

**PRESIDENT'S REPORT TO
McMASTER UNIVERSITY'S BOARD OF GOVERNORS
MARCH 7, 2019**

New Tuition and Student Fees Framework: Overview of Recent Government Announcements

On January 17, 2019, and in advance of the provincial budget process, the Ministry of Training, Colleges and Universities announced a range of changes to the tuition framework for Ontario universities and colleges, the division of ancillary fees charged to students into mandatory and optional categories, and revisions to OSAP award amounts and eligibility.

Tuition Reduction

Under the new Tuition Fee Framework, universities and colleges are required to reduce tuition fees by 10 per cent, in comparison to 2018-19 levels, in the fall of 2019-20; tuition fees will then be frozen at this reduced level during 2020-21. The reduction and freeze apply to virtually all programs at both the graduate and undergraduate levels, and to all funding-eligible students. Full cost recovery programs are not subject to the new framework, nor are fees for funding-ineligible students, which includes most international students. The Council of Ontario Universities calculates that the 2019-20 tuition reduction of 10 per cent will reduce university revenue in Ontario by about \$360M. On average, around 35 per cent of university operating revenue comes from domestic tuition fees; this figure has gradually increased as the provincial operating grants provided to universities have decreased over the last 16 years. Since 2002-03, per-student operating grants have dropped by 10.6 per cent, when adjusted for inflation. The Ministry has noted that it does not plan to reduce the operating grants provided to universities this cycle.

In anticipation of a potential freeze or cuts, the offices of the Provost and Vice-President (Administration) had already been modelling potential scenarios and are now working closely with the Deans on a strategy to enable McMaster to weather these reductions. McMaster's prudent fiscal management over many years, and detailed financial risk mitigation strategies, provide a strong basis for managing the situation. The reduction amounts to 3 per cent of the University's operating budget, or approximately \$22M per year. This can be absorbed in part through incremental international enrolment growth which, as Board members know, has been part of the University's long-term planning, and focus on internationalizing the campus, in any event. The Deans are working to meet and exceed their targets for international enrolment this year, while continuing to ensure access for domestic students. As highlighted in my last report to the Board in December, the University has been working over the last couple of years to put in place additional support and programming to assist our growing international student population, focusing both on transition/student life, as well as academic and career supports. Work to develop this additional programming and infrastructure will continue over the coming years.

Over the next year it is also planned to make use of the data generated through McMaster's participation in the UniForum global benchmarking program. This program provides detailed comparative data which helps us better understand how we work administratively across campus, and how we compare to our peers in Canada, the United Kingdom, Australia and New Zealand. McMaster was one of the first Canadian institutions to join this program, which highlights best practices and approaches within the sector and provides the opportunity to review potential

efficiencies and cost saving strategies. In addition to preserving the financial well-being of the institution as a whole, the senior team is also focused on preserving internal equity and ensuring that the burden of the tuition reduction and subsequent freeze is distributed as equitably as possible across the University and doesn't unfairly impact particular Faculties or areas.

Ancillary Fees Framework

The new Ancillary Fees Framework, known as the 'Student Choice Initiative' introduces an ancillary fee classification framework, to be in place for September 2019, which allows students to opt-out of paying for those campus services, activities, associations and groups they do not wish to fund or participate in. The Ministry states that the goal is to ensure transparency regarding the non-tuition fees students are expected to pay, bring consistency and simplicity to the opt-out process, and ensure students have more choice regarding the services and activities they support.

Although additional details are still awaited and clarification is needed on a range of issues, the government has confirmed that students will still be required to pay fees for those things deemed to be "essential" services, which include fees relating to athletics and recreation, career services, student buildings, health and counselling, academic support, fees for ID cards, convocation and transcripts, financial aid offices, walk-safe programs, existing compulsory transit passes, and health and dental plans (except where students can provide proof of existing coverage). All other fees, whether charged through ancillary fee protocols with the university administration, or introduced by student associations, are deemed non-essential and students must be given the opportunity to opt-out online before paying any fees. More details and further information are expected from the Ministry to address some of the many questions being raised by universities and student unions across the province. In the meantime, Student Affairs and other offices are working closely with the University's student associations to understand the magnitude and impact of this new framework and explore how and whether we can work together to provide access to the services and supports that students need to be successful, and help preserve the rich diversity of student life on our campus.

OSAP

Starting in the 2019-20 academic year, provincial government changes are being made to focus OSAP on demonstrated financial need, with the non-needs-based portion of the Ontario Student Grant being eliminated. The income thresholds associated with the Ontario Student Grant will be reduced and students eligible to receive grants and loans will receive a larger portion of their aid as Ontario Student Loans. Changes are also being made to the repayment provisions for student loans. Again, further information is gradually being made available and Student Financial Aid, the Registrar's Office and other offices are working through the implications and effect of this.

Next Steps

Work to address the impact of the new tuition and ancillary fees framework, and to understand the changes to OSAP, will continue over the coming months, with further details to be provided as more detailed information is received from the Ministry. Additional financial modelling is also underway to ensure that the long-term financial health of the institution is maintained and that appropriate and ongoing risk mitigation strategies are in place.

CAMPUS UPDATE

Santee Smith named McMaster's next Chancellor

Santee Smith, a renowned artist, dancer, choreographer and two-time McMaster graduate will be the university's next Chancellor. The Senate approved a unanimous recommendation from the selection committee tasked with nominating a candidate for this leadership role. The appointment will take effect on September 1, 2019.

Santee is an internationally recognized leader in the performing arts and is from the Kahnyen'kehàka (Mohawk) Nation, Turtle Clan from Six Nations of the Grand River, Ontario. She is one of Canada's leading dance artists, artistic directors/producers, choreographers and designers, holding McMaster degrees in physical education and psychology, along with a Master of Arts in dance from York University.

McMaster Alumni named to Order of Canada

Four McMaster alumni have been named members of the Order, after being included in Governor General Julie Payette's new year's list.

The recipients are:

- Thomas Dignan, Health Sciences '81
- Kevin Dancey, Math and Economics '72
- Dr. Arthur Slutsky, Health Sciences '76
- Ron Foxcroft, Honorary Doctorate '01

Research

McMaster's Start-Up Incubator to receive \$1.2 million from FedDev Ontario

The Government of Canada, through FedDev Ontario, is providing McMaster with \$1.2 million to expand The Forge, a collaborative makerspace where entrepreneurs can access advanced equipment to design and build innovative new products.

NEUDOSE Satellite Project passes CSA milestone

A team of student and faculty researchers from McMaster, who have designed and built a satellite to be launched into deep space, have reached a major milestone.

Members of the team – which includes nearly 70 undergraduate and graduate students from nearly every Faculty on campus – met with CSA delegates to present and update their mission concept, the culmination of six months of work. The successful presentation allows the team to advance into the satellite's development phase. The satellite was chosen by the Canadian Space Agency (CSA) in May of last year as one of 15 proposals from across the country to participate in the Canadian CubeSat Project.

Physicists pinpoint a simple mechanism that makes bacteria resistant to Antibiotics

Physicists at McMaster have for the first time identified a simple mechanism used by potentially deadly bacteria to fend off antibiotics, a discovery which is providing new insights into how germs adapt and behave at a level of detail never seen before.

McMaster helps provide new insight on Gene Mutations associated with Autism

Karun Singh, a McMaster scientist, has co-led new research which suggests increased activity in neurons that are deficient in two genes could cause autism-related characteristics in humans.

Teaching and Learning

Transforming Undergraduate Education at the DeGroot School of Business

A significant gift will enable the University to plan and build the McLean Centre for Collaborative Discovery at the DeGroot School of Business, over what is now the Innis Library. The building is being specifically designed to facilitate a new and evolving model of teaching business to students from all Faculties.

The gift comes from the McLean family, which has a special affinity for McMaster, with three generations of the family having studied at McMaster.

Science Students explore the Power of Storytelling

With help from artists, storytellers and other experts, McMaster Life Sciences students recently learned to look beyond traditional forms of science communication to explore the power of narrative and try their hand at creating science-based stories of their own. This forms part of LIFESCI 4L03: Science and Storytelling, an innovative new course offered for the first time this fall by McMaster's School of Interdisciplinary Science.

McMaster launches collaborative PhD program with the University of Rome and the University of Hong Kong

In an agreement spanning North America, Europe and Asia, McMaster University, the University of Rome (La Sapienza) and the University of Hong Kong have introduced a new collaborative PhD program in the chemistry of food and nutrition. Over the term of the agreement, at least 30 PhD candidates will be completing their graduate work between the three universities, moving freely between them, and being supervised by professors at all three institutions.

DeGroot finishes First at 2019 MBA Games in Toronto

The DeGroot School of Business has won the 2019 MBA Games hosted at Ryerson University's Ted Rogers School of Management. The DeGroot team, led by co-chairs Lana Perisic and Chinonso Nwamadi, was presented with the coveted Queen's Cup as the top overall school in the annual national competition.

Global and Community Engagement

McMaster becomes Host University for Academics Without Borders

Academics Without Borders, a Canada-based non-profit organization that helps universities in the developing world enhance the quality of their programs and research, has found a base at McMaster. Through the Office of International Affairs, the collaboration with McMaster will give Academics Without Borders access to office and meeting space, a part-time staff person and

a variety of other resources, and will support the University's work to foster global citizenship on and beyond our campus and develop an active orientation to the challenges of the world.

Helping Students develop a Global Perspective

The Student Success Centre has expanded its International Student Services division and developed a new position to support student mobility and settlement of international students in the Hamilton community. Lajipe Sanwoolu, who attended McMaster University as an international student and went on to work in Alberta, Manitoba and Nigeria, has returned to McMaster University in the role of Immigration and Mobility Advisor.

Preserving the Legacy of a Jamaican Cultural Icon

The Jamaican Canadian community has honoured McMaster University Library for its commitment to preserving the legacy of one of Jamaica's most important and beloved cultural icons – Louise Bennett-Coverley, better known as “Miss Lou.”

McMaster University Librarian, Vivian Lewis, accepted the award, which recognizes the Library's stewardship of the extensive Miss Lou Archive, at a recent event in Toronto hosted by the Jamaican Canadian Association.

McMaster Students and Faculty recognized at annual John C. Holland Awards

Two McMaster students and one faculty member have won John C. Holland Awards, which celebrate the contributions of African Canadians to the economic, cultural and social life of Hamilton. Sonia Igboanugo is a student in the Biomedical Discovery and Commercialization program, Salsabil Sarhan is a student in the Faculty of Social Sciences, and Mark John Stewart teaches strategic management in the Master of Communication Management program.

Global Health student Serena Tejpar named one of Southwestern Ontario YMCA's Young Women of Excellence

McMaster University MSc Global Health student Serena Tejpar has been named one of this year's YMCA Young Women of Excellence. She is among eight London women being recognized by the YMCA of Southwestern Ontario for their contribution to the community with the annual Women of Excellence awards.

Alumna wins 2018 Fitness Instructor Specialist of the Year

A Psychology graduate who developed a culturally-sensitive online fitness program has won the 2018 Fitness Instructor Specialist of the Year at the World Fitness Expo in Toronto. As a student, Amina Khan initially faced challenges finding a fitness and diet regime that also catered to her Muslim identity and beliefs, and felt that women of colour, and those who wear headscarves, were being excluded from the fitness industry. The result was Amanah Fitness, which now serves more than 50,000 members of diverse communities.