



Institutional Priorities and Strategic Goals:

2021 | 2022

FOCUSED ON A
**BRIGHTER
WORLD**



McMaster Institutional Priorities and Strategic Goals

McMaster University continues to earn its international reputation as a centre of excellence for teaching and learning, innovation, and creativity. This year, McMaster was again ranked one of only two universities in Ontario and one of only four in Canada among the world’s top 100 universities (Times Higher Education). McMaster University continues to rank among the country’s most research-intensive universities – for both graduate students and faculty members – in the annual ranking of the country’s top 50 research universities. *Research Infosource 2021* ranked McMaster first in graduate student research intensity and second in faculty research intensity.

We serve our community and society by nurturing and supporting the fulfillment of human potential: inspiring creativity and critical thinking, promoting an enduring love of learning and the habit of inquiry, and undertaking innovative research that extends the boundaries and enhances the efficacy of knowledge. We are committed to advancing human and societal health and well-being, and ultimately to creating a brighter world for all.

VISION STATEMENT

Impact, Ambition and Transformation through Excellence, Inclusion and Community: Advancing Human and Societal Health and Well-Being.

MISSION STATEMENT

At McMaster, our purpose is the discovery, communication, and preservation of knowledge. In our teaching, research, and scholarship, we are committed to creativity, innovation, and excellence. We value integrity, quality, inclusiveness, and teamwork in everything we do. We inspire critical thinking, personal growth, and a passion for lifelong learning. We serve the social, cultural, and economic needs of our community and our society.

McMaster University was founded in 1887 and is governed by the McMaster University Act 1976.

STRATEGIC PRIORITIES

McMaster’s Institutional Priorities and Strategic Framework for 2021 to 2024 captures the depth of our collective aspirations and desire for impact in all that we do through five institutional priorities: (1) inclusive excellence, (2) teaching and learning, (3) research and scholarship, (4) engaging local, national, Indigenous, and global communities, and (5) operational excellence. The framework aligns with the Equity, Diversity, and Inclusion (EDI), Community Engagement, and Teaching and Learning strategies and supports other planning processes throughout the institution. Collectively, McMaster’s vision, mission, and strategic priorities support the priority areas of the Ontario government’s 2020-25 Strategic Mandate Agreement (SMA3) and associated performance measurement metrics.

A TRANSFORMATIVE YEAR: LOOKING TO THE FUTURE

Operating both virtually and in-person as we navigated the COVID-19 pandemic, the university has capitalized on its world-leading infectious disease research and longstanding culture of interdisciplinary collaboration. Canada’s Global Nexus for Pandemics and Biological Threats continues to draw international networks of experts to consider pressing issues facing our communities. In addition to advancing research excellence across the campus, we are positioning Canada as a global leader in this critically important area. In terms of our faculty, students and staff we have retained the flexibility of hybrid working and learning models, where possible, to ensure an excellent and varied student experience. We have also made significant advances in our work to embed an inclusive approach throughout our operations, and to engage diverse communities. Our focus on sustainability has accelerated with the launch of our first institutional Sustainability Strategy and a number of associated initiatives.

INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS 2021-2022

Any questions concerning the contents of this book should be directed to:

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**Any revisions to the McMaster Institutional Priorities and Strategic Goals will be reflected in its web version. Please check president.mcmaster.ca/annual-reports for the most up-to-date version.*

1 PRIORITY 1: Inclusive Excellence

Aspire to embed an inclusive approach that intentionally engages and respects a diversity of peoples, perspectives and ways of knowing in everything we do.



We have made significant advances in our work to embed an inclusive approach throughout our operations, and to engage diverse communities.

Systems and structures that mobilize and sustain equity, diversity and inclusion

- Since the launch of the Equity Diversity and Inclusion (EDI) Strategy and companion EDI Action Plan in 2019, more than 60 per cent of the strategic priorities identified within the plan have been completed and another 20 per cent are in progress. Through the leadership of McMaster's Equity and Inclusion Office (EIO), the university:
 - Established the EDI Network to coordinate EDI leads and champions and launched baseline EDI training modules for people managers.
 - Launched an Accessibility for Ontarians with Disabilities Act (AODA) compliance audit and reporting tools to enhance the university's capacity to meet 2029 AODA compliance expectations and aspirational goals.
 - Created and implemented the first phase of a web accessibility roadmap to evaluate the alignment of McMaster web materials to the AODA legislation, in partnership with University Technology Services (UTS).
 - Developed new EDI requirements for Institutional Quality Assurance Process (IQAP) submissions, and provided staff training sessions to all MacPherson Institute staff to increase their ability to advise on topics related to equity, diversity, inclusion and accessibility in teaching and learning. EIO continues to consult with the institute on how to embed anti-racist approaches into their work.
 - Collaborated with McMaster Continuing Education and Human Resources Services to develop McMaster's Inclusive Excellence Leadership Program, which is open to academic and non-academic leaders with supervisory responsibility.
- A Mental Health and Well-Being Task Force was struck to identify the key mental health and well-being issues affecting faculty, staff and students at McMaster, exacerbated by the COVID-19 pandemic, and to recommend potential solutions and future directions. Following extensive consultation, the Task Force released their immediate and short-term recommendations as well as an updated Mental Health at McMaster resources section on the Okanagan website and a Compassionate Communications Toolkit to foster psychological health and safety.
 - An Advisor to the Provost and Vice-President (Academic), Special Projects (Mental Health) was appointed, this position is focused on faculty mental health education, training and resources, which will allow for expansion of the Professor Hippo-on-Campus Student Mental Health Education Program for Educators and Navigators, and ongoing collaboration with the Okanagan Office.
 - Student Affairs was awarded Bell Let's Talk funding to conduct an audit using the National Standard for the Mental Health and Well-being of Post- Secondary Students, a set of flexible, voluntary guidelines to help post-secondary institutions support student mental-health and well-being.
- There is a growing number of Faculty of Health Sciences (FHS) programs with facilitated admissions streams for under-represented and equity-deserving groups. This includes Black applicant facilitated admissions streams in the Michael G. DeGroote School of Medicine, the School of Rehabilitation Science, as well as the Bachelor of Health Sciences and midwifery programs.
- The inaugural Faculty Diversity and Climate Survey was launched in November 2021, aimed at better understanding the experiences of inclusion and exclusion of all faculty and staff across FHS.
- The Faculty of Engineering is working towards the Engineers Canada 30x30 mandate. The mandate is working to increase the representation of women in engineering by aiming to increase the number of newly licensed female engineers to 30 per cent by 2030.

In recognition of McMaster's work and focus on employment equity, the university was named one of Canada's Best Diversity Employers in 2022.

- Demands for Student Accessibility Services (SAS) continue to increase each year. In 2021–2022, the number of students registered for SAS increased by 40 per cent. Services provided through SAS include academic accommodations for students as well as testing accommodations through the SAS Testing Centre.

Enhance and innovate research, academic programs and teaching and learning practices in a manner that exemplifies inclusive excellence and interdisciplinary approaches with an impact in diverse communities

- As part of its commitment to equity, diversity and inclusion, The Faculty of Health Sciences (FHS) undertook several initiatives in 2021/2022 including:
 - The Indigenous Health Learning Lodge in the Michael G. DeGroot Centre for Learning celebrated its grand opening in January 2022. This hub for training and curriculum development will provide a safe space with access to Traditional Knowledge Helpers and a student lounge. It will also be an inclusive place for non-Indigenous students to learn more about colonization and reconciliation.
 - The EDI and Indigenous Health Equity Speaker Series launched in the fall of 2021 with a series of five sessions focused on 2SLGBTQIA+ positive spaces and care. The series, featuring a number of McMaster and FHS experts, was highly attended with very positive feedback. The spring 2022 series took place from April – June 2022 with five sessions focused on accessibility in healthcare.
 - The Faculty's Equity Advocacy and Allyship Program, launched in fall 2021, is currently in its second offering. This program is focused on building a culture of critical reflection and allyship and creating leaders who can proactively support and advocate for equity, inclusivity, and reconciliation.

- In a unique summer work experience, twelve undergraduate students were hired to assist in operationalizing the Faculty of Science 2020-2025 Strategic Plan. Students created a series of projects with a special emphasis on equity, diversity, anti-racism, and inclusion initiatives.
- McMaster Continuing Education's Intercultural Competency program focuses on the need to develop intercultural awareness, knowledge, skills and attitudes in diverse settings and organizations.
- McMaster's Faculty of Engineering is continuing its focus on equity, diversity, and inclusion by providing programming and scholarships for equity deserving groups through initiatives like the Indigenous and Black Engineering/Technology (IBET) fellowships program and the National Society of Black Engineers (NSBE) scholarships.

Community building to develop attitudes, knowledge and skills to foster positive interpersonal and intergroup relations

- McMaster's inaugural Day of Giving raised more than \$2.8 million and engaged 1,220 members of the university and alumni community. This one-day, university-wide fundraising campaign focused on supporting Black student excellence, Indigenous priorities and equity-deserving communities at McMaster.
- Since 2018, the McMaster Museum of Art has undertaken an internal decolonial, de-centering anti-racist strategy. On a regular basis, staff meet to review literature and video content, and/or participate in facilitated cross-cultural/cultural sensitivity training sessions.
- As part of continuing efforts to monitor progress toward inclusive excellence, McMaster conducted an Employment Equity Census, which provides a snapshot of the composition of McMaster's workforce to enable the planning and implementation of evidence-based employment equity strategies. Approximately 250 Employment Equity Facilitators have completed training and are serving or consulting on various search committees as process consultants.

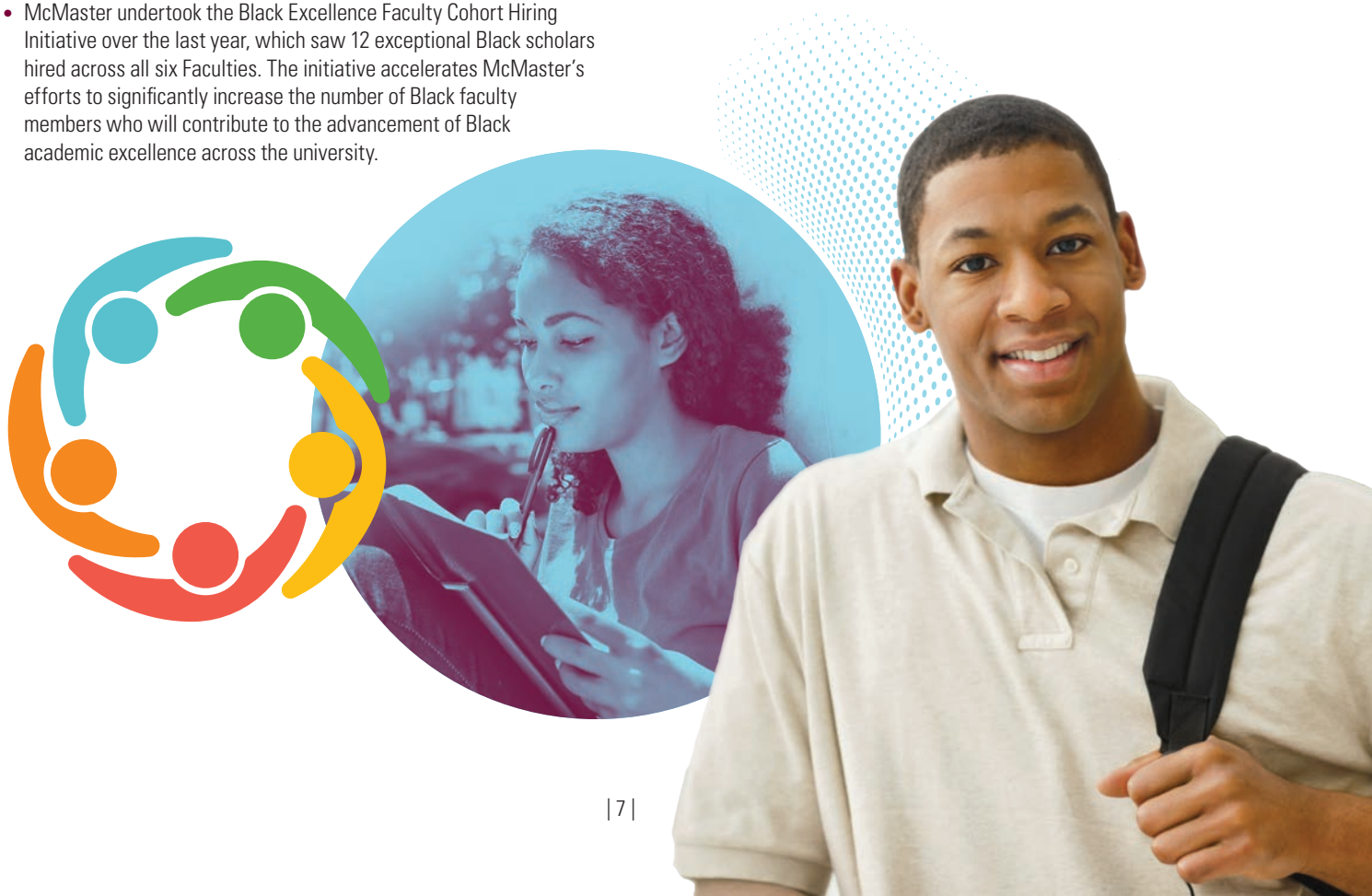
INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS

- Learning in Colour, developed by two McMaster School of Social Work PhD students, launched as a digital learning platform dedicated to creating safe and inclusive learning spaces informed by the perspectives and experiences of Black, Indigenous, and racialized students. The focus of Learning in Colour is to help support and empower students of colour with tools to work through and navigate racial trauma, and consolidate information, recommendations, and resources for all community members.
- The Black Student Success Centre launched virtually in September 2021. After completing renovations in the Peter George Centre for Living and Learning (PGCLL), the centre physically opened its doors to students and community members in February 2022.

Promote diversity by engaging a campus community that reflects local and national demographic diversity

- McMaster's Access Strategy provides academically qualified students from equity-deserving communities in Hamilton and the surrounding area access to university education at the undergraduate level. As part of the Access Strategy and in collaboration with Child Welfare Political Action Committee Canada, the Registrar's Office/Enrolment Services implemented the Youth in Extended Society Care Tuition Bursary to eliminate tuition fees for current and former foster children who are working toward an undergraduate or graduate degree. Overall, the Registrar's Office awards more than \$13 million a year in institutional aid and assists more than 13,000 students with their OSAP.
- McMaster undertook the Black Excellence Faculty Cohort Hiring Initiative over the last year, which saw 12 exceptional Black scholars hired across all six Faculties. The initiative accelerates McMaster's efforts to significantly increase the number of Black faculty members who will contribute to the advancement of Black academic excellence across the university.

- In recognition of McMaster's work and focus on employment equity, the university was named one of Canada's Best Diversity Employers in 2022. For the seventh year in a row, McMaster was also named one of Hamilton-Niagara's top employers. With approximately 14,000 faculty and staff, McMaster is one of the largest employers in the Greater Hamilton Area.
- McMaster revised its faculty hiring policy, procedures, and companion handbook to support Faculties in attracting the most diverse talent pool and achieving the most equitable, inclusive and meritocratic faculty hiring practices and decisions. As of spring 2022, more than 550 participants in academic recruitment and selection committees have completed training.
- Two departments within the Faculty of Humanities are now offering bursaries for incoming and current Black undergraduate students. The two bursaries in the departments of History and Communication Studies & Multimedia aim to support improving the experience of Black students.
- The Faculty of Social Sciences has established a general bursary for Black undergraduate students and has also named its inaugural professorship in equity, diversity, inclusion and transformation. The role will be accountable for maintaining an active research program, providing leadership in educational activities, and collaborating with communities internal and external to McMaster to enhance equity, diversity, inclusion and Indigenous strategies.



2 PRIORITY 2: Teaching and Learning

Further advance and support innovation in teaching and learning, within and beyond the classroom, and across disciplines and Faculties, to elevate teaching as a professional discipline and equip our students with the knowledge and skills needed to make a transformative impact on our world.



Ninety-five per cent of students participated in at least one course with experiential learning components upon graduation in 2019 from undergraduate programs.

Engage in partnered and interdisciplinary learning, exemplifying an environment that is inclusive of diverse perspectives across disciplines and embracing global insights to explore beyond traditional disciplinary boundaries

- McMaster’s Teaching and Learning Strategy, Partnered in Teaching and Learning, has:
 - Established annual grants aimed at encouraging innovations in teaching and learning and improving student experiences and outcomes.
 - Interviewed faculty members about their experiences in developing interdisciplinary programs or teaching in interdisciplinary contexts to identify barriers, enabling factors and recommendations.
 - Appointed a new Vice-Provost Teaching and Learning to support the implementation of the Teaching and Learning Strategy and the enhancement of the quality of teaching, both within and beyond instructional spaces.
- The School of Rehabilitation Science has partnered with the Faculty of Humanities to develop a new undergraduate interdisciplinary degree. The Bachelor of Health Science (BHSc) integrated Rehabilitation and Humanities program will be the first degree of its kind to focus on the restoration, maintenance, and improvement of health through rehabilitation alongside deep engagement with what it means to be human.

Over **3,600** co-op and internship placements for McMaster undergraduate students annually

- McMaster’s Continuing Education (MCE) continues to place an emphasis on lifelong learning and excellence through partnered and interdisciplinary education opportunities:
 - The MCE Learning Continuum hosted three free talks offered by experts from McMaster Institutes and Faculties on topics including: the use of narrative arts and community engagement, offered in collaboration with the Centre for Community Engaged Narrative Arts (CEENA) and the Faculty of the Humanities; climate change, offered in partnership with McMaster’s Centre for Climate Change; and the excessive cost of housing in Canada, offered in collaboration with the Canadian Housing Evidence Collaborative (CHEC) and the Faculty of Social Sciences.
 - MCE participated in a microcredentials pilot with the National Institutes in Health Informatics with funding from eCampus Ontario. MCE also co-hosted a microcredentials forum with Mohawk College and the City of Hamilton stakeholders in fall 2021.
 - MCE continues to offer the free, open access online program Caregiving Essentials to Canadian Caregivers and Family Members. Between fall 2021 and winter 2022, 606 individuals enrolled in the course. Since its launch in 2018, the course has served 1,425 learners.
- Ninety-five per cent of students participated in at least one course with experiential learning components upon graduation in 2019 from undergraduate programs (Strategic Mandate Agreement Metric 7), and growth in experiential learning opportunities has enabled McMaster to leverage \$200,000 in wage subsidies and employer funding in the past year to support over 450 student placements across all Faculties.

Active and flexible learning spaces to ensure that our physical and virtual spaces support learning outcomes and ensure accessibility and inclusivity to meet the needs of our communities.



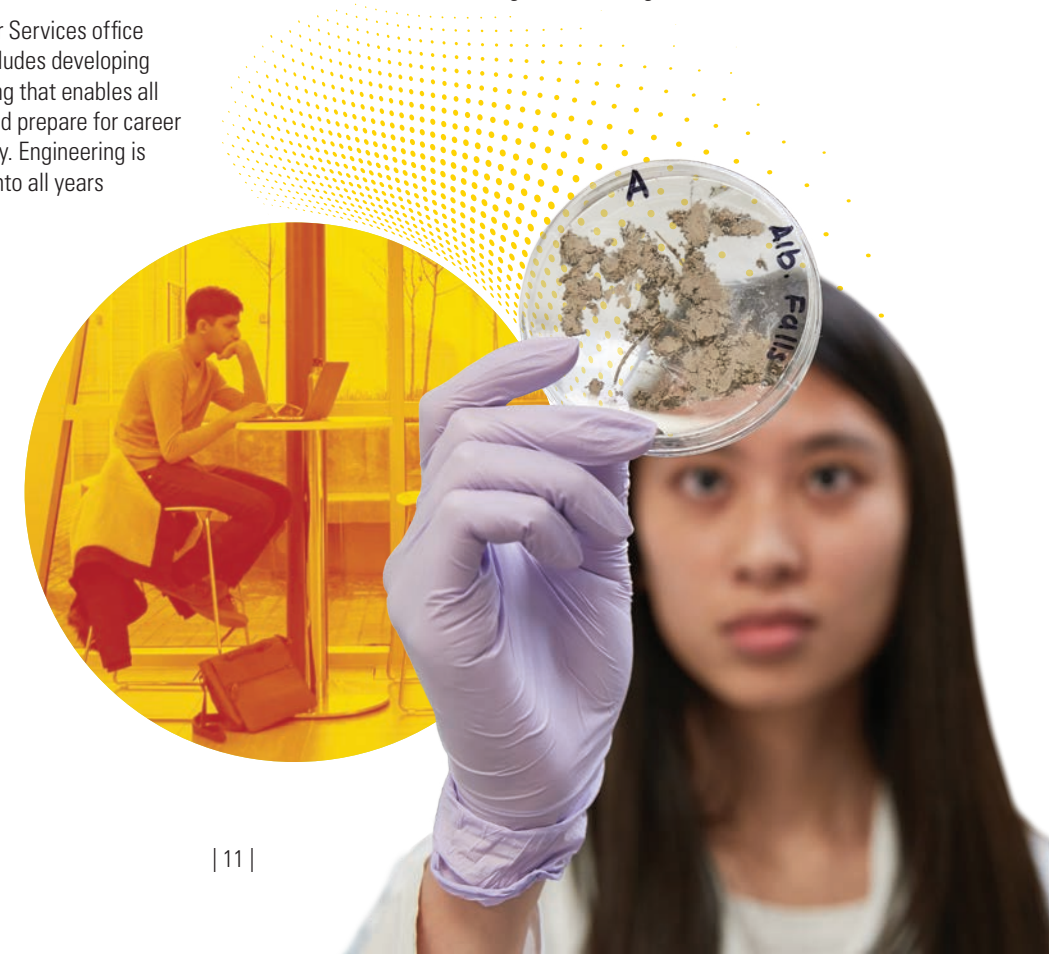
- The DeGroote School of Business is transforming its Bachelor of Commerce program with an emphasis on problem-based discovery, interdisciplinary study, and interaction with business leaders that will prepare its graduates to succeed in the workplace for years to come. Starting in 2021/22, new courses were introduced, each one designed to offer unique experiential education, collaboration and applied problem-solving opportunities.
- In 2021 the Department of Chemistry & Chemical Biology launched the first Honours Sustainable Chemistry program to be offered at a Canadian university. The program, which aims to prepare students to become leaders in a zero-carbon economy, adopted the 12 principles of green chemistry. The Hamilton Industrial Environmental Association (HIEA) established the endowed HIEA Scholarship in Sustainable Chemistry to be awarded to undergraduate students in their second to fourth years in the program.
- The Faculties of Science, Engineering and Health Sciences collaborated to open the Centre for Advanced Light Microscopy. The centre supports high quality cross disciplinary research and trains future generations of microscopists.
- Fifty-two per cent of students were enrolled in McMaster's program areas of strength and focus. McMaster had the highest proportion amongst the G6, which had an average of 37 per cent in the SMA 2019-20 reporting year (Strategic Mandate Agreement Metric 2).

Development of holistic, transformational and personalized student experiences intended to promote personal growth, support health and well-being, and enhance a sense of belonging and connectedness in our community

- A key component to experiential learning is the inclusion of reflection. McMaster researchers leveraged the SUSTAIN courses to develop the Reflective Learning Framework to guide and assess student learning through experience. The framework has been adopted by educators at McMaster and other institutions of higher education.
- McMaster's Academic Sustainability Programs Office launched the Student Sustainability Ambassador Program (SSAP), which is a co-curricular program and community hub for sustainability-minded undergraduate and graduate students and student clubs. SSAP fosters student leadership in sustainability through collaborative and active learning. SSAP has engaged over 150 students representing every Faculty and the Arts & Science program.
- With funding from the MacPherson Institute, the Global Health program has developed an experiential simulation as an instructional strategy to be used in the Global Health Research Methods Course. Additionally, funding is enabling the Global Health program to explore the use of microcredentials as an approach to consolidate, evaluate and credit transferrable skills that students gain throughout their time in the program and provide motivation and confidence as they make the transition into the workforce.

INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS

- McMaster continues to place an emphasis on mental health support with several initiatives and programs:
 - Student Case Management launched the Student Urgent Response Team (SURT) program to increase support for students with urgent mental health needs. SURT was established in consultation with the McMaster community to address concerns related to security staff responding to mental health calls on campus. SURT functions as one of McMaster's intake offices under the Sexual Violence Policy.
 - The Student Wellness Centre has played a pivotal role in supporting McMaster students through the COVID-19 pandemic as student needs continue to evolve. To meet the increasing mental health needs of the student community, the Centre is focusing on resources that support the health and well-being of the student community as we move forward from the COVID-19 pandemic.
- Nine McMaster students were nominated or won awards for the contributions they made through their work placements this year. In addition, McMaster facilitates more than 3,600 co-op and internship placements for undergraduate students annually.
- The university's alumni program offers several career support and mentoring opportunities for students as they transition to life post-graduation and for young alumni in their first ten years after graduation, including an online mentoring platform, monthly drop-in events for graduating students and young alumni, and the Unconventional Podcast, which features alumni stories of their journeys after graduation.
- The Faculty of Engineering's Co-op and Career Services office has a new focus on career education. This includes developing a framework for career education programming that enables all students to engage in experiential learning and prepare for career decision-making proactively and knowledgeably. Engineering is also working to embed experiential learning into all years of the curriculum.
- McMaster's Student Success Centre has continued to invest in career services to better serve students as they transition to the workforce:
 - The Student Success Centre developed and implemented a series of online career planning, job search, and further education courses that combine synchronous and asynchronous career education and counselling support.
 - The Student Success Centre's Career Treks program provides short-term opportunities to help students gain hands-on experience and mentorship from a local employer. During the COVID-19 pandemic, the program moved online and facilitated 453 virtual student placements. The Centre also developed new partnerships focused on providing virtual opportunities, including hackathons (Hackworks), conferences and challenges (Mindsumo).
- In 2021, 11 postdoctoral fellows participated in the made-at-McMaster McCall McBain Postdoctoral Fellows Teaching & Leadership Program. Since launching in 2019, 34 postdoctoral fellows have participated in the year-long training and development program.
- McMaster prepares graduates for meaningful lives and careers, demonstrated with 82 per cent of fall 2013 full-time, first-year undergraduate students graduating from McMaster within seven years (Strategic Mandate Agreement Metric 3) and median employment earnings of \$56,631 two years after graduation in 2016 (source: Education and Labour Market Longitudinal Platform, Statistics Canada; Strategic Mandate Agreement Metric 9).





The Boat Project/everythingwillbefine, created by Ernest Daetwyler, is located on the lawn of Burke Science Building.

Inclusive and scholarly teaching that values creativity, risk taking and originality as a foundational aspect of the McMaster educational experience

- The Student Success Centre developed a centralized web page and exam readiness campaign to support students as they transitioned back to in-person exams. The initiative resulted in more than 4,700 page views, 521 one-on-one student conversations with peers and staff about exam readiness, and 50,000 combined views on Instagram.
- In 2021, McMaster established an institution-wide training program for teaching assistants (TAs) and research assistants, providing training in anti-oppression and TA rights and responsibilities with additional elective workshops available. As of Spring 2022, more than 2,900 participants across the university have completed the training.
- The MacPherson Institute has introduced new supports for instructors for assessment:
 - During the COVID-19 pandemic there was an increased need for alternative means of assessment. The MacPherson Institute outlined a variety of options for instructors including student reflective journals, facilitated online discussions and more.
 - Over the past year, additional resources have been developed including the Assessment Development Workshop, which offers instructors support in the development of assessments.

Active and flexible learning spaces to ensure that our physical and virtual spaces support learning outcomes and ensure accessibility and inclusivity to meet the needs of our community

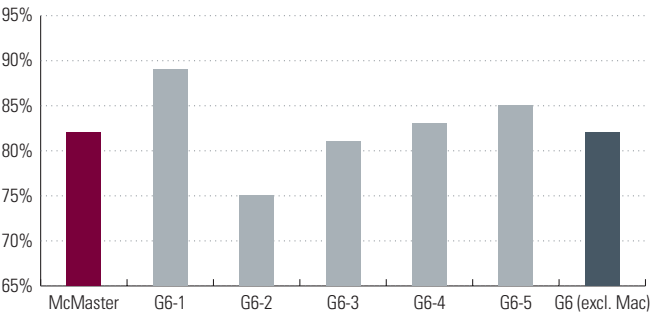
- Since the COVID-19 pandemic began, the Faculty of Health Sciences Continuing Professional Development Office has co-designed, developed, and delivered 21 unique continuing medical education activities and offered hundreds of opportunities for faculty to learn online, with more than 1,000 attending digital events. The office has also established a free, unrestricted online access library with hundreds of videos, a new podcast (MacPFD Spark) and a selection of online articles.
- Working collaboratively with Toronto Metropolitan University, McMaster increased enrolment in its Midwifery program by absorbing additional students who were previously enrolled in Laurentian University's midwifery education program, which was discontinued in 2021. This helped sustain the province's goal of training 90 new midwives per year.
- The DeGroote School of Business announced the addition of a tenth floor on the McLean Centre for Collaborative Discovery to provide new space for PhD students, faculty, and visiting scholars. The space will enable undergraduate students to interact with graduate students, faculty members, post-doctoral fellows and visiting scholars.
- As part of the Virtual Learning Strategy announced by the Ontario government, McMaster received over \$2.5 million in March 2021 to fund 28 projects. The funding is supporting key priority areas for creating digital content, providing skills to faculty and students, and identifying educational technologies to support online course

and program offerings. Some of the projects include lightboard technology for teaching and learning, alternative assessment toolkits, interactive notebooks on software design, as well as the creation of several new online experiential learning courses. A digital learning strategy for teaching methods and technologies to optimize learning is planned for launch by fall 2022.

- McMaster programs provide high-quality preparation for future careers. In the 2019 Ontario University Graduate Survey of McMaster's 2017 graduates, 92.7 per cent of those in full-time employment indicated they were in employment that was closely related or somewhat related to the skills they studied at university (source: Ministry of Colleges and Universities' 2019 Ontario University Graduate Survey; Strategic Mandate Agreement Metric 1).

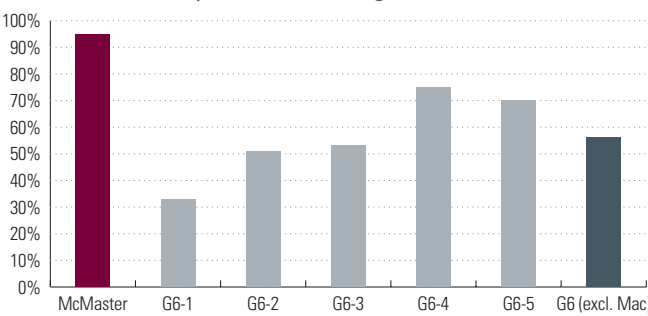
INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS

Graduation Rate - 2019/20



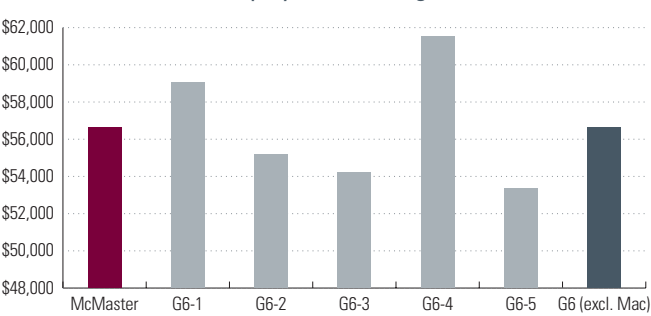
Note 1: Data sourced from University Statistical Enrolment Report (USER) – Enrolment and Degrees Awarded data collections.
Note 2: Proportion of all new, full-time, year one university students of undergraduate (bachelor or first professional degree) programs who commenced their study in a given fall term and graduated from the same institution within seven years (e.g., 2019-20 data represents the percentage of 2012 entering cohort graduated as of 2019 calendar year).

Experiential Learning - 2019/20



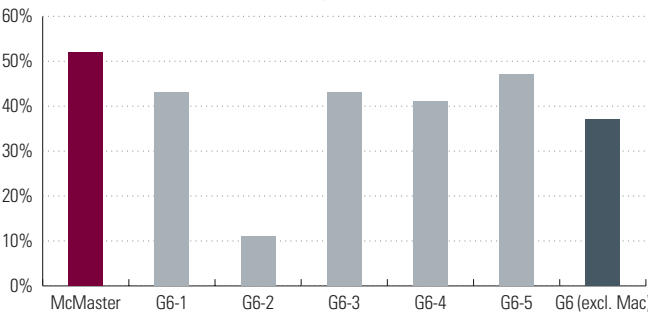
Note 1: Number and proportion of graduates in undergraduate programs, who participated in at least one course with required Experiential Learning (EL) component(s).

Graduate Employment Earnings - 2018/19



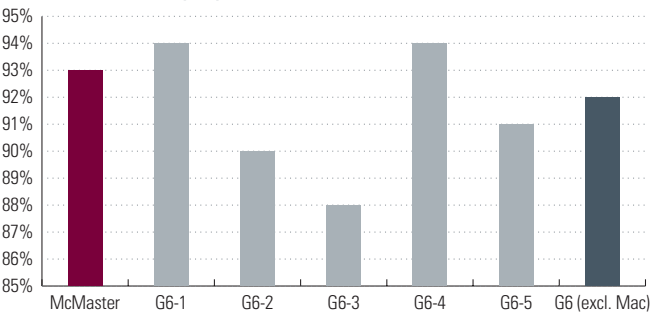
Note 1: Data sourced from Education and Labour Market Longitudinal Platform (ELMLP), Statistics Canada.
Note 2: Median employment earnings of university graduates, two years after graduation (e.g., 2018-19 data represents earnings of 2016 graduates in 2018 calendar year).

Institutional Strength/Focus - 2019/20



Note 1: Data sourced from University Statistical Enrolment Report (USER), enrolment data collection.
Note 2: Proportion of enrolment in institution's program area(s) of strength.

Graduate Employment Rate in a Related Field - 2019/20



Note 1: Data sourced from Ministry of Colleges and Universities Ontario University Graduate Survey (OUGS).
Note 2: Proportion of graduates of undergraduate (bachelor or first professional degree) programs employed full-time who consider their jobs either "closely" or "somewhat" related to the skills they developed in their university program, two years after graduation. (e.g., 2019-20 data represents employment rate of 2017 graduates in 2019 calendar year).

3 PRIORITY 3: Research and Scholarship

Be the go-to place for world-class researchers and collaborators who share our values and commitment to working together across disciplines, sectors, and borders to develop knowledge, tackle global issues and advance human understanding.

McMaster researchers continue to lead critical research that promotes the health and well-being of our local, national, and global communities.



Global leadership and impact that continues to redefine how McMaster engages in research and scholarship, while exploring human knowledge and understanding

- The strength of McMaster’s research enterprise is again evident in the 2021 rankings of the world’s most highly cited researchers from Clarivate Analytics. Twenty McMaster scientists, including 18 from the Faculty of Health Sciences, are among the top one per cent by citations worldwide.
- Canada’s Global Nexus for Pandemics and Biological Threats has been at the forefront of research and innovation. Hosted at McMaster, it is a hub for international networks of experts and partners who can act quickly in the face of serious and emerging threats to global well-being:
 - Since the beginning of the COVID-19 pandemic, our federal, provincial, regional, not-for-profit and industry partners have invested some \$90 million to support more than 250 COVID-19 related research projects across campus.
 - The National Sanitarium Association invested \$1 million to support an interdisciplinary team of researchers at McMaster and SickKids to develop a bioengineered lung model that can respond better to viruses and drug treatments, giving scientists a tool to advance research in lung conditions.
 - The Government of Canada, through its COVID-19 Immunity Task Force (CITF), invested \$5 million to support Canada’s largest long-term care study designed to determine how well vaccination works in residents of long-term care homes and its impact on their physical, mental, and social health.
 - Researchers have developed a McMaster-made inhaled vaccine – built on decades of early research – that can provide broad, long-lasting protection against the original strain of SARS-CoV-2 and variants of concern. The vaccine is nearing the end of Phase 1 clinical trials, with Phase 2 to follow.

- The Public Health Agency of Canada invested nearly \$3 million in a knowledge mobilization plan to support the needs of Canadian healthcare professionals impacted by the COVID-19 pandemic by creating new prevention and intervention strategies.
- Health Canada granted \$1.5 million to McMaster researchers who will develop a formal palliative care program for long-term care homes in Canada that aims to address the major deficiencies of the existing care system witnessed during the COVID-19 pandemic.
- A team of researchers at McMaster, Simon Fraser University, and several other universities across the country, have received \$2.5 million in funding from the Natural Sciences and Engineering Research Council (NSERC) to establish the Canadian Network for Modelling Infectious Disease (CANMOD), a national network of experts dedicated to increasing the country’s ability to track the spread of pathogens and inform public health decisions.
- A grant from the Public Health Agency of Canada that supports the McMaster Platelet Immunology Lab as Canada’s centre for combatting vaccine-related blood clots which, have been confirmed to cause vaccine-induced immune thrombotic thrombocytopenia (VITT).

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McMaster is one of two global suppliers of I-125, a medical isotope used to treat prostate and other forms of cancer. The McMaster Nuclear Reactor typically produces and ships enough I-125 to provide material for about 70,000 treatments per year.



- In addition to the McMaster Nuclear Reactor (MNR), McMaster houses a unique integrated suite of nuclear-related research facilities and world-leading experts, enabling the university to make discoveries in medicine, clean energy, and nuclear safety:
- McMaster and Laurentis Energy Partners continue to collaborate on the Clean Energy-Materials Sorting and Recycling Research Initiative, developing new methods and technologies to optimize the sorting and recycling process of low-level waste materials.
- McMaster and the Technical University of Munich (TUM) signed a strategic partnership agreement to advance nuclear research and education at both institutions in key areas such as radiopharmaceuticals for cancer detection and treatment, materials research, clean energy, nuclear safety and policy development.
- NSERC and the CANDU Owner's Group invested nearly \$1.5 million in McMaster's nuclear experts to advance the development and validation of methods for low dose radiation protection.
- McMaster, Ultra Safe Nuclear Corporation and Global First Power are partnering to advance research in the area of small modular reactors (SMRs) – a clean energy technology that will play an essential role in Canada's Net Zero by 2050 goal.
- An investment of more than \$1 million from NSERC and the University Network of Excellence in Nuclear Engineering (UNENE) will generate new experimental data and models needed for existing CANDU reactors as well as the emerging opportunities related to SMRs, addressing safety analysis predictions and uncertainty assessments.
- McMaster and Westinghouse Electric Canada Inc. (WEC) are exploring collaborations in support of WEC's eVinci SMR development and deployment plan. The partnership will help shape the next generation of highly qualified and trained professionals in SMR research, development and deployment.

- McMaster is one of two global suppliers of I-125, a medical isotope used to treat prostate and other forms of cancer. The McMaster Nuclear Reactor typically produces and ships enough I-125 to provide material for about 70,000 treatments per year. McMaster also develops new medical isotope-based drugs and radiopharmaceuticals.
- McMaster formed a partnership with Promation to bring a new technology for producing lutetium-177 – an increasingly sought-after medical isotope used in cancer therapeutics – to the marketplace. Deployment of McMaster's lutetium-177 separation technology will enable expansion and diversification of the supply chain for this essential medical isotope.
- The McMaster Intense Positron Beam Facility (MIPBF) is a collaborative project that involves several McMaster researchers, MNR staff members, numerous external research partners and collaborators, as well as funding agencies including the Canadian Foundation for Innovation and the Ontario Ministry of Research & Innovation. When complete, the MIPBF will be one of only four reactor-based positron production facilities in the world and will give Canadian researchers access to positron diagnostic techniques used to conduct research and laboratory experiments, techniques that were previously available only in Europe.
- McMaster researchers continue to tackle issues on aging and how the increasing age of our population impacts individuals, families, communities, and health and social care systems:
 - CIHR awarded an interdisciplinary team \$1 million to investigate whether declines in muscle mass directly contribute to declining physical activity and mobility.
 - The Weston Family Foundation awarded \$12 million to the McMaster-based Canadian Longitudinal Study on Aging (CLSA), for a new initiative that will shed light on factors that influence brain health as we age, including lifestyle and the human microbiome. The study is critical to the future development of screening and prevention strategies that promote brain health for aging Canadians.

- A \$2.4-million community-based research project to promote health, independence and mobility among older adults, received support from the Public Health Agency of Canada Healthy Canadians and Communities Fund. The EMBOLDEN program will bring together older adults living in neighbourhoods that are experiencing health inequities for weekly interactive group sessions, which will include physical activity, healthy eating, support with system navigation and an opportunity to socialize.
- A study to determine the factors affecting transitions of older adults from low-income housing to long-term care received more than \$1.1 million from CIHR. Researchers will create a tool to assist health system managers identify who is most likely to make the move and provide relevant neighbourhood data.
- In October 2021, researchers in the Faculty of Social Sciences officially launched the Initiative for Advanced Research on Mental Health and Society (ARMS), whose mission is to raise awareness of the social dimensions of mental health by highlighting the important research taking place in the social sciences.
- In 2020-2021, researchers from across McMaster were recognized for their contributions to Canada and their impact on the global stage. Awards included an Order of Canada, election to the Royal Society of Canada's College of New Scholars, Artists and Scientists, a Canada's Most Powerful Women: Top 100 Award, the John Charles Polyani Prize in Economics, the John L. Synge Award in Mathematics and the Alice Wilson Award from the Royal Society of Canada. Five faculty have joined the Canadian Academy of Health Sciences as fellows and three faculty were elected as fellows of the Royal Society of Canada.
- McMaster researchers continue to lead critical research that promotes the health and well-being of our local, national and global communities:
 - Ontario Health invested more than \$5.7 million in the Program on Evidence-Based Care (PEBC), headquartered at McMaster. PEBC produces guidelines and resources in partnership with clinical experts in all major cancer disease sites and across all clinical programs and modalities to drive improvement in the cancer care system.
 - The Canadian Institutes of Health Research (CIHR) granted McMaster researchers \$4.6 million to study whether an anticoagulant reduces the risk of stroke and other adverse outcomes in patients who have a heart arrhythmia (perioperative atrial fibrillation) after noncardiac surgery. The trial has the potential to inform and improve clinical practice.
 - A \$7-million clinical study, supported by CIHR, will test whether a potent anti-inflammatory drug reduces the risk of heart failure and ischemic cardiovascular events, to identify new methods of treating heart failure, secondary to ischemic heart disease.
 - McMaster researchers received more than \$2.7 million from CIHR for a clinical trial investigating whether the use of two different medicines can improve outcomes of patients with heart attacks. The outcome could lead to low-cost therapies for the treatment of heart diseases and save many lives.

INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS

- A \$1.8-million grant from CIHR is allowing researchers to conduct a randomized trial of partial breast irradiation, building on an earlier study that found a shorter course of higher dose radiation had promising effects for women with early-stage breast cancer who undergo breast conserving surgery.
- McMaster continues to promote collaborative research and leadership in the areas of health and medicine:
 - The Department of Pediatrics launched its inaugural Collaborative Research Excellence (CoRE) Builder Team Grants competition. Annually, two projects that improve health outcomes are awarded \$100,000 each.
 - In 2022, several international university ranking systems continued to place McMaster among the top 50 universities globally for health and medicine subjects. The Times Higher Education World University Rankings placed McMaster University 19th in the world for clinical, pre-clinical and health subjects. The QS World University Rankings ranked McMaster 21st in the world for nursing and 37th for medicine, and the U.S. News & World Report of Best Global Universities placed McMaster 37th for clinical medicine. The 2022 Shanghai Global Ranking of Academic Subjects placed McMaster 47th internationally for clinical medicine.
 - A \$6.7-million investment from CIHR has created POPCORN (Pediatric Outcome Improvement through Coordination of Research Networks) that will help McMaster and 15 other pediatric research sites across Canada join forces to investigate the impacts of COVID-19 and lay the foundation to study other conditions in the future. In partnership with CHU Saint-Justine, in Montreal, the infrastructure will enable a "big picture" approach to tackling child health issues in Canada through multi-centre recruitment of patients and data-sharing.
 - McMaster is ranked first in Canada and sixth worldwide for impact on health and well-being in an international ranking of more than 1,400 universities, a testament to McMaster's established record for advancing better health solutions, care, equity and growth.
- In the SMA 2019-20 reporting year, McMaster's proportion of Ontario funding from federal research granting agencies was 10.3 per cent (source: Tri-Agency Institutional Programs Secretariat; Strategic Mandate Agreement Metric 6), and McMaster attracted approximately \$191 million from private sector and not-for-profit sources (source: Council of Ontario Finance Officers; Strategic Mandate Agreement Metric 8).



More than \$2 million from Eaton and Mitacs will help accelerate the development of more powerful and affordable electrified vehicles, all of which will be critical in helping lower emissions, reducing fossil fuel usage and helping mitigate climate change.

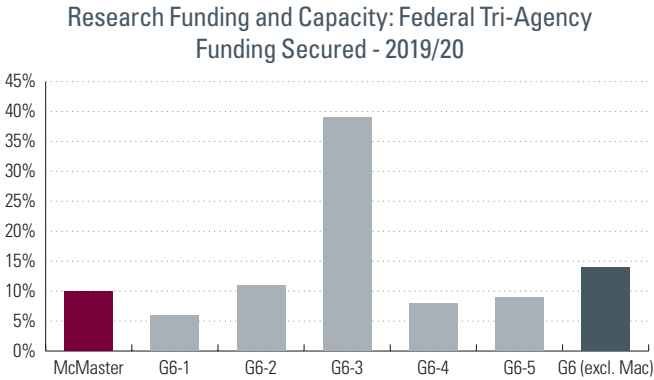


Be a driver of economic prosperity and social innovation

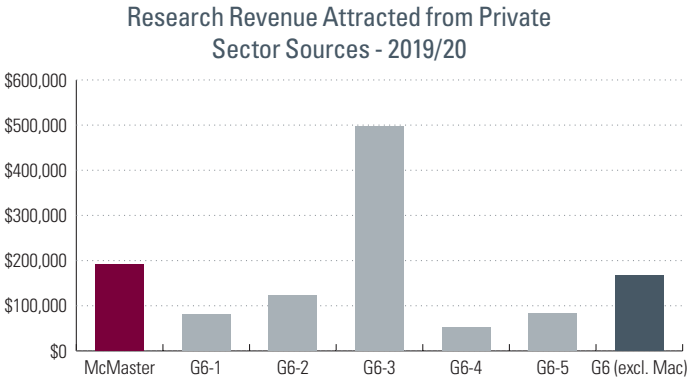
- Launched this year, the McMaster Seed Fund is an early-stage investment vehicle designed to foster innovative start-up companies coming out of McMaster research with the potential for significant economic and/or societal impact in the Hamilton region and beyond. The McMaster Seed Fund will expand McMaster’s start-up network and lead to the growing number of innovative companies in the region. In its first round of investment, the fund awarded \$735,000 to support two McMaster start-ups – Synmedics and Insight Medbotics. The Seed Fund was designed to foster McMaster’s culture of commercialization and social innovation across the university in an effort to positively impact society. The next round of investments is tentatively set for September 2022.
- Over its seven-year history, The Forge has incubated 269 companies that have gone on to raise over \$42M in funding. Since it opened its doors in 2015, The Forge has been a driver in engaging with students to foster a culture of entrepreneurship and a strong supporter to accelerate the growth of early stage start-ups. Through its workshops and in collaboration with ecosystem partners, the Forge reached 7080 students in the past year alone. Last year, The Forge provided support to 45 start-ups founded by McMaster students, alumni, and entrepreneurs across Southwestern Ontario. This support has enabled the companies to collectively raise \$2.1M in financing, build strong intellectual property portfolios (18 patents total), grow sales globally — selling products and services in all continents and generating \$7.2M in annual revenues, and created more than 224 jobs and volunteer opportunities in our region.
- The McMaster Industry Liaison Office (MILO) bridges the gap from research to commercial application and creates positive economic and social impact in the region:

- McMaster was awarded six NSERC Alliance Missions grants totalling more than \$3.7 million; nearly one-fifth of the national funding. It’s allowing an interdisciplinary team of researchers – and industry partner Zentek – to develop a rapid saliva-based test for SARS-CoV-2 and other infectious diseases.
- For the SMA 2019-20 reporting year, MILO recorded 88 invention disclosures (source: AUTM; Strategic Mandate Agreement Metric 5).
- McMaster researchers continue to make innovations and advancements related to equity, diversity and inclusion:
 - The Canadian Housing Evidence Network (CHEC), headquartered at McMaster, received \$1.45 million from Canada Mortgage and Housing Corporation to build a digital Affordable Housing Supply Monitor that will organize and analyze data on rental housing in an accessible manner.
 - McMaster researchers were awarded \$9 million from Canada’s New Frontiers in Research Fund to investigate how workplaces can be redesigned to include persons with disabilities, including social aspects of employment, such as recruitment and advancement. The social innovation laboratory – Inclusive Design for Employment Access (IDEA) – will build up employer capacity in this area.
 - A \$4-million investment by Accerta – an independent intake organization funded by the Government of Ontario – is advancing the work of autism researchers in their efforts to support children and youth on the autism spectrum and their families access programs and services to meet their specific needs.
 - McMaster researchers received \$1.4 million from CIHR to fund a study on the role of midwifery services in improving equitable access to sexual and reproductive healthcare in Canada.

INSTITUTIONAL PRIORITIES AND STRATEGIC GOALS



Note 1: Data sourced from Research Support Program, The Tri-Agency Institutional Programs Secretariat (TIPS)
Note 2: Amount and funding received by McMaster from federal research granting agencies and proportion of total Tri-Agency funding received by Ontario Universities.



Note 1: Data sourced from Council of Ontario Finance Officers (COFO).
Note 2: Total research revenue attracted from private sector and not-for-profit sources.
Note 3: This metric is calculated based on the rolling average of the three most recent years.

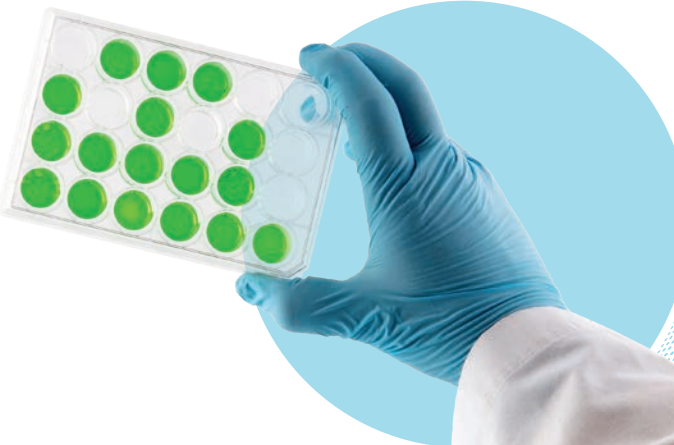
- The Public Health Agency of Canada is supporting a \$1.7-million community-based project that targets unhealthy eating and physical inactivity by nurturing a love of the outdoors, gardening, and hiking among new immigrant families.
- The McMaster Institute for Health Equity held a health equity seminar series presenting timely health equity focused research on a diverse range of topics relevant to researchers, students, staff and community members across a wide array of disciplines and backgrounds.
- Between September 2021 to August 2022, undergraduate and graduate students who participated in the Office of Community Engagement’s co-curricular Research Shop program contributed approximately 5,760 student volunteer hours, undertaking 18 research projects developed with community partners.

Collaborations and partnerships that expand our international outreach, influence and impact through research partnerships, collaborations and exchanges

- McMaster’s Global Health program organized the 11th annual Global Health International Learning Symposium together with consortium partners Maastricht University (The Netherlands), Manipal Academy of Higher Education (India), Universidad del Rosario (Colombia) and Thammasat University (Thailand). This annual symposium brings together over 300 students, faculty and staff to discuss and share research on pressing global health topics.
- Researchers in the Faculty of Science have created Canada’s first carbon map in partnership with the World Wildlife Federation Canada to help guide the non-profit’s conservation efforts across the country to ensure massive carbon reservoirs are not disturbed. The map was unveiled during the COP26 United Nations Climate Change Conference.
- Cubic Corporation has partnered with McMaster, investing more than \$2 million to create the Centre of Excellence of Artificial Intelligence and Smart Mobility. The long-term project will allow

researchers at the McMaster Automotive Resource Centre to design the future of inclusive mobility, address complex issues facing transportation systems and train the next generation by bringing diversity to product development and innovation.

- McMaster received funding from eCampus Ontario to explore the applicability of verifiable credentials and decentralized identifiers in the Ontario postsecondary education sector. This is part of the university’s continued participation in the Digital Credentials Consortium – a partnership of 12 international universities working together to build a shared infrastructure for digital academic credentials.
- More than \$2 million from Eaton and Mitacs will help accelerate the development of more powerful and affordable electrified vehicles (EVs), including hybrid, battery, plug-in and fuel cell technologies, all of which will be critical in helping lower emissions, reduce fossil fuel usage and help mitigate climate change. The project will provide graduate students and postdocs with a unique opportunity to gain hands-on experience in the field.
- Mitacs and ArcelorMittal Dofasco are funding research at McMaster to determine the mechanism and kinetics of melting carbon-free direct reduced iron made using hydrogen reduction to eliminate CO2 from steel production, and its impact on Electric Arc Furnace steelmaking process.



4 PRIORITY 4: Engaging Local, National, Indigenous and Global Communities

Further develop and expand our network of longstanding and respectful partnerships with communities, partners, research collaborators, and supporters, locally, nationally and globally for the benefit of all.



Indigenous Strategic Directions will act as a guide for the university with four main strategic goals of research, education, student experience as well as leadership and governance.

Principles of community engagement that serve as the foundation of community-campus partnerships and connections between the university and the communities around it

- The Office of Community Engagement (OCE) has formalized a community partnership with the Hamilton Anti-Racism Resource Centre (HARRC) to address systemic racism in the city of Hamilton. OCE will work to build partnerships between HARRC and various McMaster resources, support community-engaged HARRC-driven research initiatives and connect HARRC to additional community partners in Hamilton.
- OCE, the Sherman Centre for Digital Scholarship and Hamilton's Centre for Civic Inclusion are working to develop and promote an online hate reporting platform in Hamilton. Additionally, OCE supported the Disability Justice Network of Ontario (DJNO) with grant submissions for the Ontario Anti-Racism Anti-Hate Grant and the City Enrichment Fund grant in Hamilton.
- McMaster Continuing Education (MCE) has initiated several new external partnerships that focus on engaging local, national, Indigenous and global communities:
 - A recently secured partnership with Health Canada will enable 60 Indigenous nurses in Saskatchewan to participate in specialized training in case management.
 - A partnership with Sepsis Canada Network and the LiFTING Network includes two online courses to support learning in the area of sepsis research.
 - In partnership with the Canadian Housing Evidence Collaborative (CHEC-CCRL) and the Faculty of Social Sciences, MCE now offers a program called Canadian Housing, in which participants learn about the social, economic, and political contexts in which housing is delivered locally and nationally.
- Through an MCE-Service Canada agreement, federal government employees are participants in an online course in design thinking. The course enables participants to assess problems and challenges, discover and use relevant data, develop design solutions, and construct prototypes for validation.
- McMaster's Athletics & Recreation department is working to establish the Hamilton Sports Consortium with leaders in local sports, focusing on supporting racialized community members in a sustained and positive way.
- The Community Research Platform (CRP) is a unique model of community-university research partnership that aims to develop and foster long term, sustainable programs of research. The CRP has helped to facilitate 18 community-engaged research projects between McMaster researchers, students and community partners, and 18 placements with community partners.
- During the COVID-19 pandemic, staff and students of the Michael G. DeGroote School of Medicine, the School of Nursing and other schools and departments, assisted with on-site vaccination clinics, as well as clinics within the community. Nursing students also participated in an extern program, working in local hospitals to help with the staff shortage and to gain experience in clinical settings.
- Over the last year, the McMaster Okanagan Committee (MOC) launched several long-term projects including the development of a campus-wide food strategy in collaboration with the Student Wellness Centre and Hospitality Services, and the implementation of the Bring Your Own Bottle initiative in collaboration with more than a dozen departments from across campus seeking to reduce single-use plastic water bottles on campus.
- To keep alumni connected with McMaster and build a sense of community, McMaster's Alumni Office produces Maroon Mail, a twice monthly electronic newsletter sent to 80,000 alumni. It features stories and profiles on McMaster's local, national and global community engagement initiatives.

MCE now offers a program called Canadian Housing, in which participants learn about the social, economic and political contexts in which housing is delivered locally and nationally.

Community engaged and globally connected educational offerings that develop our students as engaged and thoughtful global citizens

- The Academic Sustainability Programs Office facilitates interdisciplinary, student-led, community-based and experiential learning related to sustainability. The Sustainable Future Program consists of nine SUSTAIN courses on topics such as advocacy, intersectionality and the United Nations Sustainable Development Goals. Enrolment in these courses exceeded 2,000 seats in 2021-22 and continues to grow.
- The interdisciplinary Minor in Community Engagement trains students in best principles supporting respectful, sustained, mutually beneficial university-community collaboration with application in local, national and international arenas. Community-engaged learning is experiential and focused on creating positive change in communities. Students meet change leaders from the Hamilton community and beyond as they gain skills and experience in social justice, community organizing, project management, systems thinking, policy development and governance.
- The Faculty of Engineering's MacChangers program, a co-curricular experiential learning program, is focusing on four challenge areas in 2021-22: Clean and green, economic prosperity and growth, infrastructure and built environment, and healthy and safe cities. The challenge areas are in alignment with the Our Future Hamilton – Community Vision – the City's 25-year community vision document.
- In 2021, McMaster's Global Health program continued to support forcibly displaced scholars through active participation on McMaster's Committee on Students and Scholars in Crisis (CSSC), building on its earlier initiatives to support self-identified newcomer refugee students.
- MCE launched a new free online course in February 2021 called Infection Prevention and Control for Family Caregivers. This course has served 1,950 individuals looking for plain language, evidence-based information around infection and how to control it.

- In 2021, CityLAB Hamilton celebrated four years of successful partnership between students, faculty and City Staff. Since CityLAB's inception, 1,085 McMaster students and 25 faculty members have dedicated more than 20,000 hours and created over 65 projects, helping the City of Hamilton become even more vibrant, healthy and sustainable.
- McMaster plays a critically important role in the transformation of Hamilton with students comprising 9.1 per cent of the Hamilton population between the ages of 15-64 in the SMA 2019-20 reporting year (Strategic Mandate Agreement Metric 4).

Indigenous education and research strategy that recognizes the unique position of Indigenous peoples within our community and society

- Through a campus-wide collective effort with Indigenous communities, a new strategy has been developed by the Indigenous Education Council and McMaster Indigenous Research Institute. Indigenous Strategic Directions will act as a guide for the university with four main strategic goals of research, education, student experience as well as leadership and governance.
- The DeGroote School of Business Graduate Awards for Indigenous Learners aims to address and remove barriers, and support equitable access for Indigenous learners, with up to five awards offered each year. The scholarships were developed in partnership with the Indigenous Education Council and McMaster's Indigenous Student Services team, and cover the full cost of tuition, as well as additional related expenses up to a maximum of \$15,000 per academic year.
- Building on the long-standing Indigenous Studies Undergraduate Program, the Faculty of Social Sciences led the creation of an Indigenous Studies Department within Social Sciences, effective July 1, 2022. The new department provides for a greater integration of Indigenous research and teaching, advances the development of the discipline of Indigenous Studies and supports the eventual creation of a graduate program.

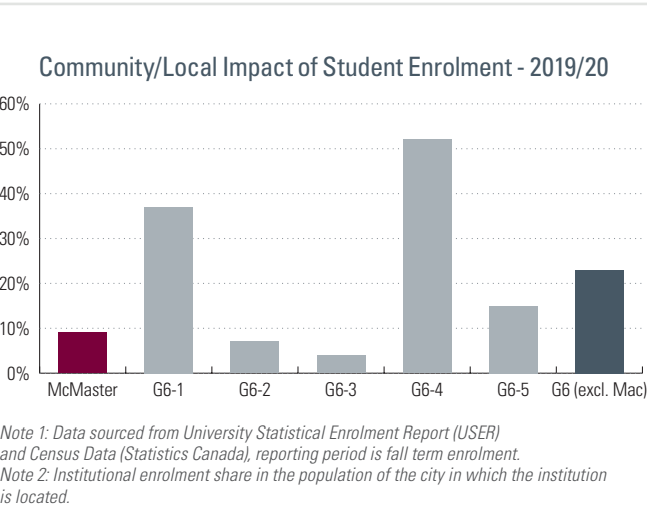
- MCE is an active member of the Ohneganos community which, among other goals, is dedicated to water education and research, as well as to supporting students from Six Nations Polytechnic's STEAM Academy. In March 2022, MCE participated in the STEAM AHEAD celebration held at McMaster to honour 13 students with certificates that recognize their environmental assessment work at Mohawk Lake.
- Indigenous Student Services partnered with Mohawk College and Six Nations Polytechnic to pilot pop-up study halls in the Six Nations of the Grand River. These study halls serve Indigenous students who live in the community and need a place to study off-campus, or need to access reliable internet for virtual classes. In 2021–2022, Indigenous Student Services completed targeted recruitment and outreach to Indigenous schools and communities to increase the number of Indigenous students at McMaster.

Engagement with the global community guided by principles of integrity, reciprocity, sustainability and transformation through course offerings, exchanges, collaborations and interactions

- McMaster's six Faculties, along with the Office of the Provost, have collectively pledged \$800,000 towards two new funds that will help displaced students and scholars at risk around the world, including in Afghanistan and Ukraine. The landmark initiative was led by McMaster's Committee on Students and Scholars in Crisis (CSSC), a committee comprised of faculty, staff, students, alumni and community members – all with experience of being forcibly displaced from their homes.
- The Student Success Centre's Global Experience program made global experiential learning more accessible to students by connecting them with safe and rewarding virtual opportunities when travel was not possible or advisable due to COVID-19. More than 70 students participated in virtual global opportunities through the program between May 2021 and April 2022.
- Student participation in the McMaster Exchange Program has tripled since 2010. A total of 134 students participated in the program during 2021-22. McMaster offers more than 100 opportunities with leading universities around the world, allowing students to gain a global perspective while earning credits abroad.
- Through Canada's Global Nexus for Pandemics and Biological Threats, McMaster University entered into promising new global partnerships to advance research and education in both life sciences and health sciences. McMaster has formed partnerships with Lund University, the University of Liverpool, and Germany's Center for Infection Research. Partnership opportunities are also being explored with the University of Birmingham.
- The DeGroote School of Business is leading a series of monthly online events and a three-day SSHRC-sponsored symposium at The Gathering Place at Six Nations that will advance co-design and co-production theory and practice that fully engages and recognizes

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- the contributions of equity-deserving groups as experience experts in research activities. The international team includes co-design and Indigenous researchers and experience experts from across the McMaster community, OCAD University and institutions in the UK, Sweden and Australia.
- Ahead of the Birmingham 2022 Commonwealth Games, McMaster welcomed the Queen's Baton Relay and a delegation from the University of Birmingham – the educational partner of the Games – to highlight and explore the potential for meaningful partnerships between the universities in shared areas of research, and the power of sport to unite.
 - The Global Health program at McMaster continued to offer shared course offerings (Foundations in Global Health I and II) with Maastricht University (The Netherlands), Manipal Academy of Higher Education (India), Universidad del Rosario (Colombia) and Thammasat University (Thailand).
 - The Faculty of Health Sciences has developed several new partnerships with institutions and countries across the globe:
 - In November 2021, the minister of health for the Co-operative Republic of Guyana visited McMaster to sign a memorandum of agreement that outlines principles of cooperation for providing medical and post graduate medical training and academic and clinical capacity building. This could include research and teaching for Guyana's Georgetown Public Hospital and the University of Guyana School of Medicine.
 - The School of Nursing has developed a new partnership with the University of Lund in Sweden to support BScN course exchanges, which began in 2022.
 - The Department of Family Medicine established a new partnership with researchers at Khon Kaen University in Thailand on a \$1.6-million study to enhance and evaluate the Thai-developed Community-Based Health Education and Communication model.



5 PRIORITY 5: Operational Excellence

Enable the administrative operations of the university to most effectively support the institutional vision and aspirations of our community of researchers, scholars, teachers and learners.



Human Resources offers three internal leadership programs with a focus on professional development: Personal Leaders, Knowledge Leaders and Strategic Leaders.

Integrated planning between administrative and academic leadership to ensure the optimization of operational policies and processes

- As the university transitioned back to in-person learning following the lifting of COVID-19 restrictions, McMaster established a Return to Campus Operational Committee to plan for health safety, and operational requirements across campus. This group brought together key leaders from across the campus to enable an integrated, consistent and student-centred approach. In addition to developing comprehensive safety protocols, the committee prepared guidance documents and standard operating procedures for the campus community, along with mandatory COVID-19 awareness training.
- The health and safety of our campus community was supported by the implementation of the MacCheck system in the fall of 2021. Developed by University Technology Services, Human Resources Services and others, MacCheck enabled the streamlined verification of vaccine details, as well as daily health checks.

Transformative IT structure that will deliver a foundation of core information technologies and services

- University Technology Services prepared for the return of students, staff and faculty in 2021-22 through various initiatives including:
 - Partnering with Facility Services, McMaster University Library, Media Production Services (MPS) and the McMaster Student Union (MSU), to implement a pilot project displaying occupancy and capacity data on digital signage for evaluation using existing Cisco DNA spaces technology.
 - In partnership with the Registrar's Office, UTS provided student-centred service through live chat software with more than 28,000 online student service chats and more than 97,000 chatbot inquiries over the 2021 calendar year. Annually, the Registrar's Office processes nearly 96,000 student support documents (transcripts, confirmation of enrolment, online aid applications, etc.), manages more than 100,000 exams every exam session and assesses more than 70,000 incoming undergraduate applications (across all levels).
- In 2020/21 and 2021/22, the McMaster Museum of Art updated, enhanced and expanded its digital capabilities to support its on-line presence for education, public programs and virtual exhibitions.
- At the DeGroote School of Business, Marketing and Community Engagement and Teaching and Learning Services are working together to develop training opportunities and resources to help DeGroote staff and faculty upgrade their digital communications skills.

Annually, the Registrar's Office processes nearly
96,000
student support documents, manages over
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70,000
incoming undergraduate applications.



One of the sustainability projects at McMaster included planting more than 450 native trees in the McMaster Carbon Sink Forest.

Cultivate human potential by enabling university strategy in a manner which is responsive to the evolving needs of our diverse community

- In spring 2022, a new governance structure for Human Resources was approved, designed to create greater connectivity, integrated planning and better alignment of HR strategy and operations with McMaster’s strategic priorities. HR has also digitized several critical HR processes for key employee transactions to drive accuracy of data, reduce manual intervention and enable increased operational efficiency across the university.
- In partnership with Institutional Research and Analysis (IRA), Human Resources developed an HR Workforce Dashboard, which equips faculty and department leaders with dynamic employee data needed to analyze workforce data for trends, compliance and informed decisions.
- McMaster’s Disconnecting from Work Policy came into effect in June 2022 in compliance with provincial guidelines. The policy encourages clear communication about expected work hours for McMaster employees and aids examination of hybrid work environments post-pandemic to support McMaster students, staff, and faculty.
- McMaster continues to focus on the professional development of its faculty and staff:
 - Human Resources offers three internal leadership programs with a focus on professional development: Personal Leaders, Knowledge Leaders and Strategic Leaders. The programs cover a variety of leadership topics including skill development, cultivating human potential and collaborative relationship building, and integrates three key themes – leading self, leading others and leading at the university.
 - The Faculty of Health Sciences and offices of Faculty Affairs and Continuing Professional Development have developed a self-directed, personalized leadership onboarding program for senior academic leaders that provides an overview of key practices, strategies, policies and resources available.

Provide a campus environment that is functional, accessible, sustainable and attractive, and promotes and supports learning, teaching, research and community

- McMaster’s Campus Master Plan engagement process started in the spring of 2022, giving university stakeholders and the surrounding community an opportunity to evaluate McMaster’s locations with a fresh perspective, support the university’s response to climate change by placing sustainability at the forefront, maintain the attractiveness of the campus and ensure that diversity is properly reflected.
- Over the last year, McMaster has continued to design, construct, and maintain signature buildings to deliver contemporary research, teaching, learning and administrative space:
 - Construction began on a new 10,000 square foot research and teaching greenhouse. The \$18-million greenhouse is the first of four phases of major renovations to the Life Sciences Building.
 - Construction continued at the McLean Centre for Collaborative Discovery on campus, a state-of-the-art collaboration, collision, networking and study space attached to the DeGroote School of Business.
 - The Pulse fitness area expansion and Student Hub, including floors of recreation, lounge, event and McMaster Student Union (MSU) services space, continues to be built next to the David Braley Athletic Centre (DBAC). In addition, a new turf gym and high-performance athletic centre, also located next to DBAC, was completed this year.
 - In 2021, construction began on McMaster’s 10 Bay Graduate Residence on the southwest corner of King Street West and Bay Street South in downtown Hamilton. More than 600 graduate students and their family members will live at McMaster’s first graduate residence, planned to open in 2023, adding vibrancy to the community and the city centre in multiple ways.

- Innovative technology is making McMaster’s buildings smarter and more sustainable. In 2022, McMaster University was awarded \$200,000 from Cisco’s Country Digital Acceleration program to develop a proof of concept that will automate and synchronize building systems. By integrating the heating, cooling, lighting, audio visual and access systems in classrooms, and synchronizing with the classroom scheduling system for activation during scheduled times, McMaster will conserve energy and improve the learning and teaching experience.
- The Facility Services Strategic Plan 2022-26 was launched in June 2022 to support sustainability, engagement, excellence and discovery across the campus.

Engage our community as we work to transform our campus into a living laboratory for sustainability, focusing on a green and carbon free campus

- McMaster launched its first university-wide Sustainability Strategy with a collective commitment to engage students, faculty and staff in transforming campus into a living laboratory for sustainability. A range of community voices helped the Office of Sustainability team develop the principles to guide the strategy, including looking through a lens of Indigeneity, focusing on equity and inclusion, and collaborating with our community to tailor solutions.
- McMaster is looking for ways to fast-track its Net Zero Carbon Roadmap to achieve net zero carbon emissions on campus by as early as 2035. Two electric boilers are being installed this year, which will lead to a 23 per cent reduction in carbon emissions on campus. The next step in the roadmap will reduce the use of a cogeneration energy production plant, reducing emissions on campus an additional 21 per cent.
- Through partnership with McMaster’s Academic Sustainability Programs Office, Facility Services, Nature at McMaster, the Student Wellness Centre, University Technology Services, Strategic Procurement and Housing and Conference Services have supported 13 campus sustainability projects. Projects include McMaster’s Native Bee initiative, the ACCESS Tech IT collection and community donation program, studying student perceptions of sustainability at McMaster, planting more than 450 native trees in the McMaster Carbon Sink Forest, implementing a community fridge on campus, creating McMaster’s sustainable procurement program and website, and studying student perceptions of water bottle refilling and reuse on campus.

Financial stewardship and risk mitigation to develop and steward the university’s financial assets securely and effectively

- McMaster’s ability to structurally balance and fund strategic and capital priorities demonstrates prudent financial management enabled by McMaster’s transparent budget model that places fiscal accountabilities with area leaders who initiate one-time investments to advance the university mission, vision, and strategic priorities.
- McMaster’s Budget Model Task Force advances the efficient use of McMaster’s physical and human resources and continues to serve the university’s decision-making particularly as the COVID-19 pandemic has required substantial one-time investments due to limited provincial funding growth opportunities.
- A newly released study by the C.D. Howe Institute saw McMaster tie for first place in Canada for its endowment emission reduction plan, governance, and disclosure of its plan and progress.
- Looking forward to 2022/23, the university continues to advance McMaster’s top strategic priority Canada’s Global Nexus for Pandemics and Biological Threats at McMaster’s Innovation Park (MIP). McMaster will also progress MIP’s major development initiative, providing an additional 2.8 million square feet of new and renovated life sciences and biomanufacturing space. Major initiatives will be mindful of strategic ambitions relative to sustaining McMaster’s strong financial credit rating of AA (Stable). Overall capital plans are budgeted to resume at pre-COVID-19 levels with several Faculty-driven strategically aligned initiatives.



INSTITUTIONAL RESEARCH AND ANALYSIS

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