SUMMARY OF GOALS: PRESIDENT AND VICE-PRESIDENTS
JULY 1, 2018 – JUNE 30, 2019

The key goals for the President and Vice-Presidents for the 2018/19 year continue to be centered around the strategic priorities established by *Forward with Integrity*, including supporting and promoting research excellence, strengthening graduate education and training, integrating research and community engagement into the undergraduate curriculum, and providing support to the academic mission via fundraising, advocacy and through integrated administrative processes. Key initiatives for the year include implementing the new Strategic Research Plan and launching the *Brighter World Research Initiative*, continuing to advance the University’s work on equity and inclusiveness, building partnerships and relationships locally and globally to further enhance the University’s reputation and standing, and fostering respectful debate and discussion across the campus.

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<th>NAME/POSITION</th>
<th>KEY GOALS FOR 2018-2019</th>
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<td>Patrick Deane, President and Vice-Chancellor</td>
<td>Continue to support and promote research excellence, working with the Vice-President (Research) to implement the Strategic Research Plan, including strategies to attract and retain excellent researchers, provide enhanced support for major research programs, and align institutional resources behind major funding opportunities.</td>
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<td>Working closely with the Vice-President (Research) and Vice-President (University Advancement), pursue the <em>Brighter World Research Initiative</em> to increase research revenues from all sources and advance the University’s research enterprise.</td>
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<td>Further develop the academic reforms envisaged by <em>Forward with Integrity</em>, including the development of new interdisciplinary programming, the continued integration of research and community engagement activities into the undergraduate curriculum, the development of graduate programming and enrolment, and increase opportunities on campus for informed and respectful discussion of local and global issues.</td>
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<td>Further advance the University’s commitment to equity and inclusiveness, working with the AVP (Equity and Inclusion) to develop and implement an overarching Equity, Diversity and Inclusion (EDI) framework to inform future planning and institutional goals for equity and diversity, and working to build awareness of what it means to be an inclusive community.</td>
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| **David Farrar, Provost and Vice-President (Academic)** | Work to promote and advance McMaster’s reputation as a major research-intensive university, nationally and internationally, build connections and partnerships locally and globally, and advance McMaster’s standing as a national leader in establishing a coordinated and ethical approach to all aspects of internationalization.  

Lead the development of metrics related to the current Strategic Mandate Agreement, and facilitate and support the development of new undergraduate and graduate programs, including interdisciplinary offerings, that build on McMaster’s areas of strength.  

Develop the physical capacity of the campus to support enrolment growth, continue to build institutional capacity to produce and deliver digital content through online and blended learning courses, and support initiatives intended to enhance the overall student experience and promote health and well-being.  

Work with the AVP (Equity and Inclusion) and others to implement the EDI framework, including providing appropriate training for search committees, and supporting the recruitment and retention of female faculty, Indigenous scholars and other under-represented groups.  

Work to identify and connect research and graduate education activities with the University’s global engagement strategy, developing new and existing local and global connections to strengthen the number and quality of international partnerships for research purposes and for undergraduate and graduate international opportunities.  

Continue to support the Faculties in maintaining fiscal sustainability, making effective use of the University Fund to support McMaster’s research activities, supporting the implementation of the *Brighter World Research Initiative* to increase research revenues, and continuing to monitor the impact of the provincial funding formula and tuition framework on McMaster’s budget model. |
| **Rob Baker, Vice-President (Research)** | Working in close collaboration with the Associate Deans (Research), continue to implement the Strategic Research Plan, including developing Core Facilities and reviewing the appropriate location and reporting structure for key research centres and institutes, as well as enabling an increased success rate for applications to large grant competitions.  

Work with the President and other Vice-Presidents to advance research at McMaster through the *Brighter World Research Initiative*, with a focus on increasing research revenues from all sources and providing enhanced support for the University’s research |
Continue to promote the McMaster Nuclear Reactor with government and others and seek long-term funding support, as well as collaborating with other institutions to develop a nationwide CFI proposal for the reactor.

Continue to work closely with Indigenous colleagues, the Acting Director of the McMaster Indigenous Research Institute, and the other Vice-Presidents to stabilize the Institute and further promote and support Indigenous research and researchers.

Further the reorganization of the Office of the Vice-President (Research) to improve efficiency and ensure that researchers are receiving improved support, including assessing the operation of Research and High-Performance Computing Support to ensure that IT Research Infrastructure needs are being met.

**Paul O’Byrne, Dean and Vice-President (Health Sciences)**

- Work in collaboration with the Vice-President (Research) to implement the Strategic Research Plan, ensure the alignment of resources to support and promote research intensity and excellence, and work with the other members of the senior team to increase research revenues through the *Brighter World Research Initiative*.

- In support of a distinctive and engaging student experience, lead and support the implementation of competency-based medical education, the expansion of inter-professional education opportunities through simulation-based activity and student participation, and continue to develop new and novel programming within the Faculty.

- Further develop the Faculty’s engagement efforts, both local and global, including advancing opportunities for collaboration with other universities with expertise in international health, establishing a strategy for facilitating international research partnerships, and supporting the development of locally-focused health initiatives, such as a safe injection clinic and rapid access clinic in partnership with local hospitals.

- Support the institutional focus on equity and diversity by further developing the Faculty’s Indigenous Health Initiative, developing respectful and collaborative relationships with Indigenous community members, working to recruit additional Indigenous faculty members, and ensuring processes that are transparent and equitable in order to achieve a more diverse and inclusive research enterprise.

- Continue to identify opportunities to strengthen the position and increase the profile and reputation of the Faculty and the University nationally and internationally, building relationships at the municipal, provincial and federal levels, as well as with alumni, donors and supporters of the University.
| Roger Couldrey, Vice-President (Administration) | Deliver service levels and professional programs in support of the University’s core mission, refining services and standards in consultation with Faculties/Departments, and in conjunction with the UniForum service effectiveness initiative, securing a solid foundation for the academic mission through responsible and sustainable resource management.  
  
  Work with the Vice-President (Research) to support the implementation of the Strategic Research Plan, including developing enhanced support for research commercialization initiatives across the campus and at McMaster Innovation Park.  
  
  In collaboration with the Provost, continue to lead the development of Mosaic into a sustainable set of business processes, taking steps to increase flexibility and facilitate innovation, as well as continuing to implement the recommendations of the IT Services and Research Finance reviews, and support the launch of the HR review.  
  
  Support the ongoing focus on equity through the development of employment equity benchmarking and pay equity plans. Cultivate a positive and productive workplace through continued use of Employee Engagement Survey Action Plans and the promotion of values in support of cultural change.  
  
  Oversee the project management of new construction projects to ensure that they are executed on scope, on a timely basis and within budget, undertaking post-implementation reviews of major projects, and developing a sustainability plan. |
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| Mary Williams, Vice-President (University Advancement) | Continue to promote and advance McMaster’s reputation for excellence with alumni, donors and government, leading and supporting the ongoing implementation of the University’s brand and marketing work, including continual updating of the strategic marketing plan, and supporting the redevelopment of key McMaster websites.  
  
  Support the pursuit of knowledge by expanding and stewarding private and public support, including working with the President and other Vice-Presidents to launch the *Brighter World Research Initiative* to increase research revenues from all sources and provide enhanced support for the University’s research enterprise.  
  
  Enhance the University’s national and international reputation through compelling storytelling and strong national and international media placement, using a mix of traditional and new media, strong content generation which reflects the University’s priorities and brand positioning, and strong digital media communications. |
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<th>Foster effective external and internal relationships through strong partnerships and effective government, community and alumni relations programs, events and services, locally, nationally and internationally, including advocating to government on issues of importance to the University.</th>
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<td>Continue to take a leadership role in supporting the work of the University rankings committee, pursuing opportunities to improve McMaster’s position in the various international university rankings, and encouraging the promotion of the University at both the institutional and Faculty levels.</td>
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