

Setting the Course

We are developing McMaster's next strategic plan; a bold five-year vision for excellence in research, teaching and community impact.

mcmaster.ca/SettingTheCourse

Setting
the **Course**



Dr. Susan Tighe, President & Vice-Chancellor
December 10, 2025 | Senate Meeting

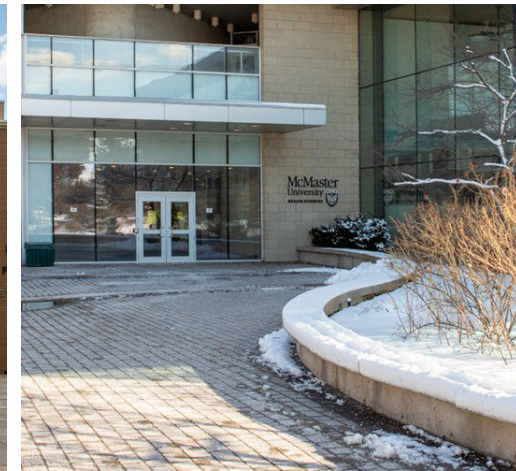




Update on the development of McMaster's next strategic plan

Process will include voices from across our community

- We have launched a university-wide process to create our next strategic plan — a shared roadmap to guide our direction from 2026 to 2031.
- Faculty, staff, students, alumni, partners and friends will be invited to share their thoughts through surveys, town halls, focus groups and open calls for ideas.
- **As President, I encourage all members of McMaster's Senate to participate in the process and to encourage others to do the same.**
- The plan will be completed by June 2026, setting the stage for the next five years of excellence and innovation at our university.



Why a strategic plan

Strategic Plan

- Institutional 'narrative' that speaks to all members of the McMaster community
- Supports differentiation relative to peers
- Powerful tool to grow, reshape and/or transform
- Key priorities, timelines and outcomes that can be measured and communicated
- Builds momentum, trust, excitement, pride and ownership by the community

Goals for Strategy Development

- Opportunity to listen, learn and share
- Build consensus and alignment for the future
- Articulate vision, mission, values and principles
- Provide clear roadmap for success
- Increase pride through clarity of purpose
- Outcome: targeted excellence



Creating a Sound Plan Through Structure and Process

Strategic Oversight Committee (SOC 20)

- Chaired by the President
- Broad representation across the university
 - Voice at the table for all key interest holder representatives
 - Communication channel from each interest holder
- Monitors the strategic planning process and outcomes
- Oversees the activities of the SPT

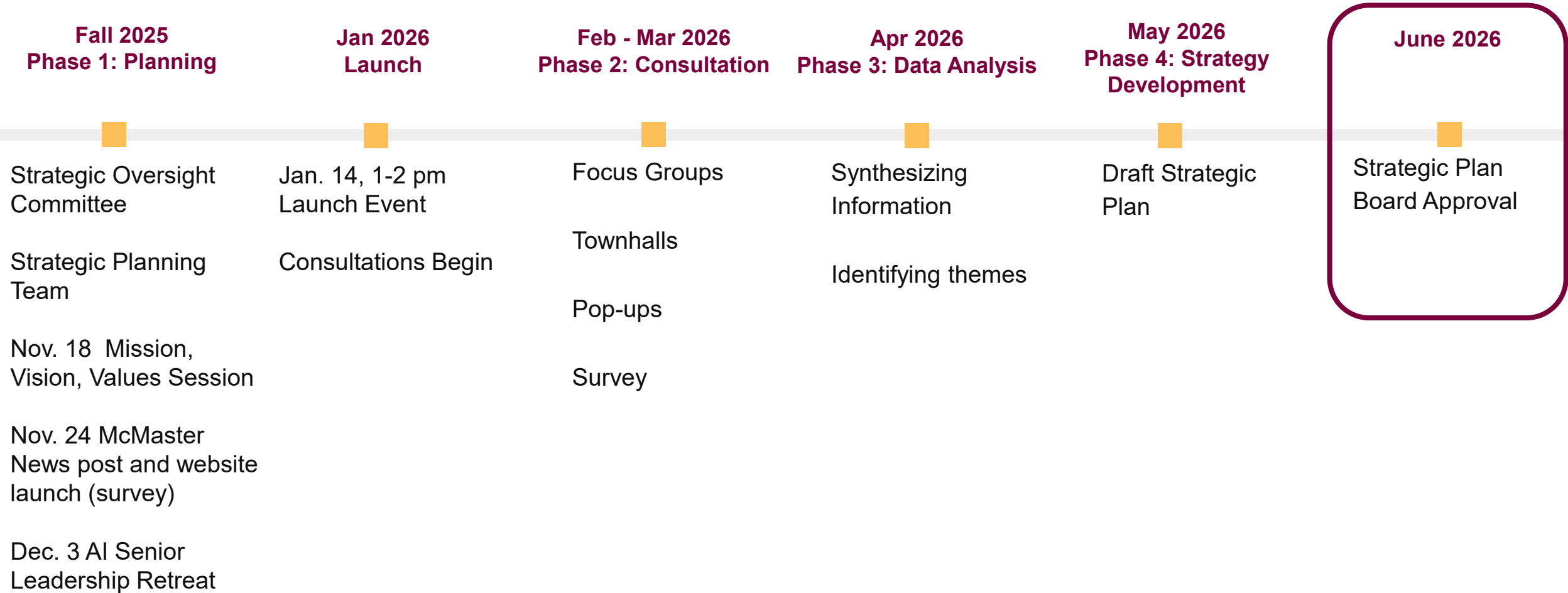
Strategic Planning Team (SPT 7 + 5 advisors)

- Small working group comprised of members with deep knowledge of the institution
- Faculty and Staff Co-Chairs (members of the SOC)
 - Sue McCracken | Nancy McKenzie
- Day-to-day operations, design, structuring and implementation of the consultation activities, analysis of the results and preparation of the draft strategy document
- Expert advisors: strategic planning; government/community relations; alumni and donor relations; presidential priorities; and EDII



Strategic Planning Process

Timeline





What's next

Let's write our next chapter together

- Throughout this process, updates will be posted to our website.
- Additionally, updates will be provided at every Senate meeting.
- Community consultations are being planned over January and February.
- The survey will stay open until March 2.
- McMaster is strongest when our community leads together. We need your voice to help us create a plan that advances excellence across the university.
- Thank you.

Office of the President

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Share your ideas and help shape McMaster's future

For nearly 140 years, McMaster has embraced bold ideas that change the world — from our move to Hamilton in 1930 to the founding of Canada's largest research reactor, to pioneering discovery, teaching and community partnership. That spirit of ambition and purpose continues to define us today.

Now, we are beginning the next chapter.

McMaster is launching a university-wide process to create our next **strategic plan** — a shared roadmap to guide our direction, decisions and impact from **2026 to 2031**. The plan will be completed by **June 2026**, setting the stage for the next five years of excellence and innovation.

Setting the Course will reflect our deepest values and our highest aspirations for research, teaching, learning and community engagement.

Together, we will:

- Imagine what's possible for McMaster's next five years
- Define bold goals that build on our momentum
- Align our efforts across research impact, academic excellence and operational priorities
- Hold ourselves accountable with clear measures and transparent reporting

Built with — and by — our community

Through surveys, town halls, focus groups and open calls for ideas, we are inviting faculty, staff, students, alumni, partners and friends to share their perspectives and help shape McMaster's future.

A steering committee and coordinating team will ensure the process is inclusive, transparent and grounded in community values.

This is more than a plan

It's a collective vision for what McMaster can achieve when we set our course together.

Your voice matters

Add your thoughts to help shape McMaster's next strategic plan — the roadmap that will guide our priorities, investments and impact for the next five years.

[Share your ideas](#)

Have your say

About Setting the Course

What is a strategic plan?

Who is leading the process?

News & Updates

President's message: help shape McMaster's next strategic plan

Contact Us

Want to know more about our future? We're listening. Join a strategy call!

[Email us your questions](#)

You Are Invited

January 14, 2025

Setting the Course: Community Consultation Launch



Thank You

Survey

