

**University Research Council Minutes**  
**Thursday, September 14, 2017**  
**2:00 – 4:30 pm**  
**JHE A114**

**In attendance:**

Rob Baker, Peter Mascher, Karen Mossman, Nick Markettos, Khaled Hassanein, John Preston, Vivian Lewis, Jonathan Bramson, Sean Corner, James Gillett, Zach Douglas, Kathy Charters, Gay Yuyitung, Ranil Sonnadara, Lori Dillon, Danelle D’Alvise

**Regrets:** Doug Welch, Greg Weiler, Gianni Parise

Rob Baker welcomed Karen Mossman, new Associate Vice-President (Research), who will be working on targeted items. Announced that Nick Markettos has a new title: Assistant Vice-President Research – Innovation and Partnerships; moved to the MIP, in the MILO Office space; reporting is same. Introductions were made around the table and welcome given to all new members.

1. **Minutes of University Research Council Meeting** of June 8, 2017. Correction to be made on Page 1, Point 2. Report by VP Research, First Bullet “MacDATA Institute”. Replace “MacDATA Institute” with “McMaster Institute for Transportation and Logistics (MITL)”. Minutes approved.
2. **Report by VP Research**  
Deferred for later in the meeting
3. **Revisions to IP Policy**
  - Gay Yuyitung noted that the current IP Board comprised of 18 members has been defunct for some time. A meeting between G. Yuyitung, R. Baker and the two Vice-Presidents, Research from the hospitals met, and now have a new membership formulation. Gay proposed that the IP Board holds MILO for commercialization activities. Disputes between creators are directed to the IP Board. The proposed new membership is a reduction from 18 to 8: three Vice-Presidents, Research from each of McMaster, Hamilton Health Sciences and St. Joseph’s Healthcare Hamilton; the MILO Executive Director; two others from the university; and one other from each of the two hospitals; require commercialization expertise.
  - Rob Baker will run the proposed IP policy through the university governance
4. **Research Commercialization Initiative**
  - Rob Baker indicated that McMaster is investing \$20M of capital at the MIP Warehouse; two components:

- Create start up labs (incubators); common meeting rooms for Post Doctoral Fellows; subsidized space and equity from firms. The point is to encourage researchers to get their IP in marketplace
- Space for new or developed firms related to incubation space and activities in BEAM. Firms to lease space; create cluster.
- Zach Douglas noted that the role of MIP is to be the Project Manager on behalf of McMaster University; Perkins+Will firm to design the facility; started meetings with the design team; for tender end of next quarter, next year – early 2018; space is 10,000 square feet lab (above BEAM); atrium between BEAM and MIP Warehouse. BEAM will be ready by the end of 2017.
- Rob Baker indicated that this initiative has been presented to the Board of Governors, and they're supportive.

## 5. Strategic Research Plan (SRP)

- R. Baker noted that in the past, a Strategic Research Plan was required for the Canada Research Chairs Program
- SRP Committee was struck and met a few times to set out plan
- Five major chapters:
  - Why research is important
  - Two to three pages on research development at McMaster
  - Brief: research is part of everything we do at McMaster
  - Describe breadth and depth of what we at McMaster; broad headings and paragraph (examples)
  - Proposed Grand Challenges
- Met with SRP Committee last week and came up with new headings
- Met with PVP this morning; they think it's a good representation of what we are. In each bullet, we'll have examples; remove "research" in Indigenous section. Include Indigenous issues. Approached Indigenous communities and asked how they wish to present their issues. Waiting for reply.
- Grand Challenges discussed at PVPD Meeting today. The proposed Grand Challenges are:
  - Human Development (including Aging and Child)
  - Infectious Diseases
  - Advanced Manufacturing Consortium (AM) established with Universities of Western and Waterloo
  - All connected – need to set up interdisciplinary group across McMaster to discuss
  - Big Data/Digitization; DeGroot School of Business is lead
  - Learn from our past to better our future
- The question is what do we need to focus on; strategic directions; will put all items in one document for now; quality of research outcome depends on quality faculty; need to ensure an environment of excellence; keep careful control of metrics. VPR will approach the Deans and ask what they do for research and see what we need to do.

- Improve research platforms, i.e., McMaster Nuclear Reactor
- VPR asks for feedback from URC on SRP
- Question posed if this is a 5 year plan and the answer was yes; funds could be a possible issue; SRP Committee is looking at it; with the Strategic Mandate Agreement, the Budget Model is modest; possibly increase number of international students; review allocations.
- Question posed if the SRP document will be shared, and answer was yes.
- Capital campaign on research (Mary Williams and President will focus on). Business and Development areas – how they fit in the Grand Challenges; bring disciplines together; specific program, i.e., Materials and Manufacturing.
- R. Baker indicated that he might be planning a Town Hall; place on the website and then Governance by spring 2018.
- Question posed as to how silos could be avoided. This is up to the Deans, as they control funding; VPR only has \$1M in discretionary funds.
- Feedback required from URC on the SRP
- Question posed if internationalization is part of SRP, and the answer is that there is not enough focus on SRP.
- Point brought up at PVPD: Group of all hospitals in Canada and commercialization
- Mindset and environment to be created on the importance of excellence. One component is if there are international faculty; training new faculty to be creative/to improve; talk to MUFA SPSS on T&P; culture to change by not just looking at NSERC, but other research funding; change way to reward excellence; internationalization; possible program in research centres and institutes.
- SRP document is rough draft
- **Action Item: URC to copy Popi Bistas/Lori Dillon on feedback**
- URC member asked if SRP Member List could be distributed and the answer was yes.
- **Action Item: P. Bistas to send the SRP Committee list to URC**
- Question posed if separate meetings will take place after Grand Challenges are set. Answer was yes.
- **Action Item: Associate Deans, Research and Deans to give feedback**

## 5. Staff Updates

- Nick Marketos:
  - Relocated at MIP as of September 18.
  - Invitation open to students and researchers to come and meet
  - Continuing activities there and teaching excellence
- Kathy Charters:
  - During the next couple of weeks, will have new Directors of ROADS and Research Finance
  - Response to Research Finance Review to be released soon

- New CRC's; document on Equity and Diversity targets; talked and drafted a document and to be sent to ADRs for review; two parts: a) public accountability, b) December – submit to CRC – our plan is to maintain in next 2 years (detailed) – to ADRs for review

Rob thanked Kathy for working in multiple roles. Equity targets - research programs do better with diversity.

- Danelle D'Alvise:
  - Royal Society of Canada will be at McMaster on October 3 for a strategic planning session and reception. Nominate Fellows or for awards.  
R. Baker mentioned that some Faculties have their own people nominating.  
John Preston noted to identify international awards.
- Ranil Sonnadara:
  - McMaster Experts will be live in mid-October; listing basic profiles of researchers. Will be reaching out to Faculties for help.  
Vivian Lewis reminded and encouraged for researchers to have ORCHID ID. Library has subscribed to ORCHID.
  - Subscribed to Simpe-Tech
  - IT Review – putting together preliminary list of needs. Will send document to URC.  
R. Baker noted to include RHPCS in the SRP document.
- Khaled Hassanein:
  - Digital Transformation Centre launched; cross collaboration using neuroscience on making decisions; ALS patients
  - McMaster eBusiness Research Centre (MeRC) no longer exists.

Meeting adjourned at 3:45 pm.