

SUMMARY OF GOALS – PRESIDENT AND VICE-PRESIDENTS – JULY 1, 2016 – JUNE 30, 2017

The key goals for the President and Vice-Presidents for the 2016/17 year are centered around the continued implementation of initiatives relating to *Forward with Integrity*, including supporting and promoting research excellence, strengthening graduate education and training, integrating research and community engagement into the undergraduate curriculum, developing the University’s partnerships at the local, national and international levels, and providing support to the academic mission via fundraising, advocacy and through flexible and integrated administrative processes. Other key initiatives focus on deepening the University’s commitment to equity and inclusiveness, developing multi-year goals for equity and diversity, leading an appropriate institutional response to the Calls to Action contained in the report of the Truth and Reconciliation Commission, and continuing to support academically-informed discussion of major local and global issues on our campus.

NAME/POSITION	KEY GOALS FOR 2016-2017
<p>Patrick Deane, President and Vice-Chancellor</p>	<p>Further develop the academic reforms envisaged by <i>Forward with Integrity</i>, including the integration of research and community engagement activities into the undergraduate curriculum, the development of initiatives intended to further support and promote research excellence at McMaster, and the establishment of a coordinated, integrated and ethical approach to all aspects of internationalization.</p>
	<p>Support the Vice-President (Research) in developing a new Strategic Research Plan, strengthening organizational support for research, aligning institutional resources to better support major funding opportunities, and developing a multi-year strategy to increase research revenues from all sources.</p>
	<p>Develop a multi-year approach to deepen the University’s commitment to equity and inclusiveness, including employment equity, accessibility, and programming, responding to the Calls to Action of the TRC report, and building awareness of what it means to be an inclusive community.</p>
	<p>Continue to promote the academic, organizational, and personal values that underpin the mission of the University, including working to encourage respectful debate and supporting academically-informed discussion of major local and global issues.</p>
	<p>Work to promote and advance McMaster’s reputation as a major research-intensive university, nationally and internationally, and support the further implementation of the University brand and marketing work to further raise McMaster’s profile.</p>

David Wilkinson, Provost and Vice-President (Academic)	Support the President in the implementation of FWI-based academic reform, including the development of new undergraduate and graduate programs, utilizing the approaches outlined in the Warner report to improve student pathways and outcomes, and undertaking a review of academic regulations.
	Develop the physical capacity of the campus to support enrolment growth through the conversion of underutilized space and the finalization of plans for the proposed Living-Learning Centre, and continue to build institutional capacity to produce and deliver digital content through online and blended learning courses.
	As part of the ongoing focus on equity, enhance the recruitment and promotion of women faculty and ensure appropriate support is available for female faculty at all stages of their careers. Develop a pro-active program for the development of Indigenous scholarship and education.
	Support the implementation of initiatives intended to support and improve the student experience, including working with the Vice-President (Research) to strengthen the links between research and education, developing a more holistic approach to teaching evaluation, and addressing the growing demand for mental health support.
	Monitor the recent revisions to the McMaster budget model, and implement the new budget development process, while supporting the Deans in addressing structural budget issues and enabling greater fiscal sustainability.
Rob Baker, Vice-President (Research)	Work with the Deans and others to build an improved level of collegiality and establish the Office of the Vice-President (Research) as a service unit committed to the research enterprise of the entire University.
	Initiate the development of an updated Strategic Research Plan through a consultative process to articulate McMaster's research strategy and institutional focus on research.
	Undertake a review of structures and supports available to researchers and seek to simplify processes and increase efficiency, as well as establishing improved processes and success rates for major grant applications, and for award nominations and recognition.
	Review and rationalize the budget allocation to the Vice-President (Research), establish a clear distinction between administrative costs and direct research support, and establish the Discretionary Fund as a means to leverage external support for strategic

	<p>initiatives or inter-disciplinary research collaborations. Work with the President and Vice-President (University Advancement) to increase research revenues from all sources.</p>
	<p>Explore opportunities to develop partnerships and build collaborations in support of research at McMaster, including identifying strategic partnerships with other universities or institutes, and working to find ways to enhance and support Indigenous scholarship and research.</p>
<p>Paul O’Byrne, Dean and Vice-President (Health Sciences)</p>	<p>Work in collaboration with the Vice-President (Research) to promote alignment and support of the University’s research, ensure enhanced and effective organizational supports for researchers, and encourage cross-Faculty collaborations.</p>
	<p>In support of continued academic reform across the University, pursue and develop new and novel programming within the Faculty and in collaboration with other Faculties.</p>
	<p>Further develop the Faculty’s internationalization efforts, through an expansion of the Global Health program, advancing opportunities for collaboration with other universities with expertise in international health and health outreach, and reviewing and updating student travel and placement training and documentation.</p>
	<p>Support the institutional focus on equity and diversity by identifying opportunities to advance equity initiatives within the Faculty, working with representatives of the Indigenous community and partners across the University to oversee the Faculty’s response to the Calls to Action of the TRC report, and identifying opportunities to introduce Indigenous elements into the curriculum.</p>
	<p>Foster a culture of professionalism across the Faculty in support of the University’s goal of building an environment that promotes collegiality, integrity and respect, including developing a Faculty Professionalism policy.</p>
<p>Roger Couldrey, Vice-President (Administration)</p>	<p>Deliver service levels and professional infrastructural programs that enable delivery of the core mission while enhancing functional performance.</p>
	<p>Through continued responsible and sustainable resource management secure a solid foundation for the University’s academic mission, including continuing to develop sustainable post-retirement benefits and completing the implementation of the benefits RFP.</p>

	<p>In collaboration with the Provost, lead the development of Mosaic into a sustainable set of business processes, taking steps to increase flexibility and facilitate innovation, as well as executing the recommendations of the functional review of IT services to develop a revised IT governance model and structure, and an improved approach to cyber risk.</p>
	<p>Support the ongoing focus on equity through the development of employment equity benchmarking and action plans and a pay equity plan. Cultivate a positive and productive workplace through continued use of Employee Engagement Survey Action Plans and discussion forums, and the promotion of values in support of cultural change.</p>
	<p>Oversee the project management of new construction projects to ensure that they are executed on scope, on a timely basis and within budget, and undertake post-implementation reviews of major projects.</p>
<p>Mary Williams, Vice-President (University Advancement)</p>	<p>Continue to promote and advance McMaster's reputation for excellence with donors, government and alumni, and work with the Brand Steering Committee to lead and support the further implementation of the University brand and marketing work.</p>
	<p>Pursue opportunities to support the improvement of McMaster's standing in key reputational rankings, including tools and programs to encourage faculty promotion of McMaster nationally and internationally.</p>
	<p>Foster effective external and internal relationships through strong partnerships and effective government, community and alumni relations, deepen engagement and ensure strong and successful programs, events and services, both nationally and internationally.</p>
	<p>Support the pursuit of knowledge through the expansion and stewardship of private and public support and the provision of a comprehensive range of development programs for donors and supporters.</p>
	<p>Support the President in promoting the academic, organizational, and personal values that underpin the mission of the University, including supporting the reputation of the institution through a values-based approach to issues management.</p>