders, and policymakers to translate research discoveries into practical solutions that benefit society.

## 6.4 CAMPUS PLAN

Following a community consultative approach during 2022/23, a new Campus Plan will be launched in spring 2023. The Campus Plan provides a long-term vision for the future development of the University's physical campus and locations over the next decade and a framework that will help shape infrastructure, buildings, outdoor spaces, landscapes, and natural lands. It supports McMaster's response to the climate and biodiversity emergency and delivery of its Sustainability Strategy and Net Zero Carbon Roadmap.

The consolidated budget includes capital priorities informed by academic enrolment and strategic priorities. Capital spending is integrated with budget and multi-year financial projections to assess financing strategies summarized into an annual debt strategy report, which determines whether internal and/or additional external financing is needed.

## 6.5 ENTERPRISE RISK MANAGEMENT (ERM)

The Enterprise Risk Management (ERM) program is a dynamic, coordinated approach to addressing the full spectrum of significant risks at McMaster University by identifying, quantifying, monitoring and mitigating risks.

In 2022/23, the ERM program underwent a significant refresh to bring the program to maturation and implement an integrated risk management function at McMaster. The ERM refresh includes: the development of an updated risk taxonomy and risk register; review and updating of the existing risk inventory; establishment of an operational Enterprise Risk Management Committee; enhancement of the monitoring and reporting framework to the Audit & Risk Committee of the Board, as well as maturing the institution's risk appetite framework.

Broad stakeholder engagement continues across all Faculties and departments to identify, assess and understand risks facing the University, and build a culture of integrated risk management. Multi-year financial projections incorporate material risk scenarios associated with pandemic, climate change and resiliency, economic and geopolitical risks for discussion with senior leaders and Board governance committees.

## 7 CONTEXT

### 7.1 COVID-19

Emergency measures taken during the COVID-19 pandemic are mostly over, however many practices adopted to cope with campus closures are continuing. The 2023/24 consolidated budget reflects a student learning experience that blends an online and in-person curriculum. Long-term operations will likely leverage some hybrid opportunities.

Ancillary operations were significantly impacted by the pandemic, with material losses to revenues and deemed essential support for housing, food, and course and lab materials supply. The 2023/24 budget has all ancillaries structurally balanced with deficits incurred during COVID-19 repaid within the planning cycle.

### 7.2 FINANCIAL HEALTH POSITION

Financial health strength is not equal across Ontario higher education institutions. In the wake of Laurentian University filing for creditor protection, in November 2022 the Office of the Auditor General of Ontario released its report on Financial Management in Ontario Universities with 15 recommendations to improve financial sustainability at four universities. As a result, the Ministry of Colleges and Universities committed to address concerns about monitoring the financial health of Ontario's publicly assisted universities and put in place actions to address financial health challenges. A blue-ribbon panel of experts was created in March 2023 to provide advice for keeping the post-secondary education sector financially stable and providing the best student experience possible, including recommendations on a long-term tuition policy. Universities with a reliance on inflation-linked tuition and special purpose grants, with low and/or flat international participation, low appropriations, and that are highly debt-financed have struggled far more. Regardless, McMaster is optimistic that independent credit ratings and strong financial health frameworks can be drawn upon to provide assurance to MCU and other stakeholders in their assessments across universities.

McMaster's financial health position is among the strongest in Ontario, with an AA (stable) credit rating shared with only two other university peers. Debt ratios for the planning period are within target ranges, with the debt per student FTE metric at capacity within the current rating. McMaster undertakes financial scenario planning of potentially material enterprise risks, and routinely monitors financial health metrics. McMaster routinely reconciles and reports restricted funds and even though funds are co-mingled across cash and investment holdings, restricted funds remain wholly available for intended purposes.

### 7.3 PROVINCIAL FUNDING ENVIRONMENT

#### 7.3.1 PROVINCIAL OPERATING GRANT

McMaster's operating grant includes (i) domestic enrolment-based funding based on weighted grant units, (ii) performance-based SMA metric-linked funding, and (iii) special purpose grants. MCU has delayed full SMA metric-linked funding due to COVID-19 impacts. Metric performance will be linked to funding in SMA Year 4 (2023/24) at a system-wide proportion of 10%. While the planned differentiation funding as a percentage of total operating grants grows incrementally each year to approximately 60% by 2024/25, metric-linked funding activation in Year 5 (2024/25) to a system-wide

proportion of 25% will follow from outcomes of the blue-ribbon panel. McMaster continues to report on its SMA results annually. McMaster is preparing scenario-based budget calculations in the event the performance metrics are activated in 2024/25. The budget model is being reviewed for minor refinements as MCU's metric drivers are activated.

The operating grant has remained frozen without inflation since 2016/17, eroding purchasing power by almost 20% since 2015/16 based on Ontario's consumer price index.

Domestic enrolment growth is funded up to a 3% corridor ceiling. McMaster's domestic enrolment is budgeted at 28,839 equating to 82,487 Weighted Grant Units (WGUs), which is over the funded corridor by almost 7,000 WGUs resulting in ~\$22 million in unfunded domestic participation.

An international student participation tax of \$750 per international student enrolled is deducted from McMaster's operating grant. This tax was introduced in 2014/15 when McMaster's international participation was 8.6% resulting in a \$0.4 million grant reduction. The 2023/24 international participation is budgeted at 16.7% resulting in a \$3.5 million reduction to McMaster's operating grant.

Domestic student enrolment is supported by the combination of domestic tuition plus the provincial operating grants. International student enrolment is supported solely by tuition fees without provincial support.

### 7.3.2 PROVINCIAL TUITION FRAMEWORK

MCU has confirmed the in-province domestic tuition fee framework for 2023/24 is held frozen at 0% inflation, marking four years of 0% inflation following a 10% cut in 2019/20. MCU will allow institutions to submit proposals for increased tuition rates to programs which have a tuition differential of at least 15% below ten comparator universities, impacting less than 10% of students. Out-of-province domestic tuition fees are eligible for an up to 5% tuition fee increase in 2023/24. McMaster will continue to adopt this increased framework for undergraduates. Domestic graduate tuition fees remain flat in keeping with the ministry's 2023-24 Tuition Fee Framework. The system administration costs to implement out-of-province domestic graduate tuition increases of 5% exceed the revenue benefit and will be reassessed in future years. International students in PhD research programs pay domestic graduate fees according to McMaster's internal tuition framework.

## 7.4 ENROLMENT

A diverse international student presence at McMaster contributes to the quality of the educational experience for all students. As a result of provincial constraints on domestic enrolment and tuition rates, Ontario universities have turned to enrolling international students to increase revenue in order to manage inflationary pressures, balance budgets and maintain quality. McMaster's strong global reputation has contributed to strong international growth and financial stability in this constrained environment. Difficulties experienced by international students in obtaining visas in 2022/23, a decline in the number of international students studying high school in Ontario, and the resulting decline in projected international enrolment have highlighted the risk associated with reliance on international tuition revenue. Increasing domestic student enrolment over plan is a potential short-term strategy, however no operating grant revenue would be received for the full-time equivalents in excess of the provincial corridor.

## 7.5 FEDERAL BUDGET HIGHLIGHTS

The 2023 Federal Budget provided some support for post-secondary students. The Canada Student Grant program was adjusted to its post-pandemic level, and the Canada Student Loan portion of the Canada Student Financial Assistance Program was increased. An increase in the Student Work Placement Program has been proposed for 2024/25. No changes in funding for research agencies or graduate scholarships have been announced.

## 7.6 RESEARCH FUNDING

McMaster research is advancing federal and provincial efforts to strengthen Canada's life sciences and biomanufacturing capacity. Global Nexus received \$8.6 million from the Canada Foundation for Innovation's Biosciences Research Infrastructure Fund to expand the University's biocontainment facilities where experts are developing new antimicrobials, antivirals, vaccines and diagnostics to combat some of the world's most consequential pathogens, including influenza virus, West Nile virus, tuberculosis, and SARS-CoV-2. McMaster also has a leading role in a new federal initiative designed to protect Canadians against future pandemics and emerging threats. Co-led by McMaster and the University of Ottawa, the Canadian Pandemic Preparedness Hub is one of five major research hubs awarded \$10 million through Stage 1 of the Canada Biomedical Research Fund program. It brings together more than 45 strategic partners from academia, industry, non-profit and governmental agencies from across the country to ensure Canadian discoveries are turned into the medicines of tomorrow in a cost-effective and timely fashion.

McMaster is also advancing federal and provincial green transition plans that focus on net-zero, clean energy alternatives, and climate change solutions. The 2023 Ontario budget included \$6.8 million to strengthen research capacity at the McMaster Nuclear Reactor, Canada's largest nuclear research reactor and a leading supplier of medical isotopes used in cancer treatments. The investment will increase medical isotope production to support the growing global demand for radioisotope-based therapies, and advance research in clean energy and small modular reactors (SMRs). The 2023 federal budget also included support for investments in non-emitting electricity generation systems, including SMRs and equipment used to manufacture nuclear energy.

## 7.7 ALTERNATIVE REVENUE OPPORTUNITIES

Housing plans have not kept pace with enrolment growth and McMaster has partnered with private developers to enable two additional residence projects. In 2023/24, the Lincoln Alexander Hall undergraduate residence will commence construction offering an additional 1,366 residence beds when opened in 2024/25. The graduate residence at 10 Bay Street will open in September 2023 providing 560 residence beds downtown next to the David Braley Health Sciences Centre. McMaster will continue to assess residence needs and work proactively with neighbourhood community associations and local councilors to share plans on effective housing strategies where community neighbours, students, staff, and faculty co-reside.

## 7.8 OTHER KEY REVENUE AND EXPENSE CONSIDERATIONS

### 7.8.1 INVESTMENT RETURNS

McMaster's Investment Pool performance objective is to outperform its benchmark on a rolling four-year basis. Following a projected return of 0% in 2022/23, the budget assumes 5.6% returns based

on historical trends. For each 1% return difference to budget there is a \$7.8 million impact to the surplus/deficit. Investments align with the United Nations' Principles for Responsible Investing which promote accelerated decarbonization strategies toward net zero carbon emission investment portfolios.

McMaster achieved its inaugural decarbonization objective to reduce weighted average carbon emissions<sup>1</sup> by 45% by 2030 (compared to the April 30, 2018 baseline measure). The Investment Pool's carbon measure continues to be lower than the investment policy benchmark. Accelerated decarbonization plans now target to reduce weighted average carbon emissions by 65% by 2025 and 75% by 2030 and achieve net zero in the Investment Pool as soon as possible thereafter.

The objective is for companies held in the Investment Pool to align with globally accepted carbon reduction strategies and energy transition timelines supported by the United Nations. Companies offering clean technology solutions reflect ~24% of the Investment Pool and are planned to grow over the planning horizon. Clean technology solutions include energy efficiency, alternative energy, sustainable water, pollution prevention, and green buildings, with some direct and pooled fossil fuel assets.

McMaster administers salaried pension plan assets of over \$2.3 billion with performance objectives to outperform the benchmark and a decarbonization strategy to reduce weighted carbon intensity by 30% by 2030 (compared to the June 30, 2019 measure). McMaster administers the hourly pension plan assets of over \$65 million held with one investment manager which currently holds no direct fossil fuel assets.

### 7.8.2 INFLATIONARY IMPACTS

Canadian inflation hit record 30-year highs in 2022 driven by pandemic supply and demand, labour market shortages, foreign investment, and more. Most revenue sources are frozen or deflationary, affecting inflationary funding decisions. The consumer price index inflation for Ontario approximated 5.1% in fiscal 2022/23 to February close. To address inflation the Bank of Canada has raised interest rates a number of times during 2022/23 to 4.5% in March 2023.

Inflation creates pressure on compensation. Bill 124, which limited compensation increases to 1% per year over a three-year period, was declared unconstitutional in November 2022, with a potential additional salary and wage base adjustment impact for a few employee groups of approximately \$3 million over the 2023 and 2024 calendar years. Higher costs also continue to be attributed to skilled labour shortages.

Supplies and equipment cost inflation has been moderated by the MacBuy (contract buying) initiative that has delivered over \$38 million in savings to date. Utility prices are volatile with electricity rates affected by the Global Adjustment for provincial infrastructure and changes to the market. Options are being explored to mitigate projected electricity inflation. McMaster's peak shaver project will reduce net energy costs while a project to install electric boilers will reduce future campus carbon emissions and assist in reducing cogeneration fuel needs.

<sup>1</sup> As defined by the globally accepted Task Force Recommendations for Climate-related Financial Disclosures (TCFD) the weighted average carbon intensity is greenhouse gas emissions converted to carbon dioxide (CO<sub>2</sub>) and reflected as CO<sub>2</sub> tons emitted per \$1 million invested (written as CO<sub>2</sub>e/\$1M)



### 7.8.3 CURRENCY EXCHANGE RATES

McMaster's imported goods and services are mainly in US dollars (USD). The Canadian dollar has fluctuated in value, from trading at par in January 2013 to \$0.74 USD at end of March 2023. To minimize risk and financial impacts of currency exchange, Financial Affairs retains USD deposits to settle USD expenditures. Deposits to research projects or departmental accounts in USD are given the Canadian equivalent using a daily exchange rate. For some areas with high-volume USD purchases such as the library, the exchange rate is fixed at \$1.25 CDN for \$1 USD supporting cost certainty to the unit.

Among other economic factors, the direction of the Canadian dollar will be impacted by the level of interest rates in Canada relative to the US. If the US Federal Reserve raises interest rates at a faster pace than the Bank of Canada, the Canadian dollar is expected to weaken.

### 7.8.4 FACULTY RENEWAL

Faculty renewal aims to achieve the planned increase of 16% in faculty complement from 2021/22 to 2023/24 to address enrolment growth and additional programming. Initiatives are in process, aligned with an overall Equity, Diversity and Inclusion (EDI) strategy, with a focus on increase in tenure-track (13%), teaching-track (15%), and CAWAR appointments (32%), as well as a decrease in contractually limited appointments (-1%).

### 7.8.5 PENSION PLANS

McMaster University maintains salaried and hourly defined benefit (DB) plans and group Registered Retirement Savings Plan (RRSP) pension plans for full-time employees. The DB valuations measure going-concern pension assets, a provision for adverse deviation, and liabilities to determine annual funding requirements. Interest rates, demographic changes, funding rules, and valuation timing create measurement fluctuations. Budgeted benefit rates are set annually using a ten-year actuarial outlook to smooth fluctuations.

The funded status of the pension plans has been steadily improving. The employer's DB pension costs are funded through a combination of a base revenue allocation (charged to Faculties through the budget model) and a surcharge on salaries of eligible employees. In 2022/23, the base revenue allocation was reduced by \$6.0 million to partially offset the drop in tuition revenue. For 2023/24 and future years, the surcharge will be reduced from 125% to 110% of employee contributions, which is adequate based on projections. The Ontario Pension Benefits Act (PBA) requires actuarial valuations no later than every three years. The salaried plans were measured on July 1, 2021, with the next required filing date on July 1, 2024. The smaller hourly plan was measured on July 1, 2022, with the next filing date planned on July 1, 2025.

The DB plans include a solvency ratio<sup>2</sup> measurement requiring a 85% funded ratio over 85%. Based on solvency measures the plans do not require special solvency payments. Pension ratios are monitored quarterly with actions taken to maintain solvency ratios above 85% and transfer ratios above 90%.

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<sup>2</sup> Solvency basis assumes that the University will cease to operate and must immediately settle pension obligations.

Table 1: Pension Plan Status

\$ millions	Plan 2000 Valuation date July 1, 2021	Hourly Plan Valuation date July 1, 2022
Going concern surplus (deficit)	\$ 128.2	\$ 10.5
Solvency surplus (deficit)	\$ (147.6)	\$ (2.3)
Solvency ratio	102%	101%

### 7.8.6 NON-PENSION OBLIGATIONS

McMaster offers non-pension retirement benefits (PRB) including extended health, dental and life insurance for several full-time employee groups. In 2011/12, the University worked with its actuaries to quantify the impact of plan changes on the unfunded liability<sup>3</sup>. Since that time, employee groups have agreed to changes to mitigate liability growth and management developed a funding plan consisting of a base revenue allocation, a 0.25% surcharge on salaries of eligible employees, and unitization of the reserve in the Investment Pool, as well as transfers from reserves when available.

The funding reserve approximated 1% of the funding requirements in 2011/12. In 2021/22 the reserve has 72.5% of the projected costs funded. The plan is projected to be fully funded by 2029. As a result of the favourable balance, the PRB funding base allocation reduced from \$7.9 million to \$5.0 million in 2022/23 and the surcharge will be eliminated in 2023/24.

### 7.8.7 ASSET MANAGEMENT AND MAINTENANCE

Many of McMaster’s buildings are over 50 years old, and the deferred maintenance backlog is estimated at \$674.7 million. The 2023/24 deferred maintenance and facility renewal program budget is \$16.8 million, which includes operating funds of \$10.7 million and \$6.1 million from MCU. In addition, Facility Services receives \$0.9 million in emergency funds, and \$0.3 million for campus accessibility upgrades. Residence deferred maintenance is funded by Housing and Conference Services (HCS) with a total of \$4.9 million set aside for deferred maintenance for 2023/24, including a \$1.5 million top-up to bring spending closer to industry standards.

Based on current funding sources, the backlog of critical priorities is forecast to increase 14% over the next ten years. Within HCS, the planned renovations at Bates Residence, Brandon Hall, Whidden Hall and Woodstock Hall will require the most substantial investment over the next several years.

<sup>3</sup> As of April 30, 2022, non-pension obligations are estimated at \$268.9 million, with reserves of \$192.0 million.

## 8 BUDGET CREATION

### 8.1 ACCOUNTABILITY

The effective management of the budget is a responsibility of the President assigned by the Board of Governors and defined in the 1976 McMaster University Act. The University's budgets are prepared on a modified cash basis and pursuant to the concepts of fund accounting. Fund accounting enhances accountability and budgetary control by assuring that restricted grants and contributions are segregated to designated funds and spent for the purposes intended.

The President delegates budget accountability to the Budget Committee, a sub-committee of the University Planning Committee, to oversee the development of budgets for both the Operating and Ancillary Funds. The Operating and Ancillary Funds together account for two thirds of McMaster's annual expenditures. The Budget Committee recommends the annual budget to the President. In addition, specifically externally funded programs, such as those funded by the Ministry of Health and Long-Term Care, are included in each envelope's submission to the Budget Committee. The funds not overseen by the Budget Committee have restricted uses and other governance and/or committee oversight.

### 8.2 BUDGETING PRINCIPLES

The 2023/24 budget and following two-year plans are developed using principles and priorities aligned to our refreshed vision and strategic priorities and embedded in the Strategic Mandate Agreement:

- The academic and research mission of the University is foremost in the development of budget guidelines for envelope managers. This includes student experience and support.
- Revenue must be strategically allocated in support of the University mission.
- Ongoing and one-time costs need to be identified to develop a clear picture of McMaster's overall financial position.
- Envelopes must be structurally balanced within each Vice-President's area of responsibility, with ongoing expenditures less than or equal to ongoing revenues.
- Unspent funds from prior years are retained by the envelopes and used for one-time priorities such as capital expenditures or to absorb revenue fluctuations.

Allocations of funding to priorities are decided using a process that is strategic, fair, and equitable across the University, and avoids a piecemeal approach.

### 8.3 BUDGET DESIGN

Separate funds are set up for activities, with each fund comprised of its own revenue and expenses. The following funds are used:

1. **Operating Fund:** Unrestricted general revenues and expenses that are directly related to the mission of the University, education and activities supporting research (i.e. not restricted by an agreement or contract). The Board of Governors has approved a policy of permitting envelopes to carry forward unexpended budgets into the subsequent fiscal year.

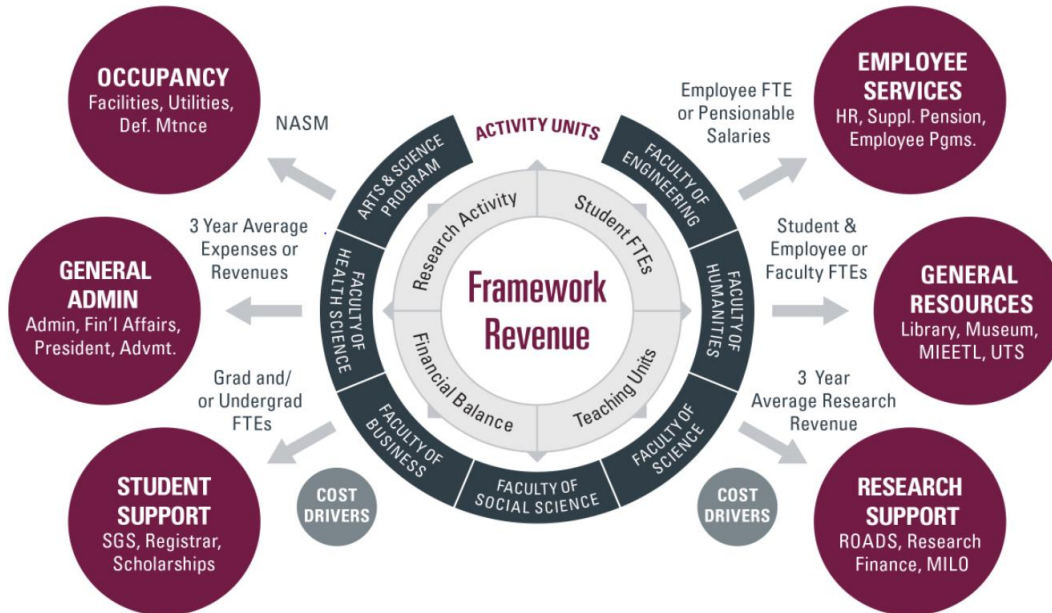
2. **Research Funds:** Research-related funds externally restricted by an agreement or contract for specific research purposes. The use of these funds is restricted by the donor or granting agency.
3. **Capital Fund:** Funding and expenditures for capital projects.
4. **External Endowments:** Donations or bequests received by the University that have a non-expendable requirement as well as other legal requirements for use as agreed upon by the donor and the University.
5. **Internal Endowments:** Unrestricted donations and bequests, and other monies which have been endowed by action of the Board of Governors.
6. **Ancillary Fund:** Sales of goods and services by departments that are defined as being supplementary to the University's primary operating activities of education and research. Such sales may be made to the University community and/or to external clients. Ancillary operations are self-sustaining and contribute a percentage of sales to the mission.
7. **Specifically Funded:** Funding provided by an external entity, restricted by an agreement outlining expenditure of the funds and a requirement to return unspent funds at the end of the term.

#### 8.4 BUDGET MODEL

To allocate Operating Fund resources, McMaster uses a hybrid between a full activity-based model and an incremental model. Implemented in 2014/15, the model aims to strike a balance between providing transparent activity-based funding to the Faculties while maintaining financial flexibility to address strategic goals. Funding to support units is fixed where any further incremental allocations including salary inflation are annual decisions based on funding availability and unit-level requests considered a priority. Support unit funding does not increase with changes to enrolment or research.

Figure 4 below identifies sources of revenues in the center allocated to activity units (Faculties) based on enrolment, teaching, or other drivers. Further, six expense types are identified and allocated to the Faculties based on volume, space, utilization or average revenue or expense drivers.

Figure 4: Operating Fund Budget Model Revenue Streams



The model mostly matches provincial funding flows. However, two strategic envelopes are created as a percentage of Operating Fund revenue: i) the Research Discretionary Fund to be used by the Vice-President (Research) for strategic research initiatives, and ii) the University Fund to be allocated by the Provost to support the University’s mission, vision, and strategic priorities.

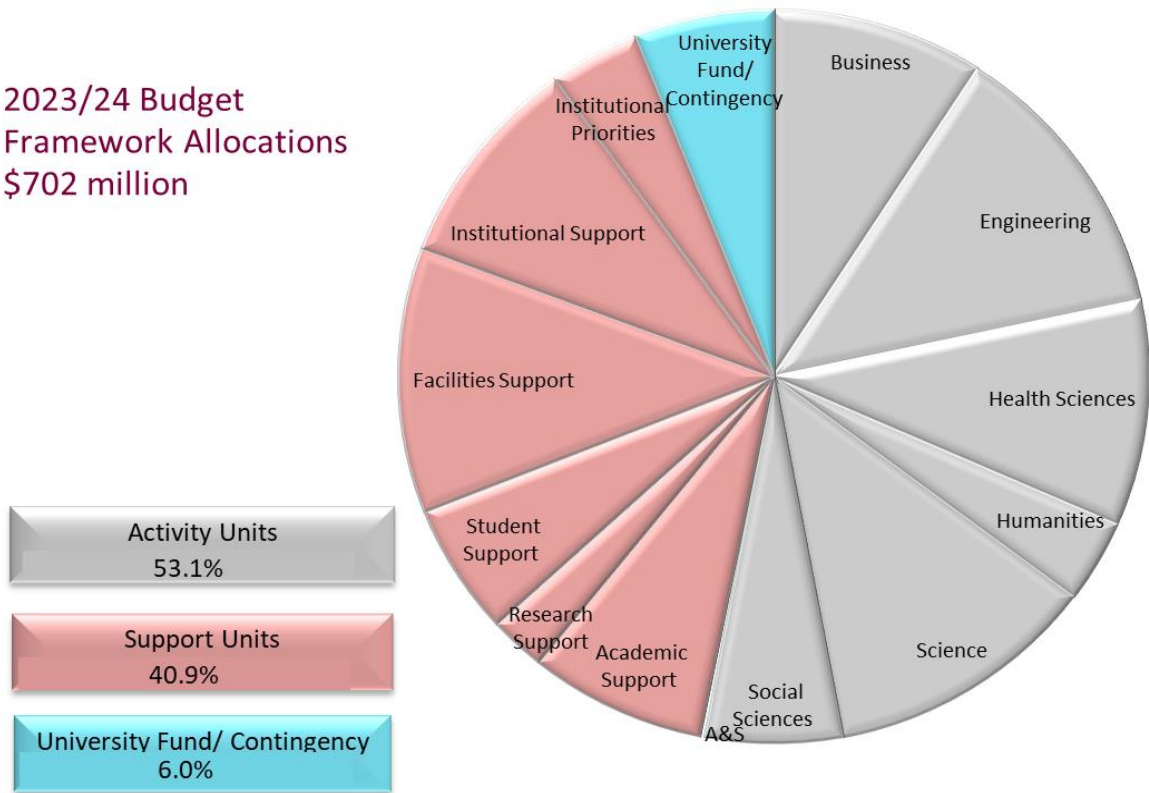
Recognizing that the indirect costs of research are not fully covered by overhead revenue, the Research Infrastructure Fund and Research Excellence Fund redistribute a portion of revenues to support the most research-intensive Faculties. Additionally, occupancy costs are charged out to a research host Faculty using an overall average cost per square meter without distinction to the higher cost of research labs.

After all revenue allocations are made to the Faculties and strategic funds, allocations of central support unit costs are charged to Faculties based on cost drivers, for example Human Resources costs are charged out based on employee full-time equivalents.

All Faculty or activity unit allocations are adjusted based on actual revenues and cost driver results after year-end.

Figure 5: Operating Fund 2023/24 Budget Framework Allocations by Area

**2023/24 Budget Framework Allocations \$702 million**

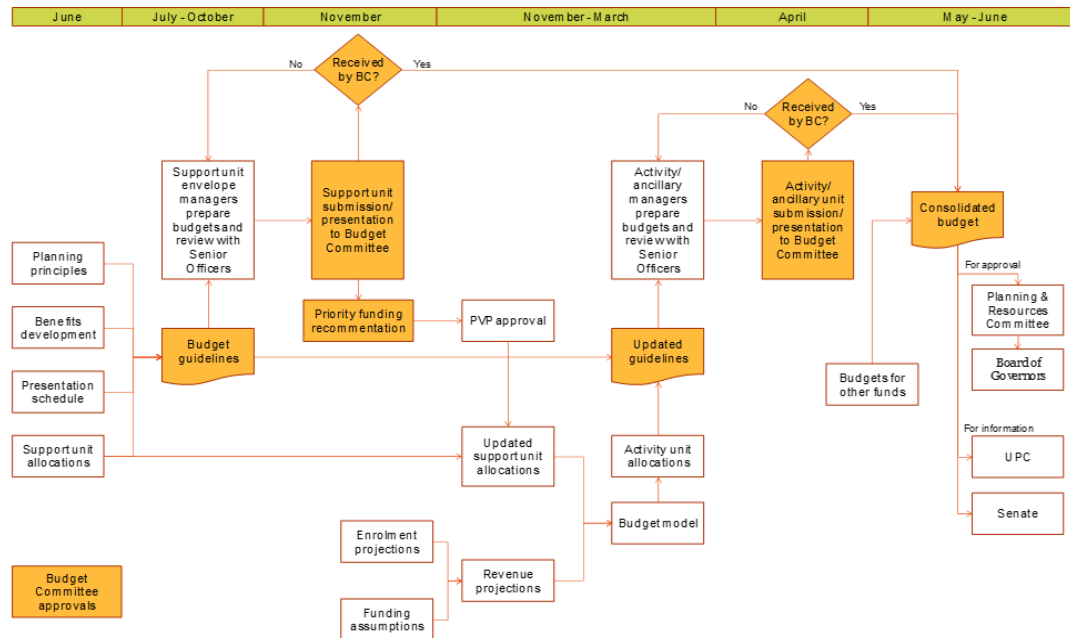


The budget approach has been continually assessed and evaluated both internally and externally, the latter involving the sharing of best practices with other Canadian and US universities, as well as participating in research undertaken by the Education Advisory Board.

Review feedback and ongoing input and analysis have resulted in some changes to the budget model to either address concerns or enhance incentives aligned to strategic priorities. The adjustments mostly alter values of the parameters and not the underlying principles. The last full budget model review occurred in 2017. The Provost has initiated a budget review, drawing on the budget principles and 2017 review. Some refinements to the budget model in future years may be introduced to ensure incentives are optimally aligned to support McMaster’s academic and research mission. Additional information on the current budget model is available at <https://provost.mcmaster.ca/budget-planning/>

## 8.5 BUDGET CYCLE

Figure 6: Budget Cycle



**June:** The budget cycle for the Operating Fund and specifically funded programs begins as the Budget Committee reviews and approves the assumptions and guidelines that will apply to all units across the University. Submissions include a projection for the current year, budget for next year, and plans for the following two years. The Budget Committee requests the submissions on a standard template, identifying:

- Strategic objectives and their relationship to the vision and the Strategic Mandate Agreement
- Key metrics and benchmarks, including enrolment trends, ratio of students to faculty, staffing levels, and space requirements
- New initiatives and cost pressures, the actions taken to achieve a balanced budget, effects on the University community, and the related risks
- All one-time costs and the related funding sources
- Capital and/or renovation plans, including funding sources or internal financing capacity

Benefit rates are set to cover statutory deductions, pension costs, post-retirement benefits, and other benefit costs associated with employer plans offered to employee groups. Assumptions for salary and wage increases by employee group are reviewed, incorporating information from collective agreements.

Budget Creation

**July to October:** Budget allocations to activity units follow both the total level of funding and the allocations made to support units. The budget cycle is divided into two stages, with support units preparing their budgets first from July through October, so that any funding for any recommended priorities may be incorporated into the activity unit allocations.

**November:** Support units present budgets during a three-day Budget Committee conference, attended by additional guests including the Vice-Presidents, Faculty Deans and Directors of Faculty Administration. This allows the Faculty or activity unit leaders to consider and comment on the budget priorities and expenditures of all support units before the Budget Committee votes to receive each budget.

While receiving budget submissions, the Budget Committee identifies unfunded priorities and potentially unacceptable cost-cutting actions. The Committee explicitly prioritizes these items for review by the President, recommending some for funding. In consultation with the Vice-Presidents, as many of these important items as possible are funded.

**November to March:** Activity units begin budget preparation. Reasonable estimates of future enrolment and revenues based on provincial regulations, strategic objectives, historical demand, and other commitments are prepared. The activity unit allocations are updated in the budget model using the revenue estimates and the final support unit allocations, and the Operating Fund Guidelines are released with the updated allocations.

Ancillaries are self-funded and not dependent on support unit allocations but may use enrolment assumptions in their revenue estimates. Ancillary Fund Guidelines are issued using the same salary and benefit cost assumptions as the Operating Fund, including rent charges and amounts to be contributed to the Operating Fund.

**April:** Activity units and ancillaries present their budgets during a two-day Budget Committee conference, attended by additional guests including the Vice-Presidents, Faculty Deans and Directors of Faculty Administration. The Budget Committee votes to receive each budget and reviews the final total.

Budgeted consolidated financial statements are prepared incorporating plans for the remaining funds. To finalize the budget, senior management reviews the financial position over the three-year planning horizon and makes adjustments, where necessary, to ensure reasonableness of the consolidated position and continued financial sustainability while promoting the academic mission.

**May to June:** The budget is presented to the University Planning Committee and the Senate for information and comment before presentation to the Planning and Resources Committee and Board of Governors for approval.

## 8.6 REVENUE ASSUMPTIONS

### 8.6.1 ENROLMENT

McMaster's domestic enrolment is above the funded corridor and objectives aim to bring this over-enrolment down in the budget and planning years. International enrolment has fallen short of the targets for 2022/23 and expectations for international enrolments have been tempered for future years. Enrolment will be managed to ensure that debt management policy ratio targets are achieved.



The undergraduate enrolment projection model uses the Enrolment Management Team’s level 1 targets to forecast each Faculty’s annual intake. For movement between levels 2 and above, within each Faculty and between Faculties, the model applies a flow-through methodology that incorporates each Faculty’s historical three-year transition rate.

To project graduate enrolment, since no level 1 intake targets are set at the graduate level, the graduate enrolment projection model is a flow-through model based on the following two elements:

- Each Faculty’s historical level 1 intake unless a specific target was provided by a program.
- The transition probabilities of students from levels 2 and above. Like the undergraduate projection, for movement between levels 2 and above within each Faculty, the graduate model applies a flow-through methodology that incorporates each Faculty’s historical three-year transition rate, adjusted for mid-year graduation rates.

For both undergraduate and graduate enrolment projection models, actual enrolment data at the student level are used to simulate the projections. The projection data includes FTEs, headcount and WGU counts by Faculty, level, registration status, immigration status, and fee category.

**Table 2: Enrolment Assumptions**

	2022/23 Budget	2022/23 Projection	2023/24 Budget	2024/25 Plan	2025/26 Plan	
Undergraduate FTEs	Domestic	25,835 -0.1%	25,806 -0.2%	25,535 -1.0%	25,020 -2.0%	24,658 -1.4%
	International	4,774 +1.0%	4,530 -1.8%	4,293 -5.2%	4,148 -3.4%	4,186 +0.9%
	Total	30,609 -0.7%	30,336 -0.4%	29,828 -1.7%	29,167 -2.2%	28,844 -1.1%
	Domestic	3,317 +6.0%	3,210 -0.9%	3,304 +2.9%	3,310 +0.2%	3,314 +0.1%
Graduate FTEs	International	1,358 -0.6%	1,504 +10.1%	1,494 -0.6%	1,511 +1.1%	1,523 +0.7%
	Total	4,675 +1.5%	4,713 +8.8%	4,798 +1.8%	4,821 +0.5%	4,836 +0.3%

### 8.6.2 TUITION RATES

The domestic in-province tuition rate increase is budgeted as flat (0%), with a budgeted 5% inflation for out-of-province domestic undergraduate students.

International tuition rates include market inflation and demand considerations. The 2023/24 rates are budgeted to increase by 10% per year for level 1 and 6% for level 2 and above, with exceptions to specific programs. Note that international PhD tuition will mirror that of the domestic PhD in accordance with McMaster’s decision to harmonize the international and domestic PhD tuition starting in 2018/19 (Table 3).

**Table 3: Tuition Rate Assumptions**

		2022/23 Budget		2022/23 Projection		2023/24 Budget		2024/25 Plan		2025/26 Plan		
		Level 1	Level 2 +	Level 1	Level 2 +	Level 1	Level 2 +	Level 1	Level 2 +	Level 1	Level 2 +	
Domestic - Ontario	Undergraduate	Arts & Science or other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Professional	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
	Graduate	Research (with thesis component)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Professional (course work only)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Domestic - Out of Province	Undergraduate	Arts & Science or other	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%
		Professional	3%	3%	5%	5%	5%	5%	5%	5%	5%	5%
	Graduate	Research (with thesis component)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Professional (course work only)	3%	3%	0%	0%	0%	0%	0%	0%	0%	0%
International	Undergraduate	Arts & Science or other	10%	6%	10%	6%	10%	6%	10%	6%	10%	6%
	Professional	10%	6%	10%	6%	10%	6%	10%	6%	10%	6%	
	Graduate	Research (with thesis component)	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
		Professional (course work only)	10%	6%	10%	6%	10%	6%	10%	6%	10%	6%

### 8.6.3 OPERATING GRANTS

Operating grants are held flat with adjustments for graduate expansion achieved in 2019/20.

**Table 4: Operating Grant Assumptions**

	2022/23 Budget	2022/23 Projection	2023/24 Budget	2024/25 Plan	2025/26 Plan
Core Operating Grant (COG)	\$1,693/WGU based on WGU midpoint 2019/20	\$1,693/WGU based on WGU midpoint 2019/20	\$1,352/WGU based on WGU midpoint 2019/20	\$1,184/WGU based on WGU midpoint 2019/20	\$1,184/WGU based on WGU midpoint 2019/20
Differentiation Grant	Up to 45% of Total Operating Grants	0% of Total Operating Grants at risk	Up to 10% of Total Operating Grants at risk	Up to 25% of Total Operating Grants at risk	Up to 25% of Total Operating Grants at risk
Performance Based*	Up to 45% of Total Operating Grants	0% of Total Operating Grants at risk	Up to 10% of Total Operating Grants at risk	Up to 25% of Total Operating Grants at risk	Up to 25% of Total Operating Grants at risk
Other Differentiation Envelope (DE)	Remaining funds from the result of reduced WGU value in excess of 45%	45% of Total Operating Grants from the result of reduced WGU value in COG	45% of Total Operating Grants from the result of reduced WGU value in COG	35% of Total Operating Grants from the result of reduced WGU value in COG	35% of Total Operating Grants from the result of reduced WGU value in COG
<b>Total</b>	<b>45% of Total Operating Grants</b>	<b>45% of Total Operating Grants</b>	<b>55% of Total Operating Grants</b>	<b>60% of Total Operating Grants</b>	<b>60% of Total Operating Grants</b>
International student reduction	\$750/ International student				

Metric performance will be linked to funding in SMA Year 4 (2023/24) at a system-wide proportion of 10%. While the planned differentiation funding as a percentage of total operating grants grows incrementally each year to approximately 60% by 2024/25, the metric-linked funding activation level in Year 5 (2024/25) to a system-wide proportion of 25% will follow from outcomes of the blue-ribbon panel.

### 8.7 FUNDING FOR STRATEGIC PLAN PRIORITIES

McMaster’s community has budgeted initiatives to support and achieve the strategic plan priorities. Investments to advance McMaster are funded from current revenues and appropriations<sup>4</sup>. New initiatives are either funded from appropriations or a request is made to the Budget Committee to fund priority items. The 2023/24 budget includes additional priority allocations to:

- The McMaster Okanagan Committee
- Digital technology transformation in classrooms
- Mental Health supports
- Office of Community Engagement
- Enterprise Risk department expansion
- Research administration support
- Campus Accessibility Action Plan (Phase 3)
- McMaster Innovation Park costs related to University occupants
- Increased utilities costs on campus
- IT investments in asset replacement, cyber security, network expansion, and relationship management tools

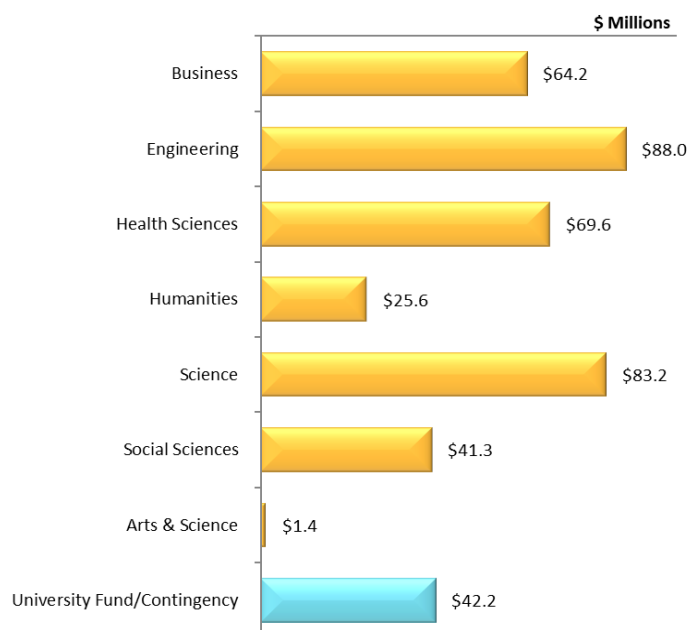
<sup>4</sup> Appropriations are the accumulated surpluses or deficits from prior years, also known as reserves. In accordance with the Operating and Ancillary Budgets Policy, these balances are carried forward to future years. Surplus appropriations may be used to provide funds to offset one-time spending and investments in deficit-reducing strategies. Envelope managers must present plans to eliminate deficit appropriations with their budget submissions.

- Branding and marketing

In addition to the above, smaller base or one-time investments continue to be made in the 2023/24 budget and planning years to support the strategic plan with a series of administrative support reviews and benchmarking activities including UniForum, a global benchmarking initiative to understand academic and administrative support efficiency involving 42 participating post-secondary institutions worldwide – 16 universities in Australia and New Zealand, 17 in the United Kingdom and 9 others in Canada.

## 9 ENVELOPE HIGHLIGHTS

Figure 7: Operating Fund 2023/24 Budget University Fund and Activity Unit Allocations



### 9.1 ACTIVITY UNITS (FACULTIES)

#### 9.1.1 FACULTY OF BUSINESS

The DeGroote School of Business (DSB) is at an exciting and pivotal time. With a new strategic plan in place, DSB plans to add new full-time faculty to its ranks. In addition, the McLean Centre for Collaborative Discovery will be completed in 2024, and students will enjoy new applied learning opportunities in a state-of-the-art facility. The operating budget remains healthy, but market forces and the inability to increase domestic tuition present a medium-term risk if the tuition framework remains frozen.

As part of the new strategic plan, DSB has developed ambitious goals across all five pillars of McMaster’s strategy. These goals and focus areas will continue to increase DeGroote’s reach and stature in education, research, and community engagement over the coming years.

#### 9.1.2 FACULTY OF ENGINEERING

Engineering continues to focus on the student experience through the implementation of the transformed undergraduate curriculum, The Pivot. The Faculty has expanded experiential learning opportunities for students both within the curriculum as well as outside, supporting clubs and teams, undergraduate research opportunities, co-op experiences and career-focused initiatives.

A focus on the graduate student experience will be a priority in the year ahead. Research partnership growth has become a high priority and an expansion of the Associate Dean, Research operation has been launched in support of this priority. Capital plans to increase space continue to be important in support of strategic activities.

### 9.1.3 FACULTY OF HEALTH SCIENCES

The Faculty of Health Sciences (FHS) continues to lead in education and research, being the primary driver behind the University's reputational rankings and contributing positive results towards the University's strategic priorities. Several priorities and partnerships will enable the FHS to maintain and grow excellence in research, education, and clinical service.

The Faculty is expanding support for clinical trials by increasing contracting and financial services to accommodate large-scale multi-centred studies, as well as supporting Global Nexus priorities. The FHS will continue enabling innovation, entrepreneurship and commercialization through the Michael G. DeGroot Initiative for Innovation in Healthcare and the Marnix E. Heersink School of Biomedical Innovation and Entrepreneurship.

### 9.1.1 FACULTY OF HUMANITIES

The Faculty of Humanities prioritizes the skills employers value with communication, collaboration, and critical thinking skills. The new paid internship program, award-winning Humanities Career Apprenticeship Program, and a project currently underway to highlight how students gain these core competencies confirm that a Humanities degree is a good investment. New interdisciplinary programming includes the Integrated Rehab Science and Humanities degree in partnership with the Faculty of Health Sciences.

Humanities plays a critical role in the McMaster's international strategy by providing the highly successful MELD English-language programs. Given the increasingly competitive market for international students, a new condensed program will be added in 2023/24.

Through a landmark philanthropic gift from Chancellor Emeritus, Lynton "Red" Wilson, the Faculty of Humanities in partnership with the Faculty of Social Sciences is developing the Wilson College for Leadership and Civic Engagement, which will offer innovative educational programming for students across campus and make McMaster a world leader in civic studies research and engaged practice.

### 9.1.1 FACULTY OF SCIENCE

The Faculty of Science continues to focus on the student experience, success of graduates, excellence in teaching and learning, research excellence and impact, innovation, economic development, and community engagement. Key activity areas include excellence in academic programming, commitments to equity, diversity, inclusion and accessibility and Indigeneity, investments in advancement, refinement of international strategy and support for innovation in all areas with a focus on impact and outcomes.

The Faculty of Science is making substantial adjustments to activities to support the 2020-25 strategic plan while mitigating the financial risk in the current environment, including a pause of non-essential hiring and capital expenditures.

### 9.1.2 FACULTY OF SOCIAL SCIENCES

The Faculty of Social Sciences (FSS) is investing in improving skills, job readiness, and job outcomes for students through its Careers and Experiential Education office. Enrolment growth will be focused in priority areas such as the new joint certificate with the DeGroot School of Business. Community and Economic Impact continues to be a priority for the FSS through initiatives like the community research platform and the Spark Centre for Social Research Innovation. The FSS is strengthening the ability of its faculty to attract Tri-Council funding through the creation of new research centres and enhanced research support programs both pre- and post-award.

The FSS is investing in enhanced student recruitment to ensure that enrolment targets are met even in the challenging environment, and is in the early stages of a larger consultation process for reducing expenditures to minimize impact to programming and focus resources on priority activities.

### 9.1.3 ARTS & SCIENCE PROGRAM

The Arts & Science program continues to prioritize interdisciplinary, inquiry-based, socially engaged learning, in line with the University's mission and teaching and learning strategy. 2023/24 will see the relaunch of the successful McMaster Discovery Program after a year's hiatus, as well as exciting curricular revisions including the implementation of new upper-level inquiry courses. Plans are underway to review and enhance recruitment and admissions processes, with a view to further diversifying the applicant pool and incoming class.

## 9.2 UNIVERSITY FUND

The University Fund supports excellence, innovation, and renewal across all areas of the University. By design, projects supported are allocated funding for specific short-term purposes with successful innovations intended to be permanently funded by different means. The University Fund enables greater flexibility toward advancing strategic priorities in support of McMaster's mission.

The Office of the Provost is responsible for developing appropriate mechanisms to allocate the University Fund as a strategic tool for the University. This fund also supports sometimes unforeseen priorities. Overall, the Provost actively supports strategic initiatives from the University Fund. Many existing ongoing commitments have been shifted to permanent allocations in the relevant areas as intended, and the Provost will continue to apply this lens to all future projects.

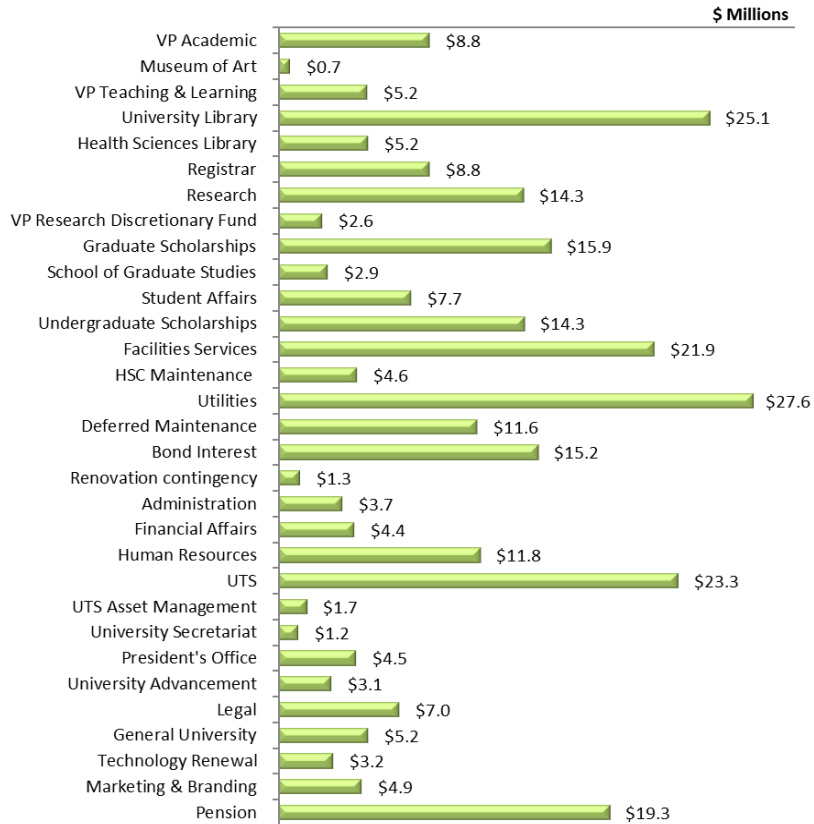
Some of the current commitments from the University Fund include:

- Supplemental operating contributions to Faculties
- Contributions to the capital reserve, capital renewal and expansion projects
- Indigenous programming support
- Black Cohort and Indigenous faculty hiring initiatives
- Strategic Excellence and Equity in Recruitment and Retention (STEER/R) Awards Program
- Students at Risk Bursary
- Strategic Alignment Fund

### 9.3 SUPPORT UNITS

Support units do the indirect work that furthers achievement of the academic mission. While not directly involved in teaching and research, support units provide the infrastructure that ensures efficient delivery of the services critical to achieving the mission.

Figure 8: Operating Fund 2023/24 Budget Support Unit Allocations



#### 9.3.1 STUDENT SUPPORT

**Student Affairs** provides a breadth of programming and services to students in support of three main pillars: creating a sense of belonging, supporting health and well-being, and providing opportunities for personal growth and transformation. Student Affairs supports key stakeholders, including government, students, parents, and the University. The ability to respond quickly to these needs is often dependent on funding from a range of sources, including government and donors.

The **School of Graduate Studies (SGS)** assists Faculties in the development of new graduate programs, ensuring that such proposals are prepared according to the latest requirements and clearly articulate the alignment between the proposal and the University's priorities. SGS continues to work

to maintain bursary and scholarship funds at a time when living costs in the Hamilton area have dramatically increased.

### 9.3.2 ACADEMIC SUPPORT

The **University Library** and **Health Sciences Library** are participating in a Budget Committee Working Group charged to identify new approaches to fund McMaster's libraries. At the same time, the two organizations are exploring the viability of harmonizing or merging specific functions with an aim to reduce costs and improve service quality.

The **Registrar's Office (RO)** contributes to the University's strategic mission through the recruitment of stellar students and the support of their administrative needs from admission to convocation. The RO will focus on creating a seamless, easy to navigate stakeholder experience through the campus-wide CRM (Campus Relationship Management) rollout to students.

The units within the **Vice Provost, Teaching and Learning** portfolio (**MacPherson Institute for Leadership, Innovation, and Excellence in Teaching, Office of Community Engagement, the INSPIRE Office of Flexible Learning**) work to further advance and support innovation in teaching and learning 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. Future priorities include enabling partnered and interdisciplinary learning, valuing inclusive excellence and scholarly teaching, supporting teaching and learning in active and flexible learning spaces, and partnering across campus to create a holistic and personalized student experience.

### 9.3.3 RESEARCH SUPPORT

The **Vice-President Research (VPR)** supports McMaster's competitive grant applications processes ensuring grant compliance, financial oversight, protection of researchers and research subjects, and maintaining institutional eligibility requirements. Additionally, the VPR supports private sector partnerships, protection of IP, licensing, patents, and start-ups, which contribute to McMaster's increased research funding from the private sector sources SMA metric. In 2023/24 the VPR plans to engage in additional activity to attract further Tri-Agency and private sector funding, increase commercialization and knowledge translation activities, and develop new collaborations both nationally and internationally.

As Canada's sole major neutron source, the **McMaster Nuclear Reactor (MNR)** is the only University in Canada capable of hosting several types of specific research facilities. New investments will further increase research outcomes at MNR. Nuclear Operations and Facilities will continue to enable nuclear research while planned expansion will facilitate greater life sciences research and development, including commercial opportunities around medical isotopes.

### 9.3.4 INSTITUTIONAL SUPPORT

**University Technology Services (UTS)** has successfully advanced the McMaster IT Strategic Vision, from data-driven decision-making tools and resources, to improved workflows and efficiencies. At the same time, the tactical importance of reducing deferred maintenance risks, enhancing IT security capabilities, developing strong partnerships and collaboration opportunities with partners across campus, evaluating and 'right sizing' IT services and support, and continuing to deliver on projects that will support the institution's mission of teaching, learning and research, will be a top priority.



**Financial Affairs** is focused on supporting several strategic priorities including business development initiatives at the McMaster Innovation Park, research commercialization and new entity spin-offs, public-private partnership projects for infrastructure spaces, and decarbonization of invested assets. In 2023/24, implementation of the OneCard system will allow students and employees to buy and receive services, access spaces, and manage their personal university account. A budget discovery project aims to replace the current system, reaching its end of life by 2030.

**Human Resources** is committed to supporting a highly engaged, welcoming, and safe work environment. Key actions in 2023/24 include a focus on employee health and wellbeing, recruitment and retention, compensation design, process optimization, and technology improvements. Human Resources will also continue to support the University through its pandemic response, providing expert health and safety guidance and planning for the future of work.

**University Advancement (UA)** is currently conducting two reviews – one focused on the University’s readiness for a new fundraising campaign, and another to ensure the team is optimally arranged. UA continues to achieve strong results, which are made possible through the leadership, collaboration and support of McMaster’s senior leadership and our other academic partners across campus.

The **Marketing and Branding** project and McMaster’s Brighter World brand platform have advanced the University’s digital presence. Differentiating McMaster in an increasingly competitive national and international environment underpins the current evidence-based marketing strategy. Investments focus on strengthening McMaster’s international ranking profile which contributes to diversified international recruitment. Investments focus on delivering efficient, effective, and innovative marketing strategies.

### 9.3.5 FACILITIES SUPPORT

**Facilities Services** continues to look at new ways to improve day-to-day operations. Custodial Services has completed a pilot through the Uniforum project to analyze ways to reduce costs and increase customer satisfaction. As deferred maintenance continues to grow, maintenance staff are increasingly challenged to work on tasks outside the critical items identified. In 2023/24, several plans will be updated to prioritize and progress strategic initiatives, including the Campus Plan.

## 10 BUDGET BY FUND

### 10.1 OPERATING FUND

Table 5: Operating Fund Summary

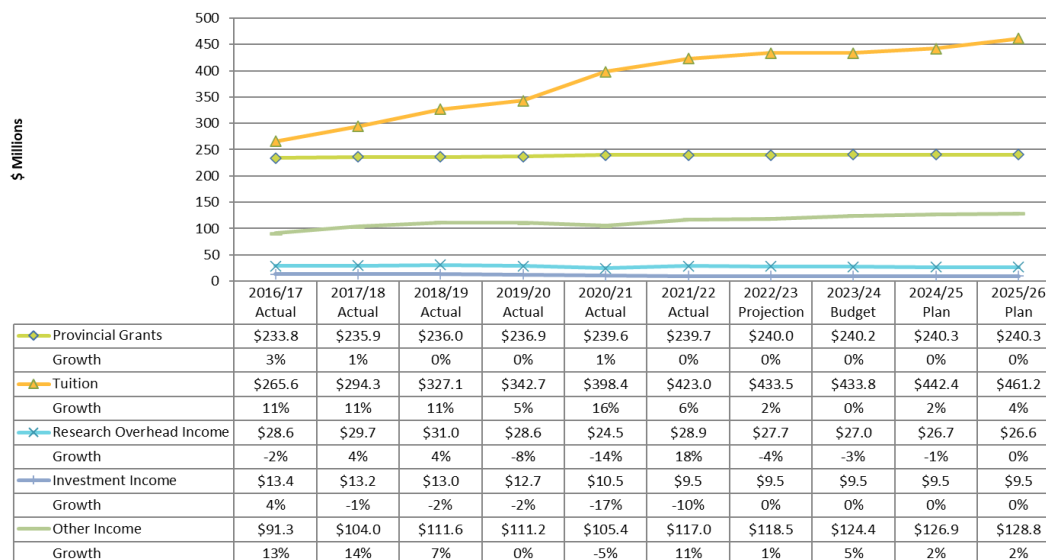
(\$ thousands)	2022/23		2022/23		2023/24	2024/25	2025/26
	Budget	Projection	Variance				
<b>Revenues</b>							
Provincial grants	239,816	240,021	205	0.1%	240,222	240,339	240,313
Tuition	445,672	433,451	(12,221)	-2.7%	433,810	442,426	461,241
Research overhead income	25,562	27,733	2,171	8.5%	26,974	26,682	26,594
Investment income	9,467	9,467	-	0.0%	9,467	9,467	9,467
Other income	122,382	118,530	(3,851)	-3.1%	124,364	126,922	128,828
<b>Total revenues</b>	<b>842,899</b>	<b>829,202</b>	<b>(13,696)</b>	<b>-1.6%</b>	<b>834,837</b>	<b>845,836</b>	<b>866,442</b>
<b>Expenses</b>							
Salaries, wages and benefits	565,034	566,541	(1,507)	-0.3%	598,373	615,812	634,987
Utilities and maintenance	45,261	48,953	(3,692)	-8.2%	51,192	52,464	52,739
Equipment and renovations	77,081	65,039	12,042	15.6%	55,491	52,201	49,946
Scholarships, bursaries and work study	34,534	36,180	(1,646)	-4.8%	36,828	35,852	35,312
Library acquisitions	14,614	15,533	(919)	-6.3%	15,660	15,940	16,524
Debt and financing charges	26,001	26,002	(0)	0.0%	25,355	25,355	25,355
All other expenses	85,058	73,798	11,260	13.2%	81,770	77,729	76,125
<b>Total expenses</b>	<b>847,584</b>	<b>832,046</b>	<b>15,538</b>	<b>1.8%</b>	<b>864,668</b>	<b>875,354</b>	<b>890,988</b>
<b>Excess of revenues over expenses</b>	<b>(4,685)</b>	<b>(2,843)</b>	<b>1,842</b>	<b>39.3%</b>	<b>(29,831)</b>	<b>(29,518)</b>	<b>(24,546)</b>
Fund balance, beginning of year	172,311	226,772	54,460	31.6%	223,928	194,097	164,579
<b>Fund balance, end of year</b>	<b>167,626</b>	<b>223,928</b>	<b>56,302</b>	<b>33.6%</b>	<b>194,097</b>	<b>164,579</b>	<b>140,034</b>

The 2022/23 Operating Fund projected deficit is smaller than budgeted due to savings and delayed spending in equipment and renovations and other expenses which more than offset the drop in tuition related to international students.

For 2023/24, the Operating Fund budget and planning years are drawing down on appropriations. The University continues to make investments in support of McMaster's vision and strategic priorities, while the frozen tuition framework and current international student enrolment slowdown have an impact on revenue growth opportunities. Variances between the 2022/23 budget and projection are available in Appendix 2.

### 10.1.1 REVENUE

Figure 9: Operating Fund Budget Revenue Trend by Type



#### 10.1.1.1 PROVINCIAL GRANTS

Provincial grants remain relatively frozen since 2016/17. Full performance-linked funding is delayed until at least 2024/25 resulting in greater funding certainty in 2023/24. The International Student Reduction (\$750 tax per international student enrolled) has increased since its introduction as international participation grows. During recent inflationary periods the fixed grant allocation’s purchasing power continues to diminish (\$1 in 2015/16 approximates \$0.83 today).

#### 10.1.1.2 TUITION

Based on the overall enrolment targets and the assumed flat domestic in-province tuition framework, 2023/24 net overall tuition income is projected to increase by only \$0.4 million (+0.1%) from the 2022/23 projection mainly due to declines in international enrolment from previous targets.

The following chart (Figure 10) reflects the enrolment and tuition trends in the framework tuition revenue, while Figure 11 reflects the mix between domestic and international enrolment, and the related funding for each. Funding for domestic students includes both provincial grants and tuition, while no grants are received for international students who are funded through tuition fees only.

Figure 10: Tuition and Enrolment Trend (excludes domestic provincial grants revenue)

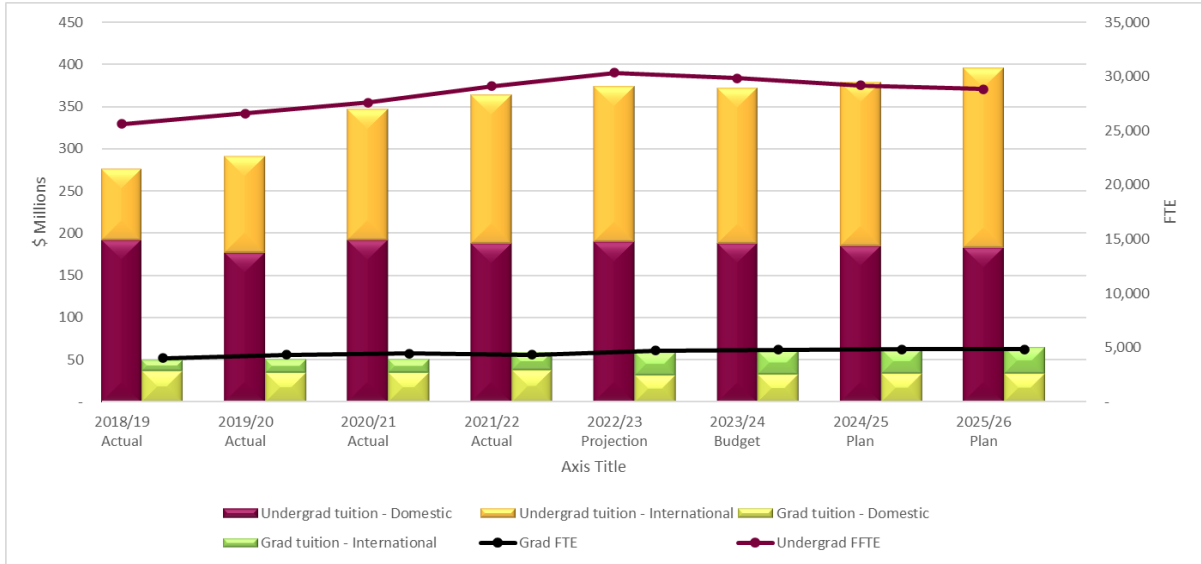
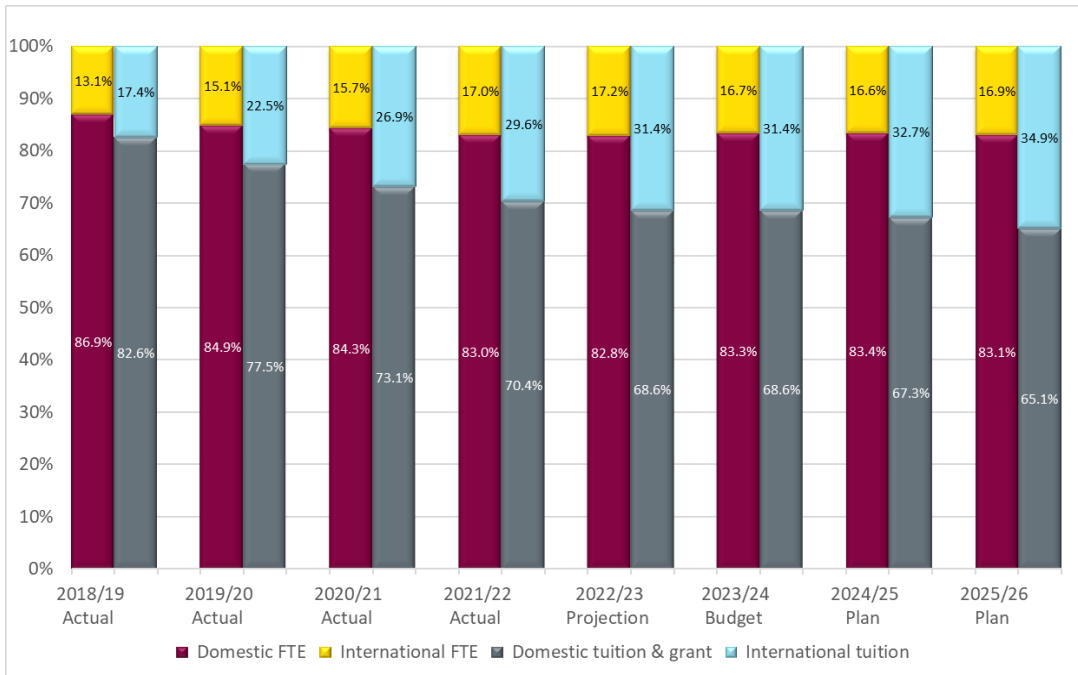


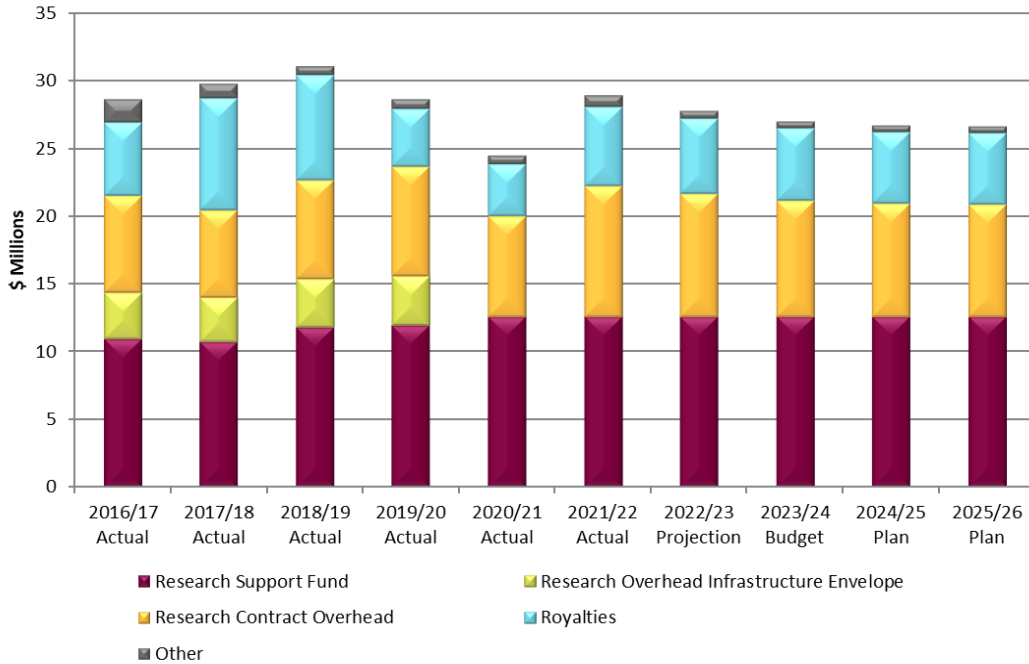
Figure 11: Operating Fund Framework Domestic Vs. International



Budget by Fund

10.1.1.3 RESEARCH OVERHEAD INCOME

Figure 12: Operating Fund Research Overhead Income Trend



Research overhead income is conservatively budgeted. Research overhead is intended to defray central and departmental support and infrastructure costs related to conducting research. The federal Research Support Fund and the Research Overhead Infrastructure Envelope (ROIE) are based on Tri-Agency research funding the University receives. In 2020/21, the ROIE was rolled into the MCU performance funding grants. For 2023/24 these grants are distributed to activity units through the budget model.

Research contract overhead is levied on research grants and contracts from the private sector and other agencies where allowed. Overheads are normally calculated as a percentage of direct research costs, with the objective of recovering the full amount of indirect support costs. Budgets are based on historical results. Overhead income is credited directly to activity units, where it may be further distributed to departments or reinvested in research.

Royalties are payments for commercial use of McMaster intellectual property associated with research discoveries. Like research contract overhead, royalties fluctuate depending on usage, and budgets are based on historical trends. This income is credited directly to activity units, with a share to inventors.

Other research overhead income may be earned on funding from Centres of Excellence, Canada Research Chairs, and Early Researcher Awards.

Budget by Fund

10.1.1.4 INVESTMENT INCOME

The Operating Fund is allocated \$9.5 million per year from Investment Pool revenue. Annual interest from internal endowments, including the H. Lyman Hooker Endowment Fund, which is a gift directed to “provide a steady annual flow of funds to support programs that will enrich the academic achievements of the University and to provide a suitable memorial to Dr. Hooker”, and the employer portion of the pension surplus payout in 2003 approximates \$6.2 million per year. The remainder is funded from the specific purpose reserve as an approach to stabilize interest revenues allocated to Faculties through the budget model framework. Unspent capital transfers are also included in the Faculty interest allocation.

10.1.1.5 OTHER INCOME

Other income includes Ministry of Health and Long-Term Care grants, post-graduate medical training, tuition from non-Ministry funded programs, nuclear reactor sales, ancillary contributions (reflecting 4.5% on sales), athletics and recreation facility expansion contributions, registration and service fees, and utility recoveries from partners.

10.1.2 EXPENSE

Figure 13: Operating Fund Expense Trend

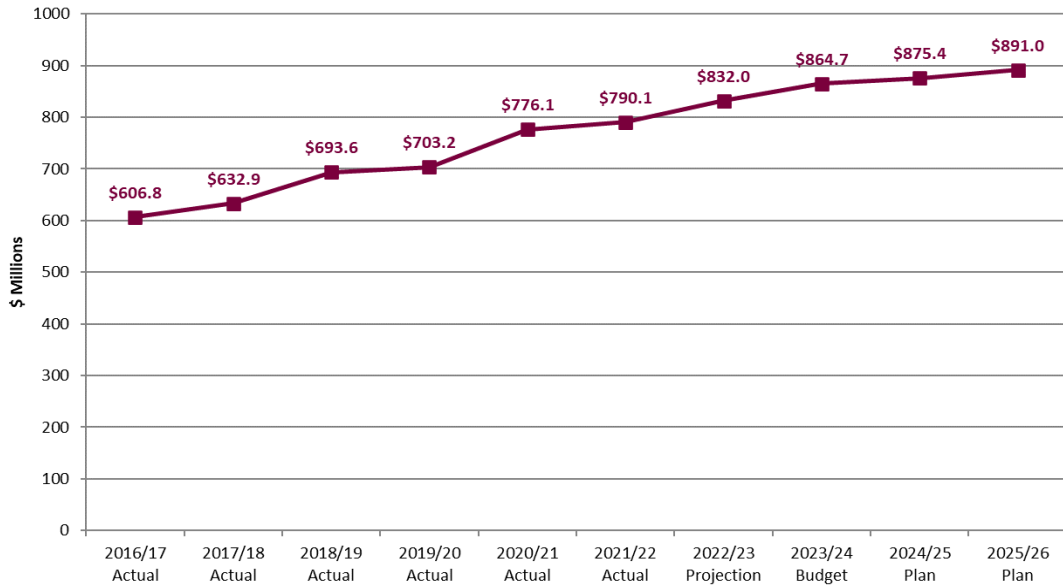


Figure 14: Operating Fund 2023/24 Budget Expense by Type

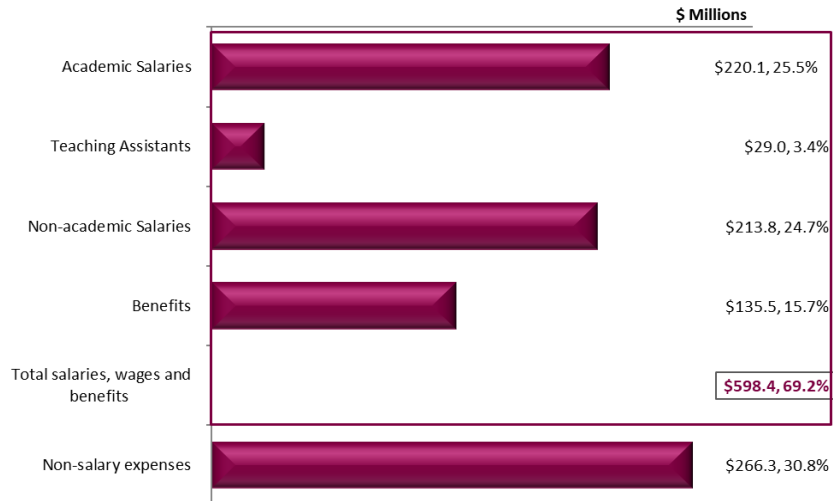
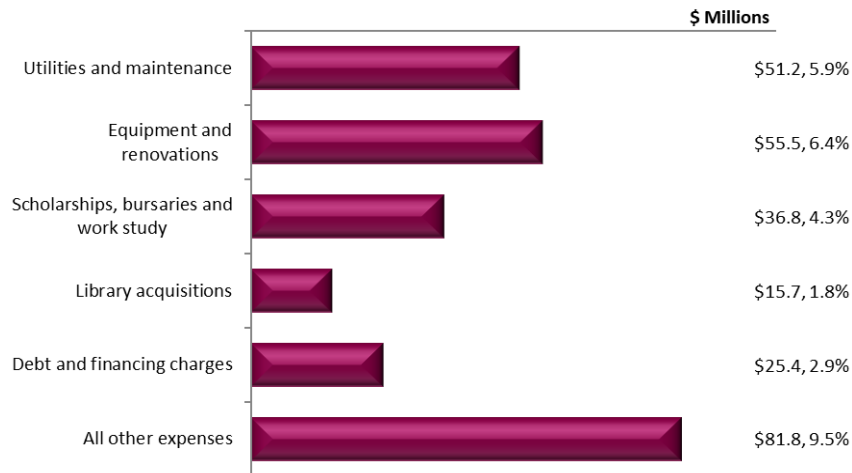


Figure 15: Operating Fund 2023/24 Budget Non-salary Expenses by Type



### 10.1.2.1 SALARIES, WAGES AND BENEFITS

Salaries, wages, and benefits are the largest component of the operating expense budget. The high quality of McMaster’s faculty leading the academic and research mission is a key success factor. Additional University staff to facilitate, administer and support academic programs, research, and the student experience are also important to McMaster’s community.

To address enrolment growth, accommodate new programs, and prepare for upcoming retirements, McMaster’s faculty renewal focus is on tenure-track or teaching-track faculty to reduce student-to-

faculty ratios and improve research-focused academic time. In parallel, operational excellence initiatives draw on benchmarking data to streamline processes and mitigate support staff growth.

Since Bill 124 was passed in 2019, collective agreements were ratified with compensation restraint requirements limiting annual increases to 1% over three years, while being mindful of market competition for employment. Although the bill has since been declared unconstitutional, compensation increases have been budgeted using rates in effect for the term of the agreements with moderate increases in future years. Taken together with impacts of changes to minimum wage, compensation legislation has created new inflationary pressures.

Budgeted benefit rates use ten-year actuarial and five-year historical costing models to set smoothed rates to collect cash requirements. A benefit reserve is used to address variable cash outflows. Benefit rate continuity schedules are reviewed annually with the Budget Committee to ensure rates are reflective of projected cash requirements. McMaster’s recent valuations for both the salaried and hourly pension plans provide payment certainty until July 1, 2024, with no special payments required under the current filings.

All factors considered the total compensation growth approximates 4% per year over the budget and planning horizon.

10.1.2.2 UTILITIES AND MAINTENANCE

Utilities and maintenance represent 5.9% of annual operating expenses, including annual contributions of \$11.6 million to deferred maintenance. Utility expenses are driven by market rates and consumption subject to environmental factors. Further, unplanned maintenance failures and campus behavior contribute to variability in expense budgets. McMaster also supports the hospital’s energy backup, which can lead to increased costs (fully recovered within other income) due to supply requirements during high-cost periods.

Hydro rates are budgeted at \$0.06 per kWh and natural gas rates at \$0.40 per m3 for 2023/24 and the planning years. Natural gas prices have increased significantly due to the energy crisis in Europe as well as supply/demand issues resulting from the pandemic and weather. Prices are expected to drop slightly after 2023 but will remain elevated from pre-pandemic prices due to increasing demand. The budget is net of Ontario Global Adjustment rate savings as a class A consumer and other energy reduction initiatives. The budget reduces the use of cogeneration energy to minimize carbon emissions.

Prior to the pandemic McMaster tracked the Ontario Association of Physical Plant Administrators (OAPPA) numbers for benchmarking purposes. The OAPPA G6 benchmark average for energy was \$2.47 per square foot (/SF). McMaster University Medical Centre and Michael DeGroot Centre for Learning and Discovery have a significantly higher energy cost index due to the energy-intensive nature of health research and the heating/cooling requirements of the hospital with in-patient beds and emergency and operating rooms. Excluding these two facilities, the energy cost index for the McMaster campus was \$2.15/SF. It is expected that the tracking of these rates will continue post-2022/23 as the institutions return to normal operations.



### 10.1.2.3 EQUIPMENT AND RENOVATIONS

Physical and technical infrastructure is essential to achieving McMaster's strategic priorities while delivering an optimal student experience. However, given the current revenue constraints and revised capital plans the contributions to capital from the Operating Fund have been scaled back from the previous budget cycle. The operating budget includes capital transfers approximating \$20 million per year for new and upgraded physical facilities, including new community spaces. Capital transfers are permanent one-time transfers to capital priorities identified in the annual Capital Plan. Capital allocations are held reserved for specific projects with spending allowed once business cases are approved based on Board by-laws. Major items over the planning period include:

- \$6.0 million to support the new Greenhouse capital project – University Fund
- \$8.0 million toward the McLean Centre for Collaborative Discovery – DeGroot School of Business and Faculty of Health Sciences
- \$4.9 million for general renovations in occupied buildings – Faculties of Health Sciences and Social Sciences
- Investments in renovations, equipment, software, and systems projects to improve the student experience, document management, and customer relationship management

### 10.1.2.4 SCHOLARSHIPS, BURSARIES AND WORK STUDY

Scholarships, bursaries, and other supports enhance McMaster's recruitment and admission goals, recognize student achievement, and aid in retention. Support incentives are imperative to recruit high-calibre students, with additional support available through the Student Access Guarantee (SAG). To ensure that sufficient funding is available to meet SAG obligations, the funding provided through the budget model varies with actual amounts required. The budget incorporates estimated expenses given the enrolment assumptions.

McMaster issues net estimates and net bills to students aligned with provincial transparency objectives. Net bills detail all education costs less Ontario Student Access Program and other student aid or support reductions. McMaster's entrance awards are low compared to other Ontario universities, however the report of total support from multiple sources allows for more informed decisions.

### 10.1.2.5 LIBRARY ACQUISITIONS

To achieve the University's mission, access to the journals with the highest profile and impact must be maintained. The cost of purchasing core titles inflates roughly \$0.5 million annually. Serial subscriptions purchased through the Canadian Research Knowledge Network (CRKN) consortium reflects a multi-year buying collaboration for large publisher journal packages. Consortia reduce flexibility, however the approach increases purchasing power to mitigate some inflation. The CRKN subscription fees are linked to a university's research-intensity factor, meaning McMaster's research success contributes to higher fees than other peers with larger enrolments.

Several actions have been taken to contain costs, including cost per use data analysis to support subscription cancellation decisions. Results from cost containment initiatives explore additional alternatives to maintain access to the world's most high-profile and high-impact journals.

The budget reflects the combined impacts of inflation and expected exchange rates. In order to reduce pressure on the library envelopes, the US exchange rate has been internally fixed at the long-term rate, with any gain or loss covered centrally.

**10.1.2.6 DEBT AND FINANCING CHARGES**

McMaster uses debt financing to support strategic and capital priorities. Total debenture financing is \$390 million with a weighted average capital cost approximating 4.75%. Each debenture has a repayment reserve (or sinking fund) for the principal amounts when due. Sinking funds are held in the Investment Pool and monitored annually for repayment adequacy. Annual Board oversight and financial statement note disclosure transparently describe each debenture’s annual interest rate, maturity date, and reserve balance. See Section 12 Overall Borrowing and Debt Position for additional details.

**10.1.2.7 ALL OTHER EXPENSES**

Other expenses approximate 9.5% of total operating costs and includes a range of supplies and other expenses not categorized elsewhere. The expense is net of recoveries including transfers from trust funds, contributions of ancillaries to occupancy costs, and internal services.

**10.1.3 OPERATING FUND APPROPRIATIONS**

With the budgeted deficit of \$29.8 million, Operating Fund appropriations are expected to decline to \$194.1 million by the end of 2023/24. In addition to funding strategic initiatives, including one-time projects, appropriations in some envelopes are being used in the short term to fund operations as cost containment measures are implemented in response to the current revenue constraints. McMaster’s appropriation balances are budgeted and planned to decline, however a reasonable level of funding is maintained to address unforeseen events and contingencies, as well as to meet financial health targets.

### 10.1.4 ONE-TIME EXPENDITURES

Table 6: Operating Fund Ongoing and One-time Summary

(\$ thousands)							
	2022/23 Budget	2022/23 Projection	2022/23 Variance		2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Ongoing:</b>							
Allocated income	711,591	699,438	(12,153)	-1.7%	702,428	712,338	731,374
Other income	129,979	127,561	(2,419)	-1.9%	129,869	132,670	134,446
Total revenues	841,570	826,999	(14,572)	-1.7%	832,297	845,008	865,820
Expenses	801,344	809,329	(7,985)	-1.0%	824,134	845,432	862,653
Excess of revenues over expenses	40,226	17,670	(22,556)	-56.1%	8,164	(424)	3,168
% of revenue	4.8%	2.1%			1.0%	-0.1%	0.4%
<b>One-time:</b>							
Allocated income	-	-	-	n/a	-	-	-
Other income	1,328	2,204	875	65.9%	2,540	828	622
Total revenues	1,328	2,204	875	65.9%	2,540	828	622
Expenses	46,239	22,717	23,523	50.9%	40,535	29,922	28,335
Excess of revenues over expenses	(44,911)	(20,513)	24,398	-54.3%	(37,995)	(29,093)	(27,713)
<b>Excess of revenues over expenses</b>	<b>(4,685)</b>	<b>(2,843)</b>	<b>1,842</b>	<b>-39.3%</b>	<b>(29,831)</b>	<b>(29,518)</b>	<b>(24,546)</b>
Fund balance, beginning of year	172,311	226,772	54,460	31.6%	223,928	194,097	164,579
<b>Fund balance, end of year</b>	<b>167,626</b>	<b>223,928</b>	<b>56,302</b>	<b>33.6%</b>	<b>194,097</b>	<b>164,579</b>	<b>140,034</b>

The Operating Fund is structurally balanced over the planning period. Ongoing revenue and expenses are conservatively budgeted. Actual results are expected to be favourable as revenue-generating opportunities are implemented and cost containment efforts enable strategic priority investments captured under one-time expenses. Ongoing expense growth is aligned to recruitment and compensation plans and other inflationary pressures. One-time investments include:

- \$17.4 million for University Fund strategic investments, such as: post-COVID return to campus initiatives, systems projects, rejuvenating core research platforms, policy reforms, and other capital priorities.
- \$15.5 million for renovation and expansion of facilities
- \$4.6 million towards one-time staffing needs
- \$1.7 million for branding and marketing activities

### 10.1.5 OPERATING FUND BUDGET CONCLUSIONS

The Operating Fund supports McMaster’s refreshed vision and strategic priorities with a focus on limiting ongoing expenditure growth to enable one-time initiatives to advance inclusive excellence, learning and teaching, research and scholarship, community engagement across local, national, Indigenous, and global communities, and projects that drive operational excellence. The 2023/24 Operating Fund is structurally balanced overall with an \$8.2 million surplus. Net one-time expenditures of \$38.0 million include strategic and capital priorities resulting in a net deficit of \$29.8 million. The net deficit position is driven by current barriers to international enrolment growth, compounded by the existing frozen tuition and grant framework, however cost containment strategies are in place along with the ability to draw on appropriations which have been built up in prior years.

Budget by Fund

## 10.2 RESEARCH FUND

Table 7: Research Fund Summary

(\$ thousands)						
	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Research grants and contracts	220,000	258,000	38,000	261,000	264,000	267,000
<b>Total revenues</b>	<b>220,000</b>	<b>258,000</b>	<b>38,000</b>	<b>261,000</b>	<b>264,000</b>	<b>267,000</b>
<b>Expenses</b>						
Salaries, wages and benefits	140,400	134,000	6,400	135,100	136,200	137,300
All other expenses	100,600	110,500	(9,900)	105,600	103,200	103,800
Transfers to (from) other funds	(18,977)	(23,539)	4,562	(17,671)	(14,404)	(14,137)
<b>Total expenses</b>	<b>222,023</b>	<b>220,961</b>	<b>1,062</b>	<b>223,029</b>	<b>224,996</b>	<b>226,963</b>
<b>Excess of revenues over expenses</b>	<b>(2,023)</b>	<b>37,039</b>	<b>39,062</b>	<b>37,971</b>	<b>39,004</b>	<b>40,037</b>
Fund balance, beginning of year	302,376	277,177	(25,199)	314,216	352,188	391,191
<b>Fund balance, end of year</b>	<b>300,353</b>	<b>314,216</b>	<b>13,863</b>	<b>352,188</b>	<b>391,191</b>	<b>431,228</b>

The 2022/23 Research Fund revenue projection is \$258.0 million, which is based on research revenue received, including revenue received for future periods, net of hospital research. The projection is \$38.0 million higher than budget as funding related to COVID-19 grants and contracts awarded in prior periods is received. Expenses are in line with prior years.

In 2023/24 receipts are anticipated to level off at the higher rate as McMaster actively pursues funding, including support for Global Nexus initiatives. Industry research revenue will depend on the recovery of the general economy.

## 10.3 CAPITAL FUND

Table 8: Capital Fund Summary

(\$ thousands)						
	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Operating grants	5,970	6,087	117	6,000	6,000	6,000
Other revenues	9,400	3,400	(6,000)	43,000	61,650	92,900
<b>Total revenues</b>	<b>15,370</b>	<b>9,487</b>	<b>(5,883)</b>	<b>49,000</b>	<b>67,650</b>	<b>98,900</b>
<b>Expenses</b>						
All other expenses, including capital	226,281	150,883	75,398	170,614	135,983	193,454
Transfers to (from) other funds	(44,775)	(35,895)	(8,879)	(24,463)	(27,716)	(28,345)
Debt and financing charges	(12,680)	(12,461)	(219)	(16,514)	(21,720)	(21,669)
<b>Total expenses</b>	<b>168,826</b>	<b>102,527</b>	<b>66,300</b>	<b>129,637</b>	<b>86,547</b>	<b>143,440</b>
<b>Excess of revenues over expenses</b>	<b>(153,456)</b>	<b>(93,040)</b>	<b>60,417</b>	<b>(80,637)</b>	<b>(18,897)</b>	<b>(44,540)</b>
Fund balance, beginning of year	103,693	289,944	186,251	196,904	116,267	97,370
<b>Fund balance, end of year</b>	<b>(49,763)</b>	<b>196,904</b>	<b>246,668</b>	<b>116,267</b>	<b>97,370</b>	<b>52,830</b>

Budget by Fund

The Capital Fund includes major building and renovation projects temporarily reflected as expenses (before consolidating accrual adjustments covered later), transfers from the Operating Fund mainly to support Faculty strategic capital priorities, and unit repayments of internal capital loans. The information in the table aligns with the approved Capital Plan (see also Section 6.4), as well as the prior year’s budget updated with current spending.<sup>5</sup>

Table 9 below summarizes total expected capital funding and spending by project for fiscal 2022/23 to 2025/26. Projected capital spending of \$150.9 million is lower than budget due to slower spending and supply delays on some key projects, and postponement of planned projects. Further refinement of capital plans will be informed by the vision outlined in the Campus Plan and partnerships to ensure successful implementation and financial viability.

**Table 9: Capital Spending by Project**

(\$ thousands)

	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Plan	2024/25 Plan	2025/26 Plan
<b>Approved projects</b>						
180 Bloor Street	-	2,390	(2,390)	-	-	-
ABB 5th Floor Fit Out	-	908	(908)	-	-	-
Advanced Manufacturing Centre	3,450	4,645	(1,195)	-	-	-
Athletic and Recreation - Pulse and Student Space Expansion	8,092	10,269	(2,177)	5,000	-	-
Classroom Reconfiguration Plan	-	938	(938)	-	-	-
Deferred Maintenance Projects	16,593	17,280	(687)	16,193	16,193	16,193
Greenhouse and LSB Phase One	14,713	6,413	8,300	13,059	-	-
GSR Parking Garage	6,000	6,000	-	10,000	4,093	-
Lot K Parking Structure	5,000	-	5,000	-	-	-
McLean Center For Collaborative Discovery	35,000	35,000	-	62,000	15,000	4,424
MRI Installation at IAHS	-	4,000	(4,000)	5,200	-	-
Parking and Security Relocation	1,252	2,090	(838)	-	-	-
PeakShavers and Boilers	22,600	23,798	(1,198)	2,000	-	-
Peter George Center for Living and Learning	-	1,853	(1,853)	-	-	-
Psychology Building Atrium Addition	3,630	-	3,630	-	-	-
Research Commercialization Project	23,969	14,000	9,969	7,825	-	-
Residence Renewal Program	2,000	2,000	-	2,000	2,000	2,000
Other	737	2,125	(1,388)	737	737	737
<b>Total approved projects</b>	<b>143,036</b>	<b>133,709</b>	<b>9,327</b>	<b>124,014</b>	<b>38,023</b>	<b>23,354</b>
<b>Estimate of planned projects - not yet approved</b>	<b>83,245</b>	<b>17,174</b>	<b>66,071</b>	<b>46,600</b>	<b>97,960</b>	<b>170,100</b>
<b>Total capital spending</b>	<b>226,281</b>	<b>150,883</b>	<b>75,398</b>	<b>170,614</b>	<b>135,983</b>	<b>193,454</b>

Table 9 identifies approved capital projects and estimated total projects net yet approved, including net zero capital infrastructure and Wilson College. Projects pending approval are in various stages of planning and business case development. Capital approvals occur in accordance with University by-laws.

Where projects proceed in advance of some internal and/or external funding receipts interim bridge loans or long-term loans are arranged through the University’s central bank, which is funded by debt financing outlined in Section 12 Overall Borrowing and Debt Position.

<sup>5</sup> Capital expenditures used in operations and to support ancillary departments are budgeted through the Operating and Ancillary Funds within the same envelope system, and using the same priority-setting, monitoring and control process as operating expenses. Capital expenditures budgeted within the Operating and Ancillary Funds include equipment, renovations, faculty start-up costs, and deferred maintenance. Internally led projects that require financing borrow from McMaster’s central bank approach at the weighted average cost of capital plus a stabilization factor, which is currently 4.75%.

## 10.4 EXTERNAL ENDOWMENT

Table 10: External Endowment Summary

(\$ thousands)						
	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Other revenues	2,559	9,323	6,764	6,703	5,957	5,923
Investment income (loss)	32,973	-	(32,973)	29,598	30,116	30,638
<b>Total revenues</b>	<b>35,532</b>	<b>9,323</b>	<b>(26,209)</b>	<b>36,301</b>	<b>36,073</b>	<b>36,561</b>
<b>Expenses</b>						
All other expenses	4,741	-	4,741	-	1,064	2,239
Transfers to (from) other funds	21,593	29,171	(7,578)	27,055	25,687	25,223
<b>Total expenses</b>	<b>26,334</b>	<b>29,171</b>	<b>(2,837)</b>	<b>27,055</b>	<b>26,751</b>	<b>27,462</b>
<b>Excess of revenues over expenses</b>	<b>9,198</b>	<b>(19,848)</b>	<b>(29,046)</b>	<b>9,246</b>	<b>9,322</b>	<b>9,099</b>
Fund balance, beginning of year	588,808	548,379	(40,429)	528,531	537,778	547,099
<b>Fund balance, end of year</b>	<b>598,006</b>	<b>528,531</b>	<b>(69,475)</b>	<b>537,778</b>	<b>547,099</b>	<b>556,198</b>

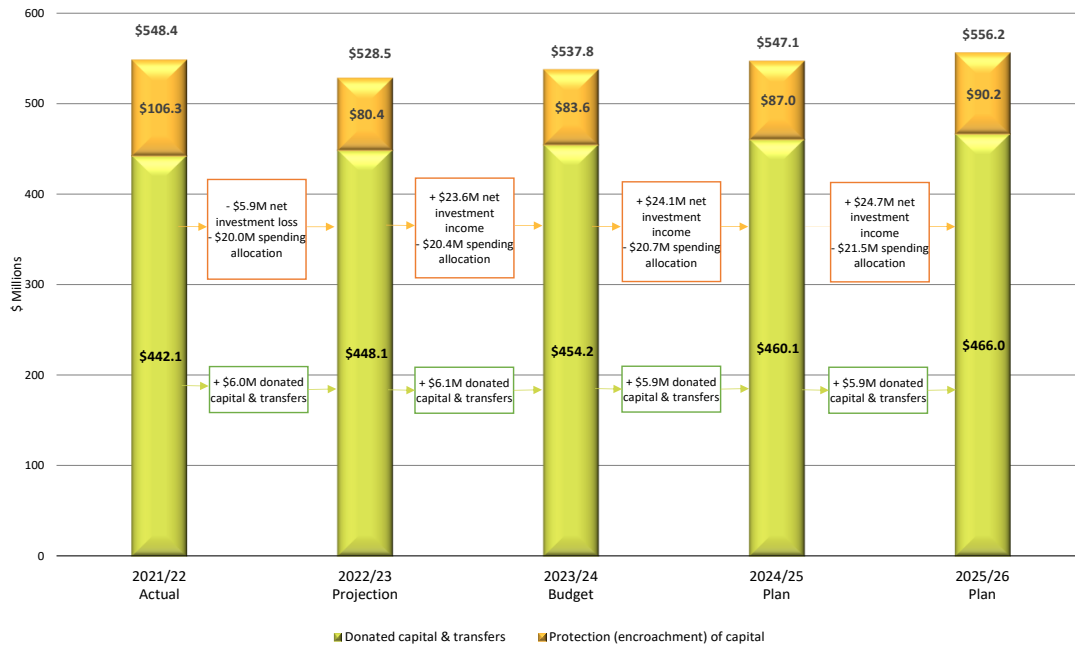
The external endowment holds donations or bequests received by the University with restricted use conditions or legal requirements agreed by the donor and the University. Endowed donations are invested in the long-term Investment Pool to preserve purchasing power in perpetuity.

The projected long-term rate of return on endowed trust funds net of investment management fees is 5.6%. In 2022/23 projected returns have been adjusted to 0% due to post-COVID and other market impacts. An investment loss in 2021/22 of -5.4% resulted in a reduced fund balance at the beginning of 2022/23 and a small increase in the number of underwater trusts, however no spending policy override is required and spending allocations will continue as normal.

Annual spending allocations are monitored to ensure endowment capital preservation. The University’s spending policy limits the amount of investment income allocated for spending across each holding and administration<sup>6</sup>. Excess interest earnings, above spending limits, are allocated to capital preservation to safeguard endowment spending from future inflationary impacts.

<sup>6</sup> The current spending limit is 5% (4% for spending and 1% for University Advancement).

Figure 16: External Endowment Fund Balance Trend



At April 30, 2022, the University's external endowment was \$548.4 million. Applying the budgeted long-term investment return projects growth in excess of spending.

### 10.5 INTERNAL ENDOWMENT

Table 11: Internal Endowment Summary

(\$ thousands)						
	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Other revenues	100	125	25	125	125	125
Investment income (loss)	9,685	-	(9,685)	8,391	8,480	8,574
Investment income transfer	(6,258)	(6,128)	130	(6,160)	(6,168)	(6,262)
<b>Total revenues</b>	<b>3,527</b>	<b>(6,003)</b>	<b>(9,530)</b>	<b>2,356</b>	<b>2,437</b>	<b>2,437</b>
<b>Expenses</b>						
All other expenses	-	-	-	-	-	-
Transfers to (from) other funds	865	783	82	749	757	766
<b>Total expenses</b>	<b>865</b>	<b>783</b>	<b>82</b>	<b>749</b>	<b>757</b>	<b>766</b>
<b>Excess of revenues over expenses</b>	<b>2,662</b>	<b>(6,786)</b>	<b>(9,448)</b>	<b>1,607</b>	<b>1,680</b>	<b>1,671</b>
Fund balance, beginning of year	172,954	156,615	(16,339)	149,829	151,436	153,116
<b>Fund balance, end of year</b>	<b>175,616</b>	<b>149,829</b>	<b>(25,787)</b>	<b>151,436</b>	<b>153,116</b>	<b>154,787</b>

Budget by Fund

The internal endowment includes unrestricted donations, bequests and other allocations set aside for future obligations and restricted by the Board of Governors. The funds are invested in the University’s long-term Investment Pool with the same annual return profile as the external endowment. The largest internal endowment is the Dr. H. L. Hooker Endowment donated to advance the University’s mission, with the remainder related to the salaried pension plan withdrawal in 2003 and the general endowment fund. Of the \$9.5 million allocated annually to the Operating Fund, \$6.2 million comes from the internal endowment, with \$2.9 million from Dr. Hooker’s gift.

## 10.6 ANCILLARY FUND

Table 12: Ancillary Fund Summary

(\$ thousands)

	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Ancillary sales and services	91,869	90,264	(1,605)	95,656	106,562	112,036
<b>Total revenues</b>	<b>91,869</b>	<b>90,264</b>	<b>(1,605)</b>	<b>95,656</b>	<b>106,562</b>	<b>112,036</b>
<b>Expenses</b>						
Salaries, wages and benefits	34,223	34,358	(135)	37,355	39,473	41,576
All other expenses	37,003	35,287	1,716	36,575	39,457	40,393
Transfers to (from) other funds*	10,496	11,326	(830)	14,205	17,113	18,411
Debt and financing charges	6,815	6,815	(0)	6,883	8,215	9,697
<b>Total expenses</b>	<b>88,537</b>	<b>87,786</b>	<b>751</b>	<b>95,017</b>	<b>104,257</b>	<b>110,076</b>
<b>Excess of revenues over expenses</b>	<b>3,332</b>	<b>2,478</b>	<b>(854)</b>	<b>639</b>	<b>2,305</b>	<b>1,960</b>
Fund balance, beginning of year	(7,757)	(3,277)	4,480	(799)	(160)	2,145
<b>Fund balance, end of year</b>	<b>(4,425)</b>	<b>(799)</b>	<b>3,626</b>	<b>(160)</b>	<b>2,145</b>	<b>4,105</b>

\*Including transfers to capital

Ancillary operations provide essential academic and student support services across the University. Ancillaries enhance the student experience and contribute 4.5% of sales to the Operating Fund to advance student support services.

Pandemic campus closures had the most significant impact on ancillaries except for adult continuing education. With a full year of a re-opened campus, Ancillary Fund projected surpluses for 2022/23 approximate \$2.5 million for small total cumulative deficit of \$0.8 million. Extraordinary essential services and cost containment strategies minimized net losses driven by the pandemic, and although inflationary pressures and post-pandemic campus operational changes continue to have an impact, most ancillaries will be able to repay deficits within four or less years. Projections by ancillary unit are available in Appendix 5.

The **Campus Store (CS)** supports the University’s mission through participation in the digital teaching and learning resources strategy and by developing McMaster’s University book list, integrated with online customizable real-time inventory ordering. In addition, the CS will integrate with the McMaster OneCard strategic initiative and grow the McMaster family of brands for an increasing online market that contributes to a globally recognized identity while boosting sales, royalties and licensing revenues distributed for faculty-branded merchandise, varsity sports, and programs/events brands.



**Hospitality Services (HS)** delivers sustainability, health and nutrition with inclusive consultation aligned with the UN Sustainable Development Goals and McMaster’s Okanagan Charter commitment. HS will draw on its Green Procurement Policy and leverage broader partnership buying to find savings through scale and eliminate single-use plastics in accordance with the Government of Canada Single-use Plastic Prohibition Regulations. The new HS strategic plan will be released in 2023/24 to focus on further enhancing the student experience, and balancing social issues and financial stability.

**Housing and Conference Services (HCS)** will increase residence spaces and services in 2023/24 with the new graduate residence. HCS continues to expand and diversify unique accommodations and event spaces through the Signature Suites, Signature Venues, and Alumni Memorial Hall campus offerings. The new strategic plan in 2023/24 aims to deliver a personalized student experience, advancing sustainability, and growing and partnering with the Net-Zero Community @ McMaster initiative, McMaster Campus Plan, and Wilson College Residence.

**McMaster Continuing Education (MCE)** provides education for adults seeking career advancement and professional development. MCE programs are delivered in a variety of online formats and integrated experiential learning. MCE is an active partner with internal and external stakeholders and a provider of select no-cost community programs. MCE continues to focus on developing greater career supports for adult learners, advancing equity and inclusion, ensuring input by learners into programs, as well as implementing a new registration and administration system.

**Media Production Services (MPS)** provides high standards for quality, timeliness, competitive pricing, and customer satisfaction by investing in technology, staff training, and cost-saving strategies to meet University demands. Signage and specialty printing represent a significant opportunity for MPS to broaden product offerings and contribute to the standardization of wayfinding across McMaster. Through growing partnerships advancing MacSites, a branded and accessible web solution, MPS will continue to contribute to the University’s web strategy.

**Parking Services (PS)** continues to invest in physical space on campus and will manage an additional 265 spaces at the graduate student residence when it is completed in 2023/24, partially offsetting a temporary loss of space due to construction staging on campus. A new parking strategy will be developed in 2023/24 in line with the new Campus Plan. Parking capacity constraint issues may be addressed by densifying existing parking lots. Consideration may also be given to improving parking access for visitors and returning some parking to natural lands.

## 10.7 SPECIFICALLY EXTERNALLY FUNDED

Table 13: Specifically Externally Funded Summary

(\$ thousands)

	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Other revenues	33,610	35,511	1,901	34,103	34,046	33,963
<b>Total revenues</b>	<b>33,610</b>	<b>35,511</b>	<b>1,901</b>	<b>34,103</b>	<b>34,046</b>	<b>33,963</b>
<b>Expenses</b>						
Salaries, wages and benefits	24,349	24,432	(83)	24,137	24,107	24,274
All other expenses	8,995	10,487	(1,492)	10,218	9,505	9,316
Transfers to (from) other funds	(137)	(203)	66	(151)	(156)	(163)
<b>Total expenses</b>	<b>33,207</b>	<b>34,716</b>	<b>(1,508)</b>	<b>34,204</b>	<b>33,455</b>	<b>33,428</b>
<b>Excess of revenues over expenses</b>	<b>403</b>	<b>796</b>	<b>393</b>	<b>(101)</b>	<b>590</b>	<b>535</b>
Fund balance, beginning of year	6,263	6,367	104	7,162	7,061	7,651
<b>Fund balance, end of year</b>	<b>6,666</b>	<b>7,162</b>	<b>496</b>	<b>7,061</b>	<b>7,651</b>	<b>8,186</b>

Externally restricted funds other than research, trust or capital, are tracked in a separate fund. Programs managed in this fund involve external sponsors such as the Ministry of Health and Long-Term Care and the Ontario Online Initiative, and meet the following criteria:

- The funding is provided by an external entity
- There is an agreement with the sponsor to spend the funding for a specified purpose on specified items
- Unspent funding must be returned to the sponsor

Departments are responsible for administering this funding, ensuring that it is used for the intended purpose and not overdrawn. Specifically externally funded programs are included within budget submissions to Budget Committee.

## 10.8 INTERNAL RESERVES

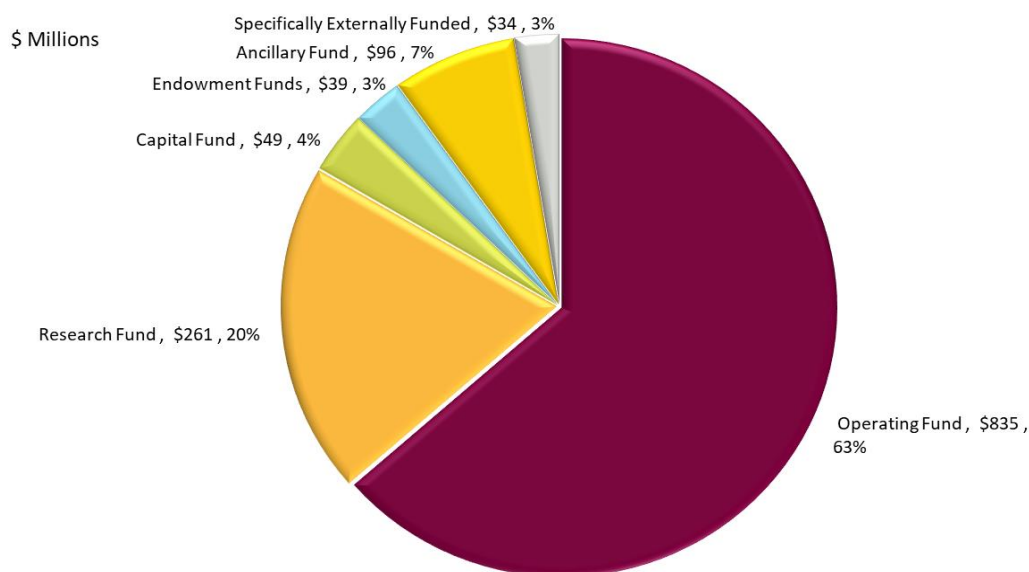
Internal reserve strategies are used to settle future obligations associated with current faculty, staff or other activities. The balance in 2022/23 is projected to be \$541.6 million, lower than the original budget of \$658.4 million due to the investment loss in 2021/22 (-5.4%). In 2023/24 internal reserves are projected to decline slightly to \$541.0 million as capital reserves are utilized as capital spending returns to post-pandemic levels, increasing in the following years as investment returns improve.

Internal reserves include two categories of funding. First, Operating and Ancillary Fund reserves are balances carried forward into future years. Faculties and departments are required to develop structurally balanced budgets each year and additionally are expected to save reserves for new capital investments or renovations or other large strategic initiatives. Combined operating and ancillary reserves are budgeted to be \$193.9 million in in 2023/24 as ancillaries have returned to a structural surplus following the pandemic. Operating Fund appropriations are drawn down to \$140.0 million at the end of 2025/26 by one-time expenditures for strategic initiatives.

The second category of reserves relate to funding obligation settlement needs. The settlement-related balances appear as part of internal reserves on the University's Statement of Financial Position and could be misinterpreted as funding available for other uses. Redeploying obligation settlement reserves would pass current liabilities on to future University generations as well as impair financial health metrics and credit ratings. Each reserve balance and purpose is disclosed the Annual Financial Report note 12. All internal reserves are monitored annually for sufficiency of the reserve compared to the future liability or third-party projected obligation.

# 11 CONSOLIDATED RESULTS

Figure 17: Consolidated Budget Revenue by Fund



As outlined in Section 8.3 Budget Design, the budget process results in a revenue and expense budget for each fund. The Annual Financial Report includes the audited financial statements that are prepared on a full accrual basis using the deferral method of accounting for revenue (see Appendix 7 Significant Accounting Policies for more details). Under this method, all funds are consolidated into a single column for the Statement of Operations, Statement of Financial Position and the Statement of Cash Flows. In order to complete the Consolidated Budget document on the same basis as the Annual Financial Report accounting adjustments are made to each fund.

Table 14: Reconciliation of Operating Fund Budget to Accrual-Based Budget

(\$ thousands)	2022/23		2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
	Budget	Projection				
Excess (deficiency) of Operating Fund revenues over expenses	(4,685)	(2,843)	1,842	(29,831)	(29,518)	(24,546)
Capital expenditures net of amortization	151,585	88,666	(62,919)	53,977	7,310	43,789
Investment income (loss) on internal endowments	2,662	(6,786)	(9,448)	1,606	1,680	1,671
Pension and non-pension adjustments	3,038	11,276	8,238	12,088	9,552	10,095
Changes in other reserves	(31,313)	(45,870)	(14,557)	36,400	77,005	34,942
<b>Total accrual adjustment</b>	<b>125,972</b>	<b>47,286</b>	<b>(78,686)</b>	<b>104,072</b>	<b>95,547</b>	<b>90,497</b>
<b>Excess (deficiency) of revenues over expenses</b>	<b>121,286</b>	<b>44,443</b>	<b>(76,844)</b>	<b>74,240</b>	<b>66,029</b>	<b>65,952</b>

Consolidated Results

Table 14 shows the summary adjustments required to reconcile the Operating Fund’s net income from the fund and cash accounting basis to the full accrual basis for all funds. Adjustments include:

- Capital expenditures treated as immediate cash basis expenses are added back and only the net amortization expense is deducted, reflecting the useful life of the capital asset over time.
- Investment income earned (or lost) on internal endowments, net of funds not already transferred to the Operating Fund, are added back (or subtracted).
- Actuarial adjustments (excluding re-measurements) for pension and non-pension costs are recorded.
- Reclassifications to offset internal transactions between departments affecting revenues and expenditures are recorded.

The unfavourable variance in in 2022/23 reflects the lower projected spending on planned capital projects as well as the lower projected surplus.

### 11.1 STATEMENT OF OPERATIONS

Table 15: Consolidated Statement of Operations (Accrual Basis)

(\$ thousands)

	2022/23 Budget	2022/23 Projection	2022/23 Variance	2023/24 Budget	2024/25 Plan	2025/26 Plan
<b>Revenues</b>						
Operating grants	274,106	284,816	10,710	284,795	284,779	284,779
Research grants and contracts	180,123	191,998	11,874	196,798	201,718	206,761
Tuition fees	465,728	445,056	(20,672)	448,529	457,437	476,890
Ancillary sales and services	93,845	90,264	(3,581)	95,656	106,562	112,036
Other revenues	189,240	201,862	12,622	209,336	219,877	237,068
Investment income (net)	83,666	37,522	(46,144)	90,619	92,673	95,643
Amortization of deferred capital contributions	40,389	43,115	2,726	41,377	43,394	46,964
<b>Total revenues</b>	<b>1,327,096</b>	<b>1,294,633</b>	<b>(32,463)</b>	<b>1,367,110</b>	<b>1,406,441</b>	<b>1,460,141</b>
<b>Expenses</b>						
Salaries and wages	621,530	611,842	9,687	636,316	661,769	688,239
Employee benefits	148,578	141,671	6,908	144,504	147,394	150,342
Supplies and services	321,347	385,433	(64,086)	392,776	403,093	420,079
Interest on long-term debt	18,129	18,122	7	18,068	18,010	17,948
Amortization of capital assets	96,226	93,123	3,103	101,205	110,146	117,581
<b>Total expenses</b>	<b>1,205,810</b>	<b>1,250,190</b>	<b>(44,381)</b>	<b>1,292,869</b>	<b>1,340,412</b>	<b>1,394,189</b>
<b>Excess of revenues over expenses</b>	<b>121,286</b>	<b>44,443</b>	<b>(76,844)</b>	<b>74,240</b>	<b>66,029</b>	<b>65,952</b>

McMaster’s objective is to achieve a 10% excess of revenues over expenses to generate sufficient internal reserves to cover future obligations, however the projection is approximately 5% due to the current enrolment outlook, flat grants and tuition, and expected inflationary costs. The debt management policy target of >1% is projected to be maintained. Assumptions included in consolidated results are as follows:

- Operating grants are expected to be held flat without performance funding reductions.
- Research revenues are recognized as expenses are incurred with plans based on historical trends.

- Both domestic and international student enrolment will decline, while tuition revenue increases slightly due to rate increases for out-of-province domestic students and international students. In-province tuition rates remain frozen.
- Total enrolment will not decline below the level of \$12,000 of debt per student FTE.
- Alternative revenue streams from student residence public-private partnerships, research commercialization investments, increased nuclear reactor operations, expanding summer use of campus, and new academic initiatives will begin to grow in 2023/24.
- Investment income has been conservatively projected for 2022/23, returning to the long-term average of 5.6% in 2023/24 and future years. McMaster continues to plan for reasonable returns while implementing net zero carbon emission strategies aimed at decarbonizing investment holdings aligned with the United Nations supported framework of Principles for Responsible Investment and increasing clean technology investments to accelerate clean energy transition.
- Salaries and wages increase with negotiated settlements and step increases while pausing new hires except for targeted FTE growth to support strategic initiatives.
- Employee benefits are based on known statutory expenses and additional estimates of pension and non-pension benefits.
- Supplies and services reflect costs of new revenue generation strategies and cost inflation impacts.

## 11.2 STATEMENT OF FINANCIAL POSITION

Table 16: Consolidated Statement of Financial Position

(\$ thousands)	2022/23	2022/23	2022/23	2023/24	2024/25	2025/26
	Budget	Projection	Variance	Budget	Plan	Plan
<b>Assets</b>						
Cash	18,294	22,705	4,411	23,418	24,174	25,088
Short-term investments	209,039	310,374	101,335	321,389	333,167	346,556
Investments	1,819,613	1,658,540	(161,073)	1,737,839	1,837,969	1,929,223
Capital assets	1,471,896	1,368,823	(103,074)	1,473,231	1,534,068	1,644,941
Other assets	227,609	287,101	59,492	281,422	314,711	330,566
<b>Total assets</b>	<b>3,746,452</b>	<b>3,647,542</b>	<b>(98,909)</b>	<b>3,837,300</b>	<b>4,044,090</b>	<b>4,276,374</b>
<b>Liabilities and deferred contributions</b>						
Current liabilities	204,259	227,499	23,240	243,421	260,456	278,684
Deferred contributions for future expenses	899,024	970,318	71,294	1,037,664	1,122,529	1,235,977
Long-term debt	416,769	420,422	3,654	420,440	420,443	420,430
Employee future benefits and pension	176,793	287,621	110,828	300,123	318,671	337,886
<b>Total liabilities and deferred contributions</b>	<b>1,696,844</b>	<b>1,905,860</b>	<b>209,016</b>	<b>2,001,648</b>	<b>2,122,100</b>	<b>2,272,977</b>
<b>Net assets</b>						
Internally restricted reserves	658,424	541,553	(116,871)	541,027	592,868	617,592
Equity in capital assets	617,561	521,768	(95,793)	605,411	628,908	674,819
Endowments			-			
Internal	175,616	149,829	(25,787)	151,436	153,116	154,787
External	598,006	528,531	(69,475)	537,778	547,099	556,198
<b>Total net assets</b>	<b>2,049,608</b>	<b>1,741,682</b>	<b>(307,926)</b>	<b>1,835,652</b>	<b>1,921,990</b>	<b>2,003,396</b>
<b>Total liabilities and net assets</b>	<b>3,746,452</b>	<b>3,647,542</b>	<b>(98,909)</b>	<b>3,837,300</b>	<b>4,044,090</b>	<b>4,276,374</b>

The Statement of Financial Position is the University's consolidated balance sheet. Variances in the 2022/23 projection include impacts of the 2021/22 investment loss and delays in planned capital projects.

Cash and short-term investments reflect funds held for current spending. The investments line includes medium-term funds in longer durations approximating 36 to 48 months, as well as long-term investments placed in the unitized Investment Pool. Long-term investments hold both external and internal endowment funds, as well as a component of funds not needed in the short or medium term.

Capital assets reflect infrastructure additions that meet the capitalization accounting policy (described further in Appendix 7). Other assets include grants and other accounts receivable, prepaid expenses, inventories and investments in McMaster Innovation Park, Halton McMaster Family Health Centre, and public-private partnership investments.

Deferred contributions for future expenses reflect unexpended funding received for specific purposes, primarily research and capital. This funding is reduced when the related expense occurs, resulting in offsetting revenue or neutral impact to the Statement of Operations. The long-term debt obligation relates primarily to bonds raised in 2002, 2015 and 2021 for capital investments (see Section 12 Overall Borrowing and Debt Position). All bond obligations have an internally restricted sinking fund reserve to settle the future \$390 million in balloon payments. Long-term debt includes the liability for decommissioning the nuclear reactor as determined by the Canadian Nuclear Safety Commission. An offsetting internally restricted reserve has been created to fund this obligation when it becomes due. The liability for employee future benefits and pension is determined by the University's third-party actuary for each plan the University has with its faculty and staff. For costs associated with the variable pension expenses and future post-retirement benefits, internally restricted reserves are used.

Finally, net assets are made up of internally restricted reserves, equity in capital assets, and internal and external endowments. Details of internally restricted reserves and the two endowments are provided in sections 10.8, 10.4 and 10.5 respectively. Equity in capital assets reflects accrual-basis adjustments that increase with new University-funded capital investments, and decrease with amortization over the assets' useful life.

### 11.3 STATEMENT OF CASH FLOWS

Table 17: Consolidated Statement of Cash Flows

(\$ thousands)	2022/23	2022/23	2022/23	2023/24	2024/25	2025/26
	Budget	Projection		Variance	Budget	Plan
Excess of revenues over expenses	121,286	44,443	(76,844)	74,240	66,029	65,952
<b>Adjustments for non-cash items:</b>						
Amortization of deferred capital contributions	(40,389)	(43,115)	(2,726)	(41,377)	(43,394)	(46,964)
Amortization of capital assets	96,226	93,123	(3,103)	101,205	110,146	117,581
Employee future benefits	10,324	10,324	-	10,358	10,863	6,231
Change in decommissioning obligation	758	890	132	933	978	1,026
Net change in deferred contributions	36,347	59,309	22,961	142,769	130,494	181,936
<b>Financing and investing activities:</b>						
Purchase of capital assets	(261,281)	(185,883)	75,397	(205,614)	(170,983)	(228,454)
Net change in investments	28,765	40,656	11,891	(90,315)	(111,907)	(104,643)
Net change in external endowments	9,298	(19,723)	(29,021)	9,371	9,446	9,224
Issuance of long-term debt	-	-	-	-	-	-
Principal repayments on long-term obligations	(703)	(805)	(102)	(858)	(915)	(975)
<b>Increase/(decrease) in cash</b>	<b>634</b>	<b>(782)</b>	<b>(1,416)</b>	<b>713</b>	<b>757</b>	<b>913</b>
Cash, beginning of year	17,660	23,486	5,826	22,705	23,418	24,174
<b>Cash, end of year</b>	<b>18,294</b>	<b>22,705</b>	<b>4,411</b>	<b>23,418</b>	<b>24,174</b>	<b>25,088</b>

### 11.4 DEBT MANAGEMENT RATIOS

Table 18: Debt Management Ratios

	2022/23	2022/23	2022/23	2023/24	2024/25	2025/26
	Budget	Projection		Variance	Budget	Plan
<b>Debt Management Policy Ratios</b>						
Expendable Net Assets to Debt (Target > 1.0x)	2.0	1.9	(0.1)	1.9	2.0	2.0
Interest Burden (Target < 4.0%)	1.6%	1.5%	0.1%	1.5%	1.4%	1.4%
Debt per FTE (Target < \$12,000)	\$11,982	\$11,467	\$515	\$11,585	\$11,776	\$11,855
<b>Debt Management Monitoring Ratios</b>						
Net Income/(Loss) Ratio (McMaster Target > 1.0%)	9.0%	3.4%	-5.6%	5.4%	4.6%	4.5%
Net Operating Revenues (McMaster Target > 2.0%) <sup>1</sup>	14.0%	10.0%	-4.0%	15.5%	12.8%	14.0%
Primary Reserves Ratio (McMaster Target > 91 days) <sup>2</sup>	252	232	(20)	221	225	220
Viability Ratio (McMaster Target > 1.0) <sup>3</sup>	2.0	1.9	(0.1)	1.9	2.0	2.0

<sup>1</sup> Measures cash flow from operating activities as a proportion of revenues

<sup>2</sup> Measures the number of days University reserves can cover operating expenses

<sup>3</sup> Measures the proportion of long-term debt that could be settled using unrestricted assets

Since capital projects require a combination of financing sources, debt is considered a perpetual component of the University's capital structure. The University has established guidelines regarding the optimal amount of outstanding debt using the above ratios, which measure balance sheet resources and annual cash flow. These ratios are consistent with those monitored by the University's credit rating agencies and are subject to review periodically. In January 2023, DBRS confirmed McMaster's credit rating at AA (stable), however their report cites any prolonged period where debt per student exceeds \$12,000 would result in downward pressure to the assigned rating. All ratios over the planning horizon are within acceptable ranges and closely monitored by management.



## 11.5 RISKS TO THE 2023/24 BUDGET

Although financial metrics are projected to remain healthy, there are indications in the post-secondary sector that the continuing provincial funding constraints are unsustainable. When funding is linked to SMA metrics in 2024/25 there is risk that McMaster's grant might decline. If domestic tuition rates continue to be held frozen the University will not have sufficient inflationary funding related to education delivery.

With domestic tuition and grant revenue frozen, the resulting reliance on international students to balance has created new risks. Maintaining McMaster's status as a global education leader and destination of choice for international students in an increasingly competitive global environment, as well as achieving diversified international enrolment targets remain important goals. Diversity of international enrolment will be important to minimize geopolitical risk. Enrolment growth will eventually be limited by capacity, forcing a greater focus on the delivery of new revenues and expense containment strategies.

The enrolment outlook has a material impact on incremental revenues used in part to support capital and post-construction operating costs. The University continues to pursue strategic and capital expansion projects to advance the mission, including the Global Nexus initiative and climate change investments aligned with the UN Sustainable Development Goals. The current outstanding debt is just under the debt ceiling of \$12,000 per student FTE and no additional debt is contemplated. Timing of some strategic and capital projects that are ranked high will need to be revisited to remain within the University's financial capacity.

The University has partnered with the private sector to minimize the debt held directly by the University while still delivering on key capital projects of strategic importance to the University's mission. Risk of bankruptcy of public-private partners involves mitigation strategies including extensive due diligence initiatives, strategic negotiations allowing remedy within a defined period and the University's right to buy out the partnership or replace the partner failing reasonable remedy.

Risk of a prolonged recession, market volatility and capital losses could continue to impact annual commitments to operations. This risk is managed by diversification and experienced oversight, as well as maintenance of an internally restricted specific purpose reserve established more formally following the 2008 financial crisis. In addition to market losses, a decline in interest rates would affect pension plan liabilities and increase the amount of required payments. Projections and scenario modeling are used to monitor this risk and develop funding strategies using internally restricted benefit reserves to potentially supplement payment schedules.

## 12 OVERALL BORROWING AND DEBT POSITION

Strategic initiatives and capital projects for both infrastructure and technology require a combination of financing solutions, including internal loans from the central bank, commitments against future revenue streams, gifts, external and off-book financing.

External financing is used to fund the central bank and is considered a perpetual component of the University's capital structure. The University examines optimal debt positions for strategic and capital needs against established debt management guidelines and financial health metrics annually, results of which are outlined in a debt strategy report along with multi-year financial projections. McMaster uses debt retirement funds (or sinking funds) for the outstanding bonds.

Additional debt of \$150 million was approved by the Board of Governors for issuance in 2021/22, locking in historically low interest rates for a long period and supporting the objective of achieving a lower weighted average cost of capital (WACC). Following the debt issuance, McMaster has the following outstanding debentures:

- June 2021 - \$25 million green bond at 3.255% due June 2051
- October 2002 - \$120 million at 6.15% due October 2052
- November 2015 - \$120 million at 4.105% due November 2065
- June 2021 - \$125 million at 3.405% due June 2071

The 2021/22 debt replenished the McMaster capital reserve by \$135 million (net of a \$15 million sinking fund), expanding financial capacity for large high-priority projects supporting the President's strategic plan. The lower interest rate achieved on the new bonds has lowered the University's WACC from 5.75% to 4.75%.

The debt has been structured to create staggering maturities and allow current strategic initiatives to proceed, while maintaining strong financial health metrics and our AA (stable) credit rating with DBRS and S&P. According to the credit rating agencies, the key capacity determinant for McMaster is debt of no more than \$12,000 per student FTE. The amount of the new debt was chosen to maximize financing flexibility while minimizing financing cost, resulting from the strong credit rating.

The Debt Management Policy identifies that financing should preferably go toward projects with internal loan repayment streams as a principle, and business cases should show an ability to repay the capital investment with interest at WACC over a reasonable repayment period. Internal loans associated with completed projects average a 30-year repayment schedule.

## 13 CONCLUSIONS ON THE 2023/24 BUDGET

McMaster's projected consolidated results for 2022/23 are structurally balanced with net surplus across all funds of \$44.4 million after capital and other accrual basis adjustments. The consolidated budget for 2023/24 is also in a surplus position on an accrual basis of \$74.2 million after capital and other adjustments.

The 2022/23 Operating Fund has an ongoing projected surplus \$17.7 million, after strategic and capital one-time priority investments the net loss is projected as \$2.8 million. For 2023/24 the operating results have a structural surplus of \$8.2 million and a net loss after one-time strategic investments of \$29.8 million.

The consolidated and Operating Fund results are consistent with McMaster's prudent financial management approach instilled by the budget model driving fiscal accountabilities to budget envelope managers, requiring each area to be structurally balanced while also funding local strategic and capital priorities to advance the University's mission. The transparent budget model has served the University well as provincial funding limitations continue. With recent international student growth contraction, the operating revenues will come under further pressure without a change in the tuition framework or provincial grant funding.

Over the budget and planning years all areas across the University will continue to work collaboratively to advance McMaster's strategic priorities. Major initiatives will be mindful of strategic progress in relation to the sustainability of McMaster's strong financial credit rating of AA (stable).

Ancillary funds within the consolidated results are projected to have a \$2.5 million surplus in 2022/23 reducing the cumulative deficit to \$0.8 million, with all ancillary units returning normal pre-COVID activities. In 2023/24 ancillary units have a net budget surplus of \$0.6 million, reducing the net deficit to \$0.2 million. Ancillaries, taken together, over the planning years 2024/25 and will fully address the remainder of the cumulative deficit.

All other funds have sound financial plans to advance McMaster's strategic priorities, including a strong focus on the United Nations Sustainable Development Goals.

## APPENDIX 1– STRATEGIC PLAN INITIATIVES

### INCLUSIVE EXCELLENCE

Key initiatives affecting the diversity of peoples, perspectives, knowledges, and ways of knowing, in the budget year are:

#### Equity Diversity and Inclusion:

- Equity Diversity and Inclusion (EDI) Advisory Committees continue to be embedded across departments.
- Launch of additional roles of Director of Inclusion and Anti-Racism, and EDI Strategist.
- Development of enhanced training and educational programs by Faculty of Health Sciences new Associate Dean, Equity & Inclusion.
- Launch of the new Student Census within the Enterprise Resource Planning system.
- Deliver a new second year Science course: Foundations of Science: Equity, Justice and Anti-racism in Science.
- Development of EDI training sessions for new faculty members and new Chair & Directors.
- Develop Oracle BI dashboards to include student, faculty, and staff EDI reports to reveal actionable insights for stakeholders.

#### Black Lives Matter:

- New Black Student Recruitment & Career Advisor in Faculty of Engineering, an important role in developing a comprehensive program, with personalized supports for Black current and prospective students with STEM career aspirations.
- Targeted search for a Black philosophy CLA in partnership between Faculty of Humanities and Arts & Science program.
- Athletics and Recreation Black students and staff inclusion initiatives.
- Expand Black health collections and educational offerings in the Health Sciences Library.

#### Indigenous Reconciliation:

- McMaster Indigenous Research Institute (MIRI) working with the Provost and council representatives to implement Tier I of its prison education project with a Walls to Bridges program.
- Design and implementation of Indigenous knowledge stewardship strategy in partnership with Indigenous health leaders on campus and the community.
- Planning underway for renovations to create an Indigenous Research hub in LR Wilson Hall.
- Support the National Indigenous Knowledge & Language Alliance initiative to correct disrespectful terminology in Canadian library catalogues and databases.

#### Other underrepresented peoples:

- Employ Afghani scholar-at-risk in Faculty of Humanities to serve as model for a campus-wide initiative.
- Introduction of a Faculty of Engineering Counsellor to pilot “Let’s Talk Program”.

- Faculty of Engineering International Undergraduate Experience Coordinator role will build community with international undergraduates by establishing initiatives such as a mentorship program and international student advisory board.
- BIPOC (Black, Indigenous, and People of Colour) Cultural Administrators Mentorship Program at McMaster Museum of Art, first of its kind in the Canadian cultural sector, continues with cultivating the next generation of museum professionals.
- Pilot entrance bursary program to improve access for level 1 students with high financial need.
- Advancing AODA website compliance roadmap.

### TEACHING AND LEARNING

Innovation in teaching and learning excellence will help McMaster to maintain high student demand for programs. Key initiatives include:

#### Expanded or Revised Programs:

- School of Nursing expansion of accelerated stream students to support the Ministry of Health (MOH) capacity mandate.
- Commerce curriculum redesign to emphasize cross-disciplinary, project-based learning, to be in place by 2024/25 when the McLean Centre is ready for occupancy.

#### Introduction of new programs:

- Submit B. Arts and Tech IQAP and seek ministerial approval for launch of interdisciplinary program from Faculties of Humanities and Engineering.
- Humanities and Rehabilitation Interdisciplinary undergraduate degree.
- Launch of the minor in Leadership and Civic Studies as part of the establishment of the Wilson College of Leadership and Civic Engagement.
- Masters in Science Communication Program with associated business development model for fiscal sustainability.
- New Summer Transition through English Prep (STEP) abbreviated summer program for English-language learners from the Faculty of Humanities.
- Indigenous Studies graduate program development.

#### Other support initiatives:

- Experiential Education unit established in School of Business to support the applied learning activities.
- Launch The Working Mind training for faculty and staff.
- McMaster Institute for Research in Aging (MIRA) is developing an intergenerational space within the new Main Street residence, a platform for initiatives involving the community and older adults.
- Expand on the Gaᓄdaᓇᓂᓂᓂᓂᓂᓂᓂ Summer Transition Program to include increased student engagement and STEM and health science-based workshops.
- Streamline the acquisition of data for the Institutional Quality Assurance Process (IQAP) through Oracle BI Dashboards.
- Curricular development and delivery of McMaster Intersession courses, particularly those with a focus on leadership development and experiential learning.

## RESEARCH AND SCHOLARSHIP

McMaster's commitment to world-class research and interdisciplinary collaboration is one of the key differentiating factors contributing to its global reputation. Key initiatives to advance the Brighter World Research Initiatives include:

### Global Nexus for Pandemics and Biological Threats and Life Sciences Ecosystem Development:

- University and McMaster Innovation Park (MIP) academic and research program planning and capital development initiative.
- Central Animal Facility renovation plan.
- Research commercialization of McMaster research spin-off companies' campus relocations into expanded, renovated, and new facilities at MIP.

### Other research and support initiatives:

- Contributing digitized content from McMaster's collections to the HathiTrust repository for use by scholars around the world.
- New Greenhouse and Life Sciences Building renovations (Phase 1) to be completed.
- Development of a research commons platform.
- New Canadian Nuclear Laboratories (CNL) Undergraduate Summer Experience Award launched as a partnership between Faculty of Engineering and the Faculty of Science; first cohort in Summer 2023. Continuing to grow the Faculty's Undergraduate Research Portfolio, currently the first and largest program of its kind in Canada.
- Posting for Wilson College endowed chair.
- Initiate Wilson Commentaries lecture series.
- Support from the Museum of Art in restitution of Indigenous cultural artifacts where appropriate.
- Health Physics' Clean Energy Materials Sorting and Recycling Centre (CEMSR) project with Laurentis Energy Partners (LEP) provides an opportunity to support research in nuclear waste management and provide students with experience and training not available at any other Canadian educational institution.
- MIRI will continue its annual Indigenous Research Day and include a separate day for IndigiNerds students.
- Hiring of Manager of External Research Partnerships as part of a joint project between Faculties of Science and Engineering related to Industry Sponsored Research.
- Design, deliver, assess and refine a bibliometrics service provisioned jointly by University Library and Health Sciences Library.
- Upgrade the discovery platform for McMaster's renowned Bertrand Russell correspondence.
- Supporting the professional development of teaching across all faculty members with an additional focus on the evaluation of teaching and supports for teaching stream faculty to engage in diverse forms of academic scholarship.

## ENGAGING LOCAL, PROVINCIAL, NATIONAL, INDIGENOUS, AND GLOBAL COMMUNITIES

McMaster is a major contributor across all communities. Key initiatives include:

### Indigenous:

- Design and build of outdoor classroom/Indigenous circle.
- Family Medicine set aside \$1M for endowment to be used to provide salary support for Indigenous faculty focused on establishing a sustainable model for the Indigenous primary care physician role.
- Technology lending program for youth in Indigenous communities in partnership with Six Nations.
- Produce an Indigenous community curation project.
- MIRI is engaged in online learning digital storytelling collaborations with local Indigenous communities and is developing a governance structure, advisory board and conference for Walls to Bridges national program.
- Complete the first Indigenous Art Installation in Faculty of Science.
- Engage and inform Indigenous students on concepts of Indigenous self-identification and ancestry verification, and how they are applied and intersect with student experience.
- Student Wellness Centre partnered with McMaster Museum of Art to create a National Day for Truth and Reconciliation event titled 'Indigenous Art & Connection to Land'.

### Local and Provincial:

- Expand executive development programs provided by Faculty of Business for organizations and individuals as an integral part of a commitment to active lifelong learning.
- Leverage DeGroot School of Business partnerships with key stakeholders to proactively contribute to building sustainable communities.
- Expansion of Engineering Is for Everyone initiatives, including a take-home STEM kit program through several library partners, two in Indigenous communities, designed to support children and families where they live.
- Develop library programming in support of health innovation to be delivered in partnership with the Clinic@McMaster.
- Establish a new Associate Vice-President Research position to promote a culture of community-based research and support activities that impact local, national and international communities in response to societal and civic needs.
- Continue to engage City Staff and local elected officials in representing McMaster as a City Builder and to strengthen relationship with City Hall.
- Engaging City and Metrolinx staff on the Hamilton Light Rail Transit (LRT) alignment to McMaster's priorities, with the transit hub on campus with parking and commercial space.
- Appointment of External Advisory Council for Wilson College with a diverse set of voices.

### Global:

- Development of an institution-wide international strategy identifying key institutions, countries, and regions to engage with to pursue shared goals and for mutual benefit.

- Leverage University Library Caribbean collection to support the University's expanded African & African Diaspora Studies program.

### OPERATIONAL EXCELLENCE

Effective and efficient operations to McMaster's mission are essential. Key initiatives include:

#### Campus Operations:

- Launch new teaching plan in DeGroote School of Business
- Hybrid work model enhancements.
- Sustainability plan and report which will engage community in learning about and setting goals linked to sustainability and include measurable goals for waste reduction on campus.
- Trash to Treasure, furniture reuse initiative.
- Revising plan on Net Zero Carbon Roadmap to achieve earlier targets and develop a financial model for the entire plan.
- Expansion continued of the Finance 2 Go project, increasing efficiency in financial transaction processing in the Faculty of Health Sciences.
- Consolidate Health Sciences Library IT services (staff computing, innovation, and development projects) with University Library to achieve efficiency and improve service quality.
- University Advancement review focused on readiness for a new fundraising campaign.
- Expand HR Partnership model.
- Decolonial revision of institutional Policies & Procedures Manual by the Museum of Art with external consultant (Cultural Pluralism in the Arts Movement Ontario).
- Integrated Communications initiative to advance Avaya soft phone and MS Teams calling while reducing administrative overhead.

#### Systems:

- Adoption and implementation of a pan-University course outline portal.
- Extension of VidCruiter pilot (recruitment software tool).
- Creation of Power BI application for the presentation of academic department metrics, human resource management and graduate student funding and enrolment management.
- Collaboration project between Student Affairs, Office of International Affairs, Faculty stakeholders, Human Resources Services, and University Technology Services to advance the selection and implementation of global mobility software.
- Broaden access to KPIs in Oracle BI through new dashboard pages to lessen the need for duplicated efforts in Faculties and Support Units
- Implementation of new student administration and registration system for McMaster Continuing Education.
- Development of Customer Relationship Management system, document management system initiative, and budgeting system replacement project.
- Simplifying finance system approval workflows



- Rolling out the OneCard software project implementation by stakeholder agreed priority area/ plan with phased ancillary capabilities to connect third-party support systems onto one backbone system so that student and staff transactional information is connected to one card (virtual and/or physical).

## APPENDIX 2 – OPERATING FUND PROJECTION VS. BUDGET

Table 19: Operating Fund 2022/23 Projection vs. Budget

(\$ thousands)	Operating Fund		2022/23 Variance	
	2022/23 Budget	2022/23 Projection	Favourable/ (Unfavourable)	
<b>Sources of Funding:</b>				
Provincial Grants	239,816	240,021	205	0.1%
Tuition	445,672	433,451	(12,221)	-2.7%
Research Overhead Income	25,562	27,733	2,171	8.5%
Investment Income	9,467	9,467	-	0.0%
Other income	122,382	118,530	(3,851)	-3.1%
<b>Total sources of funding</b>	<b>842,899</b>	<b>829,202</b>	<b>(13,696)</b>	<b>-1.6%</b>
<b>Expenditure:</b>				
Salaries, wages and benefits	565,034	566,541	(1,507)	-0.3%
Utilities and maintenance	45,261	48,953	(3,692)	-8.2%
Equipment and renovations	77,081	65,039	12,042	15.6%
Scholarships, bursaries and work study	34,534	36,180	(1,646)	-4.8%
Library acquisitions	14,614	15,533	(919)	-6.3%
Debt and financing charges	26,001	26,002	(0)	0.0%
All other expenses	85,058	73,798	11,260	13.2%
<b>Total expenditures</b>	<b>847,584</b>	<b>832,046</b>	<b>15,538</b>	<b>1.8%</b>
<b>Total surplus (deficit)</b>	<b>(4,685)</b>	<b>(2,843)</b>	<b>1,842</b>	<b>39.3%</b>
Fund balances, beginning of year	172,311	226,772	54,460	31.6%
<b>Fund balances, end of year</b>	<b>167,626</b>	<b>223,928</b>	<b>56,302</b>	<b>33.6%</b>

The Operating Fund is projected to end 2022/23 in a more favourable position than the original budget due to favourable fund balances carried forward from 2021/22.

Provincial grants are in line with budget.

Tuition is unfavourable by \$12.2 million (-2.7%) predominantly due to international undergraduate enrolment budgeted targets for Business, Engineering, Science, and Social Sciences not being achieved. International enrolment was impacted nationally due to the inability of enrolled students to obtain entry visas for the fall term. The net decline in tuition revenue is partially offset by increases in graduate enrolment. Domestic tuition rates for Ontario students remain frozen following the 10% reduction in 2019/20, with a 5% rate increase allowed for out-of-province students.

Research overhead income is favourable by \$2.2 million (8.5%) as a result of an increase in royalties and an increase in research contract overhead in Faculty of Health Sciences.

Other income is \$3.9 million (-3.1%) lower than budget due to:

- MELD program's decreased international enrolment,
- no in-person international summer 2022 program from Office of International Affairs,

- delays in filling commercialization space at McMaster Innovation Park as a result of construction delays.

Salaries, wages and benefits are projected to be in line with budget.

Utilities and maintenance are unfavourable by \$3.7 million (-8.2%) due to a significant rise in commodity rates, especially gas prices.

Equipment and renovations are favourable by \$12.0 million (15.6%), due to reduced transfers to capital from the Faculty of Business and Faculty of Science in light of the projected tuition decline from original targets, partially offset by increased investment in capital fund transfers from the Faculty of Health Sciences.

Scholarships, bursaries and work-study expenditures are unfavourable by \$1.6 million (-4.8%) due to entrance award overages with an increased percentage of undergraduates presenting higher final admission averages and the spending of prior year appropriations on additional in-year aid.

Library acquisitions are unfavourable by \$0.9 million (-6.3%) related to the exchange rate movement. Additionally in the Health Sciences Library, there were new titles and upgrades to the electronic journals and E-book reserve collections, E-book maintenance fee increases, and a new citation management software added.

All other expenses are favourable by \$11.3 million (13.2%) primarily due to lower than expected contingency spending on priorities, especially University Fund spending crystalizing in other spending categories, and favourable net transfers from other non-capital funds, partially offset by higher meeting expenses, legal fees and research support expenses.

Debt and financing charges are in line with budget.

The resulting \$1.8 million favourable in-year deficit variance adds to the \$54.5 million favourable opening appropriations variance, resulting in a projected closing balance in the Operating Fund of \$56.3 million (33.6%) greater than the original budget. These appropriations will be carried forward for expenditure in 2023/24 and future years and will help to mitigate the continuing challenges associated the current domestic grant and tuition framework, international enrolment, the recovery from the pandemic, and planned strategic investments in capital.

## APPENDIX 3 – BUDGET MODEL CALCULATIONS

McMaster University - New Budget Model - Faculties		University Fund		Prof Faculties		Other Faculties		VP Research Discretionary Fund				Total (after double stepdown to support unit allocations)	
Projected Budget Allocation		3.00%		8.00%		8.00%		10.00%					
2022-23		3.00%		1.00%									
Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>													
Undergraduate Tuition		69,707	114,890	35,888	20,060	85,227	2,287	47,086	1,862	-			377,007
UG Tuition Adjustment for tuition fee framework		(114)	(643)	176	118	290	-	166	7	-			-
Total UG SAG Obligation		(1,276)	(3,492)	(25)	(1)	(3)	-	(4)	-	4,801			-
Total Entrance Award Overage		-	(657)	-	-	(127)	-	(19)	-	804			-
Graduate Tuition		22,248	14,176	12,565	-	4,733	-	2,845	-	-			58,982
Operating Grant		18,455	44,175	85,538	13,111	47,663	2,244	21,540	-	-	974	-	236,437
Other Income		1,341	2,657	4,122	879	2,298	-	1,194	76	-	832	-	13,389
Gross Revenue		110,362	171,105	139,324	36,582	140,080	4,531	72,807	3,621	5,605	1,806	-	685,824
Undergraduate Cross Faculty Teaching Adjustment		(7,139)	(8,521)	(1,377)	9,755	5,279	-	2,306	(302)	-	-	-	0
Revenue for Contributions		103,222	162,584	137,947	46,337	145,359	4,531	75,113	3,319	5,605	1,806	-	685,824
Internal International Tax		(1,558)	(1,841)	(75)	(339)	(1,588)	-	(973)	-	6,375	-	-	-
University Fund Contribution		(8,258)	(13,007)	(11,036)	(3,707)	(11,629)	-	(6,009)	(266)	53,911	-	-	-
Research Infrastructure Fund Contribution		(3,097)	(4,878)	(1,379)	(463)	(1,454)	-	(751)	(100)	-	-	12,121	-
Indirect Cost of Research (excluding Royalties)		355	5,902	14,432	572	3,583	-	854	-	33	-	-	25,731
VP Research Discretionary (10% of ICR above)		(36)	(590)	(1,443)	(57)	(358)	-	(85)	-	2,570	-	-	-
Adjustments for ICR received by Journal (Contract & ERA)		(7)	(1,675)	(7,322)	(288)	(256)	-	(33)	-	-	-	-	(9,561)
Adjustments for Current Practices		-	-	(4,538)	-	200	(200,201)	-	-	-	-	-	(4,538)
Research Infrastructure Fund Distribution		168	2,784	6,807	270	1,690	-	403	-	-	-	(12,121)	-
Research Excellence Fund (from UF)		58	483	1,182	94	293	-	140	-	-	(2,250)	-	-
<b>Revenue Prior to Shared Support Unit Allocations</b>		<b>90,848</b>	<b>149,762</b>	<b>134,576</b>	<b>42,418</b>	<b>135,842</b>	<b>4,331</b>	<b>68,657</b>	<b>2,954</b>	<b>8,208</b>	<b>59,841</b>	<b>-</b>	<b>697,437</b>
<b>Shared Support Unit Allocations - via double stepdown</b>													
Occupancy Cost	46,938	(15,306)	(901)	(8,259)	(9,146)	(2,323)	(9,196)	-	(1,729)	(79)	-	-	(31,632)
Deferred Maintenance	11,593	(4,416)	(204)	(1,874)	(2,075)	(527)	(2,086)	-	(392)	(18)	-	-	(7,177)
Insurance	1,788	(776)	(29)	(269)	(280)	(76)	(300)	-	(56)	(3)	-	-	(1,012)
MIP Occupancy 1	3,279	(530)	-	(1,775)	(642)	(19)	-	-	(314)	-	-	-	(2,749)
MIP Occupancy 2	215	-	-	(215)	-	-	-	-	-	-	-	-	(215)
HR	9,454	(1,511)	(482)	(1,267)	(6,125)	(479)	(1,007)	-	(568)	(15)	-	-	(7,942)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	(1,521)
Financial Affairs/Admin/Inst Support	7,483	(2,254)	(793)	(1,064)	(1,541)	(435)	(918)	-	(456)	(22)	-	-	(5,229)
Supplementary Pension	4,738	(494)	(401)	(724)	(1,490)	(400)	(790)	-	(434)	(4)	-	-	(4,244)
Pension Special	8,554	(2,224)	(444)	(972)	(2,182)	(681)	(1,401)	-	(645)	(4)	-	-	(6,330)
Presidential/Univ Sec	5,571	(2,140)	(520)	(698)	(1,011)	(286)	(602)	-	(299)	(15)	-	-	(3,431)
General University Expense	9,092	(3,519)	(845)	(1,134)	(1,643)	(464)	(978)	-	(485)	(24)	-	-	(5,573)
Bond Interest	15,159	(5,856)	(285)	(2,429)	(2,690)	(603)	(2,704)	-	(508)	(23)	-	-	(9,303)
ITS/Technology Fund	23,571	2,184	(3,345)	(9,398)	(5,548)	(1,749)	(6,404)	-	(3,202)	(209)	-	-	(15,855)
ITS ERP	4,517	(173)	(562)	(907)	(932)	(294)	(1,076)	-	(538)	(35)	-	-	(4,344)
UA	3,578	1,430	(741)	(1,207)	(1,076)	(395)	(1,079)	-	(547)	(23)	-	-	(5,008)
Office of the Provost	8,245	(2,899)	(811)	(1,088)	(1,576)	(445)	(938)	-	(466)	(23)	-	-	(5,347)
Research Support	15,200	6,601	(253)	(4,262)	(13,293)	(416)	(2,351)	-	(1,226)	-	-	-	(21,801)
Student Affairs	7,554	7,475	(2,115)	(3,294)	(2,408)	(1,051)	(4,028)	-	(1,998)	(136)	-	-	(15,029)
MIJEL	4,346	749	(703)	(1,095)	(898)	(349)	(1,339)	-	(664)	(46)	-	-	(5,095)
Libraries	22,977	9,129	(4,240)	(6,642)	(6,673)	(2,177)	(8,063)	-	(4,042)	(268)	-	-	(32,106)
HS Library	5,000	2,012	(926)	(1,451)	(1,458)	(476)	(1,761)	-	(883)	(59)	-	-	(7,012)
Registrar	8,697	10,492	(2,543)	(4,028)	(2,978)	(1,343)	(5,429)	-	(2,668)	(199)	-	-	(19,189)
SGS	2,576	440	(516)	(740)	(915)	(181)	(428)	-	(236)	-	-	-	(3,016)
Museum of Art	672	538	(152)	(245)	(289)	(79)	(291)	-	(145)	(9)	-	-	(1,210)
UG Scholarship	5,668	682	(880)	(1,507)	(566)	(465)	(1,940)	-	(923)	(69)	-	-	(6,350)
UG Bursaries	3,984	(0)	(540)	(925)	(435)	(285)	(1,191)	-	(566)	(42)	-	-	(3,984)
Grad Scholarship	15,888	658	(2,845)	(4,067)	(4,977)	(996)	(2,860)	-	(1,302)	-	-	-	(16,946)
Branding and Marketing	3,039	241	(485)	(793)	(736)	(220)	(706)	-	(358)	(15)	-	-	(3,283)
Adjustments for Current Practices - Support Units		-	-	-	4,974	-	-	-	-	(4,974)	-	-	-
<b>Total Shared Support Unit Allocations</b>	<b>261,531</b>	<b>0</b>	<b>(26,648)</b>	<b>(58,559)</b>	<b>(67,102)</b>	<b>(17,397)</b>	<b>(59,702)</b>	<b>-</b>	<b>(25,808)</b>	<b>(1,341)</b>	<b>(4,974)</b>	<b>-</b>	<b>(261,531)</b>
<b>Net Revenue</b>		<b>64,200</b>	<b>91,204</b>	<b>67,474</b>	<b>25,021</b>	<b>76,139</b>	<b>4,331</b>	<b>42,850</b>	<b>1,613</b>	<b>3,235</b>	<b>59,841</b>	<b>-</b>	<b>435,907</b>
UF Supplement		-	-	5,000	2,000	-	-	-	-	-	(7,000)	-	-
UF Supplement 2 - Grants to p up		-	-	1,053	-	-	-	-	-	-	(1,053)	-	-
<b>Base Net Projected Budget 2022-23</b>		<b>64,200</b>	<b>91,204</b>	<b>73,527</b>	<b>27,021</b>	<b>76,139</b>	<b>4,331</b>	<b>42,850</b>	<b>1,613</b>	<b>3,235</b>	<b>51,788</b>	<b>-</b>	<b>435,907</b>

McMaster University - New Budget Model - Faculties			University Fund		Prof. Faculties		Other Faculties		VP Research Discretionary Fund					
Projected Budget Allocation					8.00%		8.00%						10.00%	
2023-24			Research Infrastructure Fund		3.00%		1.00%							
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)
<b>Revenue</b>														
Undergraduate Tuition			70,254	112,973	36,448	20,508	83,960	2,175	46,446	1,855	-	-	-	374,619
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290	-	166	7	-	-	-	-
Total UG SAG Obligation			(1,261)	(3,378)	(25)	(1)	(3)	-	(4)	-	4,672	-	-	-
Total Entrance Award Overage			-	-	-	-	-	-	-	-	-	-	-	-
Graduate Tuition			23,429	14,623	13,003	2,277	4,793	-	2,681	-	-	-	-	60,806
Operating Grant			18,856	44,701	87,521	12,933	48,102	2,295	20,565	1,678	-	(13)	-	236,638
Other Income			1,341	2,657	4,122	879	2,298	-	1,194	76	-	(3,262)	-	15,829
Gross Revenue			112,504	170,933	141,245	36,714	139,441	4,470	71,047	3,617	4,672	3,249	-	687,891
Undergraduate Cross Faculty Teaching Adjustment			(7,132)	(7,854)	(1,585)	9,495	5,165	-	2,276	(365)	-	-	-	0
Revenue for Contributions			105,372	163,079	139,660	46,208	144,606	4,470	73,323	3,252	4,672	3,249	-	687,891
Internal International Tax			(1,588)	(1,845)	(87)	(359)	(1,584)	-	(976)	-	-	6,439	-	-
University Fund Contribution			(8,430)	(13,046)	(11,173)	(3,697)	(11,568)	-	(5,866)	(260)	-	54,040	-	-
Research Infrastructure Fund Contribution			(3,161)	(4,892)	(1,397)	(462)	(1,446)	-	(733)	(98)	-	-	12,189	-
Indirect Cost of Research (excluding Royalties & CRC)			355	5,902	14,432	572	3,583	-	854	-	33	-	-	25,731
VP Research Discretionary (10 % of ICR above)			(36)	(590)	(1,443)	(57)	(358)	-	(85)	-	2,570	-	-	-
Adjustments for ICR received by Journal (Contract & ERA)			(7)	(1,675)	(7,322)	(288)	(256)	-	(33)	-	-	-	-	(9,581)
Adjustments for Current Practices			-	-	(4,448)	-	198	(198)	-	-	-	-	-	(4,448)
Research Infrastructure Fund Distribution			168	2,800	6,845	271	1,700	-	405	-	-	-	(12,189)	-
Research Excellence Fund (from UF)			58	483	1,182	94	293	-	140	-	-	(2,250)	-	-
<b>Revenue Prior to Shared Support Unit Allocations</b>			<b>92,733</b>	<b>150,214</b>	<b>136,250</b>	<b>42,282</b>	<b>135,168</b>	<b>4,272</b>	<b>67,028</b>	<b>2,894</b>	<b>7,275</b>	<b>61,478</b>	<b>-</b>	<b>699,594</b>
<b>Shared Support Unit Allocations - via double stepdown</b>														
Occupancy Cost	50,864	(16,603)	(975)	(8,945)	(9,905)	(2,517)	(9,960)	-	(1,873)	(86)	-	-	-	(34,260)
Deferred Maintenance	11,593	(4,394)	(205)	(1,880)	(2,081)	(529)	(2,093)	-	(393)	(18)	-	-	-	(7,199)
Insurance	1,788	(776)	(29)	(269)	(280)	(76)	(300)	-	(56)	(3)	-	-	-	(1,012)
MIP Occupancy 1	3,964	(1,026)	-	(1,897)	(686)	(20)	-	-	(336)	-	-	-	-	(2,938)
MIP Occupancy 2	215	460	-	(675)	-	-	-	-	-	-	-	-	-	(675)
HR	10,605	(1,711)	(540)	(1,419)	(4,618)	(536)	(1,128)	-	(636)	(17)	-	-	-	(8,893)
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	-	(1,521)
Financial Affairs/Admin/ Inst Support	8,316	(2,490)	(884)	(1,186)	(1,716)	(485)	(1,023)	-	(508)	(25)	-	-	-	(5,826)
Supplementary Pension	4,738	(436)	(406)	(734)	(1,510)	(406)	(801)	-	(440)	(4)	-	-	-	(4,302)
Pension Special	14,554	(3,784)	(755)	(1,654)	(3,712)	(1,159)	(2,384)	-	(1,098)	(7)	-	-	-	(10,770)
Presidential/Univ Sec	5,718	(2,184)	(536)	(719)	(1,041)	(294)	(620)	-	(308)	(15)	-	-	-	(3,534)
General University Expense	9,589	(3,704)	(893)	(1,198)	(1,733)	(490)	(1,033)	-	(513)	(25)	-	-	-	(5,885)
Bond Interest	15,159	(5,832)	(266)	(2,435)	(2,697)	(685)	(2,711)	-	(510)	(23)	-	-	-	(9,327)
UTS/ Technology Fund	24,524	2,490	(3,555)	(5,603)	(5,910)	(1,838)	(6,602)	-	(3,275)	(230)	-	-	-	(27,013)
UTS- ERP	3,215	(125)	(407)	(641)	(676)	(210)	(755)	-	(375)	(26)	-	-	-	(3,090)
UA	3,734	1,614	(804)	(1,304)	(1,154)	(354)	(1,133)	-	(576)	(25)	-	-	-	(5,348)
Office of the Provost	9,015	(3,174)	(886)	(1,188)	(1,720)	(487)	(1,025)	-	(509)	(25)	-	-	-	(5,840)
Research Support	16,473	7,300	(275)	(4,647)	(14,496)	(454)	(2,564)	-	(1,337)	-	-	-	-	(23,773)
Student Affairs	7,732	8,102	(2,271)	(3,447)	(2,603)	(1,114)	(4,188)	-	(2,060)	(151)	-	-	-	(15,834)
MIETL	5,203	828	(849)	(1,288)	(1,087)	(416)	(1,565)	-	(770)	(57)	-	-	-	(6,031)
Libraries	23,788	9,819	(4,519)	(6,904)	(7,126)	(2,292)	(8,327)	-	(4,142)	(296)	-	-	-	(33,607)
HS Library	5,221	2,168	(994)	(1,518)	(1,567)	(504)	(1,831)	-	(911)	(65)	-	-	-	(7,389)
Registrar	8,996	11,195	(2,701)	(4,221)	(3,192)	(1,435)	(5,660)	-	(2,760)	(222)	-	-	-	(20,191)
SGS	2,652	497	(570)	(754)	(968)	(180)	(439)	-	(237)	-	-	-	-	(3,149)
Museum of Art	703	585	(164)	(259)	(313)	(85)	(305)	-	(151)	(11)	-	-	-	(1,288)
UG Scholarship	5,668	735	(896)	(1,516)	(584)	(476)	(1,941)	-	(916)	(74)	-	-	-	(6,403)
UG Bursaries	3,984	-	(545)	(921)	(447)	(289)	(1,180)	-	(57)	(45)	-	-	-	(3,984)
Grad Scholarship	15,888	722	(3,019)	(3,986)	(5,063)	(956)	(2,329)	-	(1,257)	-	-	-	-	(16,610)
Branding and Marketing	3,064	260	(499)	(809)	(718)	(220)	(703)	-	(358)	(15)	-	-	-	(3,324)
Adjustments for Current Practices - Support Units					5,147	-	-	-	-	(5,147)	-	-	-	(0)
<b>Total Shared Support Unit Allocations</b>	<b>279,016</b>	<b>0</b>	<b>(28,549)</b>	<b>(62,251)</b>	<b>(72,978)</b>	<b>(18,671)</b>	<b>(62,937)</b>	<b>-</b>	<b>(27,016)</b>	<b>(1,467)</b>	<b>(5,147)</b>	<b>-</b>	<b>-</b>	<b>(279,016)</b>
<b>Net Revenue</b>			<b>64,184</b>	<b>87,963</b>	<b>63,272</b>	<b>23,611</b>	<b>72,231</b>	<b>4,272</b>	<b>40,012</b>	<b>1,427</b>	<b>2,128</b>	<b>61,478</b>	<b>-</b>	<b>420,578</b>
UF Supplement			-	-	5,000	2,000	6,711	-	1,289	-	-	(15,000)	-	-
UF Supplement 2 - Grants top up			-	-	1,295	-	-	-	-	-	-	(1,295)	-	-
<b>Base Net Projected Budget 2023-24</b>			<b>64,184</b>	<b>87,963</b>	<b>69,567</b>	<b>25,611</b>	<b>78,942</b>	<b>4,272</b>	<b>41,301</b>	<b>1,427</b>	<b>2,128</b>	<b>45,182</b>	<b>-</b>	<b>420,578</b>

McMaster University - New Budget Model - Faculties			University Fund					Prof. Faculties		Other Faculties		VP Research Discretionary Fund			10.00%
Projected Budget Allocation			Research Infrastructure Fund					8.00%		8.00%					
2024-25			3.00%					1.00%							
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)	
<b>Revenue</b>															
Undergraduate Tuition			70,783	114,926	36,285	21,204	83,926	2,235	46,702	1,760	-			377,820	
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290		166	7				-	
Total UG SAG Obligation			(1,232)	(3,249)	(24)	(1)	(3)	-	(4)	-	4,513			-	
Total Entrance Award Overage			-	-	-	-	-	-	-	-	-			-	
Graduate Tuition			24,474	15,652	13,171	2,274	4,811		2,629					63,011	
Operating Grant			18,837	45,140	87,390	12,995	48,256	2,326	20,138	1,679		(7)		236,755	
Other Income			1,341	2,657	4,122	879	2,298		1,194	76		4,439		17,006	
Gross Revenue			114,090	174,483	141,121	37,469	139,577	4,560	70,824	3,522	4,513	4,433		694,592	
Undergraduate Cross Faculty Teaching Adjustment			(6,950)	(7,833)	(1,646)	9,072	5,518		2,193	(354)				0	
Revenue for Contributions			107,140	166,650	139,476	46,541	145,095	4,560	73,017	3,167	4,513	4,433		694,592	
Internal International Tax			(1,626)	(1,994)	(92)	(387)	(1,653)		(994)			6,747		-	
University Fund Contribution			(8,571)	(13,332)	(11,158)	(3,723)	(11,608)		(5,841)	(253)		54,487		-	
Research Infrastructure Fund Contribution			(3,214)	(5,000)	(1,395)	(465)	(1,451)		(730)	(95)			12,350	-	
Indirect Cost of Research (excluding Royalties & CRC)			355	5,902	14,432	572	3,583		854		33			25,731	
VP Research Discretionary (10 % of ICR above)			(36)	(590)	(1,443)	(57)	(358)		(85)		2,570			-	
Adjustments for ICR received by Journal (Contract & ERA)			(7)	(1,675)	(7,322)	(288)	(256)		(33)					(9,581)	
Adjustments for Current Practices			(754)	(1,652)	(6,462)	(496)	(1,442)	(200)	(709)	(38)				(11,753)	
Research Infrastructure Fund Distribution			171	2,837	6,936	275	1,722		410				(12,350)	-	
Research Excellence Fund (from UF)			58	483	1,182	94	293		140			(2,250)		-	
<b>Revenue Prior to Shared Support Unit Allocations</b>			<b>93,515</b>	<b>151,629</b>	<b>134,154</b>	<b>42,064</b>	<b>133,927</b>	<b>4,360</b>	<b>66,027</b>	<b>2,781</b>	<b>7,116</b>	<b>63,416</b>	<b>-</b>	<b>698,990</b>	
<b>Shared Support Unit Allocations - via double stepdown</b>															
Occupancy Cost	50,990	(16,649)	(977)	(8,955)	(9,917)	(2,520)	(9,972)		(1,875)	(86)				(34,301)	
Deferred Maintenance	11,593	(4,394)	(205)	(1,880)	(2,081)	(529)	(2,093)		(309)	(18)				(7,199)	
Insurance	1,788	(776)	(29)	(269)	(280)	(76)	(300)		(56)	(3)				(1,012)	
MIP Occupancy 1	3,964	(1,026)	-	(1,897)	(686)	(20)	-		(336)	-				(2,938)	
MIP Occupancy 2	215	460	-	(675)	-	-	-		-	-				(675)	
HR	10,605	(1,716)	(539)	(1,418)	(4,616)	(536)	(1,127)		(636)	(17)				(8,889)	
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)		(155)	(1)				(1,521)	
Financial Affairs/Admin/ Inst Support	8,316	(2,493)	(883)	(1,185)	(1,715)	(485)	(1,022)		(507)	(25)				(5,822)	
Supplementary Pension	4,738	(437)	(406)	(734)	(1,510)	(406)	(801)		(440)	(4)				(4,301)	
Pension Special	14,554	(3,784)	(755)	(1,654)	(3,712)	(1,159)	(2,384)		(1,098)	(7)				(10,770)	
Presidential/Univ Sec	5,718	(2,185)	(536)	(719)	(1,040)	(294)	(620)		(308)	(15)				(3,533)	
General University Expense	9,589	(3,704)	(893)	(1,198)	(1,733)	(490)	(1,033)		(513)	(25)				(5,885)	
Bond Interest	15,159	(5,832)	(266)	(2,435)	(2,697)	(685)	(2,711)		(510)	(23)				(9,327)	
UTS/ Technology Fund	24,524	2,458	(3,562)	(5,628)	(5,994)	(1,858)	(6,451)		(3,265)	(225)				(26,982)	
UTS- ERP	-	-	-	-	-	-	-		-	-				-	
UA	3,734	1,609	(808)	(1,316)	(1,158)	(354)	(1,120)		(563)	(24)				(5,342)	
Office of the Provost	9,015	(3,176)	(886)	(1,188)	(1,719)	(486)	(1,025)		(509)	(25)				(5,838)	
Research Support	16,473	7,289	(275)	(4,645)	(14,489)	(453)	(2,563)		(1,336)	-				(23,761)	
Student Affairs	7,777	8,090	(2,288)	(3,479)	(2,648)	(1,133)	(4,107)		(2,063)	(149)				(15,867)	
MIETL	5,203	825	(852)	(1,296)	(1,103)	(422)	(1,530)		(769)	(55)				(6,028)	
Libraries	23,788	9,818	(4,538)	(6,946)	(7,226)	(2,323)	(8,145)		(4,137)	(291)				(33,606)	
HS Library	5,221	2,168	(998)	(1,527)	(1,589)	(511)	(1,791)		(910)	(64)				(7,389)	
Registrar	8,996	11,195	(2,706)	(4,243)	(3,242)	(1,462)	(5,543)		(2,778)	(219)				(20,192)	
SGS	2,652	496	(575)	(763)	(968)	(178)	(438)		(226)	-				(3,148)	
Museum of Art	703	584	(165)	(260)	(317)	(86)	(298)		(151)	(10)				(1,287)	
UG Scholarship	5,668	735	(900)	(1,522)	(586)	(486)	(1,911)		(924)	(73)				(6,403)	
UG Bursaries	3,984	0	(547)	(925)	(452)	(295)	(1,160)		(561)	(44)				(3,984)	
Grad Scholarship	15,888	722	(3,047)	(4,033)	(5,066)	(946)	(2,321)		(1,197)	-				(16,610)	
Branding and Marketing	3,064	259	(502)	(818)	(721)	(220)	(696)		(350)	(15)				(3,323)	
Adjustments for Current Practices - Support Units			-	-	5,147	-	-		-	-	2,222			7,369	
<b>Total Shared Support Unit Allocations</b>	<b>275,932</b>	<b>0</b>	<b>(28,243)</b>	<b>(61,842)</b>	<b>(72,639)</b>	<b>(18,577)</b>	<b>(61,499)</b>	<b>-</b>	<b>(26,564)</b>	<b>(1,420)</b>	<b>2,222</b>	<b>-</b>	<b>-</b>	<b>(268,563)</b>	
<b>Net Revenue</b>			<b>65,272</b>	<b>89,787</b>	<b>61,514</b>	<b>23,487</b>	<b>72,428</b>	<b>4,360</b>	<b>39,463</b>	<b>1,361</b>	<b>9,338</b>	<b>63,416</b>	<b>-</b>	<b>430,427</b>	
UF Supplement			-	-	-	-	-		-	-				-	
UF Supplement 2 - Grants top up			-	-	1,058	-	-		-	-	(1,058)			-	
<b>Base Net Projected Budget 2024-25</b>			<b>65,272</b>	<b>89,787</b>	<b>62,572</b>	<b>23,487</b>	<b>72,428</b>	<b>4,360</b>	<b>39,463</b>	<b>1,361</b>	<b>9,338</b>	<b>62,359</b>	<b>-</b>	<b>430,427</b>	

McMaster University - New Budget Model - Faculties			University Fund					Prof. Faculties		Other Faculties		VP Research Discretionary Fund			10.00%
Projected Budget Allocation			Research Infrastructure Fund					8.00%	8.00%						
2025-26			3.00%					3.00%	1.00%						
	Budgets prior to double stepdown allocation	Net double stepdown allocation	Business	Engineering	Health Sciences	Humanities	Science	Med Rad - Mohawk	Social Sciences	Arts & Science	Other (reconciling items)	University Fund	Research Infrastructure Fund	Total (after double stepdown to support unit allocations)	
<b>Revenue</b>															
Undergraduate Tuition			73,013	120,443	35,919	22,030	88,675	2,339	48,274	1,761	-	-	-	392,454	
UG Tuition Adjustment for tuition fee framework			(114)	(643)	176	118	290	-	166	7	-	-	-	-	
Total UG SAG Obligation			(1,213)	(3,136)	(24)	(1)	(3)	-	(4)	-	4,381	-	-	-	
Total Entrance Award Overage			-	-	-	-	-	-	-	-	-	-	-	-	
Graduate Tuition			25,158	16,640	13,320	2,341	4,865	-	2,591	-	-	-	-	64,915	
Operating Grant			18,841	45,095	87,408	13,000	48,200	2,355	20,156	1,679	-	(4)	-	236,729	
Other Income			1,341	2,657	4,122	879	2,298	-	1,194	76	-	4,687	-	17,254	
Gross Revenue			117,026	181,056	140,921	38,367	144,325	4,694	72,376	3,523	4,381	4,682	-	711,352	
Undergraduate Cross Faculty Teaching Adjustment			(6,896)	(7,921)	(1,622)	8,878	5,750	-	2,174	(363)	-	-	-	0	
Revenue for Contributions			110,130	173,135	139,299	47,245	150,075	4,694	74,551	3,160	4,381	4,682	-	711,352	
Internal International Tax			(1,718)	(2,258)	(96)	(417)	(1,853)	-	(1,053)	-	-	7,393	-	-	
University Fund Contribution			(8,810)	(13,851)	(11,144)	(3,780)	(12,006)	-	(5,964)	(253)	-	55,808	-	-	
Research Infrastructure Fund Contribution			(3,304)	(5,194)	(1,393)	(472)	(1,501)	-	(746)	(95)	-	-	12,704	-	
Indirect Cost of Research (excluding Royalties & CRC)			355	5,902	14,432	572	3,583	-	854	-	33	-	-	25,731	
VP Research Discretionary (10 % of ICR above)			(36)	(590)	(1,443)	(57)	(358)	-	(85)	-	2,570	-	-	-	
Adjustments for ICR received by Journal (Contract & ERA)			(7)	(1,675)	(7,322)	(288)	(256)	-	(33)	-	-	-	-	(9,581)	
Adjustments for Current Practices			(1,514)	(3,316)	(8,474)	(1,003)	(3,089)	(202)	(1,423)	(77)	-	-	-	(19,099)	
Research Infrastructure Fund Distribution			176	2,918	7,135	283	1,772	-	422	-	-	-	(12,704)	-	
Research Excellence Fund (from UF)			58	483	1,182	94	293	-	140	-	-	(2,250)	-	-	
<b>Revenue Prior to Shared Support Unit Allocations</b>			<b>95,330</b>	<b>155,555</b>	<b>132,175</b>	<b>42,177</b>	<b>136,660</b>	<b>4,492</b>	<b>66,662</b>	<b>2,735</b>	<b>6,984</b>	<b>65,633</b>	<b>-</b>	<b>708,404</b>	
<b>Shared Support Unit Allocations - via double stepdown</b>															
Occupancy Cost	51,028	(16,677)	(978)	(8,968)	(9,931)	(2,523)	(9,986)	-	(1,877)	(86)	-	-	-	(34,350)	
Deferred Maintenance	11,593	(4,394)	(205)	(1,880)	(2,081)	(529)	(2,093)	-	(393)	(18)	-	-	-	(7,199)	
Insurance	1,788	(776)	(29)	(269)	(280)	(76)	(300)	-	(56)	(3)	-	-	-	(1,012)	
MIP Occupancy 1	3,964	(1,026)	-	(1,897)	(686)	(20)	-	-	(336)	-	-	-	-	(2,938)	
MIP Occupancy 2	215	460	-	(675)	-	-	-	-	-	-	-	-	-	(675)	
HR	10,605	(1,715)	(539)	(1,418)	(4,616)	(536)	(1,127)	-	(636)	(17)	-	-	-	(8,889)	
HR Employee Programs	2,055	(534)	(107)	(234)	(524)	(164)	(337)	-	(155)	(1)	-	-	-	(1,521)	
Financial Affairs/Admin/Inst Support	8,316	(2,492)	(883)	(1,185)	(1,715)	(485)	(1,022)	-	(508)	(25)	-	-	-	(5,823)	
Supplementary Pension	4,738	(436)	(406)	(734)	(1,510)	(406)	(801)	-	(440)	(4)	-	-	-	(4,302)	
Pension Special	14,554	(3,784)	(755)	(1,654)	(3,712)	(1,159)	(2,384)	-	(1,098)	(7)	-	-	-	(10,770)	
Presidential/Univ Sec	5,718	(2,185)	(536)	(719)	(1,041)	(294)	(620)	-	(308)	(15)	-	-	-	(3,533)	
General University Expense	9,589	(3,704)	(893)	(1,198)	(1,733)	(490)	(1,033)	-	(513)	(25)	-	-	-	(5,885)	
Bond Interest	15,159	(5,832)	(266)	(2,435)	(2,697)	(685)	(2,711)	-	(510)	(23)	-	-	-	(9,327)	
UTS/ Technology Fund	24,524	2,448	(3,564)	(5,619)	(5,997)	(1,879)	(6,420)	-	(3,265)	(229)	-	-	-	(26,971)	
UTS- ERP	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
UA	3,734	1,610	(817)	(1,326)	(1,149)	(352)	(1,120)	-	(556)	(24)	-	-	-	(5,344)	
Office of the Provost	9,015	(3,176)	(886)	(1,188)	(1,719)	(486)	(1,025)	-	(509)	(25)	-	-	-	(5,839)	
Research Support	16,473	7,294	(275)	(4,646)	(14,492)	(454)	(2,563)	-	(1,337)	-	-	-	-	(23,767)	
Student Affairs	7,777	8,097	(2,294)	(3,478)	(2,642)	(1,148)	(4,094)	-	(2,067)	(151)	-	-	-	(15,874)	
MIETL	5,203	826	(854)	(1,295)	(1,101)	(428)	(1,525)	-	(770)	(56)	-	-	-	(6,029)	
Libraries	23,788	9,826	(4,546)	(6,940)	(7,224)	(2,352)	(8,115)	-	(4,141)	(295)	-	-	-	(33,614)	
HS Library	5,221	2,170	(999)	(1,526)	(1,588)	(517)	(1,784)	-	(911)	(65)	-	-	-	(7,391)	
Registrar	8,996	11,206	(2,718)	(4,230)	(3,229)	(1,481)	(5,528)	-	(2,793)	(224)	-	-	-	(20,202)	
SGS	2,652	496	(568)	(770)	(967)	(182)	(441)	-	(220)	-	-	-	-	(3,148)	
Museum of Art	703	584	(165)	(260)	(318)	(87)	(297)	-	(151)	(11)	-	-	-	(1,287)	
UG Scholarship	5,668	735	(904)	(1,519)	(575)	(493)	(1,907)	-	(929)	(74)	-	-	-	(6,403)	
UG Bursaries	3,984	-	(549)	(922)	(447)	(299)	(1,158)	-	(564)	(45)	-	-	-	(3,584)	
Grad Scholarship	15,888	722	(3,012)	(4,069)	(5,057)	(966)	(2,337)	-	(1,169)	-	-	-	-	(16,610)	
Branding and Marketing	3,064	259	(508)	(824)	(716)	(219)	(696)	-	(345)	(15)	-	-	-	(3,323)	
Adjustments for Current Practices - Support Units			-	-	5,147	-	-	-	-	-	9,644	-	-	14,791	
<b>Total Shared Support Unit Allocations</b>	<b>276,010</b>	<b>0</b>	<b>(28,256)</b>	<b>(61,879)</b>	<b>(72,600)</b>	<b>(18,709)</b>	<b>(61,424)</b>	<b>-</b>	<b>(26,555)</b>	<b>(1,439)</b>	<b>9,644</b>	<b>-</b>	<b>-</b>	<b>(261,219)</b>	
<b>Net Revenue</b>			<b>67,074</b>	<b>93,676</b>	<b>59,575</b>	<b>23,467</b>	<b>75,236</b>	<b>4,492</b>	<b>40,107</b>	<b>1,296</b>	<b>16,628</b>	<b>65,633</b>	<b>-</b>	<b>447,185</b>	
UF Supplement			-	-	676	-	-	-	-	-	-	-	-	-	
UF Supplement 2 - Grants top up			-	-	-	-	-	-	-	-	(676)	-	-	-	
<b>Base Net Projected Budget 2025-26</b>			<b>67,074</b>	<b>93,676</b>	<b>60,251</b>	<b>23,467</b>	<b>75,236</b>	<b>4,492</b>	<b>40,107</b>	<b>1,296</b>	<b>16,628</b>	<b>64,957</b>	<b>-</b>	<b>447,185</b>	

## APPENDIX 4 – OPERATING FUND UNIT LEVEL TABLES

Table 20: Operating Fund 2022/23 Projection by Unit

( \$ thousands)	Sources of Funding				Salaries & Benefits			Non-salary Expenses				Total Expenses	Annual Surplus (Deficit)	
	Framework Allocation	University Fund Allocation	Research Overhead Income	Other Income	Total Income	Salaries & Wages	Benefits & PDA	Total	Scholarships	Library Acquisitions	All Other Expenses			Total
<b>1. Faculties</b>														
Business	63,743	-	8	5,725	69,477	34,654	7,690	42,344	1,774	-	14,240	16,013	58,357	11,119
Engineering	90,200	2,814	1,491	2,878	97,383	62,703	14,604	77,307	2,394	-	21,275	23,668	100,975	(3,593)
Health Sciences	73,176	834	8,230	42,985	125,225	95,297	23,331	118,628	1,482	5	3,873	5,360	123,988	1,237
Humanities	27,028	1,481	234	8,210	36,953	28,605	6,809	35,414	262	10	2,502	2,775	38,189	(1,236)
Science	74,257	876	729	2,675	78,538	59,697	14,426	74,123	220	-	10,543	10,764	84,887	(6,349)
Medical Radiation - Mohawk share	4,331	-	-	-	4,331	-	-	-	-	-	4,331	4,331	4,331	-
Social Sciences	41,683	690	50	624	43,047	33,450	8,586	42,036	523	-	2,706	3,229	45,265	(2,217)
Arts & Science	1,643	-	-	(7)	1,636	1,701	111	1,812	1	-	160	161	1,973	(337)
Sub-total	<b>376,061</b>	<b>6,695</b>	<b>10,743</b>	<b>63,090</b>	<b>456,589</b>	<b>316,107</b>	<b>75,557</b>	<b>391,664</b>	<b>6,655</b>	<b>15</b>	<b>59,630</b>	<b>66,301</b>	<b>457,965</b>	<b>(1,375)</b>
<b>2. Academic Priorities</b>														
University Fund	41,159	(7,098)	-	-	34,061	3,149	-	3,149	-	-	16,764	16,764	19,913	14,148
Revenue Projection Contingency	7,125	-	-	-	7,125	-	-	-	-	-	-	-	-	7,125
Ongoing Priorities Contingency	-	-	-	-	-	2,051	-	2,051	-	-	(2,033)	(2,033)	18	(18)
One-time Priorities Contingency	(4,147)	-	-	-	(4,147)	-	-	-	-	-	-	-	-	(4,147)
Sub-total	<b>44,137</b>	<b>(7,098)</b>	-	-	<b>37,039</b>	<b>5,200</b>	-	<b>5,200</b>	-	-	<b>14,731</b>	<b>14,731</b>	<b>19,931</b>	<b>17,108</b>
<b>TOTAL ACADEMIC</b>	<b>420,198</b>	<b>(403)</b>	<b>10,743</b>	<b>63,090</b>	<b>493,629</b>	<b>321,307</b>	<b>75,557</b>	<b>396,864</b>	<b>6,655</b>	<b>15</b>	<b>74,361</b>	<b>81,031</b>	<b>477,896</b>	<b>15,733</b>
<b>3. Academic Support</b>														
VP Academic	8,980	-	-	(846)	8,134	6,185	1,335	7,520	2,792	-	2,792	2,792	10,312	(2,178)
Museum of Art	672	-	-	179	851	778	224	1,002	-	-	20	20	1,022	(171)
VP Teaching & Learning	4,346	-	-	136	4,482	4,181	1,142	5,324	-	-	1,174	1,174	6,498	(2,016)
University Library	23,888	-	-	62	23,950	7,474	2,249	9,723	13	11,924	2,452	14,389	24,112	(162)
Health Sciences Library	5,000	153	25	33	5,211	1,877	519	2,396	-	3,594	(637)	2,957	5,354	(143)
Registrar	8,510	-	-	3,496	12,006	7,515	2,024	9,539	-	-	2,953	2,953	12,492	(486)
Sub-total	<b>51,396</b>	<b>153</b>	<b>25</b>	<b>3,060</b>	<b>54,634</b>	<b>28,010</b>	<b>7,494</b>	<b>35,504</b>	<b>13</b>	<b>15,518</b>	<b>8,755</b>	<b>24,286</b>	<b>59,789</b>	<b>(5,155)</b>
<b>4. Research Support</b>														
Research	13,136	250	4,398	10,766	28,550	16,915	4,881	21,796	52	-	9,982	10,034	31,830	(3,280)
VP Research Discretionary Fund	2,785	-	-	-	2,785	15	0	15	-	-	6,454	6,454	6,469	(3,684)
Research Loans	-	-	-	-	-	-	-	-	-	-	(39)	(39)	39	39
Sub-total	<b>15,921</b>	<b>250</b>	<b>4,398</b>	<b>10,766</b>	<b>31,335</b>	<b>16,930</b>	<b>4,881</b>	<b>21,811</b>	<b>52</b>	-	<b>16,398</b>	<b>16,450</b>	<b>38,260</b>	<b>(6,926)</b>
<b>5. Student Support</b>														
Graduate Scholarships	15,888	-	-	-	15,888	600	-	600	15,120	-	50	15,170	15,770	118
School of Graduate Studies	2,826	-	-	58	2,884	1,859	506	2,365	55	-	647	702	3,066	(82)
Student Affairs	8,394	-	-	27,173	35,567	19,080	4,742	23,822	536	-	13,530	14,066	37,888	(2,321)
DBAC Building Financing	-	-	-	-	-	-	-	-	-	-	1,242	1,242	1,242	(1,242)
DBAC Deferred Maintenance	-	-	-	-	-	-	-	-	-	-	(520)	(520)	(520)	520
Undergraduate Scholarships	15,370	-	-	284	15,654	2,181	-	2,181	13,749	-	271	14,020	16,200	(546)
Sub-total	<b>42,478</b>	-	-	<b>27,515</b>	<b>69,993</b>	<b>23,720</b>	<b>5,248</b>	<b>28,968</b>	<b>29,460</b>	-	<b>15,219</b>	<b>44,679</b>	<b>73,647</b>	<b>(3,654)</b>
<b>6. Facilities Support</b>														
Facilities Services	20,575	-	-	1,625	22,200	15,364	3,597	18,962	-	-	3,614	3,614	22,576	(376)
HSC Maintenance	4,337	-	-	40	4,377	-	-	-	-	-	4,363	4,363	4,363	14
Utilities	26,534	-	-	3,522	30,056	1,702	502	2,203	-	-	28,811	28,811	31,014	(958)
Deferred Maintenance	11,930	-	-	-	11,930	-	-	-	-	-	11,930	11,930	11,930	(0)
Bond Interest	15,159	-	-	-	15,159	-	-	-	-	-	15,159	15,159	15,159	(0)
Renovation contingency	974	-	-	-	974	-	-	-	-	-	974	974	974	0
Sub-total	<b>79,509</b>	-	-	<b>5,187</b>	<b>84,696</b>	<b>17,066</b>	<b>4,099</b>	<b>21,165</b>	-	-	<b>64,851</b>	<b>64,851</b>	<b>86,016</b>	<b>(1,320)</b>
<b>7. Institutional Support</b>														
VP Operations & Finance	3,722	-	-	-	3,722	2,186	496	2,683	-	-	1,401	1,401	4,083	(361)
Financial Affairs	4,230	-	-	2,404	6,634	5,958	1,704	7,662	-	-	(653)	(653)	7,009	(375)
Human Resources	10,649	-	-	61	10,711	7,776	2,047	9,823	-	-	1,182	1,182	11,005	(295)
UTS	22,524	-	-	101	22,625	10,896	3,016	13,912	-	-	10,092	10,092	24,004	(1,379)
UTS Asset Management	1,500	-	-	-	1,500	-	-	-	-	-	3,082	3,082	3,082	(1,582)
University Secretariat	1,168	-	-	77	1,245	900	256	1,156	-	-	251	251	1,407	(162)
President's Office	4,403	-	-	-	4,403	2,955	766	3,721	-	-	146	146	3,867	536
University Advancement	2,979	-	-	62	3,041	5,459	1,369	6,828	-	-	(3,257)	(3,257)	3,572	(531)
Legal	8,047	-	-	-	8,047	854	203	1,058	-	-	6,122	6,122	7,180	867
General University	5,214	-	-	2,253	7,467	824	35	859	-	-	8,577	8,577	9,436	(1,970)
Sub-total	<b>64,436</b>	-	-	<b>4,958</b>	<b>69,394</b>	<b>37,809</b>	<b>9,893</b>	<b>47,702</b>	-	-	<b>26,943</b>	<b>26,943</b>	<b>74,646</b>	<b>(5,252)</b>
<b>8. Institutional Priority allocations</b>														
Technology Renewal	4,517	-	-	-	4,517	-	-	-	-	-	-	-	-	4,517
Marketing & Branding	5,039	-	-	-	5,039	959	276	1,235	-	-	4,058	4,058	5,293	(254)
Pension	13,292	-	-	-	13,292	-	-	-	-	-	-	-	13,292	-
President's Strategic Support Fund	2,652	-	-	-	2,652	-	-	-	-	-	3,185	3,185	3,185	(533)
Sub-total	<b>25,500</b>	-	-	-	<b>25,500</b>	<b>959</b>	<b>13,568</b>	<b>14,527</b>	-	-	<b>7,243</b>	<b>7,243</b>	<b>21,770</b>	<b>3,730</b>
<b>Surplus/(Deficit)</b>	<b>699,438</b>	<b>0</b>	<b>15,166</b>	<b>114,577</b>	<b>829,181</b>	<b>445,801</b>	<b>120,740</b>	<b>566,541</b>	<b>36,180</b>	<b>15,533</b>	<b>213,770</b>	<b>265,484</b>	<b>832,024</b>	<b>(2,843)</b>
<i>Under/(over)allocated</i>	-	-	-	22	22	-	-	-	-	-	22	22	22	-
<b>Total Surplus/(Deficit)</b>	<b>699,438</b>	<b>0</b>	<b>15,166</b>	<b>114,598</b>	<b>829,202</b>	<b>445,801</b>	<b>120,740</b>	<b>566,541</b>	<b>36,180</b>	<b>15,533</b>	<b>213,792</b>	<b>265,505</b>	<b>832,046</b>	<b>(2,843)</b>

Appendix 4 – Operating Fund Unit Level Tables



Table 21: Operating Fund 2023/24 Budget by Unit

(S thousands)	Sources of Funding					Salaries & Benefits			Non-salary Expenses				Total Expenses	Annual Surplus (Deficit)	
	Framework Allocation	University Fund Allocation	Research Overhead Income	Other Income	Total Income	Salaries & Wages	Benefits & PDA	Total	Scholarships	Library Acquisitions	All Other Expenses	Total			
<b>1. Facilities</b>															
Business	64,184	-	-	5,992	70,176	39,182	9,023	48,205	2,868	-	12,954	15,822	64,027	6,149	
Engineering	87,963	3,391	1,586	4,261	97,202	68,367	16,018	84,384	2,589	-	15,721	18,309	102,694	(5,492)	
Health Sciences	69,567	1,435	8,258	43,271	122,532	100,033	26,042	126,075	1,479	-	1,054	2,533	128,607	(6,076)	
Humanities	25,611	2,034	226	6,229	34,100	30,396	7,214	37,610	416	10	2,917	3,344	40,954	(6,854)	
Science	78,942	521	239	2,954	82,656	62,457	15,089	77,545	358	-	6,822	7,181	84,726	(2,070)	
Medical Radiation - Mohawk share	4,272	-	-	-	4,272	-	-	-	-	-	4,272	4,272	4,272	-	
Social Sciences	41,301	976	50	635	42,962	35,725	9,258	44,983	459	-	4,375	4,834	49,817	(6,855)	
Arts & Science	1,427	57	-	-	1,484	1,474	102	1,576	1	-	360	361	1,936	(452)	
Sub-total	<b>373,267</b>	<b>8,414</b>	<b>10,360</b>	<b>63,342</b>	<b>455,383</b>	<b>337,632</b>	<b>82,745</b>	<b>420,378</b>	<b>8,169</b>	<b>10</b>	<b>48,475</b>	<b>56,654</b>	<b>477,032</b>	<b>(21,649)</b>	
<b>2. Academic Priorities</b>															
University Fund	35,183	(8,709)	-	-	26,474	2,949	-	2,949	-	-	40,507	40,507	43,456	(16,981)	
Revenue Projection Contingency	2,834	-	-	-	2,834	-	-	-	-	-	-	-	-	2,834	
Ongoing Priorities Contingency	33	-	-	-	33	(13,131)	-	(13,131)	-	-	(11,870)	(11,870)	(25,001)	25,034	
One-time Priorities Contingency	4,119	-	-	-	4,119	-	-	-	-	-	-	-	-	4,119	
Sub-total	<b>42,169</b>	<b>(8,709)</b>	<b>-</b>	<b>-</b>	<b>33,460</b>	<b>(10,182)</b>	<b>-</b>	<b>(10,182)</b>	<b>-</b>	<b>-</b>	<b>28,637</b>	<b>28,637</b>	<b>18,455</b>	<b>15,006</b>	
<b>TOTAL ACADEMIC</b>	<b>415,436</b>	<b>(294)</b>	<b>10,360</b>	<b>63,342</b>	<b>488,844</b>	<b>327,450</b>	<b>82,745</b>	<b>410,196</b>	<b>8,169</b>	<b>10</b>	<b>81,932</b>	<b>85,291</b>	<b>495,487</b>	<b>(6,643)</b>	
<b>3. Academic Support</b>															
VP Academic	8,788	-	-	617	9,405	6,494	1,397	7,890	30	-	2,862	2,892	10,783	(1,378)	
Museum of Art	703	-	-	250	953	817	231	1,048	-	-	(92)	(92)	956	(4)	
VP Teaching & Learning	5,203	-	-	135	5,338	4,723	1,147	5,870	-	-	(52)	(52)	5,818	(480)	
University Library	25,105	-	-	60	25,165	9,059	2,512	11,571	18	12,060	2,785	14,863	26,434	(1,268)	
Health Sciences Library	5,221	44	25	65	5,355	1,967	569	2,535	-	-	3,590	2,963	5,498	(143)	
Registrar	8,802	-	-	3,442	12,244	8,406	2,158	10,564	-	-	3,316	3,316	13,880	(1,635)	
Sub-total	<b>53,822</b>	<b>44</b>	<b>25</b>	<b>4,569</b>	<b>58,460</b>	<b>31,464</b>	<b>8,014</b>	<b>39,478</b>	<b>48</b>	<b>15,650</b>	<b>8,193</b>	<b>23,890</b>	<b>63,369</b>	<b>(4,909)</b>	
<b>4. Research Support</b>															
Research	14,300	250	4,023	11,271	29,843	19,185	5,192	24,376	3	-	10,378	10,381	34,757	(4,914)	
VP Research Discretionary Fund	2,570	-	-	-	2,570	0	(0)	(0)	-	-	3,155	3,155	3,155	(585)	
Research Loans	-	-	-	-	-	-	-	-	-	-	(39)	(39)	(39)	39	
Sub-total	<b>16,870</b>	<b>250</b>	<b>4,023</b>	<b>11,271</b>	<b>32,413</b>	<b>19,185</b>	<b>5,192</b>	<b>24,376</b>	<b>3</b>	<b>-</b>	<b>13,494</b>	<b>13,497</b>	<b>37,874</b>	<b>(5,460)</b>	
<b>5. Student Support</b>															
Graduate Scholarships	15,888	-	-	-	15,888	600	-	600	15,120	-	50	15,170	15,770	118	
School of Graduate Studies	2,902	-	-	58	2,960	1,946	512	2,458	55	-	611	666	3,125	(165)	
Student Affairs	7,732	-	-	29,367	37,099	20,083	4,920	25,003	581	-	14,960	15,541	40,544	(3,445)	
DBAC Building Financing	-	-	-	-	-	-	-	-	-	-	(652)	(652)	(652)	652	
DBAC Deferred Maintenance	-	-	-	-	-	-	-	-	-	-	(520)	(520)	(520)	520	
Undergraduate Scholarships	14,324	-	-	277	14,601	2,125	-	2,125	12,852	-	271	13,122	15,247	(646)	
Sub-total	<b>40,846</b>	<b>-</b>	<b>-</b>	<b>29,702</b>	<b>70,548</b>	<b>24,754</b>	<b>5,432</b>	<b>30,187</b>	<b>28,608</b>	<b>-</b>	<b>14,719</b>	<b>43,327</b>	<b>73,514</b>	<b>(2,966)</b>	
<b>6. Facilities Support</b>															
Facilities Services	21,889	-	-	3,195	25,084	16,004	3,634	19,638	-	-	5,121	5,121	24,759	325	
HSC Maintenance	4,574	-	-	40	4,614	-	-	-	-	-	4,600	4,600	4,600	14	
Utilities	27,598	-	-	3,166	30,764	1,709	494	2,203	-	-	30,749	30,749	32,951	(2,188)	
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Deferred Maintenance	11,593	-	-	-	11,593	-	-	-	-	-	11,593	11,593	11,593	-	
Bond Interest	15,159	-	-	-	15,159	-	-	-	-	-	15,159	15,159	15,159	-	
Renovation contingency	1,274	-	-	-	1,274	-	-	-	-	-	1,274	1,274	1,274	0	
Sub-total	<b>82,087</b>	<b>-</b>	<b>-</b>	<b>6,401</b>	<b>88,488</b>	<b>17,713</b>	<b>4,128</b>	<b>21,841</b>	<b>-</b>	<b>-</b>	<b>68,496</b>	<b>68,496</b>	<b>90,337</b>	<b>(1,848)</b>	
<b>7. Institutional Support</b>															
VP Operations & Finance	3,741	-	-	-	3,741	2,776	595	3,371	-	-	791	791	4,162	(421)	
Financial Affairs	4,439	-	-	2,591	7,030	6,360	1,734	8,094	-	-	(1,077)	(1,077)	7,017	13	
Human Resources	11,772	-	-	62	11,834	7,960	2,149	10,109	-	-	2,173	2,173	12,283	(449)	
UTS	23,273	-	-	101	23,374	11,813	2,987	14,800	-	-	9,777	9,777	24,576	(1,202)	
UTS Asset Management	1,688	-	-	-	1,688	-	-	-	-	-	1,698	1,698	1,698	(10)	
University Secretariat	1,194	-	-	78	1,272	924	251	1,175	-	-	126	126	1,301	(29)	
President's Office	4,524	-	-	-	4,524	3,001	774	3,775	-	-	1,048	1,048	4,824	(300)	
University Advancement	3,122	-	-	40	3,162	6,228	1,573	7,801	-	-	(2,814)	(2,814)	4,987	(1,825)	
Legal	7,028	-	-	-	7,028	1,260	274	1,534	-	-	5,719	5,719	7,253	(225)	
General University	5,215	-	-	2,253	7,468	858	38	896	-	-	7,959	7,959	8,855	(1,387)	
Sub-total	<b>65,996</b>	<b>-</b>	<b>-</b>	<b>5,125</b>	<b>71,121</b>	<b>41,179</b>	<b>10,375</b>	<b>51,555</b>	<b>-</b>	<b>-</b>	<b>25,401</b>	<b>25,401</b>	<b>76,956</b>	<b>(5,834)</b>	
<b>8. Institutional Priority allocations</b>															
Technology Renewal	3,215	-	-	-	3,215	-	-	-	-	-	-	-	-	3,215	
Marketing & Branding	4,864	-	-	-	4,864	1,144	304	1,448	-	-	3,616	3,616	5,064	(200)	
Pension	19,292	-	-	-	19,292	-	-	-	-	-	-	-	19,292	0	
President's Strategic Support Fund	-	-	-	-	-	-	-	-	-	-	5,185	5,185	5,185	(5,185)	
Sub-total	<b>27,371</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,371</b>	<b>1,144</b>	<b>19,596</b>	<b>20,740</b>	<b>-</b>	<b>-</b>	<b>8,801</b>	<b>8,801</b>	<b>29,541</b>	<b>(2,170)</b>	
<b>Surplus/(Deficit)</b>	<b>702,428</b>	<b>0</b>	<b>14,407</b>	<b>120,410</b>	<b>837,245</b>	<b>462,890</b>	<b>135,483</b>	<b>598,373</b>	<b>36,828</b>	<b>15,660</b>	<b>216,216</b>	<b>268,704</b>	<b>867,076</b>	<b>(29,831)</b>	
<i>Under/(over)allocated</i>	0	0	-	(2,408)	(2,408)	-	-	-	-	-	(2,408)	(2,408)	(2,408)	0	
<b>Total Surplus/(Deficit)</b>	<b>702,428</b>	<b>0</b>	<b>14,407</b>	<b>118,002</b>	<b>834,837</b>	<b>462,890</b>	<b>135,483</b>	<b>598,373</b>	<b>36,828</b>	<b>15,660</b>	<b>213,808</b>	<b>266,296</b>	<b>864,668</b>	<b>(29,831)</b>	

Appendix 4 – Operating Fund Unit Level Tables

Table 22: Operating Fund 2024/25 Plan by Unit

(S thousands)	Sources of Funding					Salaries & Benefits			Non-salary Expenses				Total Expenses	Annual Surplus (Deficit)
	Framework Allocation	University Fund Allocation	Research Overhead Income	Other Income	Total Income	Salaries & Wages	Benefits & PDA	Total	Scholarships	Library Acquisitions	All Other Expenses	Total		
<b>1. Faculties</b>														
Business	65,272	-	-	6,011	71,283	41,666	9,719	51,385	2,667	-	13,377	16,045	67,429	3,854
Engineering	89,787	375	1,422	3,030	94,614	70,400	17,140	87,541	2,558	-	9,852	12,410	99,951	(5,337)
Health Sciences	62,572	850	8,144	42,793	114,360	102,566	26,569	129,134	1,437	-	662	2,100	131,234	(16,874)
Humanities	23,487	2,016	226	9,154	34,882	31,778	7,601	39,379	482	10	2,895	3,386	42,766	(7,883)
Science	72,428	521	225	3,002	76,177	63,854	15,527	79,381	326	-	6,292	6,618	85,998	(9,822)
Medical Radiation - Mohawk share	4,360	-	-	-	4,360	-	-	-	-	-	4,360	4,360	4,360	-
Social Sciences	39,463	679	50	544	40,737	35,610	9,373	44,983	279	-	2,674	2,953	47,936	(7,199)
Arts & Science	1,361	57	-	-	1,418	1,530	100	1,630	1	-	290	290	1,920	(502)
Sub-total	<b>358,730</b>	<b>4,498</b>	<b>10,067</b>	<b>64,535</b>	<b>437,831</b>	<b>347,404</b>	<b>86,029</b>	<b>433,432</b>	<b>7,751</b>	<b>10</b>	<b>40,401</b>	<b>48,162</b>	<b>481,594</b>	<b>(43,764)</b>
<b>2. Academic Priorities</b>														
University Fund	52,359	(4,748)	-	-	47,611	2,949	-	2,949	-	-	39,635	39,635	42,584	5,027
Revenue Projection Contingency	5,979	-	-	-	5,979	-	-	-	-	-	-	-	-	5,979
Ongoing Priorities Contingency	7,402	-	-	-	7,402	(10,131)	-	(10,131)	-	-	(1,870)	(1,870)	(12,001)	19,403
One-time Priorities Contingency	8,068	-	-	-	8,068	-	-	-	-	-	-	-	-	8,068
Sub-total	<b>73,808</b>	<b>(4,748)</b>	<b>-</b>	<b>-</b>	<b>69,060</b>	<b>(7,182)</b>	<b>-</b>	<b>(7,182)</b>	<b>-</b>	<b>-</b>	<b>37,765</b>	<b>37,765</b>	<b>30,583</b>	<b>38,477</b>
<b>TOTAL ACADEMIC</b>	<b>432,538</b>	<b>(250)</b>	<b>10,067</b>	<b>64,535</b>	<b>506,890</b>	<b>340,221</b>	<b>86,029</b>	<b>426,250</b>	<b>7,751</b>	<b>10</b>	<b>78,166</b>	<b>85,927</b>	<b>512,177</b>	<b>(5,287)</b>
<b>3. Academic Support</b>														
VP Academic	8,788	-	-	880	9,668	6,569	1,419	7,989	30	-	2,994	3,024	11,012	(1,344)
Museum of Art	703	-	-	254	957	848	243	1,091	-	-	(130)	(130)	961	(4)
VP Teaching & Learning	5,203	-	-	135	5,338	4,397	1,108	5,506	-	-	669	669	6,174	(836)
University Library	25,220	-	-	51	25,271	9,613	2,571	12,184	18	12,195	3,012	15,225	27,409	(2,138)
Health Sciences Library	5,221	-	25	65	5,311	2,169	609	2,778	-	3,735	(560)	3,174	5,953	(642)
Registrar	8,802	-	-	3,783	12,585	8,597	2,220	10,816	-	-	3,334	3,334	14,150	(1,566)
Sub-total	<b>53,937</b>	<b>-</b>	<b>25</b>	<b>5,168</b>	<b>59,130</b>	<b>32,193</b>	<b>8,170</b>	<b>40,364</b>	<b>48</b>	<b>15,930</b>	<b>9,318</b>	<b>25,296</b>	<b>65,660</b>	<b>(6,530)</b>
<b>4. Research Support</b>														
Research	14,300	250	4,023	12,097	30,670	19,666	5,320	24,986	3	-	10,726	10,729	35,715	(5,046)
VP Research Discretionary Fund	2,570	-	-	-	2,570	0	(0)	0	-	-	2,864	2,864	2,864	(294)
Research Loans	-	-	-	-	-	-	-	-	-	-	(39)	(39)	(39)	39
Sub-total	<b>16,870</b>	<b>250</b>	<b>4,023</b>	<b>12,097</b>	<b>33,240</b>	<b>19,666</b>	<b>5,320</b>	<b>24,986</b>	<b>3</b>	<b>-</b>	<b>13,552</b>	<b>13,555</b>	<b>38,541</b>	<b>(5,301)</b>
<b>5. Student Support</b>														
Graduate Scholarships	15,888	-	-	-	15,888	600	-	600	15,120	-	50	15,170	15,770	118
School of Graduate Studies	2,652	-	-	58	2,710	1,769	460	2,229	55	-	469	524	2,753	(43)
Student Affairs	7,777	-	-	29,220	36,997	20,602	5,071	25,673	626	-	14,235	14,861	40,534	(3,537)
DBAC Building Financing	-	-	-	-	-	-	-	-	-	-	(855)	(855)	(855)	855
DBAC Deferred Maintenance	-	-	-	-	-	-	-	-	-	-	(520)	(520)	(520)	520
Undergraduate Scholarships	14,165	-	-	267	14,432	2,125	-	2,125	12,250	-	271	12,520	14,645	(213)
Sub-total	<b>40,482</b>	<b>-</b>	<b>-</b>	<b>29,546</b>	<b>70,028</b>	<b>25,097</b>	<b>5,531</b>	<b>30,627</b>	<b>28,051</b>	<b>-</b>	<b>13,650</b>	<b>41,701</b>	<b>72,328</b>	<b>(2,301)</b>
<b>6. Facilities Support</b>														
Facilities Services	21,889	-	-	3,243	25,132	16,416	3,729	20,145	-	-	5,135	5,135	25,280	(148)
HSC Maintenance	4,660	-	-	40	4,700	-	-	-	-	-	4,686	4,686	4,686	14
Utilities	27,598	-	-	3,157	30,755	1,748	517	2,265	-	-	31,733	31,733	33,998	(3,243)
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Maintenance	11,593	-	-	-	11,593	-	-	-	-	-	11,593	11,593	11,593	-
Bond Interest	15,159	-	-	-	15,159	-	-	-	-	-	15,159	15,159	15,159	-
Renovation contingency	1,274	-	-	-	1,274	-	-	-	-	-	1,274	1,274	1,274	0
Sub-total	<b>82,173</b>	<b>-</b>	<b>-</b>	<b>6,441</b>	<b>88,614</b>	<b>18,164</b>	<b>4,246</b>	<b>22,410</b>	<b>-</b>	<b>-</b>	<b>69,580</b>	<b>69,580</b>	<b>91,990</b>	<b>(3,376)</b>
<b>7. Institutional Support</b>														
VP Operations & Finance	3,741	-	-	-	3,741	2,679	594	3,273	-	-	648	648	3,922	(181)
Financial Affairs	4,439	-	-	2,647	7,086	6,468	1,768	8,236	-	-	(1,146)	(1,146)	7,091	(4)
Human Resources	11,587	-	-	62	11,649	8,090	2,160	10,250	-	-	2,161	2,161	12,410	(762)
UTS	22,310	-	-	102	22,412	11,086	2,913	13,999	-	-	9,863	9,863	23,863	(1,451)
UTS Asset Management	1,688	-	-	-	1,688	-	-	-	-	-	1,953	1,953	1,953	(265)
University Secretariat	1,194	-	-	80	1,274	945	258	1,203	-	-	126	126	1,329	(55)
President's Office	4,524	-	-	4,524	9,048	2,912	748	3,660	-	-	1,075	1,075	4,735	(211)
University Advancement	3,122	-	-	40	3,162	6,148	1,551	7,699	-	-	(2,962)	(2,962)	4,737	(1,575)
Legal	6,398	-	-	-	6,398	1,288	284	1,573	-	-	5,419	5,419	6,992	(594)
General University	4,979	-	-	2,253	7,232	897	39	936	-	-	7,920	7,920	8,856	(1,624)
Sub-total	<b>63,982</b>	<b>-</b>	<b>-</b>	<b>5,183</b>	<b>69,165</b>	<b>40,513</b>	<b>10,315</b>	<b>50,829</b>	<b>-</b>	<b>-</b>	<b>25,059</b>	<b>25,059</b>	<b>75,888</b>	<b>(6,722)</b>
<b>8. Institutional Priority allocations</b>														
Technology Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing & Branding	3,064	-	-	-	3,064	835	218	1,053	-	-	2,011	2,011	3,064	0
Pension	19,292	-	-	-	19,292	-	19,292	19,292	-	-	-	-	19,292	-
President's Strategic Support Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	<b>22,356</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,356</b>	<b>835</b>	<b>19,510</b>	<b>20,345</b>	<b>-</b>	<b>-</b>	<b>2,011</b>	<b>2,011</b>	<b>22,356</b>	<b>0</b>
<b>Surplus/(Deficit)</b>	<b>712,338</b>	<b>0</b>	<b>14,115</b>	<b>122,969</b>	<b>849,422</b>	<b>476,689</b>	<b>139,122</b>	<b>615,812</b>	<b>35,852</b>	<b>15,940</b>	<b>211,336</b>	<b>263,128</b>	<b>878,940</b>	<b>(29,518)</b>
<i>Under/(over)allocated</i>	-	-	-	(3,586)	(3,586)	-	-	-	-	-	(3,586)	(3,586)	(3,586)	-
<b>Total Surplus/(Deficit)</b>	<b>712,338</b>	<b>0</b>	<b>14,115</b>	<b>119,383</b>	<b>845,836</b>	<b>476,689</b>	<b>139,122</b>	<b>615,812</b>	<b>35,852</b>	<b>15,940</b>	<b>207,750</b>	<b>259,542</b>	<b>875,354</b>	<b>(29,518)</b>

Table 23: Operating Fund 2025/26 Plan by Unit

(S thousands)	Sources of Funding					Salaries & Benefits			Non-salary Expenses				Total Expenses	Annual Surplus (Deficit)
	Framework Allocation	University Fund Allocation	Research Overhead Income	Other Income	Total Income	Salaries & Wages	Benefits & PDA	Total	Scholarships	Library Acquisitions	All Other Expenses	Total		
<b>1. Faculties</b>														
Business	67,074	-	-	6,022	73,096	44,661	10,518	55,178	2,667	-	13,438	16,105	71,283	1,813
Engineering	93,676	375	1,422	3,180	98,653	72,627	17,817	90,444	2,323	-	9,949	12,272	102,716	(4,063)
Health Sciences	60,251	264	8,071	40,704	109,290	106,191	27,583	133,774	1,437	-	(633)	804	134,578	(25,288)
Humanities	23,467	1,519	226	11,163	36,376	32,774	7,904	40,678	532	10	2,255	2,796	43,474	(7,098)
Science	75,236	426	225	3,058	78,946	65,828	16,147	81,975	326	-	6,575	6,901	88,877	(9,931)
Medical Radiation - Mohawk share	4,492	-	-	-	4,492	-	-	-	-	-	4,492	4,492	4,492	-
Social Sciences	40,107	700	50	589	41,446	36,092	9,504	45,597	279	-	2,666	2,945	48,542	(7,095)
Arts & Science	1,296	57	-	-	1,353	1,484	86	1,569	1	-	290	290	1,860	(507)
Sub-total	<b>365,599</b>	<b>3,342</b>	<b>9,994</b>	<b>64,717</b>	<b>443,653</b>	<b>359,657</b>	<b>89,558</b>	<b>449,215</b>	<b>7,565</b>	<b>10</b>	<b>39,031</b>	<b>46,606</b>	<b>495,821</b>	<b>(52,169)</b>
<b>2. Academic Priorities</b>														
University Fund	54,957	(3,592)	-	-	51,365	2,949	-	2,949	-	-	35,654	35,654	38,603	12,762
Revenue Projection Contingency	8,180	-	-	-	8,180	-	-	-	-	-	-	-	-	8,180
Ongoing Priorities Contingency	14,824	-	-	-	14,824	(10,131)	-	(10,131)	-	-	(1,870)	(1,870)	(12,001)	26,825
One-time Priorities Contingency	9,500	-	-	-	9,500	-	-	-	-	-	2,618	2,618	2,618	6,882
Sub-total	<b>87,461</b>	<b>(3,592)</b>	<b>-</b>	<b>-</b>	<b>83,869</b>	<b>(7,182)</b>	<b>-</b>	<b>(7,182)</b>	<b>-</b>	<b>-</b>	<b>36,402</b>	<b>36,402</b>	<b>29,220</b>	<b>54,649</b>
<b>TOTAL ACADEMIC</b>	<b>453,060</b>	<b>(250)</b>	<b>9,994</b>	<b>64,717</b>	<b>527,521</b>	<b>352,475</b>	<b>89,558</b>	<b>442,033</b>	<b>7,565</b>	<b>10</b>	<b>75,434</b>	<b>83,009</b>	<b>525,042</b>	<b>2,480</b>
<b>3. Academic Support</b>														
VP Academic	8,788	-	-	880	9,668	6,733	1,459	8,191	30	-	2,988	3,018	11,210	(1,542)
Museum of Art	703	-	-	300	1,003	877	253	1,130	-	-	(124)	(124)	1,006	(4)
VP Teaching & Learning	5,203	-	-	135	5,338	4,497	1,137	5,634	-	-	634	634	6,268	(930)
University Library	23,788	-	-	51	23,839	9,562	2,577	12,139	8	12,585	2,061	14,654	26,793	(2,954)
Health Sciences Library	5,221	-	10	65	5,296	2,246	632	2,878	-	3,930	(558)	3,372	6,250	(954)
Registrar	8,802	-	-	3,933	12,735	8,903	2,316	11,219	-	-	3,732	3,732	14,951	(2,215)
Sub-total	<b>52,505</b>	<b>-</b>	<b>10</b>	<b>5,363</b>	<b>57,878</b>	<b>32,817</b>	<b>8,373</b>	<b>41,191</b>	<b>38</b>	<b>16,514</b>	<b>8,734</b>	<b>25,287</b>	<b>66,477</b>	<b>(8,599)</b>
<b>4. Research Support</b>														
Research	14,300	250	4,023	12,861	31,433	20,131	5,467	25,597	3	-	10,762	10,765	36,362	(4,929)
VP Research Discretionary Fund	2,570	-	-	-	2,570	(0)	0	(0)	-	-	2,874	2,874	2,874	(304)
Research Loans	-	-	-	-	-	-	-	-	-	-	(39)	(39)	(39)	39
Sub-total	<b>16,870</b>	<b>250</b>	<b>4,023</b>	<b>12,861</b>	<b>34,003</b>	<b>20,131</b>	<b>5,467</b>	<b>25,597</b>	<b>3</b>	<b>-</b>	<b>13,597</b>	<b>13,600</b>	<b>39,197</b>	<b>(5,194)</b>
<b>5. Student Support</b>														
Graduate Scholarships	15,888	-	-	-	15,888	600	-	600	15,120	50	15,170	15,770	15,770	118
School of Graduate Studies	2,652	-	-	58	2,710	1,825	479	2,305	55	-	475	530	2,834	(124)
Student Affairs	7,777	-	-	29,799	37,576	21,267	5,267	26,534	626	-	14,937	15,563	42,096	(4,521)
DBAC Building Financing	-	-	-	-	-	-	-	-	-	-	(1,063)	(1,063)	(1,063)	1,063
DBAC Deferred Maintenance	-	-	-	-	-	-	-	-	-	-	(520)	(520)	(520)	520
Undergraduate Scholarships	14,033	-	-	267	14,300	2,125	-	2,125	11,905	-	271	12,175	14,300	-
Sub-total	<b>40,350</b>	<b>-</b>	<b>-</b>	<b>30,124</b>	<b>70,474</b>	<b>25,817</b>	<b>5,746</b>	<b>31,563</b>	<b>27,706</b>	<b>-</b>	<b>14,149</b>	<b>41,854</b>	<b>73,418</b>	<b>(2,944)</b>
<b>6. Facilities Support</b>														
Facilities Services	21,889	-	-	3,363	25,252	16,743	3,849	20,592	-	-	5,256	5,256	25,848	(596)
HSC Maintenance	4,738	-	-	40	4,778	-	-	-	-	-	4,764	4,764	4,764	14
Utilities	27,598	-	-	3,157	30,755	1,795	545	2,340	-	-	31,921	31,921	34,261	(3,506)
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred Maintenance	11,593	-	-	-	11,593	-	-	-	-	-	11,593	11,593	11,593	-
Bond Interest	15,159	-	-	-	15,159	-	-	-	-	-	15,159	15,159	15,159	-
Renovation contingency	1,274	-	-	-	1,274	-	-	-	-	-	1,274	1,274	1,274	0
Sub-total	<b>82,251</b>	<b>-</b>	<b>-</b>	<b>6,561</b>	<b>88,812</b>	<b>18,538</b>	<b>4,394</b>	<b>22,932</b>	<b>-</b>	<b>-</b>	<b>69,967</b>	<b>69,967</b>	<b>92,899</b>	<b>(4,088)</b>
<b>7. Institutional Support</b>														
VP Operations & Finance	3,741	-	-	-	3,741	2,511	563	3,074	-	-	648	648	3,722	19
Financial Affairs	4,439	-	-	2,711	7,150	6,637	1,818	8,455	-	-	(1,202)	(1,202)	7,253	(103)
Human Resources	11,587	-	-	62	11,649	8,180	2,232	10,413	-	-	2,228	2,228	12,641	(992)
UTS	22,310	-	-	102	22,412	11,345	2,992	14,338	-	-	9,858	9,858	24,196	(1,784)
UTS Asset Management	1,688	-	-	-	1,688	-	-	-	-	-	1,944	1,944	1,944	(256)
University Secretariat	1,194	-	-	83	1,277	972	266	1,238	-	-	126	126	1,364	(87)
President's Office	4,524	-	-	-	4,524	2,886	748	3,634	-	-	1,034	1,034	4,668	(144)
University Advancement	3,122	-	-	40	3,162	6,319	1,605	7,924	-	-	(4,086)	(4,086)	3,838	(676)
Legal	6,398	-	-	-	6,398	1,325	296	1,621	-	-	5,219	5,219	6,841	(443)
General University	4,979	-	-	2,253	7,232	937	41	978	-	-	7,988	7,988	8,966	(1,734)
Sub-total	<b>63,982</b>	<b>-</b>	<b>-</b>	<b>5,250</b>	<b>69,232</b>	<b>41,111</b>	<b>10,562</b>	<b>51,673</b>	<b>-</b>	<b>-</b>	<b>23,759</b>	<b>23,759</b>	<b>75,432</b>	<b>(6,201)</b>
<b>8. Institutional Priority allocations</b>														
Technology Renewal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Marketing & Branding	3,064	-	-	-	3,064	559	147	706	-	-	2,358	2,358	3,064	0
Pension	19,292	-	-	-	19,292	-	19,292	19,292	-	-	-	-	19,292	-
President's Strategic Support Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total	<b>22,356</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,356</b>	<b>559</b>	<b>19,439</b>	<b>19,998</b>	<b>-</b>	<b>-</b>	<b>2,358</b>	<b>2,358</b>	<b>22,356</b>	<b>0</b>
<b>Surplus/(Deficit)</b>	<b>731,374</b>	<b>-</b>	<b>14,027</b>	<b>124,875</b>	<b>870,276</b>	<b>491,448</b>	<b>143,539</b>	<b>634,987</b>	<b>35,312</b>	<b>16,524</b>	<b>207,999</b>	<b>259,835</b>	<b>894,822</b>	<b>(24,546)</b>
<i>Under/(over)allocated</i>	-	-	-	(3,833)	(3,833)	-	-	-	-	-	(3,833)	(3,833)	(3,833)	-
<b>Total Surplus/(Deficit)</b>	<b>731,374</b>	<b>-</b>	<b>14,027</b>	<b>121,042</b>	<b>866,442</b>	<b>491,448</b>	<b>143,539</b>	<b>634,987</b>	<b>35,312</b>	<b>16,524</b>	<b>204,165</b>	<b>256,001</b>	<b>890,988</b>	<b>(24,546)</b>

Appendix 4 – Operating Fund Unit Level Tables

Table 24: Operating Fund Annual Net Change by Unit

(\$ thousands)	2022/23		2023/24	2024/25	2025/26
	Budget	Projection	Budget	Plan	Plan
<b>1. Faculties</b>					
Business	(842)	11,119	6,149	3,854	1,813
Engineering	3,097	(3,593)	(5,492)	(5,337)	(4,063)
Health Sciences	(7,035)	1,237	(6,076)	(16,874)	(25,288)
Humanities	(2,496)	(1,236)	(6,854)	(7,883)	(7,098)
Science	(3,430)	(6,349)	(2,070)	(9,822)	(9,931)
Medical Radiation - Mohawk share	(0)	0	-	-	-
Social Sciences	(389)	(2,217)	(6,855)	(7,199)	(7,095)
Arts & Science	(840)	(337)	(452)	(502)	(507)
Sub-total	<b>(11,936)</b>	<b>(1,375)</b>	<b>(21,649)</b>	<b>(43,764)</b>	<b>(52,169)</b>
<b>2. Academic Priorities</b>					
University Fund	(3,000)	14,148	(16,981)	5,027	12,762
Revenue Projection Contingency	6,287	7,125	2,834	5,979	8,180
Ongoing Priorities Contingency	10,033	(18)	25,034	19,403	26,825
One-time Priorities Contingency	3,592	(4,147)	4,119	8,068	6,882
Sub-total	<b>16,912</b>	<b>17,108</b>	<b>15,006</b>	<b>38,477</b>	<b>54,649</b>
<b>TOTAL ACADEMIC</b>	<b>4,976</b>	<b>15,733</b>	<b>(6,643)</b>	<b>(5,287)</b>	<b>2,480</b>
<b>3. Academic Support</b>					
VP Academic	(2,436)	(2,178)	(1,378)	(1,344)	(1,542)
Museum of Art	(52)	(171)	(4)	(4)	(4)
VP Teaching & Learning	(1,237)	(2,016)	(480)	(836)	(930)
University Library	(757)	(162)	(1,268)	(2,138)	(2,954)
Health Sciences Library	(96)	(143)	(143)	(642)	(954)
Registrar	(220)	(486)	(1,635)	(1,566)	(2,215)
Sub-total	<b>(4,797)</b>	<b>(5,155)</b>	<b>(4,909)</b>	<b>(6,530)</b>	<b>(8,599)</b>
<b>4. Research Support</b>					
Research	(1,158)	(3,280)	(4,914)	(5,046)	(4,929)
VP Research Discretionary Fund	(1,306)	(3,684)	(585)	(294)	(304)
Research Loans	39	39	39	39	39
Sub-total	<b>(2,426)</b>	<b>(6,926)</b>	<b>(5,460)</b>	<b>(5,301)</b>	<b>(5,194)</b>
<b>5. Student Support</b>					
Graduate Scholarships	118	118	118	118	118
School of Graduate Studies	(32)	(182)	(165)	(43)	(124)
Student Affairs	(2,635)	(2,321)	(3,445)	(3,537)	(4,521)
DBAC Building Financing	(706)	(1,242)	652	855	1,063
DBAC Deferred Maintenance	520	520	520	520	520
Undergraduate Scholarships	(0)	(546)	(646)	(213)	-
Sub-total	<b>(2,736)</b>	<b>(3,654)</b>	<b>(2,966)</b>	<b>(2,301)</b>	<b>(2,944)</b>
<b>6. Facilities Support</b>					
Facilities Services	(68)	(376)	325	(148)	(596)
HSC Maintenance	13	14	14	14	14
Utilities	(60)	(958)	(2,188)	(3,243)	(3,506)
Security	-	-	-	-	-
Deferred Maintenance	(0)	(0)	-	(0)	(0)
Bond Interest	0	(0)	-	-	-
Renovation contingency	0	0	0	0	0
Sub-total	<b>(115)</b>	<b>(1,320)</b>	<b>(1,848)</b>	<b>(3,376)</b>	<b>(4,088)</b>
<b>7. Institutional Support</b>					
Administration	510	(361)	(421)	(181)	19
Financial Affairs	139	(375)	13	(4)	(103)
Human Resources	(115)	(295)	(449)	(762)	(992)
UTS	(1,938)	(1,379)	(1,202)	(1,451)	(1,784)
UTS Asset Management	(159)	(1,582)	(10)	(265)	(256)
University Secretariat	(129)	(162)	(29)	(55)	(87)
Presidential Budget	8	536	(300)	(211)	(144)
University Advancement	(1,427)	(531)	(1,825)	(1,575)	(676)
Legal	84	867	(225)	(594)	(443)
General University	(1,078)	(1,970)	(1,387)	(1,624)	(1,734)
Sub-total	<b>(4,105)</b>	<b>(5,252)</b>	<b>(5,834)</b>	<b>(6,722)</b>	<b>(6,201)</b>
<b>8. Institutional Priority allocations</b>					
Technology Renewal	4,517	4,517	3,215	-	-
Marketing & Branding	0	(254)	(200)	0	0
Pension	0	0	0	0	0
President's Strategic Support Fund	-	(533)	(5,185)	-	-
Sub-total	<b>4,517</b>	<b>3,730</b>	<b>(2,170)</b>	<b>0</b>	<b>0</b>
<b>Surplus/(Deficit)</b>	<b>(4,685)</b>	<b>(2,843)</b>	<b>(29,831)</b>	<b>(29,518)</b>	<b>(24,546)</b>
<i>Under/(over)allocated</i>	0	(0)	0	-	-
<b>Total Surplus/(Deficit)</b>	<b>(4,685)</b>	<b>(2,843)</b>	<b>(29,831)</b>	<b>(29,518)</b>	<b>(24,546)</b>

Table 25: Operating Fund 2022/23 Financial Position and Variance by Unit

(\$ thousands)	2022/23 Budget					2022/23 Projection					Favourable (Unfavourable) Variance				
	Appropriations April 30, 2022	On-going	One-time	Total	Appropriations April 30, 2023	Appropriations April 30, 2022	On-going	One-time	Total	Appropriations April 30, 2023	Appropriations April 30, 2022	On-going	One-time	Total	Appropriations April 30, 2023
	<b>1. Faculties</b>														
Business	3,431	14,158	(15,000)	(842)	2,589	4,903	16,576	(5,457)	11,119	16,022	1,471	2,419	9,543	11,962	13,433
Engineering	24,105	7,422	(4,324)	3,097	27,203	27,455	3,549	(7,142)	(3,593)	23,862	3,349	(3,872)	(2,818)	(6,690)	(3,341)
Health Sciences	47,432	(5,401)	(1,634)	(7,035)	40,398	49,273	3,245	(2,008)	1,237	50,511	1,841	8,646	(374)	8,272	10,113
Humanities	11,454	(3,758)	1,262	(2,496)	8,958	12,311	(3,198)	1,963	(1,236)	11,076	858	560	700	1,260	2,118
Science	15,068	316	(3,746)	(3,430)	11,638	29,448	(2,390)	(3,959)	(6,349)	23,099	14,379	(2,706)	(213)	(2,919)	11,460
Medical Radiation - Mohawk share	(0)	(0)	-	(0)	(0)	(0)	0	-	-	0	(0)	0	-	0	(0)
Social Sciences	19,874	231	(620)	(389)	19,485	21,851	(1,125)	(1,092)	(2,217)	19,633	1,976	(1,356)	(472)	(1,828)	149
Arts & Science	1,552	(840)	-	(840)	711	1,564	(367)	30	(337)	1,228	13	474	30	504	516
Sub-total	<b>122,917</b>	<b>12,126</b>	<b>(24,062)</b>	<b>(11,936)</b>	<b>110,982</b>	<b>146,805</b>	<b>16,291</b>	<b>(17,666)</b>	<b>(1,375)</b>	<b>145,430</b>	<b>23,888</b>	<b>4,164</b>	<b>6,396</b>	<b>10,560</b>	<b>34,448</b>
<b>2. Academic Priorities</b>															
University Fund	38,431	11,874	(14,874)	(3,000)	35,431	38,438	22,258	(8,109)	14,148	52,587	7	10,384	6,764	17,148	17,156
Revenue Projection Contingency	(4,914)	6,287	-	6,287	1,373	(5,125)	2,000	5,125	7,125	2,000	(211)	(4,287)	5,125	838	627
Ongoing Priorities Contingency	43	10,033	-	10,033	10,076	60	15	(33)	(18)	42	17	(10,018)	(33)	(10,051)	(10,034)
One-time Priorities Contingency	(20,322)	10,000	(6,408)	3,592	(16,730)	(14,922)	10,000	(14,147)	(4,147)	(19,069)	5,400	(0)	(7,739)	(7,739)	(2,339)
Sub-total	<b>13,238</b>	<b>38,194</b>	<b>(21,282)</b>	<b>16,912</b>	<b>30,150</b>	<b>18,451</b>	<b>34,273</b>	<b>(17,154)</b>	<b>17,108</b>	<b>35,559</b>	<b>5,213</b>	<b>(3,921)</b>	<b>4,117</b>	<b>196</b>	<b>5,409</b>
<b>TOTAL ACADEMIC</b>	<b>136,155</b>	<b>50,320</b>	<b>(45,344)</b>	<b>4,976</b>	<b>141,132</b>	<b>165,256</b>	<b>50,563</b>	<b>(34,830)</b>	<b>15,733</b>	<b>180,989</b>	<b>29,101</b>	<b>243</b>	<b>10,513</b>	<b>10,757</b>	<b>39,857</b>
<b>3. Academic Support</b>															
VP Academic	6,766	(2,247)	(189)	(2,436)	4,330	8,496	(3,042)	865	(2,178)	6,319	1,730	(796)	1,054	258	1,988
Museum of Art	99	(52)	-	(52)	47	193	(171)	-	(171)	23	95	(119)	-	(119)	(24)
VP Teaching & Learning	2,536	(1,254)	17	(1,237)	1,299	3,555	(1,596)	(419)	(2,016)	1,539	1,018	(342)	(436)	(778)	240
University Library	757	(1,547)	790	(757)	(1)	1,485	(962)	800	(162)	1,323	728	585	10	595	1,323
Health Sciences Library	137	(96)	-	(96)	42	154	(296)	153	(143)	11	17	(200)	153	(47)	(30)
Registrar	1,795	(220)	-	(220)	1,575	3,745	(335)	(151)	(486)	3,259	1,950	(115)	(151)	(266)	1,683
Sub-total	<b>12,090</b>	<b>(5,415)</b>	<b>618</b>	<b>(4,797)</b>	<b>7,293</b>	<b>17,628</b>	<b>(6,402)</b>	<b>1,247</b>	<b>(5,155)</b>	<b>12,473</b>	<b>5,538</b>	<b>(987)</b>	<b>629</b>	<b>(358)</b>	<b>5,181</b>
<b>4. Research Support</b>															
Research	7,409	(948)	(210)	(1,158)	6,251	10,254	(3,291)	11	(3,280)	6,974	2,845	(2,343)	221	(2,122)	723
VP Research Discretionary Fund	2,425	(1,306)	-	(1,306)	1,119	4,868	(3,899)	215	(3,684)	1,184	2,443	(2,593)	215	(2,378)	65
Research Loans	(388)	39	-	39	(349)	(388)	39	-	39	(349)	0	0	-	0	0
Sub-total	<b>9,446</b>	<b>(2,216)</b>	<b>(210)</b>	<b>(2,426)</b>	<b>7,020</b>	<b>14,734</b>	<b>(7,152)</b>	<b>226</b>	<b>(6,926)</b>	<b>7,808</b>	<b>5,288</b>	<b>(4,936)</b>	<b>436</b>	<b>(4,500)</b>	<b>788</b>
<b>5. Student Support</b>															
Graduate Scholarships	104	118	-	118	222	(183)	118	-	118	(65)	(288)	0	-	0	(288)
School of Graduate Studies	287	(33)	1	(32)	254	688	(192)	10	(182)	506	401	(159)	9	(150)	251
Student Affairs	6,815	(2,334)	(301)	(2,635)	4,180	12,371	(3,718)	1,397	(2,321)	10,050	5,556	(1,394)	1,698	314	5,870
DBAC Building Financing	-	(706)	-	(706)	-	-	(1,242)	-	(1,242)	-	-	(535)	-	(535)	-
DBAC Deferred Maintenance	3,321	520	-	520	3,841	3,421	520	-	520	3,941	100	(0)	-	(0)	100
Undergraduate Scholarships	1,351	(0)	-	(0)	1,351	1,399	(659)	113	(546)	853	49	(659)	113	(546)	(498)
Sub-total	<b>11,878</b>	<b>(2,435)</b>	<b>(300)</b>	<b>(2,736)</b>	<b>9,142</b>	<b>17,697</b>	<b>(5,173)</b>	<b>1,520</b>	<b>(3,654)</b>	<b>14,043</b>	<b>5,819</b>	<b>(2,738)</b>	<b>1,820</b>	<b>(918)</b>	<b>4,901</b>
<b>6. Facilities Support</b>															
Facilities Services	128	(323)	255	(68)	60	503	(856)	480	(376)	127	375	(533)	225	(308)	68
HSC Maintenance	(0)	13	-	13	13	62	(196)	210	14	76	62	(209)	210	1	63
Utilities	607	(60)	-	(60)	546	893	(3,458)	2,500	(958)	(65)	286	(3,398)	2,500	(898)	(612)
Deferred Maintenance	(0)	(0)	-	(0)	(0)	-	(0)	-	(0)	(0)	0	0	-	0	0
Bond Interest	0	0	-	0	0	(0)	(0)	-	(0)	(0)	(0)	(0)	-	(0)	(0)
Renovation contingency	(0)	0	-	0	(0)	(0)	0	-	0	(0)	0	(0)	-	(0)	0
Sub-total	<b>735</b>	<b>(370)</b>	<b>255</b>	<b>(115)</b>	<b>619</b>	<b>1,458</b>	<b>(4,510)</b>	<b>3,190</b>	<b>(1,320)</b>	<b>138</b>	<b>723</b>	<b>(4,140)</b>	<b>2,935</b>	<b>(1,205)</b>	<b>(481)</b>
<b>7. Institutional Support</b>															
VP Operations & Finance	3,175	(90)	600	510	3,685	3,265	(361)	-	(361)	2,903	89	(271)	(600)	(871)	(782)
Financial Affairs	86	489	(350)	139	225	590	388	(763)	(375)	215	503	(101)	(413)	(514)	(10)
Human Resources	(331)	(145)	30	(115)	(446)	(64)	(1,077)	782	(295)	(359)	266	(932)	752	(179)	87
UTS/Technology Fund	2,523	(1,340)	(597)	(1,938)	585	3,790	(1,687)	309	(1,379)	2,411	1,267	(347)	906	559	1,827
UTS Asset Management	192	(159)	-	(159)	33	1,491	(1,582)	-	(1,582)	(91)	1,300	(1,423)	-	(1,423)	(124)
University Secretariat	177	(129)	-	(129)	48	338	(32)	(131)	(162)	176	162	(131)	-	(34)	128
Presidential Budget	402	8	-	8	410	618	536	-	536	1,154	217	527	-	527	744
University Advancement	2,637	(1,427)	-	(1,427)	1,209	4,952	(531)	-	(531)	4,422	2,316	897	-	897	3,212
Legal	65	84	-	84	149	(1,054)	(1,278)	2,145	867	(187)	(1,118)	(1,362)	2,145	783	(336)
General University	815	(1,078)	-	(1,078)	(263)	1,003	(1,970)	-	(1,970)	(967)	188	(892)	-	(892)	(704)
Sub-total	<b>9,740</b>	<b>(3,787)</b>	<b>(318)</b>	<b>(4,105)</b>	<b>5,635</b>	<b>14,929</b>	<b>(7,594)</b>	<b>2,342</b>	<b>(5,252)</b>	<b>9,677</b>	<b>5,189</b>	<b>(3,807)</b>	<b>2,660</b>	<b>(1,147)</b>	<b>4,042</b>
<b>8. Institutional Priority allocations</b>															
Technology Renewal	(7,732)	-	4,517	4,517	(3,215)	(7,732)	(0)	4,517	4,517	(3,215)	0	(0)	-	(0)	0
Marketing & Branding	0	(388)	388	0	0	454	(580)	325	(254)	200	454	(192)	(62)	(254)	200
Pension	0	0	-	0	0	(0)	0	-	0	(0)	(0)	(0)	-	(0)	(0)
President's Strategic Support Fund	(0)	-	-	-	(0)	2,348	0	(533)	(533)	1,815	2,348	0	(533)	(533)	1,815
Sub-total	<b>(7,732)</b>	<b>(388)</b>	<b>4,905</b>	<b>4,517</b>	<b>(3,215)</b>	<b>(4,930)</b>	<b>(580)</b>	<b>4,309</b>	<b>3,730</b>	<b>(1,200)</b>	<b>2,802</b>	<b>(192)</b>	<b>(595)</b>	<b>(787)</b>	<b>2,015</b>
<b>Surplus/(Deficit)</b>	<b>172,311</b>	<b>35,709</b>	<b>(40,394)</b>	<b>(4,685)</b>	<b>167,626</b>	<b>226,772</b>	<b>19,153</b>	<b>(21,996)</b>	<b>(2,843)</b>	<b>223,928</b>	<b>54,460</b>	<b>(16,556)</b>	<b>18,398</b>	<b>1,842</b>	<b>56,302</b>
<b>Under/over/allocated</b>	<b>(0)</b>	<b>4,517</b>	<b>(4,517)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>(1,483)</b>	<b>1,483</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(6,000)</b>	<b>6,000</b>	<b>(0)</b>	<b>0</b>
<b>Total Surplus/(Deficit)</b>	<b>172,311</b>	<b>40,226</b>	<b>(44,911)</b>	<b>(4,685)</b>	<b>167,626</b>	<b>226,772</b>	<b>17,670</b>	<b>(20,513)</b>	<b>(2,843)</b>	<b>223,928</b>	<b>54,460</b>	<b>(6,000)</b>	<b>24,398</b>	<b>1,842</b>	<b>56,302</b>

Table 26: Operating Fund Budget and Plan Financial Position by Unit

	2023/24 Budget				2024/25 Plan				2025/26 Plan				
	Appropriations	On-going	One-time	Total	Appropriations	On-going	One-time	Total	Appropriations	On-going	One-time	Total	Appropriations
	April 30, 2023				April 30, 2024				April 30, 2025				April 30, 2026
<b>(5 thousands)</b>													
<b>1. Faculties</b>													
Business	16,022	6,149	-	6,149	22,172	3,854	-	3,854	26,025	1,813	-	1,813	27,838
Engineering	23,862	(5,492)	-	(5,492)	18,370	(5,337)	-	(5,337)	13,033	(4,063)	-	(4,063)	8,971
Health Sciences	50,511	(8,914)	2,839	(6,076)	44,435	(19,281)	2,407	(16,874)	27,561	(27,476)	2,189	(25,288)	2,273
Humanities	11,076	(9,037)	2,184	(6,854)	4,222	(9,399)	1,516	(7,883)	(3,661)	(8,618)	1,519	(7,098)	(10,760)
Science	23,099	(2,220)	150	(2,070)	21,029	(9,822)	-	(9,822)	11,207	(9,931)	-	(9,931)	1,276
Medical Radiation - Mohawk share	(0)	-	-	-	(0)	-	-	-	(0)	-	-	-	(0)
Social Sciences	19,633	(5,355)	(1,500)	(6,855)	12,778	(7,199)	-	(7,199)	5,579	(7,095)	-	(7,095)	(1,516)
Arts & Science	1,228	(452)	-	(452)	775	(502)	-	(502)	273	(507)	-	(507)	(233)
Sub-total	145,430	(25,321)	3,672	(21,649)	123,781	(47,686)	3,922	(43,764)	80,017	(55,877)	3,708	(52,169)	27,848
<b>2. Academic Priorities</b>													
University Fund	52,587	15,378	(32,359)	(16,981)	35,606	36,710	(31,683)	5,027	40,632	40,833	(28,071)	12,762	53,394
Revenue Projection Contingency	2,000	2,834	-	2,834	4,834	5,979	-	5,979	10,813	8,180	-	8,180	18,993
Ongoing Priorities Contingency	42	25,034	-	25,034	25,075	19,403	-	19,403	44,478	26,825	-	26,825	71,303
One-time Priorities Contingency	(19,069)	10,000	(5,881)	4,119	(14,950)	10,000	(1,932)	8,068	(6,882)	10,000	(3,118)	6,882	(0)
Sub-total	35,559	53,246	(38,240)	15,006	50,565	72,092	(33,615)	38,477	89,042	85,837	(31,189)	54,649	143,690
<b>TOTAL ACADEMIC</b>	180,989	27,925	(34,568)	(6,643)	174,346	24,406	(29,693)	(5,287)	169,059	29,961	(27,481)	2,480	171,539
<b>3. Academic Support</b>													
VP Academic	6,319	(1,278)	(100)	(1,378)	4,941	(1,244)	(100)	(1,344)	3,596	(1,493)	(49)	(1,542)	2,055
Museum of Art	23	(4)	-	(4)	19	(4)	-	(4)	16	(4)	-	(4)	12
VP Teaching & Learning	1,539	(713)	233	(480)	1,059	(818)	(18)	(836)	1,030	(930)	-	(930)	(708)
University Library	1,323	(1,268)	0	(1,268)	54	(2,138)	-	(2,138)	(2,084)	(2,954)	-	(2,954)	(5,038)
Health Sciences Library	11	(188)	44	(143)	(132)	(642)	-	(642)	(774)	(954)	-	(954)	(1,728)
Registrar	3,259	(1,367)	(268)	(1,635)	1,623	(1,444)	(121)	(1,566)	58	(1,715)	(500)	(2,215)	(2,158)
Sub-total	12,473	(4,817)	(91)	(4,909)	7,565	(6,291)	(239)	(6,530)	1,034	(8,050)	(549)	(8,599)	(7,565)
<b>4. Research Support</b>													
Research	6,974	(4,910)	(4)	(4,914)	2,060	(5,046)	-	(5,046)	(2,986)	(4,929)	-	(4,929)	(7,915)
VP Research Discretionary Fund	1,184	(585)	-	(585)	599	(294)	-	(294)	304	(304)	-	(304)	(0)
Research Loans	(349)	39	-	39	(310)	39	-	39	(272)	39	-	39	(233)
Sub-total	7,808	(5,456)	(4)	(5,460)	2,348	(5,301)	-	(5,301)	(2,954)	(5,194)	-	(5,194)	(8,148)
<b>5. Student Support</b>													
Graduate Scholarships	(65)	118	-	118	53	118	-	118	171	118	-	118	289
School of Graduate Studies	506	(212)	47	(165)	341	(43)	-	(43)	298	(124)	-	(124)	174
Student Affairs	10,050	(4,464)	1,019	(3,445)	6,605	(4,522)	985	(3,537)	3,068	(4,937)	417	(4,521)	(1,453)
DBAC Building Financing	(1,242)	652	-	652	(590)	855	-	855	264	1,063	-	1,063	1,328
DBAC Deferred Maintenance	3,941	520	-	520	4,461	520	-	520	4,981	520	-	520	5,501
Undergraduate Scholarships	853	(646)	-	(646)	207	(213)	-	(213)	(6)	-	-	-	(6)
Sub-total	14,043	(4,032)	1,066	(2,966)	11,077	(3,285)	985	(2,301)	8,776	(3,361)	417	(2,944)	5,833
<b>6. Facilities Support</b>													
Facilities Services	127	125	200	325	453	(348)	200	(148)	305	(796)	200	(596)	(291)
HSC Maintenance	76	14	-	14	90	14	-	14	104	14	-	14	118
Utilities	(65)	(2,188)	-	(2,188)	(2,253)	(3,243)	-	(3,243)	(5,496)	(3,506)	-	(3,506)	(9,002)
Deferred Maintenance	(0)	-	-	-	(0)	(0)	-	(0)	(0)	(0)	-	(0)	(0)
Bond Interest	(0)	-	-	-	(0)	-	-	-	(0)	-	-	-	(0)
Renovation contingency	(0)	0	-	0	(0)	0	-	0	(0)	0	-	0	0
Sub-total	138	(2,048)	200	(1,848)	(1,711)	(3,576)	200	(3,376)	(5,087)	(4,288)	200	(4,088)	(9,174)
<b>7. Institutional Support</b>													
VP Operations & Finance	2,903	(421)	-	(421)	2,482	(181)	-	(181)	2,302	19	-	19	2,321
Financial Affairs	215	465	(452)	13	228	342	(346)	(4)	223	197	(300)	(103)	120
Human Resources	(359)	(449)	(0)	(449)	(808)	(762)	-	(762)	(1,570)	(992)	-	(992)	(2,562)
UTS/Technology Fund	2,411	(1,465)	263	(1,202)	1,209	(1,451)	-	(1,451)	(242)	(1,784)	-	(1,784)	(2,026)
UTS Asset Management	(91)	(10)	-	(10)	(101)	(265)	-	(265)	(367)	(256)	-	(256)	(623)
University Secretariat	176	(29)	-	(29)	147	(55)	-	(55)	92	(87)	-	(87)	5
Presidential Budget	1,154	(300)	-	(300)	855	(211)	-	(211)	643	(144)	-	(144)	499
University Advancement	4,422	(1,825)	-	(1,825)	2,597	(1,575)	-	(1,575)	1,022	(676)	-	(676)	346
Legal	(187)	(855)	630	(225)	(412)	(594)	-	(594)	(1,006)	(443)	-	(443)	(1,449)
General University	(967)	(1,387)	-	(1,387)	(2,354)	(1,624)	-	(1,624)	(3,977)	(1,734)	-	(1,734)	(5,711)
Sub-total	9,677	(6,276)	442	(5,834)	3,843	(6,376)	(346)	(6,722)	(2,880)	(5,901)	(300)	(6,201)	(9,080)
<b>8. Institutional Priority allocations</b>													
Technology Renewal	(3,215)	-	3,215	3,215	(0)	-	-	-	(0)	-	-	-	(0)
Marketing & Branding	200	(346)	146	(200)	(0)	0	-	0	(0)	0	-	0	(0)
Pension	(0)	0	-	0	(0)	-	-	-	(0)	0	-	0	(0)
President's Strategic Support Fund	1,815	-	(5,185)	(5,185)	(3,370)	-	-	-	(3,370)	-	-	-	(3,370)
Sub-total	(1,200)	(346)	(1,824)	(2,170)	(3,370)	0	-	0	(3,370)	0	-	0	(3,370)
<b>Surplus/(Deficit)</b>	223,928	4,949	(34,780)	(29,831)	194,097	(424)	(29,093)	(29,518)	164,579	3,168	(27,713)	(24,546)	140,034
<i>Under/(over)allocated</i>	(0)	3,215	(3,215)	0	(0)	-	-	-	(0)	-	-	-	(0)
<b>Total Surplus/(Deficit)</b>	223,928	8,164	(37,995)	(29,831)	194,097	(424)	(29,093)	(29,518)	164,579	3,168	(27,713)	(24,546)	140,034

## APPENDIX 5 – ANCILLARY FUND UNIT LEVEL TABLES

Table 27: Ancillary Fund Budget by Unit

(\$ thousands)	McMaster Continuing Education		Campus Store		Media Production Services		Parking Services		Hospitality Services		Housing & Conference Services		Total	
	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget	2022/23 Projection	2023/24 Budget
	<b>Sources of funding</b>													
Sales	7,536	7,316	12,111	12,212	255	267	5,138	5,702	29,963	32,363	35,260	37,796	90,264	95,656
Internal revenue	572	664	259	(77)	3,160	3,296	68	68	2,325	2,372	(50)	231	6,334	6,553
<b>Total sources of funding</b>	<b>8,108</b>	<b>7,979</b>	<b>12,371</b>	<b>12,134</b>	<b>3,415</b>	<b>3,563</b>	<b>5,207</b>	<b>5,770</b>	<b>32,288</b>	<b>34,735</b>	<b>35,209</b>	<b>38,028</b>	<b>96,598</b>	<b>102,210</b>
<b>Expenditure</b>														
Salaries, wages and benefits	5,947	6,023	2,277	2,413	1,621	1,760	1,129	1,535	13,636	14,713	9,747	10,912	34,358	37,355
Cost of sales	-	-	8,649	8,487	1,037	813	-	-	11,479	12,864	(0)	-	21,165	22,164
Internal rent	479	504	461	420	122	126	34	36	1,152	1,213	3,871	4,350	6,119	6,649
Utilities and maintenance	14	14	17	16	23	24	187	145	885	906	3,991	4,241	5,118	5,346
Debt and financing charges	-	-	44	80	-	34	782	782	135	135	5,853	5,851	6,815	6,883
Equipment and renovations	418	308	184	137	377	416	906	991	1,161	802	4,126	4,802	7,173	7,456
All other expenses	2,587	1,736	275	273	15	58	1,525	1,525	2,547	2,810	6,007	6,470	12,955	12,872
<b>Total expenditures</b>	<b>9,445</b>	<b>8,585</b>	<b>11,907</b>	<b>11,826</b>	<b>3,196</b>	<b>3,230</b>	<b>4,564</b>	<b>5,014</b>	<b>30,995</b>	<b>33,443</b>	<b>33,595</b>	<b>36,625</b>	<b>93,703</b>	<b>98,724</b>
<b>Surplus (deficit) from operations</b>	<b>(1,337)</b>	<b>(606)</b>	<b>463</b>	<b>309</b>	<b>220</b>	<b>332</b>	<b>643</b>	<b>757</b>	<b>1,293</b>	<b>1,292</b>	<b>1,614</b>	<b>1,402</b>	<b>2,895</b>	<b>3,486</b>
<b>Contribution to Operating Fund</b>	<b>(417)</b>	<b>(375)</b>	<b>-</b>	<b>(182)</b>	<b>-</b>	<b>(80)</b>	<b>-</b>	<b>(140)</b>	<b>-</b>	<b>(784)</b>	<b>-</b>	<b>(1,287)</b>	<b>(417)</b>	<b>(2,847)</b>
<b>Surplus (deficit)</b>	<b>(1,755)</b>	<b>(981)</b>	<b>463</b>	<b>127</b>	<b>220</b>	<b>252</b>	<b>643</b>	<b>617</b>	<b>1,293</b>	<b>508</b>	<b>1,614</b>	<b>116</b>	<b>2,478</b>	<b>639</b>
<b>Reserve</b>														
Beginning Balance	5,045	3,290	(1,373)	(909)	(1,365)	(1,145)	(1,931)	(1,288)	(3,941)	(2,648)	288	1,902	(3,277)	(799)
Reserve Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus (deficit)	(1,755)	(981)	463	127	220	252	643	617	1,293	508	1,614	116	2,478	639
<b>Closing Balance</b>	<b>3,290</b>	<b>2,309</b>	<b>(909)</b>	<b>(782)</b>	<b>(1,145)</b>	<b>(893)</b>	<b>(1,288)</b>	<b>(671)</b>	<b>(2,648)</b>	<b>(2,140)</b>	<b>1,902</b>	<b>2,018</b>	<b>(799)</b>	<b>(160)</b>

## APPENDIX 6 – SUMMARY BY FUND

Table 28: Consolidated 2022/23 Projection by Fund

(\$ thousands)

	Operating Fund	Research Fund	Capital Fund	External Endowment	Internal Endowment	Ancillary Fund	Externally Funded	Total	GAAP Adjustment	Full Accrual Basis
<b>Revenues</b>										
Operating grants	240,021	-	6,087	-	-	-	-	246,108	38,708	284,816
Research grants and contracts	-	258,000	-	-	-	-	-	258,000	(66,002)	191,998
Tuition fees	433,451	-	-	-	-	-	-	433,451	11,605	445,056
Ancillary sales and services	-	-	-	-	-	90,264	-	90,264	-	90,264
Other revenues	146,263	-	3,400	9,323	125	-	35,511	194,623	7,239	201,862
Amortization of deferred capital contributions	-	-	-	-	-	-	-	-	43,115	43,115
Investment income (loss)	3,339	-	-	-	-	-	-	3,339	34,183	37,522
Investment income transfer	6,128	-	-	-	(6,128)	-	-	-	-	-
<b>Total revenues</b>	<b>829,202</b>	<b>258,000</b>	<b>9,487</b>	<b>9,323</b>	<b>(6,003)</b>	<b>90,264</b>	<b>35,511</b>	<b>1,225,785</b>	<b>68,848</b>	<b>1,294,633</b>
<b>Expenses</b>										
Salaries, wages and benefits	566,541	134,000	-	-	-	34,358	24,432	759,330	(5,818)	753,512
All other expenses	221,146	110,500	150,883	-	-	35,287	10,487	528,303	(142,870)	385,433
Amortization expense	-	-	-	-	-	-	-	-	93,123	93,123
Transfers to (from) other funds	18,358	(23,539)	(35,895)	29,171	783	11,326	(203)	-	-	-
Debt and financing charges	26,002	-	(12,461)	-	-	6,815	-	20,356	(2,234)	18,122
<b>Total expenses</b>	<b>832,046</b>	<b>220,961</b>	<b>102,527</b>	<b>29,171</b>	<b>783</b>	<b>87,786</b>	<b>34,716</b>	<b>1,307,989</b>	<b>(57,799)</b>	<b>1,250,190</b>
<b>Excess of revenues over expenses</b>	<b>(2,843)</b>	<b>37,039</b>	<b>(93,040)</b>	<b>(19,848)</b>	<b>(6,786)</b>	<b>2,478</b>	<b>796</b>	<b>(82,204)</b>	<b>126,647</b>	<b>44,443</b>



Table 29: Consolidated 2023/24 Budget by Fund

(\$ thousands)

	Operating Fund	Research Fund	Capital Fund	External Endowment	Internal Endowment	Ancillary Fund	Externally Funded	Total	GAAP Adjustment	Full Accrual Basis
<b>Revenues</b>										
Operating grants	240,222	-	6,000	-	-	-	-	246,222	38,573	284,795
Research grants and contracts	-	261,000	-	-	-	-	-	261,000	(64,202)	196,798
Tuition fees	433,810	-	-	-	-	-	-	433,810	14,719	448,529
Ancillary sales and services	-	-	-	-	-	95,656	-	95,656	-	95,656
Other revenues	151,338	-	43,000	6,703	125	-	34,103	235,269	(25,933)	209,336
Amortization of deferred capital contributions	-	-	-	-	-	-	-	-	41,377	41,377
Investment income (loss)	3,307	-	-	29,598	8,391	-	-	41,296	49,323	90,619
Investment income transfer	6,160	-	-	-	(6,160)	-	-	-	-	-
<b>Total revenues</b>	<b>834,837</b>	<b>261,000</b>	<b>49,000</b>	<b>36,301</b>	<b>2,356</b>	<b>95,656</b>	<b>34,103</b>	<b>1,313,253</b>	<b>53,857</b>	<b>1,367,110</b>
<b>Expenses</b>										
Salaries, wages and benefits	598,373	135,100	-	-	-	37,355	24,137	794,964	(14,143)	780,821
All other expenses	240,664	105,600	170,614	-	-	36,575	10,218	563,671	(170,895)	392,776
Amortization expense	-	-	-	-	-	-	-	-	101,205	101,205
Transfers to (from) other funds	277	(17,671)	(24,463)	27,055	749	14,205	(151)	-	-	-
Debt and financing charges	25,355	-	(16,514)	-	-	6,883	-	15,724	2,344	18,068
<b>Total expenses</b>	<b>864,668</b>	<b>223,029</b>	<b>129,637</b>	<b>27,055</b>	<b>749</b>	<b>95,017</b>	<b>34,204</b>	<b>1,374,359</b>	<b>(81,489)</b>	<b>1,292,870</b>
<b>Excess of revenues over expenses</b>	<b>(29,831)</b>	<b>37,971</b>	<b>(80,637)</b>	<b>9,246</b>	<b>1,607</b>	<b>639</b>	<b>(101)</b>	<b>(61,106)</b>	<b>135,346</b>	<b>74,240</b>

Table 30: Consolidated 2024/25 Plan by Fund

(\$ thousands)

	Operating Fund	Research Fund	Capital Fund	External Endowment	Internal Endowment	Ancillary Fund	Externally Funded	Total	GAAP Adjustment	Full Accrual Basis
<b>Revenues</b>										
Operating grants	240,339	-	6,000	-	-	-	-	246,339	38,440	284,779
Research grants and contracts	-	264,000	-	-	-	-	-	264,000	(62,282)	201,718
Tuition fees	442,426	-	-	-	-	-	-	442,426	15,011	457,437
Ancillary sales and services	-	-	-	-	-	106,562	-	106,562	-	106,562
Other revenues	153,604	-	61,650	5,957	125	-	34,046	255,382	(35,504)	219,878
Amortization of deferred capital contributions	-	-	-	-	-	-	-	-	-	43,394
Investment income (loss)	3,299	-	-	30,116	8,480	-	-	41,895	50,778	92,673
Investment income transfer	6,168	-	-	-	(6,168)	-	-	-	-	-
<b>Total revenues</b>	<b>845,836</b>	<b>264,000</b>	<b>67,650</b>	<b>36,073</b>	<b>2,437</b>	<b>106,562</b>	<b>34,046</b>	<b>1,356,604</b>	<b>49,837</b>	<b>1,406,441</b>
<b>Expenses</b>										
Salaries, wages and benefits	615,812	136,200	-	-	-	39,473	24,107	815,591	(6,428)	809,163
All other expenses	235,469	103,200	135,983	1,064	-	39,457	9,505	524,677	(121,584)	403,093
Amortization expense	-	-	-	-	-	-	-	-	-	110,146
Transfers to (from) other funds	(1,282)	(14,404)	(27,716)	25,687	757	17,113	(156)	-	-	-
Debt and financing charges	25,355	-	(21,720)	-	-	8,215	-	11,850	6,160	18,010
<b>Total expenses</b>	<b>875,354</b>	<b>224,996</b>	<b>86,547</b>	<b>26,751</b>	<b>757</b>	<b>104,257</b>	<b>33,455</b>	<b>1,352,118</b>	<b>(11,706)</b>	<b>1,340,412</b>
<b>Excess of revenues over expenses</b>	<b>(29,518)</b>	<b>39,004</b>	<b>(18,897)</b>	<b>9,322</b>	<b>1,680</b>	<b>2,305</b>	<b>590</b>	<b>4,486</b>	<b>61,544</b>	<b>66,029</b>

Table 31: Consolidated 2025/26 Plan by Fund

(\$ thousands)

	Operating Fund	Research Fund	Capital Fund	External Endowment	Internal Endowment	Ancillary Fund	Externally Funded	Total	GAAP Adjustment	Full Accrual Basis
<b>Revenues</b>										
Operating grants	240,313	-	6,000	-	-	-	-	246,313	38,466	284,779
Research grants and contracts	-	267,000	-	-	-	-	-	267,000	(60,239)	206,761
Tuition fees	461,241	-	-	-	-	-	-	461,241	15,649	476,890
Ancillary sales and services	-	-	-	-	-	112,036	-	112,036	-	112,036
Other revenues	155,421	-	92,900	5,923	125	-	33,963	288,332	(51,264)	237,068
Amortization of deferred capital contributions	-	-	-	-	-	-	-	-	46,964	46,964
Investment income (loss)	3,205	-	-	30,638	8,574	-	-	42,417	53,226	95,643
Investment income transfer	6,262	-	-	-	(6,262)	-	-	-	-	-
<b>Total revenues</b>	<b>866,442</b>	<b>267,000</b>	<b>98,900</b>	<b>36,561</b>	<b>2,437</b>	<b>112,036</b>	<b>33,963</b>	<b>1,417,340</b>	<b>42,802</b>	<b>1,460,141</b>
<b>Expenses</b>										
Salaries, wages and benefits	634,987	137,300	-	-	-	41,576	24,274	838,137	444	838,581
All other expenses	232,401	103,800	193,454	2,239	-	40,393	9,316	581,603	(161,524)	420,079
Amortization expense	-	-	-	-	-	-	-	-	117,581	117,581
Transfers to (from) other funds	(1,755)	(14,137)	(28,345)	25,223	766	18,411	(163)	-	-	-
Debt and financing charges	25,355	-	(21,669)	-	-	9,697	-	13,384	4,564	17,948
<b>Total expenses</b>	<b>890,988</b>	<b>226,963</b>	<b>143,440</b>	<b>27,462</b>	<b>766</b>	<b>110,076</b>	<b>33,428</b>	<b>1,433,124</b>	<b>(38,935)</b>	<b>1,394,189</b>
<b>Excess of revenues over expenses</b>	<b>(24,546)</b>	<b>40,037</b>	<b>(44,540)</b>	<b>9,099</b>	<b>1,671</b>	<b>1,960</b>	<b>535</b>	<b>(15,784)</b>	<b>81,736</b>	<b>65,952</b>

## APPENDIX 7 – SIGNIFICANT ACCOUNTING POLICIES

The University's audited financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountant (CPA) Canada Handbook. A summary of the significant accounting policies follows:

1) Revenue recognition: The University follows the deferral method of accounting for contributions which include donations and government grants. The principles under this method are summarized as follows:

- Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.
- Contributions externally restricted for purposes such as research grants and non-endowed donations are deferred and recognized as revenue in the year in which the related expenses are recognized.
- Contributions externally restricted for capital asset purchases are deferred and amortized to operations on the same basis as the related capital asset.
- External endowment contributions, investment income preserved and activity under the endowment capital protection policy are recognized as a direct change to endowment net assets. Income realized from the investment, to the extent it is allocated, is recorded as deferred contributions and recorded as revenue in the periods in which the related expenses are incurred.

2) Capital assets and amortization: Capital assets are recorded at cost, or if donated, at fair value on the date of receipt. Amortization is recorded on the straight-line basis over the expected life of the asset.

3) Collections and works of art: The McMaster Museum of Art has significant collections of works of art and coins. The value of collections is excluded from the Statement of Financial Position except for a nominal value of \$1. Donations of works of art are recorded in operations as revenue at values based on appraisals and are expensed in the year received. Purchased collections are expensed in the year of acquisition.

4) Pensions and other employee future benefits: The University maintains defined benefit registered and non-registered pension plans, a retirement incentive program and group registered retirement savings plans. Non-pension post-retirement and post-employment benefits plans are also provided. These costs are recorded over the employees' periods of service. The current service cost and finance cost for the year are charged to excess of revenues over expenses. The actuarial method of determining the accrued benefit obligations for the defined benefit plans uses the funding valuation method, which reflects the long-term nature of the plans and uses management's estimates of investment yields, salary inflation, benefit cost trends and other factors. Remeasurement and other items are recognized as a direct change to net assets and are not reclassified to the statement of operations in subsequent periods. The employer's share of group RRSP contributions is charged to operations in the year made.

5) Investments: Short-term investments are recorded at cost plus accrued income which together approximates fair value. Long-term investments are carried at fair values. Changes in fair value are included in investment income. Investments in publicly traded research entities not subject to significant influence are carried in investments at fair values. Changes in fair values are included in other income. Investments in privately held entities are carried in other assets at cost, net of any impairment.

6) Net assets: Net assets are classified as follows:

- Internally restricted: Employee future benefits represent the unfunded portion of pension and other non-pension retirement and post-employment benefits, net of funds set aside to meet estimated future obligations. Other internal reserves, as approved by the Board, include unexpended departmental carry forward amounts for future expenditures or amounts set aside to settle future-oriented obligations.
- Equity in capital assets: Funds invested in capital assets, exclusive of capital assets financed through long-term obligations or deferred capital contributions.
- Internal endowments: Unrestricted contributions including unspent investment income which have been restricted by action of the Board.
- External endowments: External contributions, the principal of which is non-expendable pursuant to the restrictions by the donor, and income retained under the endowment capital protection policy.

7) Endowment capital protection policy: In order to protect the capital value of endowment investments, an endowment capital protection policy limits the amount of investment income allocated for spending to 4%, plus 1% administration spending, and requires the reinvestment of excess income earned (interest, dividends, realized and unrealized capital gains, net of investment expenses). Should endowment spending commitments exceed allocated income, amounts will be drawn from accumulated net investment income balances to fund deficiencies. For endowments without sufficient accumulated investment income, temporary encroachment on capital is permitted where the terms allow. The encroached amounts will be recovered from future investment returns.

## APPENDIX 8 – OPERATING FUND ENVELOPE GROUPINGS

Major areas and depts included in envelopes:

### Activity Units

#### DeGroote School of Business

Accounting and Financial Management  
 Executive Education  
 Finance and Business Economics  
 Health Policy and Management  
 Human Resources and Management  
 Information Systems  
 Marketing  
 Operations Management  
 Strategic Management  
 Research Centres  
 McMaster eBusiness Research Centre  
 Gould Trading Floor  
 Health Leadership Academy  
 Investment Decision Centre  
 Management of Innovation and Technology

#### Faculty of Engineering

Chemical Engineering  
 Civil Engineering  
 Computing and Software  
 Electrical and Computer Engineering  
 Engineering Physics  
 Materials Science and Engineering  
 Mechanical Engineering  
 Integrated Biomedical Engineering and Health Sciences  
 School of Biomedical Engineering  
 W. Booth School of Engineering Practice and Technology  
 Research Centres  
 ArcelorMittal Dofasco Centre for Engineering and Public Policy  
 Canadian Centre for Electron Microscopy  
 Centre for Effective Design of Structures  
 Centre for Emerging Device Technologies  
 Centre for Excellence in Protective Equipment and Materials  
 Centre for Research in Micro- and Nano-systems  
 Centre of Excellence in Protective Equipment and Materials  
 McMaster's Computing Infrastructure Research Centre  
 McMaster Automotive Resource Centre  
 McMaster Centre for Software Certification  
 McMaster Institute for Energy Studies  
 McMaster Manufacturing Research Institute  
 McMaster Steel Research Centre

#### Faculty of Health Sciences

Michael G. DeGroote School of Medicine  
 Anaesthesia  
 Biochemistry & Biomedical Sciences  
 Health Research Methods, Evidence, and Impact  
 Family Medicine  
 Medicine  
 Midwifery  
 Obstetrics and Gynecology  
 Oncology  
 Pathology and Molecular Medicine  
 Pediatrics  
 Psychiatry and Behavioural Neurosciences  
 Radiology  
 Surgery  
 School of Nursing  
 School of Rehabilitation Science

#### Faculty of Humanities

Communication Studies and Multimedia  
 English and Cultural Studies  
 French  
 Gender & Social Justice  
 Greek Studies and Roman Studies (formerly Classics)  
 History  
 Linguistics and Languages  
 Global Peace & Social Justice  
 Philosophy  
 School of the Arts  
 Research Centres  
 The Bertrand Russell Research Centre  
 Advanced Research in Experimental & Applied Linguistics Research Centre  
 Institute for Ethics & Policy for Innovation  
 Centre for Human Rights and Restorative Justice  
 Lewis & Ruth Sherman Centre of Digital Scholarship  
 LR Wilson Institute for Canadian History

#### Faculty of Science

Biology  
 Chemistry and Chemical Biology  
 Earth, Environment & Society  
 Interdisciplinary Science  
 Kinesiology  
 Mathematics and Statistics  
 Physics and Astronomy  
 Psychology, Neuroscience and Behaviour  
 Research Centres  
 Biointerfaces Institute  
 McMaster Centre for Climate Change  
 McMaster Institute for Music and the Mind  
 Origins Institute  
 Physical Activity Centre of Excellence

#### Faculty of Social Sciences

Anthropology  
 Economics  
 Environment & Society  
 Globalization  
 Health, Aging & Society  
 Indigenous Studies  
 Labour Studies  
 Political Science  
 Psychology, Neuroscience & Behaviour  
 Public Policy in Digital Society  
 Religious Studies  
 Social Psychology  
 Social Work  
 Sociology  
 Research Centres  
 Gilbrea Centre for Studies in Aging  
 Institute on Globalization and the Human Condition  
 Spark: A Centre for Social Research Innovation  
 Advanced Research on Mental Health and Society

#### Arts & Science Program

Support Units

Academic Support

- Provost and Vice-President (Academic) Office
- Equity and Inclusion Office
- Health Sciences Library
- Institutional Research and Analysis
- International Affairs
- Museum of Art
- Vice-Provost Teaching & Learning
- Paul R. MacPherson Institute for Leadership, Innovation and Excellence in Teaching
- Registrar's Office
- University Library

Research Support

- Research
  - Vice-President (Research) Office
  - Biosafety Committee
  - Health Physics
  - McMaster Industry Liaison Office
  - Nuclear Operations and Facilities
  - Research Ethics
  - Research Finance
  - Research High Performance Computing
  - Research Office for Administration, Development and Support
- Research Centres
  - Includes:
    - Biomedical engineering and Advanced Manufacturing Research Centre
    - Brockhouse Institute for Material Research
    - Canadian Centre for Electron Microscopy
    - MacData Institute
    - McMaster Data Centre for Scholarship in Public Interest
    - McMaster Indigenous Research Institute
    - McMaster Institute for Health Equity
    - McMaster Institute for Research on Aging (MIRA)
      - includes Larbarger Centre for Mobility in Aging and MIRA-Dixon Hall
    - McMaster Institute for Transportation and Logistics
  - Research Data Centre
  - Vice-President (Research) Discretionary Fund

Facilities Support

- Facility Services
- Security
- Utilities

Institutional Support

- Operations & Finance
  - Vice-President (Operations & Finance) Office
- Financial Affairs
- Human Resources
- Internal Audit and Enterprise Risk Services
- Advancement
  - Advancement Services
  - Alumni Advancement
  - Development
  - Stewardship and Donor Relations
  - Vice-President (Advancement) Office
- General University
- Legal
- Office of the President
  - President's Office
  - Communications and Public Affairs
- University Secretariat
- University Technology Services

Institutional Priorities

- Marketing and Branding
- Pension
- President's Strategic Support Fund
- Technology Renewal

Student Support

- School of Graduate Studies
- Student Affairs
  - Athletics and Recreation
  - Black Student Success Centre
  - Career Planning and Employment
  - Indigenous Student Services
  - International Student Services
  - Student Accessibility Services
  - Student Success Centre
  - Student Transition and Development
  - Student Wellness Centre
- Graduate Scholarships
- Undergraduate Scholarships

## APPENDIX 9 – ACRONYMS

<b>AODA</b>	Accessibility for Ontarians with Disabilities Act	<b>MBA</b>	Master of Business Administration
<b>BI</b>	Business Information	<b>MCE</b>	McMaster Continuing Education
<b>BIMR</b>	Brockhouse Institute for Materials Research	<b>MCU</b>	Ministry of Colleges and Universities
<b>BIPOC</b>	Black, Indigenous and People of Colour	<b>MD</b>	Medical Doctorate
<b>BWRI</b>	Brighter World Research Initiative	<b>MELD</b>	McMaster English Language Development
<b>CAAP</b>	Campus Accessibility Plan	<b>MILO</b>	McMaster Industry Liaison Office
<b>CAUBO</b>	Canadian Association of University Business Officers	<b>MIRI</b>	McMaster Indigenous Research Institute
<b>CEMSR</b>	Clean Energy Materials Sorting and Recycling Research Initiative	<b>MIP</b>	McMaster Innovation Park
<b>CEPEM</b>	Centre of Excellence in Protective Equipment and Materials	<b>MNR</b>	McMaster Nuclear Reactor
<b>CERC</b>	Canada Excellence Research Chairs	<b>MOH</b>	Ministry of Health
<b>CFI</b>	Canada Foundation for Innovation	<b>MPS</b>	Media Production Services
<b>CFREF</b>	Canada First Research Excellence Fund	<b>MREB</b>	McMaster Research Ethics Board
<b>CCEM</b>	Canadian Centre for Electron Microscopy	<b>MUMC</b>	McMaster University Medical Centre
<b>CCRM</b>	Centre for Commercialization of Regenerative Medicine	<b>NFRF</b>	New Frontiers in Research Fund
<b>CLA</b>	Contractually Limited Appointment	<b>NOF</b>	Nuclear Operations and Facilities
<b>CNL</b>	Canadian Nuclear Laboratories	<b>OAPPA</b>	Ontario Association of Physical Plant Administrators
<b>COG</b>	Core Operating Grant	<b>OER</b>	Ontario Electricity Rebate
<b>COU</b>	Council for Ontario Universities	<b>OREC</b>	Ontario Rebate for Electricity Consumers
<b>CPA</b>	Chartered Professional Accountant	<b>OSAP</b>	Ontario Student Access Program
<b>CRC</b>	Canada Research Chair	<b>PBA</b>	Pensions Benefit Act
<b>CRKN</b>	Canadian Research Knowledge Network	<b>PIAD</b>	Provision for adverse deviation
<b>CRM</b>	Client Relationship Management	<b>PGCLL</b>	Peter George Centre for Living and Learning
<b>CS</b>	Campus Store	<b>PRB</b>	Post-retirement benefit
<b>CV</b>	Curriculum Vitae	<b>PVP</b>	Presidents and Vice-Presidents
<b>DB</b>	Defined Benefit	<b>RDM</b>	Research Data Management
<b>DSB</b>	DeGroot School of Business	<b>RO</b>	Office of the Registrar
<b>EDI</b>	Equity, Diversity, and Inclusion	<b>ROIE</b>	Research Overhead Infrastructure Envelope
<b>ERM</b>	Enterprise Risk Management	<b>RHPCS</b>	Research and High Performance Computing Services
<b>FHS</b>	Faculty of Health Sciences	<b>ROADS</b>	Research Office for Administration, Development and Support
<b>FSS</b>	Faculty of Social Sciences	<b>RRSP</b>	Registered Retirement Savings Plan
<b>FTE</b>	Full-Time Equivalent	<b>RSF</b>	Research Support Fund
<b>GSR</b>	Graduate Student Residence	<b>SAG</b>	Student Access Guarantee
<b>GAAP</b>	Generally accepted accounting principle	<b>SGS</b>	School of Graduate Studies
<b>HCS</b>	Housing and Conference Services	<b>SMA</b>	Strategic Mandate Agreement
<b>HR</b>	Human Resources	<b>STEER/R</b>	Strategic Excellence and Equity in Recruitment and Retention
<b>HS</b>	Hospitality Services	<b>STEM</b>	Science, Technology, Engineering and Math
<b>HSL</b>	Health Sciences Library	<b>STEP</b>	The Summer Transition through English Prep program
<b>IP</b>	Intellectual Property	<b>UA</b>	University Advancement
<b>IPG</b>	Incremental Projects Grant	<b>UN</b>	United Nations
<b>IQAP</b>	Institutional Quality Assurance Process	<b>UTS</b>	University Technology Services
<b>ISS</b>	Indigenous Student Services	<b>VPR</b>	Vice-President Research
<b>IT</b>	Information Technology	<b>WACC</b>	Weighted Average Cost of Capital
<b>LEP</b>	Laurentis Energy Partners	<b>WGU</b>	Weighted Grant Units
<b>MA</b>	Master of Arts	<b>WW</b>	Welcome Week
<b>MARC</b>	McMaster Automotive Resource Centre		



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

**Open Session (Regular Agenda)**

Senate accepted Notice of Motion for the amendments to the Senate By-Laws at its meeting on April 12, 2023.

**1. Amendments to the Senate By-Laws**

At its meeting on April 18, 2023, the Committee reviewed the *Senate By-Laws*. The Committee considered and approved additional revisions including:

- Pg. 26 – we added four consultants to reflect current practice: Associate Vice-President & Chief Financial Officer, Associate Vice-President Academic Finance & Planning, Controller, and Budget Director
- Pg. 40 – correcting the number of faculty members on the Faculty Discipline Board and increasing the quorum to match the Faculty Code of Conduct.
- Pg. 52 – further revision to correct titles

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 Senate By-Laws, as circulated.**

**SENATE: FOR APPROVAL  
June 7, 2023**



UNIVERSITY SECRETARIAT  
· Board of Governors  
· Senate

Gilmour Hall, Room 210  
1280 Main Street West  
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April 12, 2023

**TO:** David Farrar  
Chair, Senate

**FROM:** Andrea Thyret-Kidd  
University Secretary

**SUBJECT:** Proposed Revisions to the Senate By-Laws

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Attached please find proposed revisions to the Senate By-Laws for the consideration of the Senate By-Laws Committee and the Senate. The significant revisions include:

- The addition of McMaster University Faculty Association President or delegate as an observer to the University Planning Committee
- The addition of the Vice-President, Research or delegate as an Ex-Officio Member of the Committee on Academic Integrity
- Inclusion of matters relating to research integrity as a responsibility of the Committee on Academic Integrity
- Requiring student members of the Committee on Student Affairs be selected from student Senators to provide opportunity for greater involvement of student Senators, and adding the President of McMaster Associate Part-Time Students as a consultant
- Dissolution of the Certificates and Diplomas Committee and establishment of the proposed Joint Committee on Certificates, Diplomas and Microcredentials
- Removal of McMaster Divinity College representation on Undergraduate Council as McMaster University no longer offers joint degrees with McMaster Divinity College
- Update to Procedural Authority with reference to the third edition (1996) of M.K. Kerr and H.W. King, *Procedures for Meetings and Organizations*
- Updates to the Nomination and Election process for various governing bodies including:
  - o removing the requirement of the candidate *willingness to serve* form
  - o specifications added to requirements on ballots
  - o updates to language to reflect electronic tabulation of elections
- Changes to the Record of Proceedings to reflect current and best practice
- Updates to titles
- Update to accommodate teleconference meetings

**Motion:**

**That the Senate approve in principle, the proposed revisions to the Senate By-Laws and refer the revisions to the By-Laws Committee for review.**

## Policies, Procedures and Guidelines

Complete Policy Title

Policy Number (if applicable)

**By-Laws of the Senate of McMaster University**

Approved by

Date of Most Recent Approval

**Senate**

~~June 8, 2022~~ [June 7, 2023](#)

Date of Original Approval(s)

Supersedes/Amends Policy dated

**December 1969**

▪ **June 8, 2022**

Recent Amendments:

- June 8, 2022
- April 14, 2021
- December 9, 2020 (Revised/Reformatted)
- May 13, 2020
- June 5, 2019
- December 12, 2018
- June 6, 2018
- May 17, 2017
- December 14, 2016
- June 2016 (Revised/Renumbered)

Responsible Executive

Policy Specific Enquiries

**University Secretariat**

[Policy \(University Secretariat\)](#)

**DISCLAIMER:**

*If there is a discrepancy between this electronic copy and the ~~written-approved~~ copy held by the University Secretariat, the ~~written-approved~~ copy prevails.*

**FORMAT:**

*[If you require this document in an accessible format, please email policy@mcmaster.ca.](#)*

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The Senate of McMaster University enacts as follows:

### ARTICLE I: INTERPRETATION

1. Unless otherwise provided herein, words defined in Section I of [An Act Respecting McMaster University](#) have the same meaning in these by-laws as in the Act.
2. In these by-laws, unless the context otherwise requires:
  - a) **The McMaster University Act** means [An Act Respecting McMaster University](#) as enacted by statutes of Ontario, 1976 and from time to time amended;
  - b) **By-laws** means by-laws of the Senate;
  - c) **President** means the President and Vice-Chancellor of the University;
  - d) **Provost** means Provost and Vice-President (Academic) of the University;
  - e) **Chair of the Senate** means the President or, in the absence of the President, the Vice-Chair of the Senate or such officer of the University as is authorized to act in conformity with these by-laws;
  - f) **Vice-Chair** of the Senate means the Provost;
  - g) **Deans** means the Deans of the several Faculties of the University, the heads of which are known by that title;
  - h) **Associate Deans** means the Associate Dean, [Undergraduate Studies \(Academic\)](#) of the Faculties of Business, Engineering, Humanities, Science, Social Sciences, the Associate Dean of Health Sciences (Health Professional Education), the Associate Dean of Health Sciences (Undergraduate Education), the Associate Dean of Health Sciences (Clinical Services and Commercial Enterprises), the Associate Dean of Health Sciences (Nursing), the Associate Dean of Health Sciences (Rehabilitation Science), and the Associate Dean Research and/or Graduate Studies of each Faculty;
  - i) **Observer** means any person to whom the Senate has granted the right to attend all meetings of the Senate, including Closed Session, and to receive the minutes thereof, ~~with all appendices~~;
  - j) **Session** means an academic year of the University, being from September 1 of one calendar year to August 31 of the following calendar year;

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- k) **Closed Session** means a meeting, or that part of a meeting, of the Senate (or a Senate committee or board) at which only members, observers, and specifically invited guests of the Senate (or the committee or board) are present, such session being deemed to begin upon declaration of the Chair of the Senate (or committee or board). Only persons entitled to be present in Closed Session may be informed of the proceedings that transpire in Closed Session (see also clause (m) below); and
- l) this clause shall apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996. For meetings that took place on or after February 16, 1996, the provisions of clause [\(k\)](#) above apply.
- [m\)](#) **In camera**, as it pertains to the meetings of committees and boards of the Senate, means that only members, consultants and specifically invited guests of the committee or board may be present. The proceedings that transpire in the meetings of Senate committees and boards may be divulged only to such persons as have right of access to the record of those proceedings (as provided for in [Schedule E](#)).
- [m\)n\)](#) **University Secretary** means [the Secretary of the Senate](#).

Revised: ~~June 8, 2022~~[April June 7, 2023](#)



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**ARTICLE II: THE CHANCELLOR AND THE PRESIDENT**

3. The Chancellor shall be appointed by the Senate upon nomination from a Committee for Nominating a Chancellor.
4. The term of office of Chancellor shall be three years, normally renewable only once, commencing the first day of September of the year of appointment.
5. No person shall occupy the office of Chancellor who is the President or the Vice-President, the head of an affiliated college, or a member of the teaching or administrative staff of the University or of an affiliated college.
6. When the office of Chancellor becomes vacant, the vacancy shall be filled by the appointment of a successor in the manner set out in clause [3](#), and such successor shall hold office as set forth in clause [4](#).
7. When a Chancellor ceases to be eligible for such office, or becomes incapable of acting, the office shall be deemed to be vacant.
8. A declaration of the existence of a vacancy in the office of Chancellor by the Senate entered in the minutes of the Senate is conclusive evidence of the vacancy.
9.
  - a) The Committee for Nominating a Chancellor shall consist of the President, the Chair of the Board, the Principal of the Divinity College, the alumni members of the Senate and five other members of the Senate elected by the Senate in accordance with the procedure described in clause [117](#)
    - (i) Seven members of the Committee for Nominating a Chancellor, including the President and the Chair of the Board, shall constitute a quorum at any meeting thereof.
  - b) The Senate component of a Committee for Recommending a President shall consist of three faculty members, one graduate student and one undergraduate student, to be elected by the Senate, but not necessarily from the Senate, in accordance with the procedure described in clause [117](#).
  - c) The Committee for Nominating a Chancellor and the Committee for Recommending a President shall each appoint its own chair from among its members and determine its own procedure.
10. ~~40.~~ The Committee for Nominating a Chancellor and the Committee for Recommending a President shall report to the Senate in writing. Each report shall be made available to Senate members by the [Secretary of the Senate](#) [University Secretary](#) no later than 24 hours prior to the relevant Senate meeting, and to observers at the beginning of the Closed Session of the Senate meeting.

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Revised: ~~December 9, 2020~~ June 7, 2023

June 7, 2023 ~~June 8, 2022~~

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**ARTICLE III: COMPOSITION OF, ELIGIBILITY FOR, AND ELECTION TO THE SENATE**

- ~~10.11.~~ Subject to such changes in the composition of the Senate as may be made from time to time under the authority of *The McMaster University Act*, and subject to the provisions of any statute in force respecting the period of membership of any member of the Senate, the Senate shall be composed of the members set out in [Schedule A](#) attached hereto and shall have as observers those designated in Schedule A.
- ~~11.12.~~ A faculty member, either full-time or part-time, shall be eligible for election to the Senate provided that at the time of nomination the member holds a contractually-limited appointment, or a tenured, tenure-track, permanent teaching, teaching-track, or special appointment, or continuing appointment without annual review by the Board or a regular appointment by the Board of Trustees of the Divinity College, or that the member has been confirmed in a tenured, tenure-track, permanent teaching, teaching-track, or special appointment, or continuing appointment without annual review by the Board or a regular appointment by the Board of Trustees of the Divinity College to take effect on July 1 of the year in which the member is nominated.
- ~~12.13.~~ The academic rank of a faculty candidate for election to the Senate shall be deemed to be the rank that the candidate will hold on July 1 of the year in which the candidate is nominated, provided that this rank has been approved by the Senate Committee on Appointments or by the Board of Trustees of the Divinity College at the time of nomination. If a change in rank has not been approved at the time of nomination, the academic rank of a faculty candidate for election to the Senate shall be deemed to be the rank that the candidate holds at the time of nomination.
- ~~13.14.~~ In the election of the faculty members of the Senate under clause 12 (g) and 12 (h) of [The McMaster University Act](#), each Faculty shall include in its By-laws such distribution of faculty seats on the Senate by rank or type of appointment or department or any combination of these, as it may deem appropriate.
- ~~14.15.~~ The nomination and election of faculty members to the Senate under clause 12 (g) and 12 (h) of *The McMaster University Act* shall be on a Faculty basis. Faculty members in departments that are members of two Faculties and faculty members on joint appointments in departments that are in different Faculties may vote in the Faculty of their choice, but shall have a vote in only one Faculty.
- ~~15.16.~~ The annual election of faculty members to the Senate under clause 12 (g) and 12 (h) of *The McMaster University Act* shall be completed by March 31, but such members shall not take office until the first day of July in the year of election.
- ~~16.17.~~ One undergraduate student shall be elected by and from the undergraduate students registered in each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences for a two-year term or until graduation or withdrawal from the University, whichever corresponds to the shorter term. The electorate shall include students who have completed the requirements for a bachelor's degree, but who are proceeding toward their first professional degrees, e.g., the M.D. but not the M.Div., students who are taking additional work toward a second undergraduate degree, or continuing students, meaning

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students possessing a bachelor's degree who are taking additional undergraduate work but not for credit toward a degree.

- ~~17-18.~~ An undergraduate student to be a candidate for election shall be a full-time undergraduate student who has not been declared ineligible to continue at the University in the preceding Session; or shall be a part-time student registered for at least six units of undergraduate work.
- ~~18-19.~~ A continuing student may be a candidate for election as an undergraduate member provided that such student is registered for at least six units of undergraduate work.
- ~~19-20.~~ A second-degree student may be a candidate for election as an undergraduate member provided that such student is registered for at least six units of undergraduate work.
- ~~20-21.~~ A student who has been elected as an undergraduate member of the Senate and who completes the requirements for a bachelor's degree during the Session in which such student was elected may continue as a member of the Senate for a second year, provided that in the next ensuing Session such student is registered as a continuing student or a second-degree student for at least six units of undergraduate work.
- ~~21-22.~~ Undergraduate students registered in joint programs under the auspices of more than one Faculty may vote in only one of those Faculties. Students registered in programs not under the auspices of any Faculty may vote in the Faculty of their choice, but shall have a vote in only one Faculty.
- ~~22-23.~~ Six graduate students, each proceeding toward a Master's or a Doctor's degree, shall be elected for two-year terms or until graduation or withdrawal from the University, whichever occurs sooner. One graduate student shall be elected by and from the graduate students registered in each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences. ~~Students registered in McMaster University degree programs in the McMaster Divinity College shall be eligible to vote and be candidates for election as graduate students in the Faculty of Humanities.~~
- ~~23-24.~~ Graduate students registered in joint or collaborative programs under the auspices of more than one Faculty may vote and be candidates in only one of those Faculties. Students registered in interdisciplinary programs not under the auspices of any Faculty may vote and be candidates in the Faculty of their choice, but shall have a vote in only one Faculty.
- ~~24-25.~~ Any graduate student, either full-time or part-time, is eligible to be elected.
- ~~25-26.~~ Nomination of student members shall be on a Faculty basis in accord with [Schedule A](#), each nomination to be supported by at least three names from undergraduate students in the case of nominations of undergraduate students, and three names from graduate students in the case of nominations of graduate students, and all such names shall be drawn from the electorate of the Faculty from which the nominee has been nominated. For students in joint/collaborative or interdisciplinary graduate programs, the

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seconders must be registered either in the same program or in the Faculty in which the candidate intends to run for election.

~~26-27.~~ The election of student members of the Senate under clause 12 (d) and 12 (e) of [The McMaster University Act](#) shall be conducted during the primary election period (January 15-March 31), and such elected members shall take office on the first day of the July following. In the event that there are vacant student seats on September 7, a secondary set of elections shall be conducted during September 15-October 31. The term of office of members elected during the secondary election period shall be deemed to begin on the first day of the previous July.

~~27-28.~~ A student member of the Senate who is declared ineligible to continue at the University or who transfers to another Faculty shall relinquish their seat and shall be replaced subject to the provisions of clause 29, below.

~~28-29.~~ The election of members of the Senate under clause 12(d), 12 (e), 12 (g) and 12 (h) of *The McMaster University Act* shall be conducted by the ~~Secretary of the Senate~~[University Secretary](#) using procedures approved by the Executive Committee and contained in [Schedule B](#) and [Schedule C](#) attached hereto.

Revised: ~~June 8, 2022~~[April June 7, 2023](#)

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## ARTICLE IV: VACANCIES IN THE SENATE

- ~~29-30.~~ Whenever a vacancy in the Senate occurs, the Senate shall determine by resolution whether the vacancy is to be filled. If it is determined that the vacancy shall be filled, the following procedures shall apply. If the vacancy is that of an appointed member, the vacancy shall be filled by a new appointment. If the vacancy is that of a member elected under clause 12(g) and 12(h) of [The McMaster University Act](#), the vacancy shall be filled through a by-election. If the vacancy is that of a member elected under clause 12(d) and 12(e) of *The McMaster University Act*, the vacancy shall be filled during the next election period as specified in clause [26](#).
- ~~30-31.~~ The seat of any member who, without being granted leave of absence by the Senate, fails to attend four consecutive regular meetings of the Senate, may be declared vacant, at the discretion of the Chair of the Senate.
- ~~31-32.~~ The Executive Committee of the Senate may, upon the written request of a member, grant leave of absence to such member for one non-renewable period not to exceed four consecutive months, for illness or for other cause deemed by the Senate to be appropriate. A member who is to be absent from the University or who will be unable to attend Senate meetings for a period longer than four months shall resign their seat before the beginning of such period, and shall be replaced in accordance with the provisions of clause [29](#).

Revised: June 8, 2022

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## ARTICLE V: ELECTION OF SENATE MEMBERS TO THE BOARD

~~32-33.~~ 33. [The McMaster University Act](#) includes in the membership of the Board of Governors three members to be elected to the Board by and from the members of the Senate, for three-year terms. As required, the Executive Committee of the Senate shall prepare a slate consisting of at least two names of members of the Senate for any such vacancy on the Board. These nominations shall be circulated to all members of the Senate, who may nominate additional candidates for inclusion on the slate, provided that such nominations are signed by three members of the Senate ~~and are accompanied by a declaration of willingness to serve~~. The electorate shall be provided with a brief statement of each candidate's skills and interests for service on the Board.

~~33-34.~~ 34. The election shall normally be carried out ~~before~~ prior to the regular meeting of the Senate in June of each year. Ballots shall be sent electronically to members of the Senate. Instructions on the ballot shall indicate that votes are to be cast in accordance with the transferable vote procedure.

Revised: ~~December 9, 2020~~ June 7, 2023

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## ARTICLE VI: THE MACE, THE UNIVERSITY SEAL, AND THE EXECUTION OF DOCUMENTS

- ~~34.~~35. There shall be a Mace of the University representing the authority of the Senate of the University, and the Mace now in use shall continue to be the Mace of the University.
- ~~35.~~36. The Mace shall be used only on an official University occasion, this being defined as one on which the Chancellor or Vice-Chancellor is present in role of office or one on which both are so present, unless otherwise authorized by the Senate Committee on University Ceremonials and Insignia. Except as provided in clause 37., the Mace shall be carried by the University Bedel or, in the absence of the Bedel, by the University Pro-Bedel.
- ~~36.~~37. The University Bedel and Pro-Bedel shall be those professors of the University with the longest and second-longest service respectively, or such other professors as shall be designated by the Senate. If neither the Bedel nor Pro-Bedel is available at a Convocation, the Mace shall be carried by the longest-serving faculty member present and available.
- ~~37.~~38. The University Registrar shall be responsible for the custody and security of the Mace, and shall keep it in place of deposit and in such charge as the Senate from time to time shall direct.
- ~~38.~~39. There shall be a University Seal and the Seal now in use shall continue to be the Seal of the University. The Seal may be impressed by duplicate instruments, one to be retained by the Senate and the other by the Board, for use in respect of documents made under their respective powers.
- ~~39.~~40. The duplicate instrument of the Seal retained by the Senate shall be kept in the custody of the University Registrar, who shall keep it in such place of deposit and in such charge as the Senate from time to time shall direct.
- ~~40.~~41. The University Seal may be affixed to any document or instrument in writing bearing the signatures of the Chancellor, or the President, or the acting President, or the ~~Secretary of the Senate~~University Secretary, or such other person as may be authorized by resolution of the Senate.
- ~~41.~~42. The signatures of the Chancellor, the President, and the ~~Secretary of the Senate~~University Secretary may be engraved, lithographed, printed, stamped or otherwise reproduced mechanically on any document or instrument in writing requiring signature by such persons or any of them, whether or not the University Seal is affixed thereto.
- ~~42.~~43. The signatures of the Vice-Presidents, Deans, the Vice-Provost and Dean of Graduate Studies, Directors and other Heads of the Faculties, Schools, Institutes, and Centres may likewise be engraved, lithographed, printed, stamped or otherwise reproduced mechanically on any document or instrument in writing requiring signature by such persons or any of them, whether or not the University Seal is affixed



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thereto, and whether or not the signatures of the persons mentioned in clause [42](#) or any of them are affixed thereto manually or reproduced mechanically.

[43.44.](#) The [Secretary of the Senate](#)~~University Secretary~~ is responsible for the custody and proper use of any such mechanical means of reproduction, provided that, in the case of a mechanical means of reproducing any signature, such use be first authorized in writing by the signatory.

[44.45.](#) Any such mechanically reproduced signature, if so reproduced with the authority of the [Secretary of the Senate](#)~~University Secretary~~, is deemed for all purposes to be the signature of the person concerned.

Revised: ~~December 9, 2020~~[June 7, 2023](#)

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## ARTICLE VII: RULES OF PROCEDURE OF THE SENATE

### Day, Time and Place of Meetings

- ~~45-46.~~ Regular meetings of the Senate shall be held on the second Wednesday of each month from September to April. Should the second Wednesday occur during a mid-term recess the Senate meeting will be rescheduled to a date approved by the Chair. The regular meetings of Senate for May and June shall be held on the Wednesday preceding the May and June convocation ceremonies, respectively. At the discretion of the Chair, a regular meeting of the Senate can be cancelled in the event of insufficient business.
- ~~46-47.~~ A special meeting may, and on the written requisition of twelve or more members shall, within two weeks of receipt of the requisition, be called by the Chair of the Senate for the transaction of only such business as is specified in the notice of such meeting. At least 48 hours notice of any such special meeting shall be given.
- ~~47-48.~~ Unless otherwise directed by the Chair of the Senate, every meeting shall begin at 3:30 p.m.; and, if after a lapse of 15 minutes from that time there is not a quorum, the [Secretary of the Senate](#)[University Secretary](#) may call the roll and the Senate shall then stand adjourned until the next meeting.
- ~~48-49.~~ The Senate shall not remain in session later than 6:00 p.m., except by an affirmative vote of at least two-thirds of the members present.
- ~~49-50.~~ All meetings shall be held in the Council Room, Gilmour Hall, McMaster University, unless the Chair of the Senate directs that a meeting be held virtually or elsewhere in metropolitan Hamilton or its environs.

### Notice of Meeting

- ~~50-51.~~ Where, by any by-law, provision is made for the holding of a meeting, the notice of meeting, unless otherwise expressly provided herein, shall be in writing. Notice of meeting for a regular meeting of the Senate shall be circulated at least one week prior to such meeting. The notice of meeting is deemed to be given when it is sent by electronic mail to the member or other person to be notified at the last address of record with the [Secretary of the Senate](#)[University Secretary](#).
- ~~51-52.~~ The accidental omission to give notice of a regular or special meeting to any member, or any accidental irregularity in connection with the giving of such notice, does not invalidate the proceedings at that meeting.

### Chair

- ~~52-53.~~ The President, or in their absence the Vice-Chair of the Senate, shall chair all meetings of the Senate. In the absence of both the Chair and the Vice-Chair, a Chair shall be elected by a majority of the members present.

~~53-54.~~ The Chair may take part in a debate on any question, but before doing so shall leave the Chair and appoint some other member present to act as Chair *pro tem*.

~~54-55.~~ The Chair may vote on any question.

#### **Quorum**

~~55-56.~~ At all meetings held between September and June, both months inclusive, 30 members shall constitute a quorum.

~~56-57.~~ At any meetings held during the months of July and August, 20 members shall constitute a quorum, provided that if at any such meeting a question of general policy or general legislation arises and fewer than 30 members are present, the consideration of such question shall be postponed until the next regular meeting.

#### **Record of Proceedings**

~~57-58.~~ A record of the proceedings of all meetings of the Senate shall be made by the ~~Secretary of the Senate~~University Secretary. Items of business dealt with by the Senate in Closed Session ~~shall appear as appendices to the record and such appendices~~ shall be made available only to persons entitled to be present in Closed Session unless otherwise ordered by the Senate, or by the Executive Committee in accordance with the provisions of clause 113.

#### **Procedural Authority**

~~58-59.~~ The Chair of a meeting shall conduct the proceedings in conformity with the by-laws and rules of procedure enacted by the Senate 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 Legal Publications, 1984. Procedures for meetings of the Senate, other than when the Senate is in Closed Session, are as set forth in Schedule D attached hereto.

#### **Recordings**

~~59-60.~~ No form of recording (photographic or electronic) shall be permitted at any meeting of the Senate unless by the express authority of the Chair of the Senate, with the exception of instruments for official use by the Senate.

#### **Preserving Order**

~~60-61.~~ The Chair shall preserve order and decorum at all meetings of the Senate. Any person admitted to a meeting of the Senate 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 a person refuses to withdraw,

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the Chair has the discretion to declare a short recess, or to adjourn the Senate, and may declare that the continuation of such recessed or adjourned meeting shall be in Closed Session.

### **Orders of the Day**

~~61-62.~~ The agenda for regular meeting of Senate shall employ the consent agenda format for routine approval items and for information items, as set forth in [Schedule D](#). Except as otherwise provided herein, the following order of business shall be observed at all regular meetings for both the consent and regular agenda and no variation from this order shall be allowed except by the vote of two-thirds of the members present, which vote shall be taken without debate, subject however to the provision of clause [77](#):

- a) receiving and disposing of the minutes of the last regular meeting and of any intervening special meetings, except the confidential ~~appendices~~ [minutes of the Closed Session](#) associated therewith;
- b) business arising out of the approved minutes, except business arising from the confidential ~~appendices~~ [minutes of the Closed Session](#);
- c) enquiries;
- d) reading and disposing of communications, to be disposed of as read;
- e) receiving and disposing of a report from the Chair of the Graduate Council concerning the activities of that Council;
- f) receiving and disposing of a report from the Chair of the Undergraduate Council concerning the activities of that Council;
- g) reading and disposing of reports of Faculties and Councils;
- h) reading and disposing of reports of standing and special committees and boards, to be considered in the following order:
  - (i) reports submitted but not disposed of at the previous meeting;
  - (ii) reports of standing committees and boards in the order in which they appear in clause [91](#), subject to any limitations that may be imposed by clause [79](#);
  - (iii) reports of special committees in the order of their establishment by the Senate;
- i) other unfinished business from the last meeting;
- j) new business to be taken in the order of receipt of notice of motion;

- k) any business on the agenda that was not presented or proceeded with when reached, to be taken in the order announced on the agenda;
- l) new business not on the agenda; and
- m) business to be dealt with in Closed Session.

~~62-63.~~ Notice of any motion to be considered at a regular meeting, other than a motion in the ordinary course of business, or a proposal to amend the by-laws, shall be in the hands of the [Secretary of the Senate](#)~~University Secretary~~ at least six working days before the meeting at which the motion is to be made, and the [Secretary of the Senate](#)~~University Secretary~~ shall note the date of receipt upon the face of the notice and shall place the matter on the agenda for the meeting at which the motion is to be made.

~~63-64.~~ If any committee or member fails to proceed with a report or business on the agenda when it is reached, such report or business shall be placed on the agenda for the next regular meeting at the end of the class of business to which it belongs.

~~64-65.~~ Any member of the University community may request an appearance before the Senate for the presentation of a brief. The request will be considered by the Senate if the request and brief are submitted to the [Secretary of the Senate](#)~~University Secretary~~ at least four working days prior to the date set for a Senate meeting.

### **Debate**

~~65-66.~~ Any member desiring to speak during a meeting shall rise and address the Chair.

~~66-67.~~ A member called to order shall sit down, but may afterwards explain. The Chair shall decide the point of order, subject to an appeal to the Senate whose decision shall be final and made without debate.

~~67-68.~~ Each member shall speak only to the question in debate.

~~68-69.~~ No member while speaking shall be interrupted by another member except upon a point of order or for the purposes of an explanation, and the member so interrupting shall speak only to the point of order or to the explanation.

~~69-70.~~ Any member may require the question under discussion to be read at any time during the debate, but not so as to interrupt a member who is speaking.

~~70-71.~~ Except for the mover of a substantive motion, who shall be allowed to reply, no member shall speak more than once to a question, unless in explanation of a material part of a speech which may have been misunderstood, and in such case shall not introduce new matter.

~~71.72.~~ No member shall speak more than ten minutes at one time, except by leave of a majority of the members present, which leave shall be granted or refused without debate.

~~72.73.~~ No member shall speak to a question after it has been put by the Chair.

### **Voting**

~~73.74.~~ Except as provided in clause [49](#), [62](#), [78](#), [79](#), and [174](#), all questions that come before the Senate shall be decided by the vote of a majority of the members present. Each member present is entitled to one vote, and in the event of an equality of votes the question is deemed to be decided in the negative.

~~74.75.~~ All members shall vote in accordance with their individual assessment of the merits of each question before the Senate and not as delegates of the constituencies by which they have been elected.

~~75.76.~~ Questions normally shall in the first instance be decided by a show of hands. The Chair shall declare the result of every vote and the declaration of the Chair as to the result of a show of hands and an entry to that effect in the minutes of the proceedings at the meeting shall, unless a poll is demanded, be prima facie evidence of the result of the vote. The Chair or any member present may require the yeas and nays to be recorded on any question except a motion to adjourn the Senate or adjourn a debate or move into Closed Session, in which event a poll shall be taken in such manner as the Chair directs. A demand for a poll may be withdrawn at any time prior to the taking of the poll. Any member of Senate who wishes to propose that a question be decided by ballot must make such a request before any vote is taken. On receipt of such a request, Senate will determine by a show of hands of a majority of the members present whether or not a question, and any amendments thereto, shall be decided by means of a ballot.

### **Motions and Questions**

~~76.77.~~ The Senate may decide by a simple majority of the members present at any time and at any meeting to move into Closed Session, such vote to be taken without debate

~~77.78.~~ Unless previous notice has been given, no motion introducing new matter, other than a matter of privilege or a motion to move into Closed Session, shall be taken into consideration at any regular meeting of the Senate, except upon the vote of two-thirds of the members present.

~~78.79.~~ No matter that has been decided by the Senate shall be reconsidered before the first regular meeting of the following session, except upon the vote of two-thirds of the members present; a motion to reconsider may be made by any member.

~~79.80.~~ All motions, except those to adjourn the Senate or to adjourn a debate or to move into Closed Session, shall be put in writing and seconded before being debated or put from the Chair, and when a motion has been seconded it shall be read to the Senate by the Chair before being debated.

~~80-81.~~ When a motion has been made, seconded, and read, it shall be disposed of by the Senate, unless the mover, with the consent of the seconder, withdraws it or allows it to stand over.

~~81-82.~~ When a question is under debate, no motion shall be received by the Chair except a motion to:

- a) adjourn the Senate;
- b) move into Closed Session;
- c) adjourn the debate;
- d) proceed to the next order of business;
- e) table the motion;
- f) put the previous question;
- g) postpone to a specified time;
- h) refer the question;
- i) amend the main motion; or
- j) postpone indefinitely.

~~82-83.~~ A motion to adjourn the Senate or to move into Closed Session is always in order, is undebatable, and no second motion to the same effect shall be made until after some intermediate proceeding has been taken.

~~83-84.~~ A motion to adjourn a debate is always in order, and no second motion to the same effect shall be made until after some intermediate proceeding.

~~84-85.~~ A motion to put the previous question shall, until it is decided, preclude all amendments to the main motion. It shall be put in the following words: "*that the question on the main motion be now put*" and, if it be resolved in the affirmative, the original question shall be put forthwith without any amendment or debate. If it be resolved in the negative, discussion will continue on the original question, and the vote on the original question may be taken at a later time in the same meeting.

~~85-86.~~ A motion to refer the question shall, until it is disposed of, preclude all amendments to the main motion.

Revised: ~~June 8, 2022~~ June 7, 2023

June 7, 2023 ~~June 8, 2022~~

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## ARTICLE VIII: COMMITTEES AND BOARDS

### COMMITTEE OF THE WHOLE

~~86-87.~~ When the Senate resolves to go into Committee of the Whole, the Chair of the Senate shall appoint a chair of the Committee who shall preside over its deliberations, decide points of order subject to an appeal to the Chair of the Senate, and report its proceedings to the Chair when the Senate rises from the Committee of the Whole.

~~87-88.~~ The rules of procedure of the Senate ([Article VII](#)) shall be observed in Committee of the Whole except that:

- a) no motion is required to be seconded;
- b) no motion for the previous question or for an adjournment shall be received;
- c) in divisions the names of members shall not be recorded; and
- d) the number of times that a member may speak is not limited.

~~88-89.~~ On a motion in Committee of the Whole to “*rise and report*,” the question shall be decided without debate.

~~89-90.~~ A motion in Committee of the Whole that the Chair leave the chair, or that the Committee “*rise without reporting*”, shall be in order and shall take precedence over any other motion. If it is carried, the Chair of the Senate shall at once resume the Chair and proceed to the next order of business.



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**STANDING COMMITTEES**

~~90.91.~~ There shall be standing committees of the Senate and the duties of such committees shall be as defined herein and from time to time by these by-laws.

- a) The standing committees shall be the:
- (i) Executive Committee;
  - (ii) University Planning Committee (joint with the Board of Governors);
  - (iii) Committee on Appointments;
  - (iv) Committee on Honorary Degrees;
  - (v) Senate Board for Student Appeals;
  - (vi) Committee on University Ceremonials and Insignia;
  - (vii) Committee on By-laws;
  - (viii) Committee on Academic Integrity;
  - (ix) Tenure and Promotion Appeals Nominating Committee;
  - (x) Committee on Student Affairs;
  - (xi) Board-Senate Research Misconduct Hearings Panel;
  - (xii) Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence; and
  - (xiii) Faculty Discipline Board.
- b) The membership of all Senate Committees, Boards, and Panels shall take effect on the first day of July following the regular June meeting of the Senate, with the exception of the Senate Board for Student Appeals, the membership of which shall take effect on the first day of September following the regular June meeting of the Senate.

~~91.92.~~ The Senate may join with the Board in establishing one or more joint committees of the Senate and the Board.

92.93. The Chancellor and the President shall be *ex officio* members of every standing committee of the Senate, with the exception of the Tenure and Promotion Appeals Nominating Committee, the Board-Senate Research Misconduct Hearings Panel, the Board-Senate Hearing Panel for Discrimination, Harassment and Sexual Violence, the Faculty Discipline Board, and the Senate Board for Student Appeals.

93.94. The provisions that apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996 are set out in [Schedule F](#). For meetings that took place on or after February 16, 1996, the following shall apply:

- a) Except for joint committees of Senate and the Board of Governors, each standing committee shall fix the times and places of its meetings, which shall be open to the public except:
  - (i) when matters confidential to the University may be discussed;
  - (ii) when matters of a personal nature concerning an individual may be discussed (unless the individual requests that such part of the meeting be open to the public);
  - (iii) when the chair of the committee or board decides that an item of business shall be discussed in Closed Session;
  - (iv) when at least one third of the committee or board members present at any meeting without debate request the chair of the committee or board to declare the meeting, or any part thereof, a Closed Session; or
  - (v) as provided for in clause 128, and 140(d), 141(d), and 145.

Each standing committee may otherwise determine its own procedure consistent with these by-laws.

- b) A record of the proceedings of each standing committee and board shall be made by the [Secretary of the Senate](#) [University Secretary](#). Items of business dealt with in Closed Session shall ~~appear as appendices to the record and such appendices shall~~ be available to members, consultants and specifically invited guests of the standing committee or board, unless otherwise ordered by the committee or board.

~~e~~Clause 94, sub-sections (a) and (b) shall not apply by analogy to subordinate bodies of the Senate.

All material provided under this By-law concerning a Closed Session or an in camera session of a standing committee or board or a joint Board-Senate committee shall be treated with the same confidentiality as material dealt with in Closed Session of the Senate.

- c) 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 as [telephone-teleconference](#) 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 as 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.

- d) 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 so that 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. Matters considered in this manner shall be reported at the next regular meeting of the committee. 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.

94-95. Vacancies that occur in a standing committee or board may be filled at any regular meeting of the Senate or at a special meeting thereof.

95-96. Any written communication on a subject coming properly within the cognizance of a standing committee or board or of the [Graduate Council](#) or of the [Undergraduate Council](#) shall stand referred as a matter of course to that committee or board or council, which shall report thereon at the next regular meeting of the Senate.

96-97. Any written communication dealing with a new graduate degree program; a major new undergraduate degree program; a new Faculty, Department, School, Institute, Centre or the like, shall stand referred as a matter of course to the University Planning Committee, which shall report thereon at the next regular meeting of the Senate and such report shall be received before the Senate proceeds to the consideration of the proposal.

97-98. On receipt of any such communication referred to in clause 96 and 97, the [Secretary of the Senate](#)[University Secretary](#) shall forthwith, after acknowledging its receipt, submit it under the direction of the Chair of the Senate to the Chair of the appropriate standing committee or board or Graduate or Undergraduate Councils.

98-99. Any such communication, referred to in clause 96 and 97 that is not received in time to be considered by the appropriate standing committee or board or council before the next regular meeting of the Senate may by direction of the Chair of such committee or board or council be read at such meeting and the Senate may, if it deems fit, take the communication into immediate consideration or otherwise dispose of it.

99-100. Every standing committee and board of the Senate has the power to invite consultants to its meetings.

Revised: [June 8, 2022](#)[June 7, 2023](#)

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**SPECIAL COMMITTEES AND CONSULTANTS**

~~400-101.~~ The Senate may from time to time appoint special committees with specified terms of reference. Unless otherwise specifically provided in the resolution by which a special committee is appointed, or later determined by the Senate, it is dissolved on the date of its final report to the Senate.

~~401-102.~~ The provisions of clause 93, 94, 95, 96, 97, 98, 99 and 100 apply to every special committee unless otherwise provided in the resolution by which it is appointed.

~~402-103.~~ The Chair of the Senate shall have power to appoint consultants to the Senate as the need may arise.

**Revised: December 9, 2020**

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## ARTICLE IX: COMPOSITION, POWERS, AND DUTIES OF STANDING COMMITTEES AND BOARDS

### THE EXECUTIVE COMMITTEE

~~403-104.~~ The Executive Committee shall consist of the following membership:

#### ***Ex Officio Members***

Chancellor  
President  
Provost

#### ***Members***

Four faculty members of the Senate  
One undergraduate student member of the Senate  
One graduate student member of the Senate  
One alumni member of the Senate

Five members of the Committee shall constitute a quorum.

~~404-105.~~ The Chair of the Committee shall be the Chair of the Senate. The Vice-Chair of the Committee shall be the Vice-Chair of the Senate.

~~405-106.~~ The Committee shall act for the Senate between Senate meetings on matters pertaining to the affairs of the Senate, as referred to it by the President, the Senate, the Faculties, the Graduate Council or Undergraduate Council, or committees, boards, or panels of the Senate. Such actions shall be reported at the next regular meeting of the Senate.

~~406-107.~~ The Committee shall consider and report to the Senate on any other matter which may from time to time be referred to it by the President, the Senate, or by any committee, board, panel or council of the Senate.

~~407-108.~~ The Committee shall nominate members of the Senate for election to the Board in conformity with the provisions of clause 33 and 34.

~~408-109.~~ The Committee shall nominate the members of the standing committees of the Senate and the student members of Undergraduate Council as required, with the exception of the Executive Committee (for which, see clause 122(a)) and, where it is not otherwise expressly provided, shall nominate the chairs thereof, and the vice-chairs where appropriate, and shall report such nominations to the next regular meeting of the Senate.

~~409-110.~~ After the report of the Executive Committee regarding nominations is submitted to the Senate, the Senate shall appoint the members of all standing committees and boards whose appointment is the duty of the Senate.

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~~110-111.~~ If a regular meeting of the Senate is not held in June, a special meeting of the Senate shall be held in June to receive and consider the report of the Executive Committee and to appoint the standing committees and boards for the next academic session.

~~111-112.~~ The Executive Committee shall also consider requests from students and former students for the removal of transcript notations related to penalties assigned under the [Academic Integrity Policy](#) or the [Code of Student Rights and Responsibilities](#).

~~112-113.~~ On the advice of the Chair, the Vice-Chair and the ~~Secretary of the Senate~~[University Secretary](#), the Committee shall adjudicate and decide on any requests, submitted in writing to the ~~Secretary of the Senate~~[University Secretary](#), by a Senator seeking access to Closed Session Senate minutes of a meeting which took place when that individual was not a Senate member.

Revised: ~~December 9, 2020~~[June 7, 2023](#)

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**THE UNIVERSITY PLANNING COMMITTEE<sup>1</sup>**

~~113-114.~~

- 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;  
 Provost, who shall be Chair  
 Vice-President (Operations and Finance)  
 Vice-President (Research)  
 Vice-Provost and Dean of Graduate Studies

***Members***

Six faculty members, one from each 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)  
 Assistant Vice-President/Chief Facilities Officer

***Observers***

Dean and Vice-President (Health Sciences) or delegate  
 Vice-President (University Advancement)  
 Associate Vice-President (Students and Learning) and Dean of Students  
 Chair of Undergraduate Council  
 Deputy Provost

[McMaster University Faculty Association President or delegate](#)

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

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<sup>1</sup>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 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.

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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 Governors Election By-Laws.

- 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 receive annual planning reports as prescribed by the Provost from the Faculties, the School of Graduate Studies, the Deputy Provost, the Vice-Provost (Teaching & Learning), 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. Received plans are to be reported to the Senate and the Board of Governors for information;
  - (iv) review and receive annual planning reports as prescribed by the Vice-President (Operations and Finance) from those administrative and service units that report directly to the Vice-President (Operations and Finance), providing comment on how the plans relate to overall University planning and current budgeting. Received plans are to be reported to the Senate and the Board of Governors for information;
  - (v) review and 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. 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.

444-115.

- 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 (Operations and Finance)

***Members***

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

**Consultants**

Deputy Provost  
[Associate Vice-President & Chief Financial Officer](#)  
[Associate Vice-President, Finance & Planning \(Academic\)](#)  
[Controller, Financial Affairs](#)  
[Budget Director, Budgeting Services](#)

- (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 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:

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- (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***

Deputy Provost, ~~who shall be~~ Chair

Vice-Provost and Dean of Graduate Studies, ~~who shall be~~ (Vice-Chair)

Associate Vice-President (Students and Learning) and Dean of Students, ~~– who shall be~~ Vice-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: ~~June 8, 2022~~ June 7, 2023

## THE COMMITTEE ON APPOINTMENTS

~~116-117.~~ The Committee on Appointments shall consist of the following membership:

### ***Ex Officio Members***

Chancellor  
 President  
 Provost  
 Vice-President (Research)  
 Vice-Provost and Dean of Graduate Studies

### ***Members***

Seven elected faculty members of the Senate  
 One elected student member of the Senate

### ***Consultants***

Manager, Faculty Relations, Office of the Provost

Six members of the Committee constitute a quorum at any meeting thereof, except when decisions are being made on tenure, permanence, or promotion recommendations, at which meeting eight members of the Committee, one of whom shall be the Provost and one of whom shall be the Vice-Provost and Dean of Graduate Studies, shall constitute a quorum. In the event of an equality of votes on tenure, permanence, or promotion recommendations, the question is deemed to be decided in favour of the Faculty Tenure and Promotion Committee's recommendation, notwithstanding the provision of clause [74](#).

~~117-118.~~ The Committee shall nominate the members of the Committee for Nominating a Chancellor in conformity with the provisions of clause [9\(a\)](#) and shall nominate the members of the Senate component of the Committee for Recommending a President in conformity with clause [9\(b\)](#). These nominations shall be presented at a Senate meeting, together with a brief statement of each candidate's skills and interests. No additional nominations may be made at that Senate meeting, but subsequent to the meeting, members of the Senate shall be provided with the opportunity to submit written nominations of additional candidates for inclusion on the slate, provided that such nominations are signed by three members of the Senate ~~and are accompanied by an indication of the candidate's willingness to serve~~. If necessary, an election shall be conducted by the ~~Secretary of the Senate~~ [University Secretary](#) immediately following the end of the nomination period. A brief statement of each nominee's skills and interests shall be provided to Senators along with the ballot. Not more than one faculty member from any one Faculty shall be elected by Senate to the Committee for Nominating a Chancellor or the Committee for Recommending a President.

~~118-119.~~ The Committee shall have as a standing order of business the making of nominations for such ad hoc selection committees as are charged to nominate to the Senate those to be appointed to senior academic administrative offices and to the offices of Vice-President (Operations and Finance) and Vice-President (University Advancement). In this context, senior academic administrative offices include those of Provost, Dean and Vice-President (Health Sciences), Vice-President (Research), Vice-Provost, Deans, Director of

McMaster Continuing Education, academic Associate/Assistant Vice-Presidents, Associate Deans of Graduate Studies and/or Research, Associate Deans of Faculties (see clause [2\(h\)](#)), Chair of Undergraduate Council, University Secretary, Registrar, University Librarian and such other positions as are designated by Senate from time to time. The Committee shall ensure that the nominations for each ad hoc selection committee include, as nominated Chair of the ad hoc selection committee, the name of the academic administrative officer to whom the appointee shall report. The Committee shall review, and express its opinion to the Senate on, nominations made by the ad hoc selection committees, before any commitment is made to the nominated candidate.

~~118-119.~~ The Committee shall consider and recommend to the Senate on academic appointments, terms of reference, tenure policy, promotion policy, research leave policy, and all matters related to academic appointments. In this context, academic appointments shall be taken to include appointments of Department Chairs and Directors of Schools, Programs, Research Institutes, and Centres, and appointments to named Chairs and Professorships. The Committee shall receive for information reports on the appointment of Associate Department Chairs, Associate Directors of Programs, Research Institutes and Centres, Executives in Residence, and Faculty honorific appointments. The Committee shall recommend to the Senate candidates for the titles of Distinguished University Professor and University Scholar.

~~119-120.~~ The Committee shall consider recommendations for appointment to the teaching staff from Faculty or joint-Faculty Tenure and Promotion Committees and shall:

- a) decide that the faculty member is to be nominated for a tenured appointment, a continuing appointment without annual review or a permanent teaching appointment and so inform the Senate; or
- b) recommend to the President that the period of a tenure-track appointment, a special appointment or a teaching-track appointment be extended, and so inform the Senate; or
- c) decide that no action be taken on the case; or
- d) decide that a faculty member's tenure-track appointment, special appointment or teaching-track appointment be allowed to lapse and so inform the Senate.

~~120-121.~~ The Committee shall consider recommendations for promotion from Faculty or joint-Faculty Tenure and Promotion Committees and shall:

- a) decide that promotion is to be granted at this time, and so inform the Senate; or
- b) decide that no action is to be taken in regard to promotion.

~~121-122.~~ The Committee shall nominate the membership of the Executive Committee, and shall report thereon to the regular meeting of the Senate in June of each year.

Revised: ~~December 9, 2020~~ [June 7, 2023](#)

[June 7, 2023](#) ~~June 8, 2022~~

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### THE COMMITTEE ON HONORARY DEGREES

~~422-123.~~ 123. The Committee on Honorary Degrees shall consist of the following membership:

***Ex Officio Members***

Chancellor, who shall be Chair  
President, who shall be Vice-Chair

Five other members of the Senate  
One alumni member of the Senate

Four members of the Committee constitute a quorum at any meeting thereof.

~~123-124.~~ 124. The Committee shall make recommendations to the Senate of names of persons upon whom it is thought fitting to confer the honorary degree of Doctor of Laws, Doctor of Science, Doctor of Letters, or any other honorary degree that may be established by the Senate.

**Revised: June 8, 2022**

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## THE SENATE BOARD FOR STUDENT APPEALS

424-125. The Senate Board for Student Appeals shall consist of 12 members appointed by the Senate for two-year terms, of whom six shall be faculty members who are not senior academic administrative officers, four shall be undergraduate students, and two shall be graduate students. In addition, the Chair of the Board has the authority to appoint, on an ad hoc basis, faculty and students who are not members of the Senate Board for Student Appeals to serve on appeal tribunals as auxiliary Board members. For meetings of the Board which do not relate to the hearing of a specific appeal, seven members of the Board constitute a quorum.

425-126. The Senate Board for Student Appeals shall:

- a) adjudicate all student appeals from rulings of other authorities (e.g., Faculty Reviewing Committees, Deans, Associate or Assistant Deans) on matters of academic standing other than those involving solely a substantive academic judgment, and shall, where appropriate, adjudicate appeals by students in respect of any other allegation of injustice, except in cases where another body has been named as the final decision maker; and
- b) when deemed appropriate, consider and make recommendations to the Senate on policy and procedure relating to student appeals.

426-127. The hearing of an appeal shall be before a tribunal consisting of at least three members or auxiliary members of the Senate Board for Student Appeals, one of whom shall be a student. They shall be chosen in accordance with procedures approved by the Senate.

427-128. Hearings before tribunals of the Senate Board for Student Appeals shall be conducted in accordance with the procedures approved by the Senate.

**Revised: December 9, 2020**

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**THE COMMITTEE ON UNIVERSITY CEREMONIALS AND INSIGNIA**

~~428-129.~~ The Committee on University Ceremonials and Insignia shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President  
University Bedel

***Members***

Six members of the Senate  
One graduate student member of the Senate  
One undergraduate student member of the Senate

***Consultants***

University Registrar  
~~Convocation & Curriculum Officer~~ Assistant Registrar, Records

Five members of the Committee constitute a quorum at any meeting thereof.

~~429-130.~~

- a) The Committee shall be responsible for the planning and conduct of all University ceremonials, including all Convocations; and shall keep under continual review the form of and procedure at such ceremonials and all matters relating thereto.
- b) The Committee shall also be responsible for reviewing and making decisions, or recommendations to the Senate or the Board of Governors, on matters relating to heraldic practice and policy.

Revised: ~~December 9, 2020~~ April June 7, 2023

June 7, 2023 ~~June 8, 2022~~

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**THE COMMITTEE ON BY-LAWS**

~~430-131.~~ The Committee on By-laws shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President

***Members***

Four members appointed by the Senate, one of whom shall be a member of the Senate and one of whom shall be the ~~Secretary of the Senate~~University Secretary.

Three members of the Committee constitute a quorum at any meeting thereof.

~~431-132.~~ The Committee shall make recommendations to the Senate:

- a) for the appropriate form of any amendment to any by-law and of any new by-law, of the Senate or of a Council or of a Faculty, that the Senate has approved in principle;
- b) for any alteration of any by-law, of the Senate or of a Council or a Faculty, deemed by the Committee to be necessary as a consequence of any amendment or of any new by-law approved by the Senate or to be desirable for reasons of consistency or the like;
- c) on any matter pertaining to the by-laws of the Senate or of a Council or of a Faculty that may be referred to the Committee by the Senate, or on any such matter that the Committee may deem appropriate for the attention of the Senate.

Revised: ~~December 9, 2020~~June 7, 2023

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**THE COMMITTEE ON ACADEMIC INTEGRITY**

~~132-133.~~ 133. The Committee on Academic Integrity shall consist of the following membership:

***Ex Officio Members***

Chancellor

President

Vice-Provost and Dean of Graduate Studies

Vice-Provost (Teaching &amp; Learning)

[Deputy Provost](#)[Vice-President, Research or delegate](#)***Membership***

Four faculty members of the Senate (one of whom shall be appointed Chair of the Committee)

One graduate student member of the Senate

One undergraduate student member of Senate

***Consultants***

Academic Integrity Officer

University Registrar,

[Graduate Registrar and Secretary of the School of Graduate Studies Associate Registrar & Graduate Secretary](#)[FiveSix](#) members of the Committee constitute a quorum.

~~133-134.~~ 134. The Committee shall, when deemed appropriate, make recommendations to the Senate on policy and procedures relating to issues of academic integrity, ~~and~~ [and on measures designed to reduce instances of academic dishonesty, and on matters relating to research integrity.](#)

135. The Committee shall review, prior to its presentation to the Senate, the annual [Academic Integrity Report](#) and [the Research Integrity Report](#) prepared by the Office of Academic Integrity.

Revised: ~~December 9, 2020~~ [June 7, 2023](#)

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**THE TENURE AND PROMOTION APPEALS NOMINATING COMMITTEE**

~~134-136.~~

- a) The Tenure and Promotion Appeals Nominating Committee shall consist of six full-time tenured faculty members that:
  - (i) are normally at the rank of Professor; and
  - (ii) are appointed by the Senate but not necessarily drawn from the Senate with one from each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences; and none of whom, during their term on the Committee, shall be a member of a Faculty Tenure and Promotion Committee or of the Senate Committee on Appointments;
- b) Four members of the Committee constitute a quorum at any meeting thereof.
- c) The Chair shall be elected by and from the members of the Committee.

~~135-137.~~

- a) When an appeal of a tenure, a continuing appointment without annual review or a permanent teaching or promotion decision has been referred to the Committee, the Committee shall nominate to the Senate the membership of an Appeal Tribunal, composed of three full-time tenured or permanent members of faculty who have not been previously involved in the decision under review and who are at arm's length from both parties to the appeal. The tribunal in each case shall normally consist of one member from the appellant's Faculty and two members from outside the Faculty.
- b) Each Appeal Tribunal shall normally report to the Senate within four months of its establishment.

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## THE COMMITTEE ON STUDENT AFFAIRS

~~136-138.~~ 139. The Committee on Student Affairs shall consist of the following membership:

### ***Ex Officio Members***

Chancellor

President

Associate Vice-President (Students and Learning) and Dean of Students, who shall be Chair

### ***Members***

Three faculty members, at least one of whom shall be an elected faculty member of the Senate

~~Three undergraduate students, one of whom shall be a part-time student and one of whom shall be a student residing in a University residence~~

~~One graduate student.~~

~~Of the student members, at least one shall be a member of the Senate.~~

Four student members of Senate, one of whom shall be a graduate student and three of whom shall be undergraduate students.

### **Consultants**

President, McMaster Association of Part-Time Students (MAPS)

Five members of the Committee constitute a quorum at any meeting thereof.

~~137-139.~~ 139. The Committee has the authority to approve, and report to Senate for information, minor changes to the Residence Agreement Contract on behalf of Senate and shall otherwise recommend to the Senate policies, and receive submissions, on non-academic aspects of student life, including University residences and student services, and on matters of student conduct and discipline.

This responsibility shall include:

- a) developing and periodically reviewing in consultation with relevant student leadership, for recommendation to the Senate, University codes of student conduct and discipline, including for resident students;
- b) approving the constitutions of student residences and any amendments thereto;
- c) receiving annually a report from the Dean of Student Affairs which shall include reference to non-academic disciplinary problems on campus; and
- d) establishing such sub-committees as may from time to time be deemed.

Revised: ~~June 6, 2018~~ June 7, 2023

June 7, 2023 ~~June 8, 2022~~

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**THE BOARD-SENATE RESEARCH MISCONDUCT HEARINGS PANEL**438-140.

- a) The Board-Senate Research Misconduct Hearings Panel shall consist of:
  - (i) 18 tenured faculty members appointed by the Senate after consultation with the Faculty Association;
  - (ii) three graduate students appointed by the Senate;
  - (iii) three undergraduate students appointed by the Senate; and
  - (iv) 12 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.
- b) 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 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, 15 members of the Panel constitute a quorum.
- c) The Board-Senate Research Misconduct Hearings Panel shall
  - (i) 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
  - (ii) 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.
- d) 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.
- e) 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.

**Revised: December 9, 2020**

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

439-141.

- a) 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 of Governors. 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 of Governors from among the members appointed by the Board of Governors. 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, 10 members of the Panel constitute a quorum.
- b) The Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence shall:
  - (i) receive all Referrals to Hearing / Formal Requests for a Hearing and arrange for their adjudication in accordance with procedures approved by the Senate and the Board of Governors, and
  - (ii) 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 of Governors on policy changes or new policies deemed necessary by the Panel.
- c) The hearing of any case referred to the Panel 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 Board of Governors.
- d) 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 of Governors.

**Revised: December 14, 2016**

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**FACULTY DISCIPLINE BOARD**

~~140-142.~~ The Faculty Discipline Board shall consist of ~~six~~twelve tenured ~~or~~-permanent CAWAR faculty members at the rank of Professor, appointed by the Senate for staggered renewable three-year terms. For meetings of the Board that do not relate to a specific case, ~~four~~eight members of the Board constitute a quorum.

~~141-143.~~ The Faculty Discipline Board shall

- a) adjudicate faculty discipline cases referred by a Faculty Dean to the Provost, in accordance with the relevant procedures approved by the Senate and the Board of Governors, and
- b) when deemed appropriate, review the policy and procedures relating to the code of conduct and disciplinary procedures for faculty and make recommendations to the Senate and the Board of Governors on policy changes or new policies deemed necessary by the Faculty Discipline Board.

~~142-144.~~ The hearing of any case referred to the Board shall be before a Discipline Tribunal, consisting of three members of the Faculty Discipline Board who do not have a conflict of interest, chosen by the Provost in accordance with procedures approved by the Senate and the Board of Governors. At least one of the three members shall be from outside the Faculty of the faculty member concerned. The Provost shall also designate which of the Board members shall serve as Chair of the Discipline Tribunal.

~~143-145.~~ Hearings before a tribunal of the Faculty Discipline Board shall be conducted in accordance with the procedures approved by the Senate and the Board of Governors.

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## ARTICLE X: THE GRADUATE COUNCIL

~~144-146.~~ There shall be a Graduate Council with the following membership:

***Ex Officio Members (with vote)***

Chancellor  
President  
Provost  
Vice-President (Research)  
Vice-Provost and Dean of Graduate Studies  
The Dean of each Faculty offering graduate work  
The Associate Deans of Graduate Studies

***Ex Officio Members (without vote)***

Deputy Provost  
University Librarian  
University Registrar  
~~Secretary of the Senate~~ [University Secretary](#)  
Associate Registrar and Graduate Secretary

***Members***

Three full-time faculty members from each of the Faculties of Business, Engineering, Humanities, Science, and Social Sciences and three full-time graduate faculty members from the Faculty of Health Sciences, elected by the members of the Faculty, from the Professors, Associate Professors, and Assistant Professors

Two full-time graduate students from each Faculty offering graduate work, elected by and from the graduate students in that Faculty with the proviso that in any Faculty engaged in doctoral studies at least one of the graduate students shall be registered in a PhD program

***Observers***

Observers (as defined in clause 2(i)) named from time to time by the Vice-Provost and Dean of Graduate Studies to attend Graduate Council's meetings

a) One-third of the voting members shall constitute a quorum at any meeting thereof.

~~145-147.~~ The Chair of the Graduate Council shall be the Vice-Provost and Dean of Graduate Studies or, in the absence of the Vice-Provost and Dean of Graduate Studies, an Associate Dean of Graduate Studies.

~~146-148.~~ The Secretary of the Graduate Council shall be the Associate Registrar and Graduate Secretary.

~~147-149.~~ The faculty members elected from each Faculty offering graduate work shall be elected in accordance with the requirements of clause 15.



~~148-150.~~ The term of office of faculty members on the Graduate Council shall commence on the first day of July following their election, and shall be for three years, subject to the proviso that faculty members who are to be absent from the University for a year or more shall resign their seats before leaving and be replaced at an ensuing election. Terms of office are renewable.

~~149-151.~~ The election of faculty members of the Graduate Council shall be conducted by the ~~Secretary of the Senate~~University Secretary.

~~150-152.~~ The term of office of graduate students on the Graduate Council shall commence on the first day of September annually, and shall be for two years, subject to the requirement that a vacancy occurring when six or more months remain in the term of office shall be filled by an appointment by the appropriate Faculty Dean. Terms of office are renewable.

~~151-153.~~ The student members of the Graduate Council shall be elected by and from the graduate students in their respective Faculties, in accordance with procedures determined by their Faculties.

~~152-154.~~ The Graduate Council may declare vacant the seat of any elected member who, without being granted leave of absence by the Council, fails to attend three consecutive regular meetings of the Council. Whenever a seat is declared vacant, the vacancy shall be filled through a by-election in the constituency which elected the person whose membership is vacant, unless the person is a graduate student, in which case the requirement stipulated in clause 152 for filling a vacancy shall apply.

~~153-155.~~ The Graduate Council may, upon written request of a member, grant leave of absence to any member for a period not to exceed six consecutive months for illness or for other reasons deemed appropriate by the Council.

~~154-156.~~ The powers and duties of the Graduate Council are:

- a) to make rules and regulations for governing its proceedings;
- b) to establish standing and ad hoc committees. These standing committees shall include, but are not limited to:
  - (i) ~~an the~~ Executive Committee, ~~and~~
  - (ii) at the Scholarships Committee;
  - (ii)(iii) the Joint Committee on Certificates, Diplomas and Microcredentials (see Schedule E1)
- c) to regulate matters concerning graduate work of concern to the University as a whole;

- 
- d) to act upon recommendations concerning graduate work from each Faculty, upon such matters as are of particular concern to each Faculty;
  - e) to transact such business as is placed on its agenda by one or more of the Chair, the Secretary of the Graduate Council, or a Dean of a Faculty offering graduate work;
  - f) to recommend to the Senate the names of graduate students who have completed all requirements for a degree, diploma or certificate;
  - g) to determine the eligibility of Departments, Units, Schools, Institutes, Centres, or the like, to offer graduate work, and to make recommendations to the Senate for the administration of graduate work in areas not clearly lying within the jurisdiction of a single Faculty;
  - h) to report to the Senate upon such matters as may be judged necessary by the Graduate Council or as required by the Senate;
  - i) subject to final approval by the President, to stipulate the conditions of award of all fellowships, scholarships, assistantships, bursaries, prizes and other awards established for graduate students, having due regard for the wishes of the donor;
  - j) to arrange for action upon all applications or recommendations for fellowships, scholarships, assistantships, bursaries, prizes and other awards for graduate students;
  - k) to meet at least twice per academic year;
  - l) to post the agenda and the minutes of its meetings electronically.

Notwithstanding any of the above, the following matters must be referred to the Senate for decision:

- establishment of new graduate programs;
- closure of existing graduate programs;
- substantial revisions of admission standards;
- substantial revisions to degree, diploma and certificate requirements and/or academic regulations.

Revised: ~~June 8, 2022~~ June 7, 2023

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## ARTICLE XI: THE UNDERGRADUATE COUNCIL

~~155-157.~~ There shall be an Undergraduate Council with the following membership:

***Ex Officio***

Chancellor

President

Provost

Vice-Provost (Teaching & Learning)

Associate Deans, [Undergraduate Studies \(Academic\)](#) of the Faculties of Business, Engineering, Humanities, Science and Social Sciences (or their respective delegates)

Associate Dean of Health Sciences (Undergraduate Education)

Director of the Arts and Science Program

Director of McMaster Continuing Education

University Registrar

Associate Vice-President (Students and Learning) and Dean of Students

University Librarian

***Members***

Six faculty members elected from the Professors, Associate Professors, and Assistant Professors, comprising one member from each Faculty offering undergraduate work;

[The faculty member of the Senate appointed by McMaster Divinity College](#)

Seven undergraduate students, one from each of the six Faculties offering undergraduate work, and one from the Arts and Science Program, to be appointed by the Senate on the recommendation of the Dean / Director.

Twelve members of the Council, excepting the Chancellor, the President and the Provost, shall constitute a quorum.

~~156-158.~~ The Chair of the Undergraduate Council shall be the Vice-Provost (Teaching & Learning).

~~157-159.~~ The Vice-Chair of the Undergraduate Council shall be elected annually by and from the members of the Undergraduate Council.

~~158-160.~~ The Secretary of the Undergraduate Council shall be the [Secretary of the Senate](#)[University Secretary](#).

~~159-161.~~ The faculty member elected from each Faculty offering undergraduate work shall be elected in accordance with the requirements of clause 15. These elections shall be conducted by the [Secretary of the Senate](#)[University Secretary](#).

~~160-162.~~ The term of office of faculty members on the Undergraduate Council shall commence on the first day of July following their election, and shall be for three years, renewable once, subject to the proviso that

faculty members who are to be absent from the University for a year or more shall resign their seats before leaving and be replaced at an ensuing election.

~~464-163.~~ The term of office for an undergraduate student member shall commence on the first day of July following the appointment of such member, and shall be for one year, renewable.

~~462-164.~~ The powers and duties of the Undergraduate Council are:

- a) to make rules and regulations for governing its proceedings;
- b) to initiate and regulate matters concerning undergraduate work of concern to the University as a whole, in accordance with such directives and priorities as have been established by the Senate;
- c) to act upon recommendations concerning undergraduate work from the ~~several~~ Faculties, and the Arts and Science Program, ~~or from McMaster Divinity College as it relates to the Master of Divinity and Master of Theological Studies degrees conferred by the University;~~
- d) to transact such business as is placed on its agenda by one or more of the Chair, the Secretary of the Undergraduate Council, an Associate Dean or Dean of a Faculty offering undergraduate work, or the Director of the Arts and Science Program, ~~or the Principal of McMaster Divinity College as it relates to the Master of Divinity and Master of Theological Studies degrees conferred by the University;~~
- e) to report and to make recommendations to the Senate upon such matters as may be judged necessary by the Undergraduate Council or as required by the Senate;
- f) to stipulate the conditions of award of all fellowships, scholarships, medals, prizes and other awards established for undergraduate students, and to make such awards;
- g) to give direction to the Office of Student Financial Aid and Scholarships on policies and procedures respecting the acceptance of all fellowships, scholarships, medals, prizes and other awards for undergraduate students, and the administration thereof;
- h) to meet at least once each academic term; and
- i) to make publicly available the agenda and the minutes of its meetings.

The Undergraduate Council shall also have the power to establish committees as set forth in [Schedule E](#). Revisions to Schedule E shall be approved by Undergraduate Council and forwarded to Senate for information.

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Notwithstanding any of the above, the following matters must be referred to the Senate for decision:

- establishment of new programs;
- closure of existing programs;
- substantial revisions of admission standards;
- substantial changes in degree, diploma and certificate requirements, and/or academic regulations.

Revised: ~~June 8, 2022~~ June 7, 2023

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## ARTICLE XII: DUTIES OF OFFICERS OF THE SENATE

### THE CHANCELLOR

~~163-165.~~ The Chancellor shall preside at Convocation, and in the absence of the Chancellor the Vice-Chancellor shall preside.

### THE VICE-CHANCELLOR

~~164-166.~~ The Vice-Chancellor shall perform the duties of the Chancellor in the event that the Chancellor is prevented from discharging such duties owing to illness or any other cause.

### THE CHAIR OF THE SENATE

~~165-167.~~ The Chair of the Senate shall ensure that at all times its meetings are conducted and its business transacted in a manner consonant with these by-laws.

### THE VICE-CHAIR OF THE SENATE

~~166-168.~~ The Vice-Chair of the Senate shall perform the duties of the Chair of the Senate in the event that the Chair of the Senate is prevented from discharging such duties owing to illness or any other cause.

### THE SECRETARY OF THE SENATE

~~167-169.~~ The duties of the Secretary of the Senate ([the "University Secretary"](#)) are to take charge of the academic records and papers of the University and to keep the same properly arranged for convenient reference in such place as is directed by the Senate, and until such direction, in such place as is appointed by the President; the Secretary shall keep regular entries in a form to be approved by the President, of the names of all persons who are candidates for degrees, diplomas, or certificates of standing; the [Secretary of the Senate](#) shall conduct all necessary correspondence under the supervision of the President and keep proper records thereof; and shall attend all meetings of the Senate; and keep regular minutes of the proceedings thereat. The Secretary or delegate shall attend all meetings of standing and special committees and boards of the Senate; and keep minutes of the proceedings thereat; and shall prepare all by-laws, resolutions, reports or other papers which the Senate directs, and all copies that are required of any such documents or papers; subject to the provisions of Article VII hereof, shall prepare and countersign all official documents; and shall generally discharge such other duties as are assigned by these by-laws or by the Senate or, when the Senate is not in session, by the President.

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**ARTICLE XIII: OATHS OF OFFICE OF OFFICERS OF THE SENATE**

~~168-170.~~ Before entering upon the duties of the office, the Chancellor shall accept the following charge, to be administered by the Chair of the Board, at a Convocation:

**“You are now to assume the function and office of Chancellor of this University, to which you have been duly appointed. You shall now swear to keep and preserve, well and faithfully, during your period of office, the statutes, liberties, customs, rights and privileges of the University, and to promote its well-being and that of its members so far as in you lies.”**

~~169-171.~~ Before entering upon the duties of the office, the President and Vice-Chancellor shall accept the following charge, to be administered by the Chair of the Board, at a Convocation:

**“You are now formally to assume the functions and the office of President and Vice-Chancellor of this University, to which you have been duly appointed. You shall now swear to keep and preserve, well and faithfully, during your period of office, the statutes, liberties, customs, rights and privileges of the University, and to promote its well-being and that of its members so far as in you lies.”**

~~170-172.~~ Before entering upon the duties of the office, the ~~Secretary of the Senate~~University Secretary shall swear and subscribe to the following oath, to be administered by the President:

**“I, A.B., do solemnly swear that I will to the best of my ability, faithfully discharge the duties of the Secretary of the Senate of McMaster University, according to law and to the by-laws of the Senate of the University, and the directions to be given to me under the authority thereof, and that I will not, directly or indirectly, publish or make known any of the proceedings, affairs or business of the University unless under the authority of the Senate or under compulsion of legal process.”**

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## ARTICLE XIV: CONFERRING OF TITLES

171-173. The Senate shall confer the title Professor Emeritus / Emerita on all retiring faculty members with tenured or permanent appointment and with the rank of Professor, and may confer such other honorific titles as the Senate may from time to time declare appropriate.

The Senate reserves the right to revoke any honorific title. The Senate may consider if the holder has brought the reputation of the University into disrepute or has acted in a manner inconsistent with the criteria for the title. Any Faculty-specific honorific title which Senate has approved for conferral by the Faculty Dean may also be revoked by the Dean for similar cause.

## ARTICLE XV: AMENDMENT OR SUSPENSION OF THE BY-LAWS

172-174. Any of the foregoing provisions respecting procedure may be suspended at any meeting of the Senate at which a quorum is present by the vote of two-thirds of the members present. A motion to this effect may be made at any time.

173-175. A proposal to amend these by-laws shall be considered by the Senate only at a regular meeting of the Senate, and only after notice of the proposed amendment has been given at a previous meeting of the Senate.



### **ARTICLE XVI: MATTERS NOT PROVIDED FOR**

~~174-176.~~ In regulating all matters not provided for in these by-laws, the practice and procedure shall be regulated by analogy thereto.

### **ARTICLE XVII: REPEAL OF FORMER BY-LAWS**

~~175-177.~~ Any by-laws heretofore passed insofar as the same are inconsistent with the enactments herein contained, are repealed; but such repeal does not affect anything heretofore done or any right heretofore acquired under or in pursuance of, or revive any by-law repealed by, such by-laws.

### **ARTICLE XVIII: DECENNIAL REVIEW OF THE BY-LAWS**

~~176-178.~~ The Senate shall make provision for decennial reviews of the by-laws, such reviews to be effected by the Senate Committee on By-laws, at the request of the Executive Committee, the next such review to be initiated no later than during the Session 2025-26.

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## SCHEDULE A: COMPOSITION OF THE SENATE

### Ex Officio:

Chancellor  
 President and Vice-Chancellor  
 Provost and Vice-President (Academic)  
 Vice-President (Operations and Finance)  
 Dean and Vice-President (Health Sciences)  
 Vice-President (Research)  
 Vice-President (University Advancement)  
 Dean of the Faculty of Business  
 Dean of the Faculty of Engineering

Dean of the Faculty of Humanities  
 Dean of the Faculty of Science  
 Dean of the Faculty of Social Sciences  
 Vice-Provost and Dean of Graduate Studies  
 Director of McMaster Continuing Education<sup>2</sup>  
 Principal of McMaster Divinity College  
 Chair of the Undergraduate Council

Appointed by the Alumni Association of McMaster University from among the graduates:

Four members

Appointed by and from the Board of Governors:

Three members

Elected by and from the students in each Faculty:

12 members

Faculty of Business	one graduate student and one undergraduate student
Faculty of Humanities	one graduate student and one undergraduate student
Faculty of Social Sciences	one graduate student and one undergraduate student
Faculty of Engineering	one graduate student and one undergraduate student
Faculty of Science	one graduate student and one undergraduate student
Faculty of Health Sciences	one graduate student and one undergraduate student

Elected by and from the Teaching Staff of the University:

30 members

Faculty of Business	three members
Faculty of Engineering	three members

Faculty of Health Sciences	six members
Faculty of Humanities	six members

Faculty of Science	six members
Faculty of Social Sciences	six members

Appointed by and from the Teaching Staff of the Divinity College:

One member

Observers:

Executive Vice-Dean and Associate Vice-President (Academic), Faculty of Health Sciences  
Deputy Provost

~~Associate Vice-President~~~~Vice-Provost/Associate Vice-President~~ (Equity and Inclusion)

Associate Vice-President (Students and Learning) and Dean of Students

Associate Vice-President (Research)

Associate Vice-President (Institutional Research and Analysis)

Associate Dean of Business, ~~Undergraduate Studies(Academic)~~

Associate Dean of Engineering, ~~Undergraduate Studies(Academic)~~

Associate Dean of Humanities, ~~Undergraduate Studies(Academic)~~

Associate Dean of Science, ~~Undergraduate Studies(Academic)~~

Associate Dean of Social Sciences, ~~Undergraduate Studies(Academic)~~

Vice-Dean, Undergraduate Education, Faculty of Health Sciences

Vice-Dean, Faculty of Health Sciences, Executive Director, School of Nursing

Vice-Dean, Faculty of Health Sciences, Executive Director, School of Rehabilitation Science

Ombudsperson

University Registrar

University Librarian

Director of the Arts and Science Program

~~Chief Executive, External & Internal Engagement~~~~Assistant Vice President, Communications,~~

~~Chief of Staff and~~ Senior Advisor to the President or designate

Manager of Faculty Appointments and Records, Provost Office

Academic Co-Chair, Indigenous Education Council

One student registered in the Arts and Science Program

President or designate, McMaster University Faculty Association

President or designate, McMaster Students Union

President or designate, Graduate Students Association

President or designate, McMaster Association of Part-Time Students

Revised: ~~June 8, 2022~~June 7, 2023

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## SCHEDULE B: FACULTY ELECTIONS TO THE SENATE

### A. ELECTION PERIOD

The annual election of faculty to the Senate shall be completed by March 31.

### B. TERMS OF OFFICE

Faculty members on the Senate assigned either a one-year or a two-year term shall not have these terms counted as one of their two consecutive terms.

### C. NOMINATIONS

- 1) As nominations are completed, the names of nominees shall be forwarded to the ~~Secretary of the Senate~~[University Secretary](#), for inclusion on the ballot. Nomination papers shall bear the names of three seconders.
- 2) Nominees from Faculties each shall be required to ~~sign a "Declaration of Willingness to Serve" and also~~ provide a brief statement of interest for Senate membership, for circulation to the electorate.

### D. BALLOTS

- 1) In any given Faculty, all candidates for Senate elections shall be listed on the ballot in alphabetical order ~~by surname~~, showing rank ~~and department~~. Instructions on the ballot shall indicate that votes are to be cast in accordance with the single transferable vote procedure and shall indicate any distributional limitations required by the particular Faculty.
- 2) A list of eligible candidates shall be posted on the University Secretariat election website as soon as possible after the close of nominations.
- 3) Eligible voters may cast their votes via the link to the voting portal provided by the University Secretariat, such votes to be cast no later than March 31, the precise dates to be determined by the ~~Secretary of the Senate~~[University Secretary](#).

### E. COUNTING OF BALLOTS

- 1) The counting of ballots shall take place in the ~~office of the Secretary of the Senate~~[University Secretariat](#).
- 2) Two scrutineers shall be appointed by and from the Senate at the meeting of the Senate in February of each year, to ~~be present during the counting~~[oversee the tabulation](#) of ballots.

### F. ELECTION RESULTS

Successful candidates shall be notified electronically, by the ~~Secretary of the Senate~~[University Secretary](#)~~Office of the Secretariat~~, and the names of successful candidates shall be posted on the University Secretariat election website.

Revised: ~~December 9, 2020~~[June 7, 2023](#)

~~June 7, 2023~~ [June 8, 2022](#)

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## SCHEDULE C: STUDENT ELECTIONS TO THE SENATE

### A. ELECTION PERIOD

- 1) Senate elections for undergraduate students and graduate students shall be held annually in the following periods:

January 15 - March 31: primary election period

September 15 - October 31: ~~secondary-by~~ election period.

### B. NOMINATIONS

- 1) Nomination forms shall be available on the University Secretariat election website and in the Office of the University Secretariat during normal business hours (i.e., from 9 a.m. to 4:30 p.m.) during the nomination period.
- 2) Nomination forms shall bear the signature of the nominee, supported by the names of three seconders, registered in the same Faculty as the nominee or, in the case of students in joint-/collaborative or interdisciplinary graduate programs, in the same Faculty or program in which the nominee is running for election.
- 3) ~~Nominees each shall be required, on the nomination form, to sign a "Declaration of Willingness to Serve."~~ Nominees shall ~~also~~ provide a brief statement of interest for Senate membership, for publication on the University Secretariat election website.
- 4) Nomination forms shall be delivered electronically or in person to the Office of the Secretary of the Senate by the end of the first week in February (October)\* annually.

### C. BALLOTS

- 1) A list of eligible candidates shall be posted on the University Secretariat election website as soon as possible after the close of nominations at least 10 days prior to the election day(s).
- 2) Eligible voters may cast their votes via the link to the voting portal 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 Senate~~University Secretary.

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**D. COUNTING OF BALLOTS**

- 1) The [counting-tabulation](#) of ballots shall take place [in the University Secretariat](#) on a date to be specified (see C.2).
- 2) Each candidate may appoint an individual to act as their scrutineer. Candidates must notify the [Secretary of the Senate](#)[University Secretary](#) of their scrutineers at least 24 hours prior to the beginning of voting day(s). A candidate may not be a scrutineer.

**E. ELECTION RESULTS**

Successful candidates shall be notified electronically, by the [Secretary of the Senate](#)[University Secretary](#), and the names of successful candidates shall be posted on the University Secretariat election website.

\* [The dates in parentheses refer to the secondary election period.](#)[By-election](#)

Revised: [December 9, 2020](#)[June 7, 2023](#)

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## SCHEDULE D: PROCEDURES FOR OPEN MEETINGS OF SENATE

### I LOCATION OF MEETINGS

Meetings of the Senate of McMaster University are normally held in the Council Room, Gilmour Hall.

### II ARRANGEMENTS FOR MEETINGS

Seating accommodation in the Council Room is arranged to provide a spectators' gallery. The total seating capacity in accordance with the Fire Marshall's regulations is 183 seats. Eighty-one seats are reserved for members of the Senate and observers. The remainder of the seats constitute the spectators' gallery.

### III ADMISSION TO THE COUNCIL ROOM

Admission to the spectators' gallery is on a first-come, first-served basis.

All unofficial recording devices (photographic or electronic) are excluded from any room in which the Senate may be holding a meeting.

### IV NOTICE OF MEETING

The Senate normally meets regularly on the second Wednesday of every month during the academic year, with the exception of the months of May and June when meetings may be scheduled otherwise to approve graduand results. A list of regular Senate meeting dates will be published on the website of the University Secretariat. When it becomes necessary to hold special meetings that fall between the dates of the regular meetings, these dates will be published in a similar fashion.

### V AGENDA

The agenda for Senate meetings is drawn up in conformity with the By-laws of the Senate by the Chair and [Secretary of the Senate](#) [University Secretary](#). The agenda employs the consent agenda format, whereby the Secretary indicates action and information items that are routine and/or non-controversial. In so doing, the Secretary may consult with the Chair and the relevant committee chair. Before taking the vote, the Chair allows time for any member to indicate that they wish to have an item removed from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then voted upon *en bloc* without discussion. The agenda is drawn up in considerable detail in order that it have meaning for persons in the spectators' gallery. The By-laws provide for certain matters to be dealt with by the Senate in Closed Session.

The agenda which accompanies the notice of meeting will be circulated one week in advance of each Senate meeting, and will be posted on the website of the University Secretariat. Additional items of business may be added only with consent of the Senate in conformity with the By-laws.

**VI AVAILABILITY OF MINUTES AND SENATE DOCUMENTS**

Full Senate minutes are distributed only to Senators and Observers. When approved, the minutes of the Open Session are posted, ~~without the appendices,~~ on the University Secretariat website.

**VII RULES OF PROCEDURE**

Rules of procedure are outlined in Article VII of the Senate By-laws, which are available on the University Secretariat website.

**VIII BRIEFS**

Any member of the University Community may request an appearance before the Senate for the presentation of a brief. The request will be considered by Senate, if the request and brief are submitted to the ~~Secretary of the Senate~~ [University Secretary](#) at least four working days before the date set for a Senate meeting.

Revised: ~~December 9, 2020~~ [June 7, 2023](#)



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## SCHEDULE E: UNDERGRADUATE COUNCIL COMMITTEES

1. The committees of Undergraduate Council shall include, but shall not be limited to:

- a) the Executive Committee;
- b) the Awards Committee;
- c) the Curriculum and Admissions Committee;
- d) ~~the Certificates and Diplomas Committee~~ [the Joint Committee on Certificates, Diplomas and Microcredentials \(see Schedule E1\)](#);
- e) the Quality Assurance Committee, and
- f) *ad hoc* committees and task forces as required.

Except for the Executive Committee, [the Joint Committee on Certificates, Diplomas and Microcredentials](#), and [the Quality Assurance Committee](#), each committee should be chaired by an elected faculty representative, an Associate Dean, or a knowledgeable faculty member of the University. These appointments shall be made by the Executive Committee. Each committee will consist of at least five members, including the Chair of Undergraduate Council. A majority of the Committee members shall be members of Undergraduate Council.

2.

- a) The Executive Committee shall consist of the Chairs of the Standing Committees of Undergraduate Council, the Chair of Undergraduate Council and the Vice-Chair of Undergraduate Council.
- b) The Chair of the Committee shall be the Chair of Undergraduate Council.
- c) The Committee shall act for Undergraduate Council between Council meetings on matters pertaining to Undergraduate Council. Such actions shall be reported for ratification at the next regular meeting of Undergraduate Council.
- d) The Committee shall nominate members to the committees of Council and, where otherwise not expressly identified, shall nominate the Chairs thereof. The Committee may invite two committee membership people whose expertise is sought, but who are not members of Undergraduate Council.

3. The Awards Committee shall be responsible for reporting to Undergraduate Council all scholarships and academic awards winners and adjudicating recommendations for scholarship and academic award winners as necessary. The Committee shall act as the guardian of standards and non-discriminatory

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fairness in award descriptions and nominations, develop and enforce policy regarding academic awards and adjudicate petitions regarding variances in the terms of awards.

4. The Curriculum and Admissions Committee shall co-ordinate the curriculum changes from all Faculties with a view to fairness to students, avoidance of conflicts, and equity among Faculties. It shall also ensure that any new admissions policies or the revision of existing policies are consistent with general University guidelines. Dialogue with Institutions that seek unique University admission arrangements for their own students shall also be handled by the Curriculum and Admissions Committee.

~~The Certificates and Diplomas Committee shall scrutinize proposals for new certificate and diploma programs and ensure their conformity with the Senate Policy on Diplomas and Certificates.~~

5. The Quality Assurance Committee is a joint committee of Undergraduate Council and Graduate Council, and shall assess cyclical program reviews and submit a report to Undergraduate Council or Graduate Council, as applicable, as set out in the *Policy on Academic Program Development and Review*.

Revised: ~~May 17, 2017~~ June 7, 2023

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## SCHEDULE E1: JOINT COMMITTEE ON CERTIFICATES, DIPLOMAS AND MICROCREDENTIALS

1. The Joint Committee on Certificates, Diplomas and Microcredentials shall consist of no less than eight members, including the following membership:

**Ex Officio Members (with vote)**

Chair of Undergraduate Council

Chair of Graduate Council

**Members**

Committee Chair

one Associate Dean (Undergraduate Studies)

one Associate Dean (Graduate Studies)

one student member from Graduate Council

one student member from Undergraduate Council

University Registrar

**Consultants**

one of the Assistant Deans

Director of McMaster Continuing Education, or delegate

University Librarian, or delegate

Associate Registrar & Graduate Secretary, or delegate

Lead Educational Developer from the MacPherson Institute, or delegate

Assistant Registrar Records, or delegate

Majority of the voting members shall constitute quorum at any meeting thereof.

2. The Secretary of the Committee shall be the University Secretary, or their delegate.
- ~~4.3.~~ The Chair shall be a knowledgeable faculty member selected by the Chair of Undergraduate Council and Chair of Graduate Council from among the Teaching Staff.
- ~~2.4.~~ The Joint Committee on Certificates, Diplomas and Microcredentials shall scrutinize proposals for new non-degree programs and ensure their conformity with the *Certificates, Diplomas and Microcredentials Policy*.
5. The powers and duties of the Committee are as follows:
- a) deliberate on educational non-degree programs including, but not limited to, Certificates of Professional Learning, Concurrent or Standalone Certificates, Certificates of Completion, Certificates

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of Attendance, Diplomas and Microcredentials as prescribed by the *Certificates, Diplomas and Microcredentials Policy*. The Committee shall not oversee degree-seeking programs or non-McMaster Certificates developed in collaboration with other organizations and institutions where such credentials are externally issued.

- b) evaluate and recommend the establishment, closure, and/or substantial revisions to graduate matters before the Committee to Graduate Council and to the Senate where required.
- c) evaluate and recommend the establishment, closure, and/or substantial revisions to undergraduate matters before the Committee, and those from McMaster Continuing Education, to Undergraduate Council and the Senate where required.
- d) where required, review the *Certificates, Diplomas and Microcredentials Policy* and, where appropriate, make recommendations to Undergraduate Council and Graduate Council and the Senate.

**Revised: June 7, 2023**

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**SCHEDULE F: PROVISIONS THAT APPLY ONLY TO THE RECORDS OF MEETINGS OF SENATE COMMITTEES AND BOARDS THAT TOOK PLACE PRIOR TO FEBRUARY 16, 1996**

The provisions set out below shall apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996. For meetings that took place on or after February 16, 1996, the provisions of clause 94(a) and (b) shall apply.

- a) Each standing committee shall fix the times and places of its meetings, which shall be in camera except as provided for in clause 129, 141, and 149(d), (h) and (l). Each committee shall report at least once a year to the Senate.
- b) The record of the proceedings of each standing committee shall be available to members, consultants and specifically invited guests of the standing committee, and to members and observers of the Senate subject to the following provisos:

Senators and observers shall have access to the minutes and records of Senate's standing committees, except for those matters

- (i) in which Senate has delegated power of decision; or
- (ii) that involve confidential material about individuals.

Upon receipt of a written request from a Senator or observer, an ad hoc Committee, consisting of the Chair of the Senate, the Chair of the standing committee in question, and the [Secretary of the Senate University Secretary](#), shall determine

- a) whether the material requested falls under category (i) or (ii) above; and, if not,
- b) in what form the material shall be made available.

This section shall not apply by analogy to subordinate bodies of the Senate.

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## REGULATIONS GOVERNING STUDENT ELECTIONS TO SENATE

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 Period

1. Campaigning may start after the candidate has been contacted by the University Secretariat with confirmation that their nomination has been approved.
2. All **in-person** campaigning must end **at 11:59 p.m. the night prior** to the start of the first day of voting. Candidates may, however, continue to campaign using social media platforms on election day(s).

### Conduct

3. All campaign activities are subject to the *Code of Student Rights and Responsibilities*, University regulations, policies and by-laws, and relevant legislation.
4. Any campaigning that is slanderous or libellous is prohibited.

### Social Media

5. Any use of social media must be in good taste and adhere to all codes of conduct (see #3 and #4 above).
6. Spamming of public forums and/or University e-mail distribution lists is prohibited.
7. **Social media** campaigning may continue on election day(s). Please see #2 above regarding in-person campaigning.

### Posters

8. Candidates shall not remove, move, cover, deface, or otherwise tamper with their opponents' campaign posters.
9. Candidates are responsible for ensuring that their posters are displayed according to each building's poster and advertising policies.
  - a) MSU Operating Policy – Promotions & Advertising
  - b) McMaster University Student Centre
  - c) Other campus buildings, such as the McMaster residences, have their own policies that must be followed.

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Voting

10. Candidates **may not** approach voters requesting them to cast votes in their favour on election day(s).
11. Candidates **may not** provide computers or other devices to the voters for the purposes of voting.

Scrutineers

12. Candidates must notify the [Secretary of the Senate](#)[University Secretary](#) of their scrutineers at least 24 hours prior to the beginning of the first voting days. A candidate may not be a scrutineer.
13. 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.
14. The [Secretary of the Senate](#)[University Secretary](#) 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.

Infractions

15. The [Secretary of the Senate](#)[University Secretary](#) reserves the right to disqualify any candidate for infraction of the regulations They shall also:
  - a) receive and investigate allegations of infractions (up to 14 days after the elections);
  - b) hear appeals for a re-count, evaluate them, and arrange for a re-count if judged necessary (up to 14 days after the election);
  - c) have the authority to levy fines, up to the amount claimed for campaign expenses, for infractions of campaign rules; and
  - d) have the authority to declare an election invalid.
16. The [Secretary of the Senate](#)[University Secretary](#) shall report to Senate on the student elections to Senate at the first regular meeting of Senate after the elections have been completed.

Revised: [December 9, 2020](#)[June 7, 2023](#)

[June 7, 2023](#) [June 8, 2022](#)

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## Policies, Procedures and Guidelines

Complete Policy Title

**By-Laws of the Senate of McMaster University**

Policy Number (if applicable)

Approved by

**Senate**

Date of Most Recent Approval

**June 7, 2023**

Date of Original Approval(s)

**December 1969**

Supersedes/Amends Policy dated

- **June 8, 2022**

Recent Amendments:

- June 8, 2022
- April 14, 2021
- December 9, 2020 (Revised/Reformatted)
- May 13, 2020
- June 5, 2019
- December 12, 2018
- June 6, 2018
- May 17, 2017
- December 14, 2016
- June 2016 (Revised/Renumbered)

Responsible Executive

**University Secretariat**

Policy Specific Enquiries

[Policy \(University Secretariat\)](#)

**DISCLAIMER:**

*If there is a discrepancy between this electronic copy and the approved copy held by the University Secretariat, the approved copy prevails.*

**FORMAT:**

*If you require this document in an accessible format, please email [policy@mcmaster.ca](mailto:policy@mcmaster.ca).*

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The Senate of McMaster University enacts as follows:

### ARTICLE I: INTERPRETATION

1. Unless otherwise provided herein, words defined in Section I of [An Act Respecting McMaster University](#) have the same meaning in these by-laws as in the Act.
2. In these by-laws, unless the context otherwise requires:
  - a) **The McMaster University Act** means [An Act Respecting McMaster University](#) as enacted by statutes of Ontario, 1976 and from time to time amended;
  - b) **By-laws** means by-laws of the Senate;
  - c) **President** means the President and Vice-Chancellor of the University;
  - d) **Provost** means Provost and Vice-President (Academic) of the University;
  - e) **Chair of the Senate** means the President or, in the absence of the President, the Vice-Chair of the Senate or such officer of the University as is authorized to act in conformity with these by-laws;
  - f) **Vice-Chair** of the Senate means the Provost;
  - g) **Deans** means the Deans of the several Faculties of the University, the heads of which are known by that title;
  - h) **Associate Deans** means the Associate Dean, Undergraduate Studies of the Faculties of Business, Engineering, Humanities, Science, Social Sciences, the Associate Dean of Health Sciences (Health Professional Education), the Associate Dean of Health Sciences (Undergraduate Education), the Associate Dean of Health Sciences (Clinical Services and Commercial Enterprises), the Associate Dean of Health Sciences (Nursing), the Associate Dean of Health Sciences (Rehabilitation Science), and the Associate Dean Research and/or Graduate Studies of each Faculty;
  - i) **Observer** means any person to whom the Senate has granted the right to attend all meetings of the Senate, including Closed Session, and to receive the minutes thereof;
  - j) **Session** means an academic year of the University, being from September 1 of one calendar year to August 31 of the following calendar year;

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- k) **Closed Session** means a meeting, or that part of a meeting, of the Senate (or a Senate committee or board) at which only members, observers, and specifically invited guests of the Senate (or the committee or board) are present, such session being deemed to begin upon declaration of the Chair of the Senate (or committee or board). Only persons entitled to be present in Closed Session may be informed of the proceedings that transpire in Closed Session (see also clause (m) below); and
- l) this clause shall apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996. For meetings that took place on or after February 16, 1996, the provisions of clause [\(k\)](#) above apply.
- m) **In camera**, as it pertains to the meetings of committees and boards of the Senate, means that only members, consultants and specifically invited guests of the committee or board may be present. The proceedings that transpire in the meetings of Senate committees and boards may be divulged only to such persons as have right of access to the record of those proceedings (as provided for in [Schedule E](#)).
- n) **University Secretary** means the Secretary of the Senate.

Revised: June 7, 2023

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**ARTICLE II: THE CHANCELLOR AND THE PRESIDENT**

3. The Chancellor shall be appointed by the Senate upon nomination from a Committee for Nominating a Chancellor.
4. The term of office of Chancellor shall be three years, normally renewable only once, commencing the first day of September of the year of appointment.
5. No person shall occupy the office of Chancellor who is the President or the Vice-President, the head of an affiliated college, or a member of the teaching or administrative staff of the University or of an affiliated college.
6. When the office of Chancellor becomes vacant, the vacancy shall be filled by the appointment of a successor in the manner set out in clause [3](#), and such successor shall hold office as set forth in clause [4](#).
7. When a Chancellor ceases to be eligible for such office, or becomes incapable of acting, the office shall be deemed to be vacant.
8. A declaration of the existence of a vacancy in the office of Chancellor by the Senate entered in the minutes of the Senate is conclusive evidence of the vacancy.
9.
  - a) The Committee for Nominating a Chancellor shall consist of the President, the Chair of the Board, the Principal of the Divinity College, the alumni members of the Senate and five other members of the Senate elected by the Senate in accordance with the procedure described in clause [117](#)
    - (i) Seven members of the Committee for Nominating a Chancellor, including the President and the Chair of the Board, shall constitute a quorum at any meeting thereof.
  - b) The Senate component of a Committee for Recommending a President shall consist of three faculty members, one graduate student and one undergraduate student, to be elected by the Senate, but not necessarily from the Senate, in accordance with the procedure described in clause [117](#).
  - c) The Committee for Nominating a Chancellor and the Committee for Recommending a President shall each appoint its own chair from among its members and determine its own procedure.
10. The Committee for Nominating a Chancellor and the Committee for Recommending a President shall report to the Senate in writing. Each report shall be made available to Senate members by the University Secretary no later than 24 hours prior to the relevant Senate meeting, and to observers at the beginning of the Closed Session of the Senate meeting.

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**REVISED: JUNE 7, 2023 ARTICLE III: COMPOSITION OF, ELIGIBILITY FOR, AND ELECTION TO THE SENATE**

11. Subject to such changes in the composition of the Senate as may be made from time to time under the authority of *The McMaster University Act*, and subject to the provisions of any statute in force respecting the period of membership of any member of the Senate, the Senate shall be composed of the members set out in [Schedule A](#) attached hereto and shall have as observers those designated in Schedule A.
12. A faculty member, either full-time or part-time, shall be eligible for election to the Senate provided that at the time of nomination the member holds a contractually-limited appointment, or a tenured, tenure-track, permanent teaching, teaching-track, or special appointment, or continuing appointment without annual review by the Board or a regular appointment by the Board of Trustees of the Divinity College, or that the member has been confirmed in a tenured, tenure-track, permanent teaching, teaching-track, or special appointment, or continuing appointment without annual review by the Board or a regular appointment by the Board of Trustees of the Divinity College to take effect on July 1 of the year in which the member is nominated.
13. The academic rank of a faculty candidate for election to the Senate shall be deemed to be the rank that the candidate will hold on July 1 of the year in which the candidate is nominated, provided that this rank has been approved by the Senate Committee on Appointments or by the Board of Trustees of the Divinity College at the time of nomination. If a change in rank has not been approved at the time of nomination, the academic rank of a faculty candidate for election to the Senate shall be deemed to be the rank that the candidate holds at the time of nomination.
14. In the election of the faculty members of the Senate under clause 12 (g) and 12 (h) of [The McMaster University Act](#), each Faculty shall include in its By-laws such distribution of faculty seats on the Senate by rank or type of appointment or department or any combination of these, as it may deem appropriate.
15. The nomination and election of faculty members to the Senate under clause 12 (g) and 12 (h) of *The McMaster University Act* shall be on a Faculty basis. Faculty members in departments that are members of two Faculties and faculty members on joint appointments in departments that are in different Faculties may vote in the Faculty of their choice, but shall have a vote in only one Faculty.
16. The annual election of faculty members to the Senate under clause 12 (g) and 12 (h) of *The McMaster University Act* shall be completed by March 31, but such members shall not take office until the first day of July in the year of election.
17. One undergraduate student shall be elected by and from the undergraduate students registered in each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences for a two-year term or until graduation or withdrawal from the University, whichever corresponds to the shorter term. The electorate shall include students who have completed the requirements for a bachelor's degree, but who are proceeding toward their first professional degrees, e.g., the M.D. but not the M.Div., students

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who are taking additional work toward a second undergraduate degree, or continuing students, meaning students possessing a bachelor's degree who are taking additional undergraduate work but not for credit toward a degree.

18. An undergraduate student to be a candidate for election shall be a full-time undergraduate student who has not been declared ineligible to continue at the University in the preceding Session; or shall be a part-time student registered for at least six units of undergraduate work.
19. A continuing student may be a candidate for election as an undergraduate member provided that such student is registered for at least six units of undergraduate work.
20. A second-degree student may be a candidate for election as an undergraduate member provided that such student is registered for at least six units of undergraduate work.
21. A student who has been elected as an undergraduate member of the Senate and who completes the requirements for a bachelor's degree during the Session in which such student was elected may continue as a member of the Senate for a second year, provided that in the next ensuing Session such student is registered as a continuing student or a second-degree student for at least six units of undergraduate work.
22. Undergraduate students registered in joint programs under the auspices of more than one Faculty may vote in only one of those Faculties. Students registered in programs not under the auspices of any Faculty may vote in the Faculty of their choice, but shall have a vote in only one Faculty.
23. Six graduate students, each proceeding toward a Master's or a Doctor's degree, shall be elected for two-year terms or until graduation or withdrawal from the University, whichever occurs sooner. One graduate student shall be elected by and from the graduate students registered in each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences.
24. Graduate students registered in joint or collaborative programs under the auspices of more than one Faculty may vote and be candidates in only one of those Faculties. Students registered in interdisciplinary programs not under the auspices of any Faculty may vote and be candidates in the Faculty of their choice, but shall have a vote in only one Faculty.
25. Any graduate student, either full-time or part-time, is eligible to be elected.
26. Nomination of student members shall be on a Faculty basis in accord with [Schedule A](#), each nomination to be supported by at least three names from undergraduate students in the case of nominations of undergraduate students, and three names from graduate students in the case of nominations of graduate students, and all such names shall be drawn from the electorate of the Faculty from which the nominee has been nominated. For students in joint/collaborative or interdisciplinary graduate programs, the seconders must be registered either in the same program or in the Faculty in which the candidate intends to run for election.



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27. The election of student members of the Senate under clause 12 (d) and 12 (e) of [The McMaster University Act](#) shall be conducted during the primary election period (January 15-March 31), and such elected members shall take office on the first day of the July following. In the event that there are vacant student seats on September 7, a secondary set of elections shall be conducted during September 15-October 31. The term of office of members elected during the secondary election period shall be deemed to begin on the first day of the previous July.
  28. A student member of the Senate who is declared ineligible to continue at the University or who transfers to another Faculty shall relinquish their seat and shall be replaced subject to the provisions of clause 29, below.
  29. The election of members of the Senate under clause 12(d), 12 (e), 12 (g) and 12 (h) of *The McMaster University Act* shall be conducted by the University Secretary using procedures approved by the Executive Committee and contained in [Schedule B](#) and [Schedule C](#) attached hereto.

**Revised: June 7, 2023**

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**ARTICLE IV: VACANCIES IN THE SENATE**

30. Whenever a vacancy in the Senate occurs, the Senate shall determine by resolution whether the vacancy is to be filled. If it is determined that the vacancy shall be filled, the following procedures shall apply. If the vacancy is that of an appointed member, the vacancy shall be filled by a new appointment. If the vacancy is that of a member elected under clause 12(g) and 12(h) of [The McMaster University Act](#), the vacancy shall be filled through a by-election. If the vacancy is that of a member elected under clause 12(d) and 12(e) of *The McMaster University Act*, the vacancy shall be filled during the next election period as specified in clause [26](#).
31. The seat of any member who, without being granted leave of absence by the Senate, fails to attend four consecutive regular meetings of the Senate, may be declared vacant, at the discretion of the Chair of the Senate.
32. The Executive Committee of the Senate may, upon the written request of a member, grant leave of absence to such member for one non-renewable period not to exceed four consecutive months, for illness or for other cause deemed by the Senate to be appropriate. A member who is to be absent from the University or who will be unable to attend Senate meetings for a period longer than four months shall resign their seat before the beginning of such period, and shall be replaced in accordance with the provisions of clause [29](#).

Revised: June 8, 2022

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**ARTICLE V: ELECTION OF SENATE MEMBERS TO THE BOARD**

33. [The McMaster University Act](#) includes in the membership of the Board of Governors three members to be elected to the Board by and from the members of the Senate, for three-year terms. As required, the Executive Committee of the Senate shall prepare a slate consisting of at least two names of members of the Senate for any such vacancy on the Board. These nominations shall be circulated to all members of the Senate, who may nominate additional candidates for inclusion on the slate, provided that such nominations are signed by three members of the Senate. The electorate shall be provided with a brief statement of each candidate's skills and interests for service on the Board.
  
34. The election shall normally be carried out prior to the regular meeting of the Senate in June of each year. Ballots shall be sent electronically to members of the Senate. Instructions on the ballot shall indicate that votes are to be cast in accordance with the transferable vote procedure.

**Revised: June 7, 2023**

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**ARTICLE VI: THE MACE, THE UNIVERSITY SEAL, AND THE EXECUTION OF DOCUMENTS**

35. There shall be a Mace of the University representing the authority of the Senate of the University, and the Mace now in use shall continue to be the Mace of the University.
36. The Mace shall be used only on an official University occasion, this being defined as one on which the Chancellor or Vice-Chancellor is present in role of office or one on which both are so present, unless otherwise authorized by the Senate Committee on University Ceremonials and Insignia. Except as provided in clause [37](#), the Mace shall be carried by the University Bedel or, in the absence of the Bedel, by the University Pro-Bedel.
37. The University Bedel and Pro-Bedel shall be those professors of the University with the longest and second-longest service respectively, or such other professors as shall be designated by the Senate. If neither the Bedel nor Pro-Bedel is available at a Convocation, the Mace shall be carried by the longest-serving faculty member present and available.
38. The University Registrar shall be responsible for the custody and security of the Mace, and shall keep it in place of deposit and in such charge as the Senate from time to time shall direct.
39. There shall be a University Seal and the Seal now in use shall continue to be the Seal of the University. The Seal may be impressed by duplicate instruments, one to be retained by the Senate and the other by the Board, for use in respect of documents made under their respective powers.
40. The duplicate instrument of the Seal retained by the Senate shall be kept in the custody of the University Registrar, who shall keep it in such place of deposit and in such charge as the Senate from time to time shall direct.
41. The University Seal may be affixed to any document or instrument in writing bearing the signatures of the Chancellor, or the President, or the acting President, or the University Secretary, or such other person as may be authorized by resolution of the Senate.
42. The signatures of the Chancellor, the President, and the University Secretary may be engraved, lithographed, printed, stamped or otherwise reproduced mechanically on any document or instrument in writing requiring signature by such persons or any of them, whether or not the University Seal is affixed thereto.
43. The signatures of the Vice-Presidents, Deans, the Vice-Provost and Dean of Graduate Studies, Directors and other Heads of the Faculties, Schools, Institutes, and Centres may likewise be engraved, lithographed, printed, stamped or otherwise reproduced mechanically on any document or instrument in writing requiring signature by such persons or any of them, whether or not the University Seal is affixed

thereto, and whether or not the signatures of the persons mentioned in clause [42](#) or any of them are affixed thereto manually or reproduced mechanically.

44. The University Secretary is responsible for the custody and proper use of any such mechanical means of reproduction, provided that, in the case of a mechanical means of reproducing any signature, such use be first authorized in writing by the signatory.
45. Any such mechanically reproduced signature, if so reproduced with the authority of the University Secretary, is deemed for all purposes to be the signature of the person concerned.

**Revised: June 7, 2023**

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## ARTICLE VII: RULES OF PROCEDURE OF THE SENATE

### Day, Time and Place of Meetings

46. Regular meetings of the Senate shall be held on the second Wednesday of each month from September to April. Should the second Wednesday occur during a mid-term recess the Senate meeting will be rescheduled to a date approved by the Chair. The regular meetings of Senate for May and June shall be held on the Wednesday preceding the May and June convocation ceremonies, respectively. At the discretion of the Chair, a regular meeting of the Senate can be cancelled in the event of insufficient business.
47. A special meeting may, and on the written requisition of twelve or more members shall, within two weeks of receipt of the requisition, be called by the Chair of the Senate for the transaction of only such business as is specified in the notice of such meeting. At least 48 hours notice of any such special meeting shall be given.
48. Unless otherwise directed by the Chair of the Senate, every meeting shall begin at 3:30 p.m.; and, if after a lapse of 15 minutes from that time there is not a quorum, the University Secretary may call the roll and the Senate shall then stand adjourned until the next meeting.
49. The Senate shall not remain in session later than 6:00 p.m., except by an affirmative vote of at least two-thirds of the members present.
50. All meetings shall be held in the Council Room, Gilmour Hall, McMaster University, unless the Chair of the Senate directs that a meeting be held virtually or elsewhere in metropolitan Hamilton or its environs.

### Notice of Meeting

51. Where, by any by-law, provision is made for the holding of a meeting, the notice of meeting, unless otherwise expressly provided herein, shall be in writing. Notice of meeting for a regular meeting of the Senate shall be circulated at least one week prior to such meeting. The notice of meeting is deemed to be given when it is sent by electronic mail to the member or other person to be notified at the last address of record with the University Secretary.
52. The accidental omission to give notice of a regular or special meeting to any member, or any accidental irregularity in connection with the giving of such notice, does not invalidate the proceedings at that meeting.

### Chair

53. The President, or in their absence the Vice-Chair of the Senate, shall chair all meetings of the Senate. In the absence of both the Chair and the Vice-Chair, a Chair shall be elected by a majority of the members present.

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54. The Chair may take part in a debate on any question, but before doing so shall leave the Chair and appoint some other member present to act as Chair *pro tem*.
  55. The Chair may vote on any question.

#### **Quorum**

56. At all meetings held between September and June, both months inclusive, 30 members shall constitute a quorum.
57. At any meetings held during the months of July and August, 20 members shall constitute a quorum, provided that if at any such meeting a question of general policy or general legislation arises and fewer than 30 members are present, the consideration of such question shall be postponed until the next regular meeting.

#### **Record of Proceedings**

58. A record of the proceedings of all meetings of the Senate shall be made by the University Secretary. Items of business dealt with by the Senate in Closed Session shall be made available only to persons entitled to be present in Closed Session unless otherwise ordered by the Senate, or by the Executive Committee in accordance with the provisions of clause [113](#).

#### **Procedural Authority**

59. The Chair of a meeting shall conduct the proceedings in conformity with the by-laws and rules of procedure enacted by the Senate 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 Legal Publications, 1984. Procedures for meetings of the Senate, other than when the Senate is in Closed Session, are as set forth in [Schedule D](#) attached hereto.

#### **Recordings**

60. No form of recording (photographic or electronic) shall be permitted at any meeting of the Senate unless by the express authority of the Chair of the Senate, with the exception of instruments for official use by the Senate.

#### **Preserving Order**

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

**Orders of the Day**

62. The agenda for regular meeting of Senate shall employ the consent agenda format for routine approval items and for information items, as set forth in [Schedule D](#). Except as otherwise provided herein, the following order of business shall be observed at all regular meetings for both the consent and regular agenda and no variation from this order shall be allowed except by the vote of two-thirds of the members present, which vote shall be taken without debate, subject however to the provision of clause [77](#):
- a) receiving and disposing of the minutes of the last regular meeting and of any intervening special meetings, except the confidential minutes of the Closed Session associated therewith;
  - b) business arising out of the approved minutes, except business arising from the confidential minutes of the Closed Session;
  - c) enquiries;
  - d) reading and disposing of communications, to be disposed of as read;
  - e) receiving and disposing of a report from the Chair of the Graduate Council concerning the activities of that Council;
  - f) receiving and disposing of a report from the Chair of the Undergraduate Council concerning the activities of that Council;
  - g) reading and disposing of reports of Faculties and Councils;
  - h) reading and disposing of reports of standing and special committees and boards, to be considered in the following order:
    - (i) reports submitted but not disposed of at the previous meeting;
    - (ii) reports of standing committees and boards in the order in which they appear in clause [91](#), subject to any limitations that may be imposed by clause [79](#);
    - (iii) reports of special committees in the order of their establishment by the Senate;
  - i) other unfinished business from the last meeting;
  - j) new business to be taken in the order of receipt of notice of motion;
  - k) any business on the agenda that was not presented or proceeded with when reached, to be taken in the order announced on the agenda;



- l) new business not on the agenda; and
  - m) business to be dealt with in Closed Session.
63. Notice of any motion to be considered at a regular meeting, other than a motion in the ordinary course of business, or a proposal to amend the by-laws, shall be in the hands of the University Secretary at least six working days before the meeting at which the motion is to be made, and the University Secretary shall note the date of receipt upon the face of the notice and shall place the matter on the agenda for the meeting at which the motion is to be made.
64. If any committee or member fails to proceed with a report or business on the agenda when it is reached, such report or business shall be placed on the agenda for the next regular meeting at the end of the class of business to which it belongs.
65. Any member of the University community may request an appearance before the Senate for the presentation of a brief. The request will be considered by the Senate if the request and brief are submitted to the University Secretary at least four working days prior to the date set for a Senate meeting.

**Debate**

66. Any member desiring to speak during a meeting shall rise and address the Chair.
67. A member called to order shall sit down, but may afterwards explain. The Chair shall decide the point of order, subject to an appeal to the Senate whose decision shall be final and made without debate.
68. Each member shall speak only to the question in debate.
69. No member while speaking shall be interrupted by another member except upon a point of order or for the purposes of an explanation, and the member so interrupting shall speak only to the point of order or to the explanation.
70. Any member may require the question under discussion to be read at any time during the debate, but not so as to interrupt a member who is speaking.
71. Except for the mover of a substantive motion, who shall be allowed to reply, no member shall speak more than once to a question, unless in explanation of a material part of a speech which may have been misunderstood, and in such case shall not introduce new matter.
72. No member shall speak more than ten minutes at one time, except by leave of a majority of the members present, which leave shall be granted or refused without debate.

73. No member shall speak to a question after it has been put by the Chair.

### **Voting**

74. Except as provided in clause [49](#), [62](#), [78](#), [79](#), and [174](#), all questions that come before the Senate shall be decided by the vote of a majority of the members present. Each member present is entitled to one vote, and in the event of an equality of votes the question is deemed to be decided in the negative.
75. All members shall vote in accordance with their individual assessment of the merits of each question before the Senate and not as delegates of the constituencies by which they have been elected.
76. Questions normally shall in the first instance be decided by a show of hands. The Chair shall declare the result of every vote and the declaration of the Chair as to the result of a show of hands and an entry to that effect in the minutes of the proceedings at the meeting shall, unless a poll is demanded, be prima facie evidence of the result of the vote. The Chair or any member present may require the yeas and nays to be recorded on any question except a motion to adjourn the Senate or adjourn a debate or move into Closed Session, in which event a poll shall be taken in such manner as the Chair directs. A demand for a poll may be withdrawn at any time prior to the taking of the poll. Any member of Senate who wishes to propose that a question be decided by ballot must make such a request before any vote is taken. On receipt of such a request, Senate will determine by a show of hands of a majority of the members present whether or not a question, and any amendments thereto, shall be decided by means of a ballot.

### **Motions and Questions**

77. The Senate may decide by a simple majority of the members present at any time and at any meeting to move into Closed Session, such vote to be taken without debate
78. Unless previous notice has been given, no motion introducing new matter, other than a matter of privilege or a motion to move into Closed Session, shall be taken into consideration at any regular meeting of the Senate, except upon the vote of two-thirds of the members present.
79. No matter that has been decided by the Senate shall be reconsidered before the first regular meeting of the following session, except upon the vote of two-thirds of the members present; a motion to reconsider may be made by any member.
80. All motions, except those to adjourn the Senate or to adjourn a debate or to move into Closed Session, shall be put in writing and seconded before being debated or put from the Chair, and when a motion has been seconded it shall be read to the Senate by the Chair before being debated.
81. When a motion has been made, seconded, and read, it shall be disposed of by the Senate, unless the mover, with the consent of the seconder, withdraws it or allows it to stand over.

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82. When a question is under debate, no motion shall be received by the Chair except a motion to:
- a) adjourn the Senate;
  - b) move into Closed Session;
  - c) adjourn the debate;
  - d) proceed to the next order of business;
  - e) table the motion;
  - f) put the previous question;
  - g) postpone to a specified time;
  - h) refer the question;
  - i) amend the main motion; or
  - j) postpone indefinitely.
83. A motion to adjourn the Senate or to move into Closed Session is always in order, is undebatable, and no second motion to the same effect shall be made until after some intermediate proceeding has been taken.
84. A motion to adjourn a debate is always in order, and no second motion to the same effect shall be made until after some intermediate proceeding.
85. A motion to put the previous question shall, until it is decided, preclude all amendments to the main motion. It shall be put in the following words: "*that the question on the main motion be now put*" and, if it be resolved in the affirmative, the original question shall be put forthwith without any amendment or debate. If it be resolved in the negative, discussion will continue on the original question, and the vote on the original question may be taken at a later time in the same meeting.
86. A motion to refer the question shall, until it is disposed of, preclude all amendments to the main motion.

**Revised: June 7, 2023**

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## ARTICLE VIII: COMMITTEES AND BOARDS

### COMMITTEE OF THE WHOLE

87. When the Senate resolves to go into Committee of the Whole, the Chair of the Senate shall appoint a chair of the Committee who shall preside over its deliberations, decide points of order subject to an appeal to the Chair of the Senate, and report its proceedings to the Chair when the Senate rises from the Committee of the Whole.
88. The rules of procedure of the Senate ([Article VII](#)) shall be observed in Committee of the Whole except that:
  - a) no motion is required to be seconded;
  - b) no motion for the previous question or for an adjournment shall be received;
  - c) in divisions the names of members shall not be recorded; and
  - d) the number of times that a member may speak is not limited.
89. On a motion in Committee of the Whole to “*rise and report*,” the question shall be decided without debate.
90. A motion in Committee of the Whole that the Chair leave the chair, or that the Committee “*rise without reporting*”, shall be in order and shall take precedence over any other motion. If it is carried, the Chair of the Senate shall at once resume the Chair and proceed to the next order of business.

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**STANDING COMMITTEES**

91. There shall be standing committees of the Senate and the duties of such committees shall be as defined herein and from time to time by these by-laws.
- a) The standing committees shall be the:
- (i) Executive Committee;
  - (ii) University Planning Committee (joint with the Board of Governors);
  - (iii) Committee on Appointments;
  - (iv) Committee on Honorary Degrees;
  - (v) Senate Board for Student Appeals;
  - (vi) Committee on University Ceremonials and Insignia;
  - (vii) Committee on By-laws;
  - (viii) Committee on Academic Integrity;
  - (ix) Tenure and Promotion Appeals Nominating Committee;
  - (x) Committee on Student Affairs;
  - (xi) Board-Senate Research Misconduct Hearings Panel;
  - (xii) Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence; and
  - (xiii) Faculty Discipline Board.
- b) The membership of all Senate Committees, Boards, and Panels shall take effect on the first day of July following the regular June meeting of the Senate, with the exception of the Senate Board for Student Appeals, the membership of which shall take effect on the first day of September following the regular June meeting of the Senate.
92. The Senate may join with the Board in establishing one or more joint committees of the Senate and the Board.

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93. The Chancellor and the President shall be *ex officio* members of every standing committee of the Senate, with the exception of the Tenure and Promotion Appeals Nominating Committee, the Board-Senate Research Misconduct Hearings Panel, the Board-Senate Hearing Panel for Discrimination, Harassment and Sexual Violence, the Faculty Discipline Board, and the Senate Board for Student Appeals.
94. The provisions that apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996 are set out in [Schedule F](#). For meetings that took place on or after February 16, 1996, the following shall apply:
- a) Except for joint committees of Senate and the Board of Governors, each standing committee shall fix the times and places of its meetings, which shall be open to the public except:
    - (i) when matters confidential to the University may be discussed;
    - (ii) when matters of a personal nature concerning an individual may be discussed (unless the individual requests that such part of the meeting be open to the public);
    - (iii) when the chair of the committee or board decides that an item of business shall be discussed in Closed Session;
    - (iv) when at least one third of the committee or board members present at any meeting without debate request the chair of the committee or board to declare the meeting, or any part thereof, a Closed Session; or
    - (v) as provided for in clause 128, and 140(d), 141(d), and 145.

Each standing committee may otherwise determine its own procedure consistent with these by-laws.

- b) A record of the proceedings of each standing committee and board shall be made by the University Secretary. Items of business dealt with in Closed Session shall be available to members, consultants and specifically invited guests of the standing committee or board, unless otherwise ordered by the committee or board.

Clause 94, sub-sections (a) and (b) shall not apply by analogy to subordinate bodies of the Senate.

All material provided under this By-law concerning a Closed Session or an in camera session of a standing committee or board or a joint Board-Senate committee shall be treated with the same confidentiality as material dealt with in Closed Session of the Senate.

- c) 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 as teleconference or other communication facilities that permit all members to

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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 as 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.

- d) 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 so that 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. Matters considered in this manner shall be reported at the next regular meeting of the committee. 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.
95. Vacancies that occur in a standing committee or board may be filled at any regular meeting of the Senate or at a special meeting thereof.
96. Any written communication on a subject coming properly within the cognizance of a standing committee or board or of the [Graduate Council](#) or of the [Undergraduate Council](#) shall stand referred as a matter of course to that committee or board or council, which shall report thereon at the next regular meeting of the Senate.
97. Any written communication dealing with a new graduate degree program; a major new undergraduate degree program; a new Faculty, Department, School, Institute, Centre or the like, shall stand referred as a matter of course to the University Planning Committee, which shall report thereon at the next regular meeting of the Senate and such report shall be received before the Senate proceeds to the consideration of the proposal.
98. On receipt of any such communication referred to in clause 96 and 97, the University Secretary shall forthwith, after acknowledging its receipt, submit it under the direction of the Chair of the Senate to the Chair of the appropriate standing committee or board or Graduate or Undergraduate Councils.
99. Any such communication, referred to in clause 96 and 97 that is not received in time to be considered by the appropriate standing committee or board or council before the next regular meeting of the Senate may by direction of the Chair of such committee or board or council be read at such meeting and the Senate may, if it deems fit, take the communication into immediate consideration or otherwise dispose of it.
100. Every standing committee and board of the Senate has the power to invite consultants to its meetings.

**Revised: June 7, 2023**

#### **SPECIAL COMMITTEES AND CONSULTANTS**

101. The Senate may from time to time appoint special committees with specified terms of reference. Unless otherwise specifically provided in the resolution by which a special committee is appointed, or later determined by the Senate, it is dissolved on the date of its final report to the Senate.
102. The provisions of clause 93, 94, 95, 96, 97, 98, 99 and 100 apply to every special committee unless otherwise provided in the resolution by which it is appointed.
103. The Chair of the Senate shall have power to appoint consultants to the Senate as the need may arise.

**Revised: December 9, 2020**



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**ARTICLE IX: COMPOSITION, POWERS, AND DUTIES OF STANDING COMMITTEES  
AND BOARDS****THE EXECUTIVE COMMITTEE**

104. The Executive Committee shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President  
Provost

***Members***

Four faculty members of the Senate  
One undergraduate student member of the Senate  
One graduate student member of the Senate  
One alumni member of the Senate

Five members of the Committee shall constitute a quorum.

105. The Chair of the Committee shall be the Chair of the Senate. The Vice-Chair of the Committee shall be the Vice-Chair of the Senate.
106. The Committee shall act for the Senate between Senate meetings on matters pertaining to the affairs of the Senate, as referred to it by the President, the Senate, the Faculties, the Graduate Council or Undergraduate Council, or committees, boards, or panels of the Senate. Such actions shall be reported at the next regular meeting of the Senate.
107. The Committee shall consider and report to the Senate on any other matter which may from time to time be referred to it by the President, the Senate, or by any committee, board, panel or council of the Senate.
108. The Committee shall nominate members of the Senate for election to the Board in conformity with the provisions of clause 33 and 34.
109. The Committee shall nominate the members of the standing committees of the Senate and the student members of Undergraduate Council as required, with the exception of the Executive Committee (for which, see clause 122) and, where it is not otherwise expressly provided, shall nominate the chairs thereof, and the vice-chairs where appropriate, and shall report such nominations to the next regular meeting of the Senate.
110. After the report of the Executive Committee regarding nominations is submitted to the Senate, the Senate shall appoint the members of all standing committees and boards whose appointment is the duty of the Senate.

111. If a regular meeting of the Senate is not held in June, a special meeting of the Senate shall be held in June to receive and consider the report of the Executive Committee and to appoint the standing committees and boards for the next academic session.
112. The Executive Committee shall also consider requests from students and former students for the removal of transcript notations related to penalties assigned under the [Academic Integrity Policy](#) or the [Code of Student Rights and Responsibilities](#).
113. On the advice of the Chair, the Vice-Chair and the University Secretary, the Committee shall adjudicate and decide on any requests, submitted in writing to the University Secretary, by a Senator seeking access to Closed Session Senate minutes of a meeting which took place when that individual was not a Senate member.

**Revised: June 7, 2023**

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**THE UNIVERSITY PLANNING COMMITTEE<sup>1</sup>**

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;  
Provost, who shall be Chair  
Vice-President (Operations and Finance)  
Vice-President (Research)  
Vice-Provost and Dean of Graduate Studies

***Members***

Six faculty members, one from each 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)  
Assistant Vice-President/Chief Facilities Officer

***Observers***

Dean and Vice-President (Health Sciences) or delegate  
Vice-President (University Advancement)  
Associate Vice-President (Students and Learning) and Dean of Students  
Chair of Undergraduate Council  
Deputy Provost  
McMaster University Faculty Association President or delegate

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

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<sup>1</sup>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 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.

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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 Governors Election By-Laws.

- 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 receive annual planning reports as prescribed by the Provost from the Faculties, the School of Graduate Studies, the Deputy Provost, the Vice-Provost (Teaching & Learning), 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. Received plans are to be reported to the Senate and the Board of Governors for information;
  - (iv) review and receive annual planning reports as prescribed by the Vice-President (Operations and Finance) from those administrative and service units that report directly to the Vice-President (Operations and Finance), providing comment on how the plans relate to overall University planning and current budgeting. Received plans are to be reported to the Senate and the Board of Governors for information;
  - (v) review and 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. 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 (Operations and Finance)

***Members***

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

***Consultants***

Deputy Provost  
Associate Vice-President & Chief Financial Officer  
Associate Vice-President, Finance & Planning (Academic)  
Controller, Financial Affairs  
Budget Director, Budgeting Services

- (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 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:

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- (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***

Deputy Provost, who shall be Chair

Vice-Provost and Dean of Graduate Studies, who shall be Vice-Chair

Associate Vice-President (Students and Learning) and Dean of Students, who shall be Vice-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: June 7, 2023**

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**THE COMMITTEE ON APPOINTMENTS**

116. The Committee on Appointments shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President  
Provost  
Vice-President (Research)  
Vice-Provost and Dean of Graduate Studies

***Members***

Seven elected faculty members of the Senate  
One elected student member of the Senate

***Consultants***

Manager, Faculty Relations, Office of the Provost

Six members of the Committee constitute a quorum at any meeting thereof, except when decisions are being made on tenure, permanence, or promotion recommendations, at which meeting eight members of the Committee, one of whom shall be the Provost and one of whom shall be the Vice-Provost and Dean of Graduate Studies, shall constitute a quorum. In the event of an equality of votes on tenure, permanence, or promotion recommendations, the question is deemed to be decided in favour of the Faculty Tenure and Promotion Committee's recommendation, notwithstanding the provision of clause [74](#).

117. The Committee shall nominate the members of the Committee for Nominating a Chancellor in conformity with the provisions of clause [9\(a\)](#) and shall nominate the members of the Senate component of the Committee for Recommending a President in conformity with clause [9\(b\)](#). These nominations shall be presented at a Senate meeting, together with a brief statement of each candidate's skills and interests. No additional nominations may be made at that Senate meeting, but subsequent to the meeting, members of the Senate shall be provided with the opportunity to submit written nominations of additional candidates for inclusion on the slate, provided that such nominations are signed by three members of the Senate. If necessary, an election shall be conducted by the University Secretary immediately following the end of the nomination period. A brief statement of each nominee's skills and interests shall be provided to Senators along with the ballot. Not more than one faculty member from any one Faculty shall be elected by Senate to the Committee for Nominating a Chancellor or the Committee for Recommending a President.
118. The Committee shall have as a standing order of business the making of nominations for such ad hoc selection committees as are charged to nominate to the Senate those to be appointed to senior academic administrative offices and to the offices of Vice-President (Operations and Finance) and Vice-President (University Advancement). In this context, senior academic administrative offices include those of Provost, Dean and Vice-President (Health Sciences), Vice-President (Research), Vice-Provost, Deans, Director of McMaster Continuing Education, academic Associate/Assistant Vice-Presidents, Associate Deans of



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Graduate Studies and/or Research, Associate Deans of Faculties (see clause [2\(h\)](#)), Chair of Undergraduate Council, University Secretary, Registrar, University Librarian and such other positions as are designated by Senate from time to time. The Committee shall ensure that the nominations for each ad hoc selection committee include, as nominated Chair of the ad hoc selection committee, the name of the academic administrative officer to whom the appointee shall report. The Committee shall review, and express its opinion to the Senate on, nominations made by the ad hoc selection committees, before any commitment is made to the nominated candidate.

119. The Committee shall consider and recommend to the Senate on academic appointments, terms of reference, tenure policy, promotion policy, research leave policy, and all matters related to academic appointments. In this context, academic appointments shall be taken to include appointments of Department Chairs and Directors of Schools, Programs, Research Institutes, and Centres, and appointments to named Chairs and Professorships. The Committee shall receive for information reports on the appointment of Associate Department Chairs, Associate Directors of Programs, Research Institutes and Centres, Executives in Residence, and Faculty honorific appointments. The Committee shall recommend to the Senate candidates for the titles of Distinguished University Professor and University Scholar.
120. The Committee shall consider recommendations for appointment to the teaching staff from Faculty or joint-Faculty Tenure and Promotion Committees and shall:
  - a) decide that the faculty member is to be nominated for a tenured appointment, a continuing appointment without annual review or a permanent teaching appointment and so inform the Senate; or
  - b) recommend to the President that the period of a tenure-track appointment, a special appointment or a teaching-track appointment be extended, and so inform the Senate; or
  - c) decide that no action be taken on the case; or
  - d) decide that a faculty member's tenure-track appointment, special appointment or teaching-track appointment be allowed to lapse and so inform the Senate.
121. The Committee shall consider recommendations for promotion from Faculty or joint-Faculty Tenure and Promotion Committees and shall:
  - a) decide that promotion is to be granted at this time, and so inform the Senate; or
  - b) decide that no action is to be taken in regard to promotion.
122. The Committee shall nominate the membership of the Executive Committee, and shall report thereon to the regular meeting of the Senate in June of each year.

**Revised: June 7, 2023**

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**THE COMMITTEE ON HONORARY DEGREES**

123. The Committee on Honorary Degrees shall consist of the following membership:

***Ex Officio Members***

Chancellor, who shall be Chair

President, who shall be Vice-Chair

Five other members of the Senate

One alumni member of the Senate

Four members of the Committee constitute a quorum at any meeting thereof.

124. The Committee shall make recommendations to the Senate of names of persons upon whom it is thought fitting to confer the honorary degree of Doctor of Laws, Doctor of Science, Doctor of Letters, or any other honorary degree that may be established by the Senate.

**Revised: June 8, 2022**

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**THE SENATE BOARD FOR STUDENT APPEALS**

125. The Senate Board for Student Appeals shall consist of 12 members appointed by the Senate for two-year terms, of whom six shall be faculty members who are not senior academic administrative officers, four shall be undergraduate students, and two shall be graduate students. In addition, the Chair of the Board has the authority to appoint, on an ad hoc basis, faculty and students who are not members of the Senate Board for Student Appeals to serve on appeal tribunals as auxiliary Board members. For meetings of the Board which do not relate to the hearing of a specific appeal, seven members of the Board constitute a quorum.
126. The Senate Board for Student Appeals shall:
- a) adjudicate all student appeals from rulings of other authorities (e.g., Faculty Reviewing Committees, Deans, Associate or Assistant Deans) on matters of academic standing other than those involving solely a substantive academic judgment, and shall, where appropriate, adjudicate appeals by students in respect of any other allegation of injustice, except in cases where another body has been named as the final decision maker; and
  - b) when deemed appropriate, consider and make recommendations to the Senate on policy and procedure relating to student appeals.
127. The hearing of an appeal shall be before a tribunal consisting of at least three members or auxiliary members of the Senate Board for Student Appeals, one of whom shall be a student. They shall be chosen in accordance with procedures approved by the Senate.
128. Hearings before tribunals of the Senate Board for Student Appeals shall be conducted in accordance with the procedures approved by the Senate.

**Revised: December 9, 2020**

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**THE COMMITTEE ON UNIVERSITY CEREMONIALS AND INSIGNIA**

129. The Committee on University Ceremonials and Insignia shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President  
University Bedel

***Members***

Six members of the Senate  
One graduate student member of the Senate  
One undergraduate student member of the Senate

***Consultants***

University Registrar  
Assistant Registrar, Records

Five members of the Committee constitute a quorum at any meeting thereof.

130.

- a) The Committee shall be responsible for the planning and conduct of all University ceremonials, including all Convocations; and shall keep under continual review the form of and procedure at such ceremonials and all matters relating thereto.
- b) The Committee shall also be responsible for reviewing and making decisions, or recommendations to the Senate or the Board of Governors, on matters relating to heraldic practice and policy.

**Revised: June 7, 2023**

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**THE COMMITTEE ON BY-LAWS**

131. The Committee on By-laws shall consist of the following membership:

***Ex Officio Members***

Chancellor

President

***Members***

Four members appointed by the Senate, one of whom shall be a member of the Senate and one of whom shall be the University Secretary.

Three members of the Committee constitute a quorum at any meeting thereof.

132. The Committee shall make recommendations to the Senate:

- a) for the appropriate form of any amendment to any by-law and of any new by-law, of the Senate or of a Council or of a Faculty, that the Senate has approved in principle;
- b) for any alteration of any by-law, of the Senate or of a Council or a Faculty, deemed by the Committee to be necessary as a consequence of any amendment or of any new by-law approved by the Senate or to be desirable for reasons of consistency or the like;
- c) on any matter pertaining to the by-laws of the Senate or of a Council or of a Faculty that may be referred to the Committee by the Senate, or on any such matter that the Committee may deem appropriate for the attention of the Senate.

**Revised: June 7, 2023**

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**THE COMMITTEE ON ACADEMIC INTEGRITY**

133. The Committee on Academic Integrity shall consist of the following membership:

***Ex Officio Members***

Chancellor  
President  
Vice-Provost and Dean of Graduate Studies  
Vice-Provost (Teaching & Learning)  
Deputy Provost  
Vice-President, Research or delegate

***Membership***

Four faculty members of the Senate (one of whom shall be appointed Chair of the Committee)  
One graduate student member of the Senate  
One undergraduate student member of Senate

***Consultants***

Academic Integrity Officer  
University Registrar,  
Associate Registrar & Graduate Secretary

Six members of the Committee constitute a quorum.

134. The Committee shall, when deemed appropriate, make recommendations to the Senate on policy and procedures relating to issues of academic integrity, on measures designed to reduce instances of academic dishonesty, and on matters relating to research integrity.
135. The Committee shall review, prior to its presentation to the Senate, the annual Academic Integrity Report and the Research Integrity Report prepared by the Office of Academic Integrity.

**Revised: June 7, 2023**

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**THE TENURE AND PROMOTION APPEALS NOMINATING COMMITTEE**

136.

- a) The Tenure and Promotion Appeals Nominating Committee shall consist of six full-time tenured faculty members that:
  - (i) are normally at the rank of Professor; and
  - (ii) are appointed by the Senate but not necessarily drawn from the Senate with one from each of the Faculties of Business, Engineering, Health Sciences, Humanities, Science, and Social Sciences; and none of whom, during their term on the Committee, shall be a member of a Faculty Tenure and Promotion Committee or of the Senate Committee on Appointments;
- b) Four members of the Committee constitute a quorum at any meeting thereof.
- c) The Chair shall be elected by and from the members of the Committee.

137.

- a) When an appeal of a tenure, a continuing appointment without annual review or a permanent teaching or promotion decision has been referred to the Committee, the Committee shall nominate to the Senate the membership of an Appeal Tribunal, composed of three full-time tenured or permanent members of faculty who have not been previously involved in the decision under review and who are at arm's length from both parties to the appeal. The tribunal in each case shall normally consist of one member from the appellant's Faculty and two members from outside the Faculty.
- b) Each Appeal Tribunal shall normally report to the Senate within four months of its establishment.

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**THE COMMITTEE ON STUDENT AFFAIRS**

138. The Committee on Student Affairs shall consist of the following membership:

***Ex Officio Members***

Chancellor

President

Associate Vice-President (Students and Learning) and Dean of Students, who shall be Chair

***Members***

Three faculty members, at least one of whom shall be an elected faculty member of the Senate

Four student members of Senate, one of whom shall be a graduate student and three of whom shall be undergraduate students.

***Consultants***

President, McMaster Association of Part-Time Students (MAPS)

Five members of the Committee constitute a quorum at any meeting thereof.

139. The Committee has the authority to approve, and report to Senate for information, minor changes to the Residence Agreement Contract on behalf of Senate and shall otherwise recommend to the Senate policies, and receive submissions, on non-academic aspects of student life, including University residences and student services, and on matters of student conduct and discipline.

This responsibility shall include:

- a) developing and periodically reviewing in consultation with relevant student leadership, for recommendation to the Senate, University codes of student conduct and discipline, including for resident students;
- b) approving the constitutions of student residences and any amendments thereto;
- c) receiving annually a report from the Dean of Student Affairs which shall include reference to non-academic disciplinary problems on campus; and
- d) establishing such sub-committees as may from time to time be deemed.

Revised: June 7, 2023

**THE BOARD-SENATE RESEARCH MISCONDUCT HEARINGS PANEL**

140.



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- a) The Board-Senate Research Misconduct Hearings Panel shall consist of:
- (i) 18 tenured faculty members appointed by the Senate after consultation with the Faculty Association;
  - (ii) three graduate students appointed by the Senate;
  - (iii) three undergraduate students appointed by the Senate; and
  - (iv) 12 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.
- b) 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 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, 15 members of the Panel constitute a quorum.
- c) The Board-Senate Research Misconduct Hearings Panel shall
- (i) 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
  - (ii) 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.
- d) 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.
- e) 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.

**Revised: December 9, 2020**

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

141.

- a) 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 of Governors. 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 of Governors from among the members appointed by the Board of Governors. 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, 10 members of the Panel constitute a quorum.
- b) The Board-Senate Hearing Panel for Discrimination, Harassment, and Sexual Violence shall:
  - (i) receive all Referrals to Hearing / Formal Requests for a Hearing and arrange for their adjudication in accordance with procedures approved by the Senate and the Board of Governors, and
  - (ii) 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 of Governors on policy changes or new policies deemed necessary by the Panel.
- c) The hearing of any case referred to the Panel 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 Board of Governors.
- d) 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 of Governors.

**Revised: December 14, 2016**

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**FACULTY DISCIPLINE BOARD**

142. The Faculty Discipline Board shall consist of twelve tenured/permanent/CAWAR faculty members at the rank of Professor, appointed by the Senate for staggered renewable three-year terms. For meetings of the Board that do not relate to a specific case, eight members of the Board constitute a quorum.
143. The Faculty Discipline Board shall
- a) adjudicate faculty discipline cases referred by a Faculty Dean to the Provost, in accordance with the relevant procedures approved by the Senate and the Board of Governors, and
  - b) when deemed appropriate, review the policy and procedures relating to the code of conduct and disciplinary procedures for faculty and make recommendations to the Senate and the Board of Governors on policy changes or new policies deemed necessary by the Faculty Discipline Board.
144. The hearing of any case referred to the Board shall be before a Discipline Tribunal, consisting of three members of the Faculty Discipline Board who do not have a conflict of interest, chosen by the Provost in accordance with procedures approved by the Senate and the Board of Governors. At least one of the three members shall be from outside the Faculty of the faculty member concerned. The Provost shall also designate which of the Board members shall serve as Chair of the Discipline Tribunal.
145. Hearings before a tribunal of the Faculty Discipline Board shall be conducted in accordance with the procedures approved by the Senate and the Board of Governors.

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**ARTICLE X: THE GRADUATE COUNCIL**

146. There shall be a Graduate Council with the following membership:

***Ex Officio Members (with vote)***

Chancellor  
President  
Provost  
Vice-President (Research)  
Vice-Provost and Dean of Graduate Studies  
The Dean of each Faculty offering graduate work  
The Associate Deans of Graduate Studies

***Ex Officio Members (without vote)***

Deputy Provost  
University Librarian  
University Registrar  
University Secretary  
Associate Registrar and Graduate Secretary

***Members***

Three full-time faculty members from each of the Faculties of Business, Engineering, Humanities, Science, and Social Sciences and three full-time graduate faculty members from the Faculty of Health Sciences, elected by the members of the Faculty, from the Professors, Associate Professors, and Assistant Professors

Two full-time graduate students from each Faculty offering graduate work, elected by and from the graduate students in that Faculty with the proviso that in any Faculty engaged in doctoral studies at least one of the graduate students shall be registered in a PhD program

***Observers***

Observers (as defined in clause 2(i)) named from time to time by the Vice-Provost and Dean of Graduate Studies to attend Graduate Council's meetings

a) One-third of the voting members shall constitute a quorum at any meeting thereof.

147. The Chair of the Graduate Council shall be the Vice-Provost and Dean of Graduate Studies or, in the absence of the Vice-Provost and Dean of Graduate Studies, an Associate Dean of Graduate Studies.

148. The Secretary of the Graduate Council shall be the Associate Registrar and Graduate Secretary.

149. The faculty members elected from each Faculty offering graduate work shall be elected in accordance with the requirements of clause 15.

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150. The term of office of faculty members on the Graduate Council shall commence on the first day of July following their election, and shall be for three years, subject to the proviso that faculty members who are to be absent from the University for a year or more shall resign their seats before leaving and be replaced at an ensuing election. Terms of office are renewable.
151. The election of faculty members of the Graduate Council shall be conducted by the University Secretary.
152. The term of office of graduate students on the Graduate Council shall commence on the first day of September annually, and shall be for two years, subject to the requirement that a vacancy occurring when six or more months remain in the term of office shall be filled by an appointment by the appropriate Faculty Dean. Terms of office are renewable.
153. The student members of the Graduate Council shall be elected by and from the graduate students in their respective Faculties, in accordance with procedures determined by their Faculties.
154. The Graduate Council may declare vacant the seat of any elected member who, without being granted leave of absence by the Council, fails to attend three consecutive regular meetings of the Council. Whenever a seat is declared vacant, the vacancy shall be filled through a by-election in the constituency which elected the person whose membership is vacant, unless the person is a graduate student, in which case the requirement stipulated in clause 152 for filling a vacancy shall apply.
155. The Graduate Council may, upon written request of a member, grant leave of absence to any member for a period not to exceed six consecutive months for illness or for other reasons deemed appropriate by the Council.
156. The powers and duties of the Graduate Council are:
- a) to make rules and regulations for governing its proceedings;
  - b) to establish standing and ad hoc committees. The standing committees shall include, but are not limited to:
    - (i) the Executive Committee,
    - (ii) the Scholarships Committee;
    - (iii) the Joint Committee on Certificates, Diplomas and Microcredentials (see Schedule E1)
  - c) to regulate matters concerning graduate work of concern to the University as a whole;

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- d) to act upon recommendations concerning graduate work from each Faculty, upon such matters as are of particular concern to each Faculty;
  - e) to transact such business as is placed on its agenda by one or more of the Chair, the Secretary of the Graduate Council, or a Dean of a Faculty offering graduate work;
  - f) to recommend to the Senate the names of graduate students who have completed all requirements for a degree, diploma or certificate;
  - g) to determine the eligibility of Departments, Units, Schools, Institutes, Centres, or the like, to offer graduate work, and to make recommendations to the Senate for the administration of graduate work in areas not clearly lying within the jurisdiction of a single Faculty;
  - h) to report to the Senate upon such matters as may be judged necessary by the Graduate Council or as required by the Senate;
  - i) subject to final approval by the President, to stipulate the conditions of award of all fellowships, scholarships, assistantships, bursaries, prizes and other awards established for graduate students, having due regard for the wishes of the donor;
  - j) to arrange for action upon all applications or recommendations for fellowships, scholarships, assistantships, bursaries, prizes and other awards for graduate students;
  - k) to meet at least twice per academic year;
  - l) to post the agenda and the minutes of its meetings electronically.

Notwithstanding any of the above, the following matters must be referred to the Senate for decision:

- establishment of new graduate programs;
- closure of existing graduate programs;
- substantial revisions of admission standards;
- substantial revisions to degree, diploma and certificate requirements and/or academic regulations.

**Revised: June 7, 2023**

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**ARTICLE XI: THE UNDERGRADUATE COUNCIL**

157. There shall be an Undergraduate Council with the following membership:

***Ex Officio***

Chancellor

President

Provost

Vice-Provost (Teaching & Learning)

Associate Deans, Undergraduate Studies of the Faculties of Business, Engineering, Humanities, Science and Social Sciences (or their respective delegates)

Associate Dean of Health Sciences (Undergraduate Education)

Director of the Arts and Science Program

Director of McMaster Continuing Education

University Registrar

Associate Vice-President (Students and Learning) and Dean of Students

University Librarian

***Members***

Six faculty members elected from the Professors, Associate Professors, and Assistant Professors, comprising one member from each Faculty offering undergraduate work;

Seven undergraduate students, one from each of the six Faculties offering undergraduate work, and one from the Arts and Science Program, to be appointed by the Senate on the recommendation of the Dean / Director.

Twelve members of the Council, excepting the Chancellor, the President and the Provost, shall constitute a quorum.

158. The Chair of the Undergraduate Council shall be the Vice-Provost (Teaching & Learning).
159. The Vice-Chair of the Undergraduate Council shall be elected annually by and from the members of the Undergraduate Council.
160. The Secretary of the Undergraduate Council shall be the University Secretary.
161. The faculty member elected from each Faculty offering undergraduate work shall be elected in accordance with the requirements of clause 15. These elections shall be conducted by the University Secretary.
162. The term of office of faculty members on the Undergraduate Council shall commence on the first day of July following their election, and shall be for three years, renewable once, subject to the proviso that faculty members who are to be absent from the University for a year or more shall resign their seats before leaving and be replaced at an ensuing election.

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163. The term of office for an undergraduate student member shall commence on the first day of July following the appointment of such member, and shall be for one year, renewable.
164. The powers and duties of the Undergraduate Council are:
- a) to make rules and regulations for governing its proceedings;
  - b) to initiate and regulate matters concerning undergraduate work of concern to the University as a whole, in accordance with such directives and priorities as have been established by the Senate;
  - c) to act upon recommendations concerning undergraduate work from the Faculties and the Arts and Science Program;
  - d) to transact such business as is placed on its agenda by one or more of the Chair, the Secretary of the Undergraduate Council, an Associate Dean or Dean of a Faculty offering undergraduate work, or the Director of the Arts and Science Program;
  - e) to report and to make recommendations to the Senate upon such matters as may be judged necessary by the Undergraduate Council or as required by the Senate;
  - f) to stipulate the conditions of award of all fellowships, scholarships, medals, prizes and other awards established for undergraduate students, and to make such awards;
  - g) to give direction to the Office of Student Financial Aid and Scholarships on policies and procedures respecting the acceptance of all fellowships, scholarships, medals, prizes and other awards for undergraduate students, and the administration thereof;
  - h) to meet at least once each academic term; and
  - i) to make publicly available the agenda and the minutes of its meetings.

The Undergraduate Council shall also have the power to establish committees as set forth in [Schedule E](#). Revisions to Schedule E shall be approved by Undergraduate Council and forwarded to Senate for information.

Notwithstanding any of the above, the following matters must be referred to the Senate for decision:

- establishment of new programs;



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- closure of existing programs;
  - substantial revisions of admission standards;
  - substantial changes in degree, diploma and certificate requirements, and/or academic regulations.

**Revised: June 7, 2023**

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## ARTICLE XII: DUTIES OF OFFICERS OF THE SENATE

### THE CHANCELLOR

165. The Chancellor shall preside at Convocation, and in the absence of the Chancellor the Vice-Chancellor shall preside.

### THE VICE-CHANCELLOR

166. The Vice-Chancellor shall perform the duties of the Chancellor in the event that the Chancellor is prevented from discharging such duties owing to illness or any other cause.

### THE CHAIR OF THE SENATE

167. The Chair of the Senate shall ensure that at all times its meetings are conducted and its business transacted in a manner consonant with these by-laws.

### THE VICE-CHAIR OF THE SENATE

168. The Vice-Chair of the Senate shall perform the duties of the Chair of the Senate in the event that the Chair of the Senate is prevented from discharging such duties owing to illness or any other cause.

### THE SECRETARY OF THE SENATE

169. The duties of the Secretary of the Senate (the "University Secretary") are to take charge of the academic records and papers of the University and to keep the same properly arranged for convenient reference in such place as is directed by the Senate, and until such direction, in such place as is appointed by the President; the Secretary shall keep regular entries in a form to be approved by the President, of the names of all persons who are candidates for degrees, diplomas, or certificates of standing; the University Secretary shall conduct all necessary correspondence under the supervision of the President and keep proper records thereof; and shall attend all meetings of the Senate; and keep regular minutes of the proceedings thereat. The Secretary or delegate shall attend all meetings of standing and special committees and boards of the Senate; and keep minutes of the proceedings thereat; and shall prepare all by-laws, resolutions, reports or other papers which the Senate directs, and all copies that are required of any such documents or papers; subject to the provisions of Article VII hereof, shall prepare and countersign all official documents; and shall generally discharge such other duties as are assigned by these by-laws or by the Senate or, when the Senate is not in session, by the President.

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### ARTICLE XIII: OATHS OF OFFICE OF OFFICERS OF THE SENATE

170. Before entering upon the duties of the office, the Chancellor shall accept the following charge, to be administered by the Chair of the Board, at a Convocation:

**“You are now to assume the function and office of Chancellor of this University, to which you have been duly appointed. You shall now swear to keep and preserve, well and faithfully, during your period of office, the statutes, liberties, customs, rights and privileges of the University, and to promote its well-being and that of its members so far as in you lies.”**

171. Before entering upon the duties of the office, the President and Vice-Chancellor shall accept the following charge, to be administered by the Chair of the Board, at a Convocation:

**“You are now formally to assume the functions and the office of President and Vice-Chancellor of this University, to which you have been duly appointed. You shall now swear to keep and preserve, well and faithfully, during your period of office, the statutes, liberties, customs, rights and privileges of the University, and to promote its well-being and that of its members so far as in you lies.”**

172. Before entering upon the duties of the office, the University Secretary shall swear and subscribe to the following oath, to be administered by the President:

**“I, A.B., do solemnly swear that I will to the best of my ability, faithfully discharge the duties of the Secretary of the Senate of McMaster University, according to law and to the by-laws of the Senate of the University, and the directions to be given to me under the authority thereof, and that I will not, directly or indirectly, publish or make known any of the proceedings, affairs or business of the University unless under the authority of the Senate or under compulsion of legal process.”**

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### **ARTICLE XIV: CONFERRING OF TITLES**

173. The Senate shall confer the title Professor Emeritus / Emerita on all retiring faculty members with tenured or permanent appointment and with the rank of Professor, and may confer such other honorific titles as the Senate may from time to time declare appropriate.

The Senate reserves the right to revoke any honorific title. The Senate may consider if the holder has brought the reputation of the University into disrepute or has acted in a manner inconsistent with the criteria for the title. Any Faculty-specific honorific title which Senate has approved for conferral by the Faculty Dean may also be revoked by the Dean for similar cause.

### **ARTICLE XV: AMENDMENT OR SUSPENSION OF THE BY-LAWS**

174. Any of the foregoing provisions respecting procedure may be suspended at any meeting of the Senate at which a quorum is present by the vote of two-thirds of the members present. A motion to this effect may be made at any time.
175. A proposal to amend these by-laws shall be considered by the Senate only at a regular meeting of the Senate, and only after notice of the proposed amendment has been given at a previous meeting of the Senate.

**ARTICLE XVI: MATTERS NOT PROVIDED FOR**

176. In regulating all matters not provided for in these by-laws, the practice and procedure shall be regulated by analogy thereto.

**ARTICLE XVII: REPEAL OF FORMER BY-LAWS**

177. Any by-laws heretofore passed insofar as the same are inconsistent with the enactments herein contained, are repealed; but such repeal does not affect anything heretofore done or any right heretofore acquired under or in pursuance of, or revive any by-law repealed by, such by-laws.

**ARTICLE XVIII: DECENNIAL REVIEW OF THE BY-LAWS**

178. The Senate shall make provision for decennial reviews of the by-laws, such reviews to be effected by the Senate Committee on By-laws, at the request of the Executive Committee, the next such review to be initiated no later than during the Session 2025-26.

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## SCHEDULE A: COMPOSITION OF THE SENATE

**Ex Officio:**

Chancellor  
 President and Vice-Chancellor  
 Provost and Vice-President (Academic)  
 Vice-President (Operations and Finance)  
 Dean and Vice-President (Health Sciences)  
 Vice-President (Research)  
 Vice-President (University Advancement)  
 Dean of the Faculty of Business  
 Dean of the Faculty of Engineering

Dean of the Faculty of Humanities  
 Dean of the Faculty of Science  
 Dean of the Faculty of Social Sciences  
 Vice-Provost and Dean of Graduate Studies  
 Director of McMaster Continuing Education<sup>2</sup>  
 Principal of McMaster Divinity College  
 Chair of the Undergraduate Council

**Appointed by the Alumni Association of McMaster University from among the graduates:**

Four members

**Appointed by and from the Board of Governors:**

Three members

**Elected by and from the students in each Faculty:**

12 members

Faculty of Business	one graduate student and one undergraduate student
Faculty of Humanities	one graduate student and one undergraduate student
Faculty of Social Sciences	one graduate student and one undergraduate student
Faculty of Engineering	one graduate student and one undergraduate student
Faculty of Science	one graduate student and one undergraduate student
Faculty of Health Sciences	one graduate student and one undergraduate student

**Elected by and from the Teaching Staff of the University:**

30 members

Faculty of Business	three members
Faculty of Engineering	three members

Faculty of Health Sciences	six members
Faculty of Humanities	six members

Faculty of Science	six members
Faculty of Social Sciences	six members

Appointed by and from the Teaching Staff of the Divinity College:

One member

Observers:

Executive Vice-Dean and Associate Vice-President (Academic), Faculty of Health Sciences  
 Deputy Provost  
 Vice-Provost/Associate Vice-President (Equity and Inclusion)  
 Associate Vice-President (Students and Learning) and Dean of Students  
 Associate Vice-President (Research)  
 Associate Vice-President (Institutional Research and Analysis)  
 Associate Dean of Business, Undergraduate Studies  
 Associate Dean of Engineering, Undergraduate Studies  
 Associate Dean of Humanities, Undergraduate Studies  
 Associate Dean of Science, Undergraduate Studies  
 Associate Dean of Social Sciences, Undergraduate Studies  
 Vice-Dean, Undergraduate Education, Faculty of Health Sciences  
 Vice-Dean, Faculty of Health Sciences, Executive Director, School of Nursing  
 Vice-Dean, Faculty of Health Sciences, Executive Director, School of Rehabilitation Science

Ombudsperson  
 University Registrar  
 University Librarian  
 Director of the Arts and Science Program  
 Chief Executive, External & Internal Engagement  
 Chief of Staff and Senior Advisor to the President or designate  
 Manager of Faculty Appointments and Records, Provost Office  
 Academic Co-Chair, Indigenous Education Council  
 One student registered in the Arts and Science Program  
 President or designate, McMaster University Faculty Association  
 President or designate, McMaster Students Union  
 President or designate, Graduate Students Association  
 President or designate, McMaster Association of Part-Time Students

**Revised: June 7, 2023**

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## SCHEDULE B: FACULTY ELECTIONS TO THE SENATE

### A. ELECTION PERIOD

The annual election of faculty to the Senate shall be completed by March 31.

### B. TERMS OF OFFICE

Faculty members on the Senate assigned either a one-year or a two-year term shall not have these terms counted as one of their two consecutive terms.

### C. NOMINATIONS

- 1) As nominations are completed, the names of nominees shall be forwarded to the University Secretary, for inclusion on the ballot. Nomination papers shall bear the names of three seconders.
- 2) Nominees from Faculties each shall be required to provide a brief statement of interest for Senate membership, for circulation to the electorate.

### D. BALLOTS

- 1) In any given Faculty, all candidates for Senate elections shall be listed on the ballot in alphabetical order by surname, showing rank and department. Instructions on the ballot shall indicate that votes are to be cast in accordance with the single transferable vote procedure and shall indicate any distributional limitations required by the particular Faculty.
- 2) A list of eligible candidates shall be posted on the University Secretariat election website as soon as possible after the close of nominations.
- 3) Eligible voters may cast their votes via the link to the voting portal provided by the University Secretariat, such votes to be cast no later than March 31, the precise dates to be determined by the University Secretary.

### E. COUNTING OF BALLOTS

- 1) The counting of ballots shall take place in the University Secretariat.
- 2) Two scrutineers shall be appointed by and from the Senate at the meeting of the Senate in February of each year, to oversee the tabulation of ballots.

### F. ELECTION RESULTS

Successful candidates shall be notified electronically, by the University Secretary, and the names of successful candidates shall be posted on the University Secretariat election website.

**Revised: June 7, 2023**



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## SCHEDULE C: STUDENT ELECTIONS TO THE SENATE

### A. ELECTION PERIOD

- 1) Senate elections for undergraduate students and graduate students shall be held annually in the following periods:

January 15 - March 31: primary election period

September 15 - October 31: by- election period.

### B. NOMINATIONS

- 1) Nomination forms shall be available on the University Secretariat election website and in the Office of the University Secretariat during normal business hours (i.e., from 9 a.m. to 4:30 p.m.) during the nomination period.
- 2) Nomination forms shall bear the signature of the nominee, supported by the names of three seconders, registered in the same Faculty as the nominee or, in the case of students in joint/collaborative or interdisciplinary graduate programs, in the same Faculty or program in which the nominee is running for election.
- 3) Nominees shall provide a brief statement of interest for Senate membership, for publication on the University Secretariat election website.
- 4) Nomination forms shall be delivered electronically or in person to the Office of the Secretary of the Senate by the end of the first week in February (October)\* annually.

### C. BALLOTS

- 1) A list of eligible candidates shall be posted on the University Secretariat election website as soon as possible after the close of nominations at least 10 days prior to the election day(s).
- 2) Eligible voters may cast their votes via the link to the voting portal 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 University Secretary.

**D. COUNTING OF BALLOTS**

- 1) The tabulation of ballots shall take place on a date to be specified (see C.2).
- 2) Each candidate may appoint an individual to act as their scrutineer. Candidates must notify the University Secretary of their scrutineers at least 24 hours prior to the beginning of voting day(s). A candidate may not be a scrutineer.

**E. ELECTION RESULTS**

Successful candidates shall be notified electronically, by the University Secretary, and the names of successful candidates shall be posted on the University Secretariat election website.

\* By-election

**Revised: June 7, 2023**

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## SCHEDULE D: PROCEDURES FOR OPEN MEETINGS OF SENATE

### I LOCATION OF MEETINGS

Meetings of the Senate of McMaster University are normally held in the Council Room, Gilmour Hall.

### II ARRANGEMENTS FOR MEETINGS

Seating accommodation in the Council Room is arranged to provide a spectators' gallery. The total seating capacity in accordance with the Fire Marshall's regulations is 183 seats. Eighty-one seats are reserved for members of the Senate and observers. The remainder of the seats constitute the spectators' gallery.

### III ADMISSION TO THE COUNCIL ROOM

Admission to the spectators' gallery is on a first-come, first-served basis.

All unofficial recording devices (photographic or electronic) are excluded from any room in which the Senate may be holding a meeting.

### IV NOTICE OF MEETING

The Senate normally meets regularly on the second Wednesday of every month during the academic year, with the exception of the months of May and June when meetings may be scheduled otherwise to approve graduand results. A list of regular Senate meeting dates will be published on the website of the University Secretariat. When it becomes necessary to hold special meetings that fall between the dates of the regular meetings, these dates will be published in a similar fashion.

### V AGENDA

The agenda for Senate meetings is drawn up in conformity with the By-laws of the Senate by the Chair and University Secretary. The agenda employs the consent agenda format, whereby the Secretary indicates action and information items that are routine and/or non-controversial. In so doing, the Secretary may consult with the Chair and the relevant committee chair. Before taking the vote, the Chair allows time for any member to indicate that they wish to have an item removed from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then voted upon *en bloc* without discussion. The agenda is drawn up in considerable detail in order that it have meaning for persons in the spectators' gallery. The By-laws provide for certain matters to be dealt with by the Senate in Closed Session.

The agenda which accompanies the notice of meeting will be circulated one week in advance of each Senate meeting, and will be posted on the website of the University Secretariat. Additional items of business may be added only with consent of the Senate in conformity with the By-laws.

## **VI AVAILABILITY OF MINUTES AND SENATE DOCUMENTS**

Full Senate minutes are distributed only to Senators and Observers. When approved, the minutes of the Open Session are posted on the University Secretariat website.

## **VII RULES OF PROCEDURE**

Rules of procedure are outlined in Article VII of the Senate By-laws, which are available on the University Secretariat website.

## **VIII BRIEFS**

Any member of the University Community may request an appearance before the Senate for the presentation of a brief. The request will be considered by Senate, if the request and brief are submitted to the University Secretary at least four working days before the date set for a Senate meeting.

**Revised: June 7, 2023**

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**SCHEDULE E: UNDERGRADUATE COUNCIL COMMITTEES**

1. The committees of Undergraduate Council shall include, but shall not be limited to:
  - a) the Executive Committee;
  - b) the Awards Committee;
  - c) the Curriculum and Admissions Committee;
  - d) the Joint Committee on Certificates, Diplomas and Microcredentials (see Schedule E1);
  - e) the Quality Assurance Committee, and
  - f) *ad hoc* committees and task forces as required.

Except for the Executive Committee, the Joint Committee on Certificates, Diplomas and Microcredentials, and the Quality Assurance Committee, each committee should be chaired by an elected faculty representative, an Associate Dean, or a knowledgeable faculty member of the University. These appointments shall be made by the Executive Committee. Each committee will consist of at least five members, including the Chair of Undergraduate Council. A majority of the Committee members shall be members of Undergraduate Council.

2.
  - a) The Executive Committee shall consist of the Chairs of the Standing Committees of Undergraduate Council, the Chair of Undergraduate Council and the Vice-Chair of Undergraduate Council.
  - b) The Chair of the Committee shall be the Chair of Undergraduate Council.
  - c) The Committee shall act for Undergraduate Council between Council meetings on matters pertaining to Undergraduate Council. Such actions shall be reported for ratification at the next regular meeting of Undergraduate Council.
  - d) The Committee shall nominate members to the committees of Council and, where otherwise not expressly identified, shall nominate the Chairs thereof. The Committee may invite two committee membership people whose expertise is sought, but who are not members of Undergraduate Council.
3. The Awards Committee shall be responsible for reporting to Undergraduate Council all scholarships and academic awards winners and adjudicating recommendations for scholarship and academic award winners as necessary. The Committee shall act as the guardian of standards and non-discriminatory fairness in award descriptions and nominations, develop and enforce policy regarding academic awards and adjudicate petitions regarding variances in the terms of awards.

4. The Curriculum and Admissions Committee shall co-ordinate the curriculum changes from all Faculties with a view to fairness to students, avoidance of conflicts, and equity among Faculties. It shall also ensure that any new admissions policies or the revision of existing policies are consistent with general University guidelines. Dialogue with Institutions that seek unique University admission arrangements for their own students shall also be handled by the Curriculum and Admissions Committee.
  
5. The Quality Assurance Committee is a joint committee of Undergraduate Council and Graduate Council, and shall assess cyclical program reviews and submit a report to Undergraduate Council or Graduate Council, as applicable, as set out in the *Policy on Academic Program Development and Review*.

**Revised: June 7, 2023**

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## SCHEDULE E1: JOINT COMMITTEE ON CERTIFICATES, DIPLOMAS AND MICROCREDENTIALS

1. The Joint Committee on Certificates, Diplomas and Microcredentials shall consist of no less than eight members, including the following membership:

***Ex Officio Members (with vote)***

Chair of Undergraduate Council  
Chair of Graduate Council

***Members***

Committee Chair  
one Associate Dean (Undergraduate Studies)  
one Associate Dean (Graduate Studies)  
one student member from Graduate Council  
one student member from Undergraduate Council  
University Registrar

***Consultants***

one of the Assistant Deans  
Director of McMaster Continuing Education, or delegate  
University Librarian, or delegate  
Associate Registrar & Graduate Secretary, or delegate  
Lead Educational Developer from the MacPherson Institute, or delegate  
Assistant Registrar Records, or delegate  
Majority of the voting members shall constitute quorum at any meeting thereof.

2. The Secretary of the Committee shall be the University Secretary, or their delegate.
3. The Chair shall be a knowledgeable faculty member selected by the Chair of Undergraduate Council and Chair of Graduate Council from among the Teaching Staff.
4. The Joint Committee on Certificates, Diplomas and Microcredentials shall scrutinize proposals for new non-degree programs and ensure their conformity with the *Certificates, Diplomas and Microcredentials Policy*.
5. The powers and duties of the Committee are as follows:
  - a) deliberate on educational non-degree programs including, but not limited to, Certificates of Professional Learning, Concurrent or Standalone Certificates, Certificates of Completion, Certificates of Attendance, Diplomas and Microcredentials as prescribed by the *Certificates, Diplomas and*

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*Microcredentials Policy.* The Committee shall not oversee degree-seeking programs or non-McMaster Certificates developed in collaboration with other organizations and institutions where such credentials are externally issued.

- b) evaluate and recommend the establishment, closure, and/or substantial revisions to graduate matters before the Committee to Graduate Council and to the Senate where required.
- c) evaluate and recommend the establishment, closure, and/or substantial revisions to undergraduate matters before the Committee, and those from McMaster Continuing Education, to Undergraduate Council and the Senate where required.
- d) where required, review the *Certificates, Diplomas and Microcredentials Policy* and, where appropriate, make recommendations to Undergraduate Council and Graduate Council and the Senate.

**Revised: June 7, 2023**



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**SCHEDULE F: PROVISIONS THAT APPLY ONLY TO THE RECORDS OF MEETINGS OF SENATE COMMITTEES AND BOARDS THAT TOOK PLACE PRIOR TO FEBRUARY 16, 1996**

The provisions set out below shall apply only to the records of meetings of Senate committees and boards that took place prior to February 16, 1996. For meetings that took place on or after February 16, 1996, the provisions of clause 94(a) and (b) shall apply.

- a) Each standing committee shall fix the times and places of its meetings, which shall be in camera except as provided for in clause 129, 141, and 149(d), (h) and (l). Each committee shall report at least once a year to the Senate.
- b) The record of the proceedings of each standing committee shall be available to members, consultants and specifically invited guests of the standing committee, and to members and observers of the Senate subject to the following provisos:

Senators and observers shall have access to the minutes and records of Senate's standing committees, except for those matters

- (i) in which Senate has delegated power of decision; or
- (ii) that involve confidential material about individuals.

Upon receipt of a written request from a Senator or observer, an ad hoc Committee, consisting of the Chair of the Senate, the Chair of the standing committee in question, and the University Secretary, shall determine

- a) whether the material requested falls under category (i) or (ii) above; and, if not,
- b) in what form the material shall be made available.

This section shall not apply by analogy to subordinate bodies of the Senate.

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## REGULATIONS GOVERNING STUDENT ELECTIONS TO SENATE

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 Period

1. Campaigning may start after the candidate has been contacted by the University Secretariat with confirmation that their nomination has been approved.
2. All **in-person** campaigning must end **at 11:59 p.m. the night prior** to the start of the first day of voting. Candidates may, however, continue to campaign using social media platforms on election day(s).

### Conduct

3. All campaign activities are subject to the *Code of Student Rights and Responsibilities*, University regulations, policies and by-laws, and relevant legislation.
4. Any campaigning that is slanderous or libellous is prohibited.

### Social Media

5. Any use of social media must be in good taste and adhere to all codes of conduct (see #3 and #4 above).
6. Spamming of public forums and/or University e-mail distribution lists is prohibited.
7. **Social media** campaigning may continue on election day(s). Please see #2 above regarding in-person campaigning.

### Posters

8. Candidates shall not remove, move, cover, deface, or otherwise tamper with their opponents' campaign posters.
9. Candidates are responsible for ensuring that their posters are displayed according to each building's poster and advertising policies.
  - a) MSU Operating Policy – Promotions & Advertising
  - b) McMaster University Student Centre
  - c) Other campus buildings, such as the McMaster residences, have their own policies that must be followed.

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Voting

10. Candidates **may not** approach voters requesting them to cast votes in their favour on election day(s).
11. Candidates **may not** provide computers or other devices to the voters for the purposes of voting.

Scrutineers

12. Candidates must notify the University Secretary of their scrutineers at least 24 hours prior to the beginning of the first voting days. A candidate may not be a scrutineer.
13. 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.
14. The University Secretary 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.

Infractions

15. The University Secretary reserves the right to disqualify any candidate for infraction of the regulations  
They shall also:
  - a) receive and investigate allegations of infractions (up to 14 days after the elections);
  - b) hear appeals for a re-count, evaluate them, and arrange for a re-count if judged necessary (up to 14 days after the election);
  - c) have the authority to levy fines, up to the amount claimed for campaign expenses, for infractions of campaign rules; and
  - d) have the authority to declare an election invalid.
16. The University Secretary shall report to Senate on the student elections to Senate at the first regular meeting of Senate after the elections have been completed.

**Revised: June 7, 2023**