BOARD OF GOVERNORS

9:00 a.m., Thursday, April 14, 2016
Gilmour Hall, Council Room (Room 111)

AGENDA

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

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

2. NOTICE OF MEETING – March 31, 2016

3. APPROVAL OF THE AGENDA - OPEN SESSION

CONSENT (9:00 a.m.)

4. MINUTES OF PREVIOUS MEETING – March 10, 2016 (OPEN SESSION) Approval

5. BUSINESS ARISING

6. REPORTS FOR INFORMATION

7. COMMITTEE REPORTS

   a. Finance Committee

      i. Amendment #5 (Plan 2000) Increased Contribution Rates For McMaster University Academic Librarians Association Approval

MOTION: That items 4 to 7 be approved or received for information by consent.
REGULAR (9:05 a.m.)

8. PRESENTATION TO THE BOARD
   i. Title: Student Mental Health
      Name: Mr. S. Van Koughnett, Associate Vice-President (Student Affairs)

9. BUSINESS ARISING

10. COMMUNICATIONS

11. PRESIDENT’S REPORT TO THE BOARD (9:40 a.m.)

12. COMMITTEE REPORTS (9:50 a.m.)
   a. Executive and Governance Committee
      i. Proposed Revisions to Board By-laws

13. McMaster University Branding (10:00 a.m.)
    Presenter: Ms Mary Williams, Vice-President (University Advancement)

14. OTHER BUSINESS
B. CLOSED SESSION (10:45 a.m.)

15. APPROVAL OF AGENDA - CLOSED SESSION

CONSENT

16. MINUTES OF PREVIOUS MEETING – March 10, 2016 (CLOSED SESSION)

17. BUSINESS ARISING

18. COMMITTEE REPORTS
   a. University Planning Committee
      i. Naming Opportunities and Values

MOTION: That items 16 to 18 be approved by consent.

REGULAR

19. BUSINESS ARISING

20. REPORT FROM SENATE (10:50 a.m.)
   a. Appointments Recommendations – April 2016
      To be circulated

21. COMMITTEE REPORTS (10:55 a.m.)
   a. Finance Committee
      i. Strategic Review Report

22. OTHER BUSINESS

23. ADJOURNMENT

*************
MEMBERS’ DISCUSSION
*************

Next Meeting: Thursday, June 9, 2016
Council Room (Room 111), Gilmour Hall

Because the meeting is expected to be shorter than normal, the usual buffet lunch has not been scheduled.
McMaster University

MINUTES OF THE BOARD OF GOVERNORS
March 10, 2016 at 9:00 a.m.
Council Room, Gilmour Hall

PRESENT: Ms J. Pike (Chair), Ms L. Allen, Mr. Q. Broad, Ms S. Cruickshanks, Ms A. D’Angela, Dr. P. Deane, Mr. P. Douglas, Mr. D. Feather, Dr. A. Holloway, Mr. D. Horwood, Mr. C. Keizer, Dr. R. Kleiman, Mr. D. Lazzarato, Dr. P. McNiven, Mr. B. Merkel, Dr. E. Onuoha, Dr. B. Pelton, Mr. R. Piro, Mr. M. Runciman, Dr. H. Schellhorn, Ms Y. Shoufani, Mr. N. Skelding, Ms S. Stephenson, Dr. E. Szathmáry, Dr. L. Thabane, Dr. D. Wilkinson, Ms H. Ayre (University Secretary), Mr. M. Downard (Associate University Secretary)

OBSERVERS: Mr. R. Couldrey, Ms E. Davies, Dr. M. Dion, Ms D. Henne, Dr. B. Levy, Ms K. Richmond, Dr. A. Sekuler, Ms M. Williams

INVITED: Dr. J. Aronson, Professor, School of Social Work
Dr. C. Eyles, Professor, Department Geography and Earth Sciences
Mr. M. Komlen, Director, Human Rights and Equity Services
Ms L. Morine, Senior Manager, Health, Safety and Risk Management

REGrets RECEIVED: Mr. S. Donnelly, Dr. J. Dunn, Ms R. Jamieson, Dr. J. Kelton, Mr. M. Latimer, Dr. S. Porter, Ms F. Samji, Ms C. Stefankiewicz, Mr. T. Weisz, Mr. D. Williamson

A. OPEN SESSION

1. REMARKS FROM THE CHAIR

Ms Pike welcomed members to the March meeting of the Board of Governors. Members were informed that copies of the 2016-17 Board schedule have been circulated with the agenda package. For those who require one, additional copies are available at the meeting.

2. NOTICE OF MEETING – February 25, 2016

The Notice of Meeting was circulated on February 25, 2016.
3. APPROVAL OF THE AGENDA – OPEN SESSION

Ms Pike noted that no requests had been received to move any items from the Consent to the Regular agenda of the Open Session.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the Open Session agenda for the meeting of March 10, 2016 and that items 4 - 7 be approved by Consent.

The Motion was Carried.

CONSENT

4. MINUTES OF THE PREVIOUS MEETING – December 10, 2015 (OPEN SESSION)

5. BUSINESS ARISING

6. REPORT FROM THE SENATE

   i. Proposal to Establish the Frederick Hargreave/Teva Innovation Chair in Airway Diseases

      Motion:

      that the Board of Governors approve the establishment of the Frederick Hargreave/Teva Innovation Chair in Airway Diseases, as an endowed Chair in the Faculty of Health Sciences, with terms of reference as outlined in the Report from Senate.

      Approved by Consent.

   ii. Proposed Terms of Reference for Director and Associate Directors of the School of Engineering Practice and Technology

      Motion:

      that the Board of Governors approve the Terms of Reference for a Director and three Associate Directors of the proposed School of Engineering Practice and Technology, as detailed in the report from Senate.

      Approved by Consent.
iii. Proposal to Convert the William J. Walsh Professorship in Medicine into a Chair

Motion:

that the Board of Governors approve the proposal to convert the William J. Walsh Professorship in Medicine into a Chair, as detailed in the report from Senate.

Approved by Consent.

iv. Proposed Revisions to the Terms of Reference for the Moran Campbell Chair in Respiratory Medicine

Motion:

that the Board of Governors approve the revised Terms of Reference for the Moran Campbell Chair in Respiratory Medicine, as detailed in the report from Senate.

Approved by Consent.

v. Proposed Terms of Reference for Co-Directors, Biomedical Engineering Graduate Program, School of Biomedical Engineering

Motion:

that the Board of Governors approve the Terms of Reference for Co-Directors, Biomedical Engineering Graduate Program, School of Biomedical Engineering, as detailed in the report from Senate.

Approved by Consent.

7. COMMITTEE REPORTS

a. Remunerations Committee

i. Ratification of Tentative Agreement: Hospitality Services
Motion:

that the Board of Governors approve the ratification of the tentative agreement between McMaster University and Service Employee International Union, Local 2 (Hospitality Services), for a sixty (60) month term from May 1, 2016 to April 30, 2021 on the terms specified in the report from the Remunerations Committee.

Approved by consent.

REGULAR

8. PRESENTATION TO THE BOARD

Dr. C. Eyles, Professor, Department of Geography and Earth Sciences, gave a presentation on the upcoming Research Showcase on climate change and the environment. A copy is annexed to the master of the minutes.

9. BUSINESS ARISING

There was no business arising from the minutes of the meeting held on December 10, 2015.

10. COMMUNICATIONS

There were no communications for the meeting of March 10, 2016.

11. PRESIDENT’S REPORT TO THE BOARD

Dr. Deane provided members with an update on McMaster’s “Day on the Hill”, noting that it was a great success. Members of the administration met with Ministers, Deputy Ministers, and Members of Parliament, demonstrating McMaster’s strong reputation as an excellent institution. It was hoped that there would be strong financial support for the University’s project on microbial diseases in the upcoming Federal budget.

With regard to the provincial government, Dr. Deane provided an overview of the announcement of the $35 million advanced manufacturing partnership. There are some details of the agreement that are still being worked out related to intellectual property, commercialization, and governance, but things are progressing positively and it is a great opportunity for McMaster. It was also mentioned that the citizenship requirement will be removed from the McMaster University Act, 1976. Members will no longer be required to be Canadian citizens to join the Board of Governors. This is a positive change and is in line with McMaster’s direction as an international institution.
A member inquired if there is any update on the President’s Advisory Committee on Fossil Fuels Divestment. Dr. Wilkinson discussed the Committee’s work to date, noting that things are in the early stages of being investigated. A lot of preliminary study is taking place, for example examining what other universities have done, as well as the composition of the University’s investment portfolio. A question was raised about the University’s investment in the combined heat and power co-generation project, specifically how a decision like this will impact a strategy on fossil fuels. Mr. Couldrey explained that the project has not been discussed from the perspective of divestment from fossil fuels. It will provide the University with savings from a financial perspective. Dr. Deane noted that McMaster has undertaken many initiatives related to energy and has worked hard to be a leading “green” university. Discussions that take place on campus, including those at the President’s Advisory Committee on Fossil Fuels Divestment, will inform how the University acts in the future.

12. REPORT FROM SENATE

a. Proposal to Establish the Centre for Advanced Research in Experimental and Applied Linguistics

Dr. Deane discussed the circulated material, explaining that on February 10, 2016, the Senate reviewed and approved a proposal from the University Planning Committee to establish the Centre for Advanced Research in Experimental and Applied Linguistics.

The Centre, based in the Department of Linguistics & Languages, stems from the understanding of language, cognition and brain function as a single, complex and integrated system that allows for human comprehension and communication. The Centre will foster collaboration among researchers across theoretical and applied disciplines. Those involved in this initiative believe that their engagement with a deep and comprehensive view of linguistic research will allow them to engage with a broader community at McMaster, regionally, and internationally and will enhance McMaster’s public profile as a hub for innovative interdisciplinary research.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the establishment of the Centre for Advanced Research in Experimental and Applied Linguistics, as outlined in Attachment I of the report from the Senate.

The motion was Carried.
b. Proposal to Terminate the Walter G. Booth School of Engineering Practice and the School of Engineering Technology and to Establish a School of Engineering Practice and Technology

Members of the Board were informed that the School for Engineering Practice was established in 2004 to provide interdisciplinary education initiatives in the areas of engineering and public policy, engineering entrepreneurship and innovation, and engineering design. Educational programs are oriented towards experiential learning by integrating classroom teaching with application to a thesis project. The School of Engineering Technology was established in 2012 as the home department for the Bachelor of Technology (B.Tech.) programs, which are offered in partnership with Mohawk College.

Dr. Deane explained that in order to meet the requirements of McMaster’s governance processes, which do not provide for such mergers, it is being proposed that the two schools be terminated and that a new school be established, as detailed in the report from the University Planning Committee. The Arcelor-Mittal Dofasco Centre for Engineering and Public Policy, the GM Centre for Engineering Design, and the Xerox Centre for Engineering Entrepreneurship and Innovation, which are part of the School for Engineering Practice, will be transferred to the new school.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the termination of the Walter G. Booth School of Engineering Practice and the School of Engineering Technology, both effective June 30, 2016, and the establishment of a School of Engineering Practice and Technology, the precise name to be determined by the Board of Governors, effective July 1, 2016, as outlined in the report from the Senate.

The motion was Carried.

c. Establishment of the Michael G. DeGroote Cochrane Canada Centre at McMaster

Dr. Deane discussed the proposed Cochrane Canada Centre at McMaster, noting that the item was approved on March 9, by the Senate. The precise name of the Centre will be proposed during the closed session of the Board meeting. Cochrane Canada is the Canadian arm of Cochrane, an independent global network of 36,000 healthcare practitioners, researchers, and patient advocates from 136 countries. It is a non-profit organization promoting evidence-based decision-making in healthcare by producing high-quality systematic reviews free from commercial sponsorship. McMaster faculty members are leaders in Cochrane Canada and in Cochrane internationally, participating in executive roles, as review group leaders, and as contributors to reviews in many groups and fields. The Faculty of Health Sciences contributes more than 380 current Cochrane authors. In October 2015, the Cochrane Steering Group approved the transfer of the Cochrane Canada Centre from the University of Ottawa.
to McMaster University, effective April 1, 2016. The Cochrane Canada Centre will continue the core activities in education and training, communications, knowledge brokering, and research methods development.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the establishment of the Cochrane Centre at McMaster effective April 1, 2016, as recommended by Senate.

The motion was Carried.

13. COMMITTEE REPORTS

a. Finance Committee

i. Central Bank Borrowing Policy

Mr. Douglas presented the report from the Finance Committee, explaining that on February 11, 2016, the Committee reviewed and approved the proposed revisions to the Central Bank Borrowing Policy. The proposed changes are housekeeping in nature, comprising updates to titles and added language to clarify the Policy.

IT WAS DULY MOVED AND SECONDED,

that the Board of Governors approve the revised Central Bank Borrowing Policy, as recommended by the Finance Committee.

The motion was Carried.

14. REPORTS RECEIVED FOR INFORMATION

a. Report from Health, Safety, and Risk Management

The report from Health, Safety, and Risk Management was presented for information.

b. President’s Advisory Committee on Building an Inclusive Community – Annual Report

Dr. Aronson provided members with an overview of the Advisory Committee’s work. A discussion ensued about equity and inclusivity on campus. Dr. Deane noted that there will be very useful information gathered from the employment equity survey that is currently underway. It will help provide answers and allow the administration
more information about the composition of the community. There was a lengthy discussion about the challenges facing the University in its quest for equity and inclusivity along with suggestions for ways in which diversity and inclusivity might be enhanced on campus.

c. Human Rights and Equity Services – Annual Report

Mr. Komlen discussed the Human Rights and Equity Services Annual Report.

15. OTHER BUSINESS

There was no further business for the Open Session of the meeting.
REPORT TO THE BOARD OF GOVERNORS

FROM THE

FINANCE COMMITTEE

i. At its meeting on March 29, 2016, the Finance Committee approved a recommendation from the Pension Trust Committee regarding Amendment #5 to the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000. Details of the proposed amendment are contained in attachment I.

It is recommended,

that the Board of Governors approve Amendment #5 to the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000, as contained in Attachment I of the circulated report.

Board of Governors – FOR APPROVAL
April 14, 2016
Date: February 25, 2016
To: Pension Trust Committee
From: Benefits & Retirement Plans
Subject: Amendment #5 - Increased Contribution Rates for McMaster University Academic Librarians Associated

The Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 ("Plan 2000")

**Background**

On December 10, 2015 the Board of Governors ratified the collective bargaining agreement between the University and the McMaster University Academic Librarians' Association ("MUALA"). As a result of this agreement, both parties agreed to an increase in contributions rates for those members of MUALA enrolled in Plan 2000 effective July 1, 2016. The increase in rates is noted in the below chart.

<table>
<thead>
<tr>
<th>Employee Contribution Rate on Regular Annual Salary</th>
<th>Up to YMPE*</th>
<th>In Excess of YMPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Current</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.50 % of Regular Annual Salary</td>
<td>8.75 % of Regular Annual Salary</td>
<td></td>
</tr>
<tr>
<td>2. Effective July 1, 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.00 % of Regular Annual Salary</td>
<td>10.00 % of Regular Annual Salary</td>
<td></td>
</tr>
</tbody>
</table>

* "YMPE" – Yearly Maximum Pensionable Earnings

Adverse Amendment notices will be issued to the applicable union pursuant to the requirements outlined in the Pension Benefits Act of Ontario.

Pursuant to section 6 of the Committee’s Terms of Reference, the Pension Trust Committee is requested to comment and make recommendations to the Finance Committee on the proposed change to the pension plan text. In making this recommendation, the Committee should consider that:

- the proposed amendment does not conflict with other provisions of Plan 2000;
- the proposed amendment does not complicate or otherwise hinder the administration of benefits payable from Plan 2000; and
- the proposed amendment does not jeopardize the benefits accrued to other plan participants.

**Recommendation**

That the Pension Trust Committee recommend to the Finance Committee of the Board of Governors that the amendment to the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 as contained in Attachment 1 of this report be approved.

Pension Trust Committee – For Recommendation
RESOLUTION OF THE BOARD OF GOVERNORS OF
McMASTER UNIVERSITY

WHEREAS McMaster University (hereinafter referred to as the “University”) established and maintains the Contributory Pension Plan for Salaried Employees of McMaster University Including McMaster Divinity College 2000 as amended and restated effective January 1, 2014 (hereinafter referred to as “Plan 2000”);

AND WHEREAS pursuant to Section 15.01 of Plan 2000, the University may, by resolution of the Board of Governors, modify Plan 2000 at any time;

AND WHEREAS an increase in employee contribution rates for certain Members of Plan 2000 was negotiated under a collective bargaining agreement between the University and The McMaster University Academic Librarians' Association (“MUALA”) which was ratified on December 10, 2015 ("2015 MUALA CBA”);

AND WHEREAS the University wishes to amend Plan 2000 to increase employee contribution rates for MUALA Members to reflect the provisions of the 2015 MUALA CBA;

NOW THEREFORE, effective July 1, 2016, Plan 2000 is amended as follows:

The Chart that appears in Section 7.01(a)(i)(A) and which sets out the contribution rates for Full-Time Employees is deleted in its entirety and replaced with the following:

<table>
<thead>
<tr>
<th>Class of Member</th>
<th>Period</th>
<th>Employee Contribution Rate on Regular Annual Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Up To YMPE</td>
</tr>
<tr>
<td>A.1 Faculty Members*</td>
<td>July 1, 2006 to June 30, 2007</td>
<td>4.25%</td>
</tr>
<tr>
<td></td>
<td>July 1, 2007 to July 1, 2011</td>
<td>5.00%</td>
</tr>
<tr>
<td></td>
<td>July 2, 2011 to June 30, 2012</td>
<td>5.75%</td>
</tr>
<tr>
<td></td>
<td>July 1, 2012 to June 30, 2013</td>
<td>6.50%</td>
</tr>
<tr>
<td></td>
<td>July 1, 2013 forward</td>
<td>7.00%</td>
</tr>
<tr>
<td>A.2 TMG Members*</td>
<td>July 1, 2006 to June 30, 2007</td>
<td>4.25%</td>
</tr>
<tr>
<td></td>
<td>July 1, 2007 to January 9, 2010</td>
<td>5.00%</td>
</tr>
<tr>
<td></td>
<td>January 10, 2010 - January 8, 2011</td>
<td>5.50%</td>
</tr>
<tr>
<td></td>
<td>January 9, 2011 - January 7, 2012</td>
<td>6.00%</td>
</tr>
<tr>
<td></td>
<td>January 8, 2012 - July 6, 2013</td>
<td>6.50%</td>
</tr>
<tr>
<td></td>
<td>July 7, 2013 forward</td>
<td>7.00%</td>
</tr>
<tr>
<td>SAAO Members*</td>
<td>July 1, 2007 to January 9, 2010</td>
<td>5.00%</td>
</tr>
<tr>
<td></td>
<td>January 10, 2010 to January 8, 2011</td>
<td>5.50%</td>
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<tr>
<td></td>
<td>January 9, 2011 to January 7, 2012</td>
<td>6.00%</td>
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<tr>
<td></td>
<td>January 8, 2012 - July 6, 2013</td>
<td>6.50%</td>
</tr>
<tr>
<td></td>
<td>July 7, 2013 forward</td>
<td>7.00%</td>
</tr>
</tbody>
</table>
### B. Librarians*

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2006 to June 30, 2007</td>
<td>4.25%</td>
<td>5.75%</td>
</tr>
<tr>
<td>July 1, 2007 to July 1, 2011</td>
<td>5.00%</td>
<td>6.50%</td>
</tr>
<tr>
<td>July 2, 2011 to June 30, 2012</td>
<td>5.75%</td>
<td>7.65%</td>
</tr>
<tr>
<td>July 1, 2012 to June 30, 2013</td>
<td>6.50%</td>
<td>8.75%</td>
</tr>
<tr>
<td>July 1, 2013 forward</td>
<td>7.00%</td>
<td>10.00%</td>
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### C. Unifor Local 5555 Members

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 16, 2008 to January 9, 2010</td>
<td>5.50%</td>
<td>7.00%</td>
</tr>
<tr>
<td>January 10, 2010 to January 8, 2011</td>
<td>5.75%</td>
<td>7.50%</td>
</tr>
<tr>
<td>January 9, 2011 to January 7, 2012</td>
<td>6.25%</td>
<td>8.25%</td>
</tr>
<tr>
<td>January 8, 2012 to January 5, 2013</td>
<td>6.50%</td>
<td>8.75%</td>
</tr>
<tr>
<td>January 6, 2013 to September 13, 2014</td>
<td>7.81%</td>
<td>10.06%</td>
</tr>
<tr>
<td>September 14, 2014 forward</td>
<td>7.56%</td>
<td>10.56%</td>
</tr>
</tbody>
</table>

### D. Members who are employees of:
- McMaster Association of Part Time Students
- McMaster Children’s Centre Inc.
- McMaster University Faculty Association
- Divinity College
- Members who are non-union employees of Regional Medical Associates of Hamilton

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2007 to July 10, 2010</td>
<td>5.00%</td>
<td>6.50%</td>
</tr>
<tr>
<td>July 11, 2010 to January 8, 2011</td>
<td>5.50%</td>
<td>7.25%</td>
</tr>
<tr>
<td>January 9, 2011 to January 7, 2012</td>
<td>6.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>January 8, 2012 to July 26, 2014</td>
<td>6.50%</td>
<td>8.25%</td>
</tr>
<tr>
<td>July 27, 2014 forward</td>
<td>7.00%</td>
<td>10.00%</td>
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### E. Members who are union employees of Regional Medical Associates of Hamilton

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
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<td>6.25%</td>
<td>8.25%</td>
</tr>
<tr>
<td>January 8, 2012 to July 26, 2014</td>
<td>6.50%</td>
<td>8.75%</td>
</tr>
<tr>
<td>July 27, 2014 to September 13, 2014</td>
<td>7.81%</td>
<td>10.06%</td>
</tr>
<tr>
<td>September 14, 2014 forward</td>
<td>7.56%</td>
<td>10.56%</td>
</tr>
</tbody>
</table>

### F. Full-time clinical faculty members of the Faculty of Health Sciences who must maintain membership in the Regional Medical Associates of Hamilton

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2006 to June 30, 2009</td>
<td>3.50%</td>
<td>5.00%</td>
</tr>
<tr>
<td>July 1, 2009 to February 1, 2014</td>
<td>5.50%</td>
<td>7.00%</td>
</tr>
<tr>
<td>February 2, 2014 forward</td>
<td>7.00%</td>
<td>10.00%</td>
</tr>
</tbody>
</table>

### G. Other Members (not included above)

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 1, 2007 to July 10, 2010</td>
<td>5.00%</td>
<td>6.50%</td>
</tr>
<tr>
<td>July 11, 2010 to January 8, 2011</td>
<td>5.50%</td>
<td>7.25%</td>
</tr>
<tr>
<td>January 9, 2011 to January 7, 2012</td>
<td>6.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>January 8, 2012 to July 26, 2014</td>
<td>6.50%</td>
<td>8.75%</td>
</tr>
<tr>
<td>July 27, 2014 forward</td>
<td>7.00%</td>
<td>10.00%</td>
</tr>
</tbody>
</table>

### H. MUALA Members

<table>
<thead>
<tr>
<th>Period</th>
<th>Rate 1</th>
<th>Rate 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 16, 2010 to July 5, 2010</td>
<td>5.00%</td>
<td>6.50%</td>
</tr>
<tr>
<td>July 6, 2010 to January 8, 2011</td>
<td>5.50%</td>
<td>7.25%</td>
</tr>
<tr>
<td>January 9, 2011 to January 7, 2012</td>
<td>6.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>January 8, 2012 to June 30, 2016</td>
<td>6.50%</td>
<td>8.75%</td>
</tr>
<tr>
<td>July 1, 2016 forward</td>
<td>7.00%</td>
<td>10.00%</td>
</tr>
</tbody>
</table>

* Subject to special adjustments under Section 7.04.
CERTIFIED to be a true and correct copy of a Resolution of the Board of Governors of McMaster University passed at a meeting held on the ___ day of ________, 2016.

McMASTER UNIVERSITY

__________________________
Helen Ayre
University Secretary
PRESIDENT’S REPORT TO
McMASTER UNIVERSITY’S BOARD OF GOVERNORS
APRIL 14, 2016

Integrity of Structure and Process: Adjustments to the McMaster Budget Model

In my last Forward with Integrity document, “FWI: The Next Phase”, I made the point that aligning the University’s organizational structures better to support the strategic goals and priorities of the academic mission would be crucial to our success, and I identified the McMaster Budget Model as a critically important component of this structural integrity. After almost two full budget cycles in operation, during which the operation and impact of the model have been closely monitored and a number of refinements made, the time is right to make some additional adjustments. The Provost has accordingly recently announced a number of refinements to the model intended to address a range of key concerns, and including measures aimed at addressing inequities between different Faculties, increasing further the University’s direct support of the research mission, and modifying the structure of the student bursaries pool to maintain student support at the required level.

The key adjustments to be made are as follows:

Support Unit Accountability and Transparency
In order to promote greater awareness of the University budget and enable the community to propose areas of concern and priority, an opportunity for input on budgeting priorities will be provided early in the cycle, before the budget allocation process begins. Further, in an effort to better align support unit missions with the expectations of the Faculties, the University will begin holding budget conferences to enable the Deans to learn about support unit budget submissions and requests prior to formal receipt of budgets by the Budget Committee. Support unit budget reporting templates have also been modified to capture clearer and comparable metrics, and enhance transparency.

Hold Harmless
In rolling out the new model it was agreed to “hold Faculties harmless”, which brings the Faculty allocations, net of central costs, up to their 2013/14 allocation level. The original intent, supported by our budget modelling, was that all Faculties would grow out of hold harmless naturally over a few years. It is now clear that this is not the case and three Faculties are still in hold harmless, two at levels that are likely to persist for quite some time. It is clear that over the long term, the state of being in hold harmless has proven to be a major disincentive to growth; any revenue growth achieved by the Faculties is used to decrease the amount of top-up required from the University Fund, and is not paid directly to the relevant Faculty. To remedy this and encourage revenue generation and growth, the hold harmless system is being replaced with an incremental Faculty Supplement. This fixed supplement will be added to a Faculty’s calculated allocation, thereby allowing for all additional revenue to flow directly to the Faculty. These fixed supplements will remain at the calculated values for the next three years, with the Provost initiating discussions with the affected Faculties to review how these values will be reassessed after that period. The conversion of the hold harmless value to a fixed supplement will also place each Faculty in the same position with regard to any increases in central costs or reductions in revenues, which will flow through to the Faculties in the same manner.
Equity Amongst Faculties
The budget model uses the actual revenue received in relation to each program/student to flow funds to the Faculties. The professional Faculties offer undergraduate programs for which the province allows significantly higher tuition rates to be charged. Higher tuition is permitted by the government as a reflection of the high cost of offering some kinds of programs, as well as the perception that the higher earning potential for graduates of professional programs justifies the higher cost of education. This does, however, lead to internal disparities in the income-cost balance between different Faculties, which we plan to address through the introduction of a tiered taxation system for the Research Infrastructure Fund (described in more detail below).

Greater Support for Research
Research Infrastructure Fund
Currently the Research Infrastructure Fund serves to redirect some of the framework funding received by the University to support Faculties with high research infrastructure costs. Funds are drawn into a pool on the basis of total Faculty revenue by means of a tax. These funds are then allocated to Faculties on the basis of research overhead and are available to the Deans to support research activities in their Faculties. As mentioned above, the taxation rate for this fund for the high tuition Faculties and the Arts & Science program will now be increased; this is intended to recognize the importance of McMaster’s research mission without placing an undue burden on the lower tuition Faculties.

Vice-President (Research) Discretionary Funds
The Research Infrastructure Fund provides Deans with resources to support research activities in their Faculties. In addition, the budget model includes a Discretionary Fund for the Vice-President (Research), created by withholding a percentage of the research overhead, with the remainder going to the Faculties. Although the fund was established to match the level of funding previously used by the Vice-President (Research) for this purpose, it has become clear that, to support the research mission, the Vice-President (Research) at McMaster needs a larger pool of flexible funding than has traditionally been the case. To address this, the percentage of research overhead allocated to the discretionary fund will now be increased.

Student Bursaries
To meet rapidly increasing Student Access Guarantee payments and government-mandated Tuition Set Aside requirements, changes to the structure and method of allocation of the student bursaries pool will be made. The changes involve charging Faculties directly for the actual amounts required under the Student Access Guarantee each year, in order to create more flexibility within the bursaries pool. Further adjustments to the pool will be made as needed to maintain student supports at the mandated level.

Impact and Future Considerations
The combined changes outlined above will serve to address a number of critical issues and I am grateful to the Provost for his work on this and his ongoing assessment and review of the budget model. Since the adjustments reduce the overall level of Faculty Supplements required, a further benefit is that additional resources will be available within the University Fund for strategic reinvestment in the Faculties in support of our strategic priorities and academic mission. As Board Members know, the future of university funding in Ontario remains uncertain and we await clarity on both the tuition framework and the funding formula at the current time. We will continue to monitor both of these things, as well as the operation of the budget model, and may
well need to make further adjustments as the direction and impact of government policy becomes clearer and the impact of the current changes to the model can be assessed fully.

CAMPUS UPDATE

Research

Theoretical Physicist Awarded Simons Fellowship
Catherine Kallin, Professor of Physics and Astronomy, was recently awarded a Simons Fellowship in Theoretical Physics. She is one of just two women, and the only Canadian, to be named a Fellow in that category. The fellowship will allow her to spend the rest of 2016 at the University of California, Santa Barbara, where she'll continue her research in superconductors at the Kavli Institute for Theoretical Physics.

McMaster Patient-Oriented Research Awarded $25 million in Federal Grants
McMaster is receiving two of five large federal grants for pioneering developments in patient-oriented healthcare. The grants, worth $12.5 million each, have been awarded by the Canadian Institutes for Health Research under Canada's Strategy for Patient-Oriented Research. The grants will support the Chronic Pain Network led by Norm Buckley, Professor and Chair of Anesthesia, and the Chronic Disease Network led by Paul Moayyedi, Professor of Medicine.

Pushing the Frontiers of Science and Evidence-Based Decision Making
Two McMaster projects have been awarded more than $1 million from the Canada Foundation for Innovation to ensure they have access to cutting-edge equipment and facilities. Biologist Joaquin Ortega will use the funding to access a cryo-electron microscope system, which is essential to his research program. Funding was also awarded to the Decision Making Centre, an innovative new facility that will be led by Khaled Hassanein, Professor of Information Systems, in collaboration with Patrick Bennett, Professor and Chair of Psychology, Neuroscience and Behaviour, and Canada Research Chair in Vision Science, and Milena Head, Professor of Information Systems and the Wayne C. Fox Chair in Business Innovation.

Student Success

University Affairs highlights Professor Sheila Sammon
A McMaster professor is one of five teaching-stream faculty profiled in a recent edition of University Affairs. Professor of Social Work, Sheila Sammon, was the first instructor promoted to full professor in the teaching stream at McMaster and is described as a "trailblazer" in the article.

Light Up the Night wins Canadian Event Industry Award
The team behind the University’s first end-of-year block party has won a Canadian Event Industry Award for the Best Event Produced for a Corporation by an In-House Team. McMaster’s event, organized by the Alumni Association, the Student Success Centre and the McMaster Students Union, tied with WestJet and beat well-known events such as the Calgary Stampede and the Toronto International Film Festival.
Community Engagement

McMaster’s Women of Distinction
The YWCA recently held its 40th Women of Distinction Awards, and six of the award-winners share a connection with McMaster:

- Brenda Vrkljan (Business, Education & Mentorship), is an Associate Professor in the School of Rehabilitation Science.
- Sarah Glen (Community Leadership), is the manager of community initiatives at the Hamilton Community Foundation, and teaches a course at McMaster where community groups seeking assistance with research projects are connected with students.
- Alba Guarné (Science, Technology or Trades), is an Associate Professor in Biochemistry and Biomedical Sciences.
- Rebecca Babcock (Young Women of Distinction), has dedicated her young career to helping at-risk children and women with cancer. She is the co-founder of the McMaster Athletes Care Program and the Steel City Amazing Race.
- Maroussia Hajdukowski-Ahmed (Lifetime Achievement), is a Board Member of the Immigrant Women’s Centre for Newcomer Health, the Immigrant Culture and Art Association, and the India-Canada Women’s Committee. She also helped establish the Women’s Studies program at McMaster.
- Rachael Finnerty (Health), works with youth, promoting self-worth, personal insight, and problem solving as program manager of Fletcher and Associates. She has also served as President for the Music Therapy Association of Ontario, where she piloted new music therapy programs including one at the McMaster Children's Hospital.

McMaster Water Expert joins League of Leaders as Great Lakes Guardian
Gail Krantzberg was invited to the newly-created Great Lakes Guardians’ Council, which first met on World Water Day. Dr. Krantzberg is a Professor of Civil Engineering at McMaster and is one of North America’s foremost experts on the Great Lakes ecosystem and sustainability, with more than three decades of experience.
REPORT TO THE BOARD OF GOVERNORS
FROM THE
EXECUTIVE AND GOVERNANCE COMMITTEE

i. At its meeting on February 11, 2016, the Finance Committee reviewed and approved the proposed updates to McMaster’s Banking Resolution contained in the Board by-laws. The material was also approved by the Executive and Governance Committee on April 5, 2016. Details of the proposal are contained in the attached material.

It is now recommended,

that the Board of Governors approve in principle the proposed amendments to the Board by-laws as recommended by the Executive and Governance Committee.

Board of Governors: NOTICE OF MOTION
April 14, 2016
Date: February 11, 2016
To: Finance Committee
From: Director of Finance

Subject: Banking Resolution – updates required

We are recommending changes to the Banking Resolution as follows:

a. Update the list of banking institutions to remove the banks that the university no longer transacts with,
b. Update the titles of signing officers to reflect new titles that have evolved since the last resolution update,
c. Update the list of signing officers to add positions from the Human Resources Service Centre to allow better management of payroll related transactions and segregation of these transactions into separate payroll accounts for reconciliation purposes,
d. Add the Investment Assistant role to the permission list for bank transfers between McMaster accounts to facilitate improved cash management,
e. Add a specific section on electronic payments to reflect changes in banking procedures (e.g. Wires are no longer faxed but entered into the banks’ systems for on line approvals, and many payments to students are done now through EFT batches from the Mosaic Student System).
f. Increase the limit for a second (manual) signature on individual items to $100,000 from $50,000 to reflect current practice at similarly sized institutions. Based on an analysis of the volume and values of the transactions greater than $50,000, 95% of the dollar values are above the $100,000 threshold, and 5% are between $50,000 and $100,000. Given the other controls in place we feel this is an acceptable level of risk.

The new banking resolution along with a copy which shows the changes highlighted has been attached to this memo.

It is recommended:

That the Finance Committee approves the attached banking resolution for recommendation to the Board, and amendment to the University Bylaws.

Finance Committee – FOR APPROVAL
February 11, 2016
Appendix B
BANKING RESOLUTION

The Board hereby resolves:

1. THAT the banking business of the University, or any part thereof, may be transacted with any one or more of the banks or other corporations (hereinafter referred to as "institutions") named in Schedule 1 hereto.

2. THAT all such banking business may be transacted on the University's behalf by the Finance Committee of the Board.

3. THAT the Finance Committee further delegate to any officer holding the position and having the title listed in Schedule 2 authority to transact any part or parts of such banking business on behalf of the University, subject to the limitations of such authority as may be imposed in such instructions.

4. THAT in this resolution the expression "banking business" includes, without limitation, the operation of the University's accounts; the making, signing, drawing, accepting, endorsing, negotiating, lodging, depositing or transferring of any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for the payment of money; the giving of receipts for and orders relating to any property of the University; the execution of any agreement relating to any such banking business and defining the rights and powers of the parties thereto; and the authorizing of any officer of such institution to do any act or thing on the University's behalf to facilitate such banking business.

5. THAT this resolution and any instructions given pursuant to paragraph 3 hereof to any institution shall remain in force until written notice to the contrary shall have been given to such institution.

6. THAT this resolution shall, from the time of its communication to any institution, supersede any previous resolutions and instructions respecting the transaction of banking business between the University and such institutions.

Schedule 1: McMaster University Banks

Canadian Imperial Bank of Commerce
Bank of Montreal
National Bank of Canada
Bank of Nova Scotia
Royal Bank of Canada
TD Canada Trust
Schedule 2: McMaster University Authorized Bank Signers

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

(1) With respect to bank accounts held at institutions noted in Schedule 1 above:

(a) Cheques up to $100,000.00 require any one of the following signatures:

- President and Vice-Chancellor
- Vice-President (Administration)
- Associate Vice-President (Students and Learning) and Dean of Students
- Assistant Vice-President (Administration) and CFO
- Director of Finance
- Treasurer
- Senior Manager, Accounting & Financial Reporting
- Manager, Financial Reporting
- Manager, Financial Affairs Business Office
- Staff Accountant, Investments
- Senior Accountant
- Director, HR Services (Payroll Account(s) only)
- Manager, HR Reporting and Control (Payroll Account(s) only)
- Senior Reporting and Control Analyst (Payroll Account(s) only)

(b) Cheques over $100,000.00 require any two of the signatures in (a).

(c) The following facsimile signatures are acceptable on cheques drawn on any account, however, when a second signature is required by virtue of the amount being over $100,000.00, the second signature must be any one of the signatures in (a) applied manually:

- President and Vice Chancellor
- Vice-President (Administration)

(d) All electronic payment services, such as Wires, EFTs, Bill payments and Government Payments require electronic approvals as follows:

   (i) System generated batch payments up to $12,000,000.00 require electronic approval from any one of the positions listed in (a) above; over $12,000,000.00 require electronic approval from any two of the positions listed in (a) above.

   (ii) All other payments up to $100,000.00 require electronic approval from any one of the positions listed in (a) above; over $100,000.00 require electronic approval from any two of the positions listed in (a) above.
(e) All bank transfers between bank accounts held by McMaster require any one of the following signatures or electronic approvals:

- President and Vice-Chancellor
- Vice-President (Administration)
- Assistant Vice-President (Administration) and CFO
- Director of Finance
- Treasurer
- Senior Manager, Accounting & Financial Reporting
- Manager, Financial Reporting
- Staff Accountant, Investments
- Senior Accountant
- Investment Assistant

(2) Foreign electronic payments:

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

- President and Vice-Chancellor
- Vice-President (Administration)
- Assistant Vice-President (Administration) and CFO
- Director of Finance
- Treasurer
- Senior Manager, Accounting & Financial Reporting
- Manager, Financial Reporting
- Staff Accountant, Investments
- Senior Accountant

(b) Over $100,000.00 require any two of the signatures or electronic approvals in (a).
Appendix B
BANKING RESOLUTION

The Board hereby resolves:

1. THAT the banking business of the University, or any part thereof, may be transacted with any one or more of the banks or other corporations (hereinafter referred to as "institutions") named in Schedule 1 hereto.

2. THAT all such banking business may be transacted on the University's behalf by the Finance Committee of the Board.

3. THAT the Finance Committee further delegate to any officer holding the position and having the title listed in Schedule 2 authority to transact any part or parts of such banking business on behalf of the University, subject to the limitations of such authority as may be imposed in such instructions.

4. THAT in this resolution the expression "banking business" includes, without limitation, the operation of the University's accounts; the making, signing, drawing, accepting, endorsing, negotiating, lodging, depositing or transferring of any cheques, promissory notes, drafts, acceptances, bills of exchange and orders for the payment of money; the giving of receipts for and orders relating to any property of the University; the execution of any agreement relating to any such banking business and defining the rights and powers of the parties thereto; and the authorizing of any officer of such institution to do any act or thing on the University's behalf to facilitate such banking business.

5. THAT this resolution and any instructions given pursuant to paragraph 3 hereof to any institution shall remain in force until written notice to the contrary shall have been given to such institution.

6. THAT this resolution shall, from the time of its communication to any institution, supersede any previous resolutions and instructions respecting the transaction of banking business between the University and such institutions.

Schedule 1: McMaster UNIVERSITY BANKS

- Bank of America
- Canadian Imperial Bank of Commerce
- Bank of Montreal
- National Bank of Canada
- Bank of Nova Scotia
- Royal Bank of Canada
- TD Canada Trust
Schedule 2: McMaster University Authorized Authorized Bank Signers

(1) Canadian Imperial Bank of Commerce Accounts:

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

(1) With respect to bank accounts held at institutions noted in Schedule 1 above:

(a) Cheques up to $50,100,000.00 require any one of the following signatures:

- President and Vice-Chancellor
- Vice-President (Administration)
- Associate Vice-President (Students and Learning) and Dean of Students
- Assistant Vice-President (Administration) and CFO
- Director of Finance
- Treasurer
- Senior Manager, Accounting & Financial Reporting
- Manager, Financial Affairs Business Office
- Staff Accountant, Investments
- Senior Accountant
- Director, HR Services (Payroll Account(s) only)
- Manager, HR Reporting and Control (Payroll Account(s) only)
- Senior Reporting and Control Analyst (Payroll Account(s) only)

(b) Cheques over $50,100,000.00 require any two of the signatures in (a).

(c) The following facsimile signatures are acceptable on cheques drawn on any account, however, when a second signature is required by virtue of the amount being over $50,100,000.00, the second signature must be any one of the signatures in (a) applied manually:

- President and Vice Chancellor
- Vice-President (Administration)
(d) All fund transfers to external parties/electronic payment services, such as Wires, EFTs, Bill payments and Government Payments require electronic approvals as follows:

(i) System generated batch payments up to $12,000,000.00 require electronic approval from any one of the positions listed in (a) above; over $12,000,000.00 require electronic approval from any two of the signatures/positions listed in (a), above.

(ii) All other payments up to $100,000.00 require electronic approval from any one of the positions listed in (a) above; over $100,000.00 require electronic approval from any two of the positions listed in (a) above.

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

- President and Vice-Chancellor
- Vice-President (Administration)
- Assistant Vice-President (Administration) and CFO
- Director of Finance
- Treasurer
- Senior Manager, Accounting & Financial Reporting
- Supervisor, Manager, Financial Reporting
- Staff Accountant, Investments
- Senior Accountant
- Investment Assistant
(2) TD Canada Trust Accounts—all cheques require any two of the following signatures:
   ➤ Assistant Vice-President (Administration)
   ➤ Director of Finance
   ➤ Treasurer
   ➤ Manager, Accounting & Financial Reporting
   ➤ Supervisor, Financial Reporting
   ➤ Staff Accountant, Investments
   ➤ Senior Accountant

(2) Foreign draft/electronic payments:

(a) Drafts up to $50,000 require any one of the following signatures: and/or electronic approvals:
   ➤ President and Vice- Chancellor
   ➤ Vice-President (Administration)
   ➤ Assistant Vice-President (Administration) and CFO
   ➤ Director of Finance
   ➤ Treasurer
   ➤ Senior Manager, Accounting & Financial Reporting
   ➤ Supervisor, Manager, Financial Reporting
   ➤ Staff Accountant, Investments
   ➤ Senior Accountant

(b) Drafts over $50,000 over $100,000.00 require any two of the signatures or electronic approvals in (a).
Branding and Positioning McMaster University
Background in Preparation for Validation Discussion with the Board of Governors
April 14, 2016

Introduction

Increasing competitiveness within the postsecondary scene combined with the looming end of Ontario’s enrolment boom, the status of rankings and reputational surveys, the challenges of recruiting the best students and faculty, and the importance of universities establishing a clear and prominent place for themselves, create a growing need for McMaster to differentiate itself and to more actively build the University’s reputation. That message was delivered to the University in President Deane’s Forward with Integrity update this past fall.

McMaster began significant discussions almost a year ago about the best ways to continue to build the University’s reputation through a strong and distinctive positioning that would reflect and amplify the University’s strategic goals. There was consensus that the process needed to be inclusive and take the time needed to build the internal discussion and engage people across the University to develop a positioning for McMaster that reflected the University’s strengths and its aspirations.

Background

The original branding work undertaken at McMaster was in 2005. Traditionally, McMaster has only funded marketing during fundraising campaigns. The project at that time focussed on market research, development of the brand, creative campaign and toolbox of marketing materials, and a national advertising campaign to support University and campaign fundraising goals.

Funding was limited to the campaign with no ongoing central marketing budget since 2010. Limited paid advertising has since been focussed within the Faculties and decentralized areas of the University with the overall university relying on earned media and expanding social media platforms to build reputation with national and international audiences.

Last year, the deans and other senior leaders began a conversation about how best to support the University’s reputation development through branding and marketing. To assist with this important work, McMaster looked for an agency that could provide expert guidance and a creative approach. After considering a number of possibilities, Level5 Strategy Group and managing partner Matthew Kelly were chosen for the project. Matthew has over 15 years of senior level communications experience leading marketing and brand strategy activities and is a 1982 graduate from the DeGroote School of Business.  http://www.level5strategy.com/

Prepared by Communications and Public Affairs
Background - Project Milestones to Date

- Spring 2015 - An extensive series of interviews was conducted by Level5 with leaders from across the University to discover perceptions, aspirations and any concerns about McMaster’s strategic positioning, brand and reputational development.

- May 2015 – a facilitated Brand DNA, reputation and branding session was held with the President, Vice-President and Deans group which led to alignment to a new brand promise - **advancing human and societal health** - a unique, umbrella positioning that can be credibly supported through McMaster’s history, reputation for health excellence and **Forward with Integrity** philosophy.

- Summer 2015 – Additional discussions with the deans and others to gather input on positioning. These discussions emphasized the need to have a broad definition for health and for well being to be added to the positioning to extend the number of Faculties that could see themselves within the brand. LR operational review of Office of Public Relations communications begins.

- Fall 2015 – Meetings were held with each Faculty dean to develop a customized approach to consultation and validation within the Faculty and to drive discussion deeper into the organization. Update on the project was provided and a discussion held with the University Advancement Committee of the Board. President Deane’s update for **Forward with Integrity** was issued which included the draft positioning:

  **Advancing human and societal health and well being**

  *Umbrella positioning is not a tagline or slogan. It is a unifying, overarching idea that drives operational decisions, communications and marketing of an organization*

- Winter 2016 – Multiple consultation/validation sessions were held with each Faculty as well as students and the Alumni Association. These discussions were led by the President and L5. The University Advancement Committee of the Board was updated and additional input was incorporated into the project.

Prepared by Communications and Public Affairs
Levels5’s Key Success Factors for Bringing a Brand to Life

1. **Strategy Alignment** – aligning brand and organizational strategy
   - Resources are aligned to the organization’s strategic priorities through a planning/budgeting process
   - Operationalizing the brand is managed holistically as a transformation program (governance, accountability, coordination, support, visibility)

2. **People Alignment**
   - Internal stakeholder (e.g., Faculty, staff and students) know what the brand stands for, why it matters, and what it means to them in their role on a daily basis
   - Resources are strategically aligned around priorities

3. **Offerings Alignment**
   - Programs are designed to deliver on the brand promise
   - External messaging about the programs is aligned with the brand

4. **Experience Alignment**
   - The organization consistently keeps the promise to each stakeholder group (internal, external) at each touch point
   - **Metrics Alignment**
   - Metrics provide visibility on the brand building progress

There is now more need than ever to leverage McMaster’s brand and reputation in telling the University’s unique story to key stakeholder audiences, including:

- **Undergraduate and Graduate students** – on meeting their evolving needs and offering a rewarding, distinctive educational experience that generates opportunity
- **International students** – on securing a valuable place on the world stage
- **Faculty / Staff / Alumni** – on the exceptional research strengths and reputation for notable and faculty and alumni
- **Governments** – on the value of the University’s contribution to Canadians and society
- **Partner organizations** – on the University’s unique role in creating opportunities for research institutes, cities, private sector, and other organizations
- **Private donors** – on the University’s unique value and impact
- **Communities** – on the value of having the University as a vital member of the community
Next Steps

The validation discussions across the organization have provided valuable input into the positioning statement and identified the opportunities and the challenges in fine tuning and implementing the new brand for McMaster. The discussion at the Board meeting on April 14th will contribute to the ongoing discussion and will inform the next steps in the process. These steps include:

- Refinement of the positioning statement – ongoing validation
- Fuller development of the statement to strengthen the story supporting the positioning – How do we bring the positioning to life both inside and outside of the organization?
- Ongoing work of the Steering Committee and the launch of the Brand Development Committee and the Marketing and Communication Committee to guide the project’s development*
- An Operational Review of the Office of Public Relations communications areas was completed by L5 identifying specific investments and clearly defined governance as key to successful brand implementation
- Completion of search for an Executive Advisor, Marketing
- Budget – discussions with the steering committee have guided the budget process to identify resources to support the ongoing brand work and launch of the new brand
- The new phase of work will include development of the brand architecture, a creative platform, upgrades to websites, marketing and communication strategies and internal development and communications for launch

*See Appendix A for details on these committees

Please contact Andrea Farquhar farquhar@mcmaster.ca or 905-525-9140, ext. 23658 or Mary Williams miwill@mcmaster.ca or ext. 24677.

Prepared by Communication and Public Affairs
Appendix A - Roles & Responsibilities

Steering Committee
Term - Ongoing
- Provide leadership and guidance to the overall process and streams
- Approve the brand positioning, operationalization and marketing plans
- Guide resourcing plan
- Support and encourage overall alignment with McMaster’s goals and objectives

Brand Development Committee
Term – 2 years, then review
- Identify opportunities to develop the brand within the academic priorities of the University
- Develop an operationalization approach and plan for the University
- Recommend actions and prioritization of projects
- Develop and champion resourcing plan

Marketing and Communication Committee
Term - Ongoing
- Develop institutional marketing strategy to support brand and university marketing priorities
- Support onboarding and work of creative agency partners
- Provide input and guidance on brand implementation within central and decentralized areas

LEVEL5 2016
- Lead day-to-day project activities and provide project management support
- Facilitate selection and on boarding of creative agency and Executive Advisor, Marketing
- Facilitate workshops with Advisory Committee and Marketing and Creative Platform Committee
- Provide input into marketing & communication strategy for brand launch, creative platform, and creative brief
- Ensure on-time, on-budget execution of activities and development of deliverables
- Flag any risks / issues with the streams and escalate to Steering Committee, as needed

University Advancement
- Provide project administrative support
- Serves as a single point of contact for interview / meeting scheduling, room booking and conference call set-ups
McMaster Branding and Marketing Leadership Structure

<table>
<thead>
<tr>
<th>Steering Committee*</th>
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<tbody>
<tr>
<td>President</td>
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**Brand Development Committee***
- Jerry Hurley, Dean, Faculty of Social Sciences (co-chair)
- Len Waverman, Dean, DeGroote School of Business (co-chair)
- Allison Sekuler, Acting VP, Research
- Susan Denburg, Associate Dean, FHS
- Sean Van Koughnet, Dean of Students and AVP Students and Learning
- Peter Mascher, AVP International
- President, MSU
- Esme Davies, Senior Advisor to the President
- Mary Williams, VP, University Advancement
- Andrea Farquhar, AVP, Communications and Public Affairs

*Level 5 provides support to all three committees as required

**Marketing and Communication Committee***
- Andrea Farquhar, AVP, Communications and Public Affairs (Chair)
- Executive Advisor, Marketing -TBD
- Gord Arbeau, Director, Communications
- Susan Emigh, Director, Public Relations FHS
- Lori Dillon, Manager Communications, Research Office
- Matt Terry, Manager, Strategic Communications
- Monique Beech, Marketing and Communications Strategist, Faculty of Engineering
- Associate Director, Marketing and Communications, School of Business
- Lorraine Carter, CCE (or designate)
- Glen Grunwald, Director Athletics and Recreation (or designate)
- Erin O’Neil, Alumni Officer, Digital Engagement