

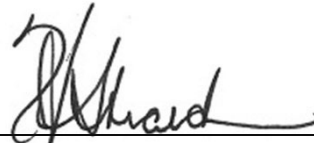
## Committee for Recommending a President

### Final Report, October 22, 2024

The undersigned members of the *Committee for Recommending a President* submit the attached report recommending that the Senate nominate Dr. Susan Tighe as President and Vice-Chancellor of McMaster University for appointment by the Board of Governors for a five-year term, effective July 1, 2025.



Jane Allen, Chair



Heather Sheardown, Vice-Chair



Ahmed Abdalla



Juliet Daniel



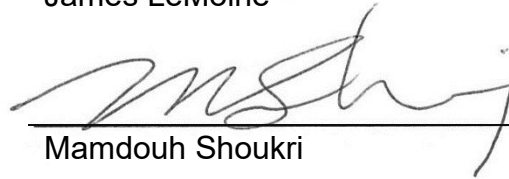
Susan Galloway



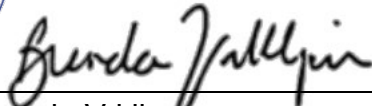
James LeMoine



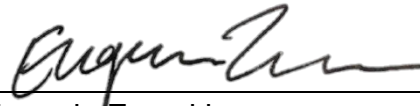
Jennifer Rowe



Mamdouh Shoukri



Brenda Vrkljan



Eugenia Zuroski

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# Report of the Committee for Recommending a President

## Background

The Committee to Recommend a President (CRP) was established in October and November 2023 per the *McMaster University Act of 1976* and the By-Laws of the Senate and Board of Governors. It consisted of ten members; the Senate appointed five (5) members, and the Board appointed five (5) members.

- **Jane Allen** (Chair), Chair of the Board of Governors, Board appointment
- **Heather Sheardown** (Vice-Chair), Professor and Dean, Faculty of Engineering, Senate appointment
- **Ahmed Abdalla**, Undergraduate Student, Faculty of Science, Senate Appointment
- **Juliet Daniel**, Professor and Strategic Advisor to the President, Canada-Caribbean Institute, Senate appointment
- **Susan Galloway**, Executive Director, Finance, Faculty of Health Sciences, Board appointment
- **James LeMoine**, Graduate Student, Faculty of Engineering, Senate appointment
- **Jennifer Rowe**, Member of the Board of Governors, Board appointment
- **Mamdouh Shoukri**, Member of the Board of Governors, Board appointment
- **Brenda Vrkljan**, Professor, Faculty of Health Sciences, Board appointment
- **Eugenia Zuroski**, Professor, Faculty of Humanities, Senate appointment

The University Secretary, Andrea Thyret-Kidd, served as Secretary to the Committee, and Barrington Walker, Vice-Provost (Equity and Inclusion), was appointed as a consultant. The Committee was assisted in its work by Nick Chambers, Kathy Rahme, and Claire Van de Kamer from the executive search firm Boyden.

The *McMaster University Act* requires the Committee to report to the Senate within nine months of the date the Senate named its five members. On September 11, the Committee

provided an update to the Senate and requested an extension to continue its work until December 31, 2024, which was granted.

The search process lasted more than ten months and involved preparation, community consultation and engagement, recruitment, interviews, deliberation, reference checks, and final selection.

## First Steps

The Committee began its work on January 25, 2024, and elected Jane Allen as the Committee Chair. Heather Sheardown was elected as Vice-Chair.

## Executive Search Firm

Following a formal request for proposal (RFP) process, Boyden Canada was selected to assist the Committee in its work. Boyden demonstrated a strong understanding of higher education, including knowledge of and experience with McMaster, enjoys a national and international reach, and is committed to equity, diversity, and inclusion (EDI) as core values.

## Schedule

The Committee discussed and finalized a high-level plan and schedule for their work, with the provisional goal of seeking governance approval for a recommended candidate during Fall 2024. This enabled the Committee to engage in a detailed community consultation phase, which informed the search and recruitment process.

## Confidentiality

At the beginning of the process and at key milestones along the way, the Committee discussed the importance of confidentiality both during the search process and after its conclusion. The Committee recognized that potential candidates would expect and rely on the discretion of the Committee and its consultants and that any breach of confidentiality regarding the identity of candidates or the Committee's deliberations could be damaging both personally and professionally and could harm the University's reputation as a prospective employer. The Committee also discussed the importance of avoiding actual or perceived conflicts of interest, and members committed to disclosing any pre-existing relationships or other perceived conflicts.

## Website and Email

A dedicated email address and [website](#) were established to serve as a central hub for McMaster community members. The website provided biographical information about each committee member and the guidelines for the search, as established by the *Act* and the By-Laws of the Board and Senate. The site furnished updates to the community and provided a means for community members to submit feedback to the Committee.

## Equity, Diversity, Inclusion and Mitigating Bias

As the Committee's equity advisor, Dr. Walker attended each Committee meeting and provided members with timely and customized training, coaching, and counsel throughout the process to ensure an inclusive and fair search exercise. Dr. Walker also provided an overview of the unconscious biases that could manifest within Committee deliberations and decisions, as well as strategies members could employ to mitigate these biases.

## Community Consultation and Engagement

### Purpose

The Committee planned an ambitious consultation program to generate a list of the abilities, skills, lived experience, interpersonal qualities, and values the ideal candidate should possess to lead the University for the next five to ten years. The consultation program was developed to ensure that all campus groups could engage with the process meaningfully and took place from February 26 to March 18, 2024.

The consultation results played a pivotal role in shaping the selection criteria for the position and ensured that the criteria reflected the diverse perspectives and needs articulated by stakeholders.

The results of the consultation program were also used to develop the job advertisement and executive profile, which outlined the job opportunity and core responsibilities along with a summary of the community's perception of the University's strengths, key opportunities, and challenges, and promotional information about the University and the City of Hamilton.

## Audience

The Committee was committed to gathering input from as broad and diverse a community population as possible and collected feedback from a wide range of internal stakeholders and external community-based organizations. A list of groups and individuals engaged during the Committee's work is included in *Appendix 3* of this report.

## Modes and Method

The Committee engaged with members of the McMaster community through one-on-one, small group, and large group conversations, both in person and via Zoom. A web-based survey was promoted through the Daily News, the CRP website, and mass email broadcasts. Community members were also invited to provide feedback to the Committee via its dedicated email account.

During the consultation process, the Committee posed a series of questions. These questions focused on understanding the current state of the University, the community's perception of McMaster's future, and the desired abilities, lived experience, skills, interpersonal qualities, and values of an ideal future President.

## Results

The following themes were identified through the consultation program as **McMaster's key strengths**:

- Research excellence and intensiveness
- Teaching and learning innovation
- Collaborative and collegial decision-making
- Inclusivity and a commitment to equity, diversity, and inclusion (EDI) and accessibility
- Innovative and forward-thinking
- Strong value placed on community engagement
- Warm and welcoming
- Humble, with a small community-like feel
- "Punch above our weight"
- Community members' pride in the institution

The following themes were identified as **pressing challenges** and **key priorities** for the University at this time:

- Prioritize and protect long-term financial sustainability and growth
- Prioritize advancement and fundraising
- Define and unite around the value of postsecondary education
- Continue to protect and advance equity, diversity, and inclusion (EDI) / IDEA and Indigenization
- Strengthen and protect collegiality, trust, and collaboration
- Continue to strengthen McMaster's reputation and brand (nationally and internationally)
- Prioritize the health and well-being of students, staff, and faculty members
- Continue to prioritize and strengthen the student experience

The following themes were identified as the key **qualities, skills, and lived experiences** of the ideal candidate for President:

- People and community-centred leadership
- Inclusive leadership
- Research leadership
- Bold, courageous, and visionary leadership
- Advancement and fundraising leadership
- Fiscal management and leadership
- Team leadership

## Selection Criteria

The Committee developed the following selection criteria after discussion and consideration of the feedback from the community consultation program:

- University leadership
- Research excellence
- Teaching and learning excellence
- Issues management
- Financial proficiency
- Student-focused

- Commitment to equity, diversity, and inclusion (EDI)
- Commitment to Indigenization and reconciliation
- Fosters external relations and partnerships

## Recruitment and Selection

The executive profile and job advertisement were developed to align with the results of the consultation program. The position was advertised provincially, nationally, and globally, and Boyden actively recruited for the role during the Spring and Summer of 2024.

Advertisements for the role were featured in CAUT (AcademicWork.ca), Academica, Chronicle of Higher Education, Indigenous Professionals Association of Canada, Senior Women Academic Administrators of Canada (SWAAC), Times Higher Education, and University Affairs. The advertisement was also shared on McMaster and Boyden's websites and social media channels.

Application prospects were identified through broad advertisement, engagement within Boyden's network, and Committee and community member recommendations.

Refer to *Appendix 2* for copies of the job advertisement and position profile.

## Applicant Pool

By mid-July, the position had received thirty-two (32) applications from across the country and worldwide, representing a broad range of skills, experiences, and qualities. Eleven (11) of the applicants were found to have a favourable alignment with the position profile. Fifty-five percent (55%) of these 11 applicants identified as women, and thirty-three percent (33%) identified as a member of a racialized community.

After careful review relative to the defined criteria, including consideration of the EDI questionnaire, the Committee selected five candidates to invite for a first-round interview.

## Interviews

The interview process was standardized for all candidates, and the Committee relied on the consultation data to craft the interview questions. Committee members evaluated candidates based on how effectively they demonstrated their capacity to fulfill the various aspects of the role.



Following the first round of interviews, two candidates attended a second round of interviews, which included a further discussion with the full Committee, as well as a meeting with the Committee Chair and the Dean and Vice-President (Health Sciences), Vice-President (Operations and Finance), acting Vice-President (Research), and Vice-President (University Advancement). The meetings with the vice presidents enabled the candidates to gather insights from the leadership team about McMaster's distinctive attributes and ask questions about the University. The Committee Chair conveyed feedback from these discussions to the Committee.

For the second round of interviews, the Committee employed a new set of questions to gain more insight into each candidate's suitability for the position. The group also ensured that the interviews allowed extra space for follow-up questions and for the candidates to ask their own questions.

## Deliberation

The Committee met after the second-round interviews to review the selection criteria and agree on their recommendation for the successful candidate.

Members took great care in making their final recommendation and engaged in detailed and fulsome discussions about the areas identified as most important to McMaster and the campus community and the selection criteria. The Committee unanimously concluded that Dr. Susan Tighe would be an outstanding choice for McMaster's next President and Vice-Chancellor, reflecting qualities and vision that would greatly benefit the University.

## Final Recommendation

The Committee for Recommending a President is pleased to unanimously recommend:

**that Senate nominate Dr. Susan Tighe as President and Vice-Chancellor of McMaster University for appointment by the Board of Governors, for a five-year term, effective July 1, 2025.**

## **Dr. Susan L. Tighe, Ph.D., P.Eng., FCAE, FCSCE, FEIC, C.Dir.**

Dr. Susan Tighe's skills, lived experiences, and key qualities are closely aligned with the role's established selection criteria.

### **University Leadership**

Dr. Tighe's career at McMaster began in July 2020 when she was appointed Provost and Vice-President (Academic). As the University's Chief Academic Officer, Dr. Tighe reimagined the senior academic leadership team by creating the Deputy Provost and Vice-Provost roles, responsible for the Graduate Studies, Equity and Inclusion, International Affairs, and Teaching and Learning portfolios. Working with Indigenous faculty members, students, staff, and community leaders, Dr. Tighe championed the creation of McMaster's inaugural Vice-Provost, Indigenous. Dr. Tighe has demonstrated collegiality, engagement, and purpose in her leadership style while displaying a demeanour that inspires confidence in others.

Before joining McMaster, Dr. Tighe served as Deputy Provost, Associate Vice President Integrated Planning and Budgeting at the University of Waterloo (UW), where she implemented an activity-based budget model. As a lifelong learner, Dr. Tighe recently completed her Chartered Director (C. Dir.) designation from the DeGroote School of Business Directors College.

### **Research Excellence**

Dr. Tighe is an internationally recognized engineer and researcher in the development, design, and management of sustainable concrete and asphalt transportation infrastructure for roads and airfields. Remaining an active researcher while holding the Provost and Vice-President (Academic) role at McMaster, Dr. Tighe is also an adjunct professor of Civil and Environmental Engineering (UW). At McMaster, she led a pan-University team to provide substantial direct investment into McMaster's research program through the Research Excellence Fund.

A former Canada Research Chair, Dr. Tighe was the Director of UW's Centre for Pavement and Transportation Technology and was formerly the Canadian Society for Civil Engineering (CSCE) president. Dr. Tighe has secured more than twenty-five million dollars (\$25M) in

research funding over the past twenty-five (25) years from industry, the provincial and federal governments, agencies, and equipment grants as a Principal Investigator or Co-Principal Investigator.

Dr. Tighe has delivered more than one hundred and forty (140) keynote addresses and invited presentations, authored over one hundred and fifty (150) refereed journal articles, delivered over three hundred and forty (340) refereed conference proceedings, and penned eight books and manuals.

Dr. Tighe clearly understands the pressures facing contemporary researchers and that McMaster's research enterprise is a top priority and driving force for its success.

## **Excellence in Teaching and Learning**

Dr. Tighe's leadership in academic innovation has significantly advanced McMaster's teaching and learning objectives.

Supporting the development of McMaster's first Teaching and Learning Strategy and digital learning strategy framework to enhance pedagogy, Dr. Tighe has focused on reducing barriers to education and preparing students for their future work. Dr. Tighe initiated the task force on the use of generative artificial intelligence in the Spring of 2023 to explore the potential of gen-AI for enhancing teaching and learning and to identify the challenges associated with its use. Postsecondary institutions across the sector have since adopted McMaster's provisional guidelines for using gen-AI in teaching and learning.

In terms of research supervision, Dr. Tighe currently supervises several doctoral and postdoctoral learners and has successfully completed the supervision and co-supervision of forty (40) doctoral students, sixty-five (65) M.A.Sc. students, twenty-nine (29) postdocs, ten (10) Research Assistants/Research Technicians, forty-eight (48) co-op students, and fifty-two (52) undergraduate research assistants.

## **Issues Management**

Beginning with her arrival at McMaster in July 2020, Dr. Tighe became involved with the University's response to the COVID pandemic, which included the creation of a virtual learning task force. Later, she led the Fall 2021 "Return to McMaster" planning process,

which included innovative collaborations with staff, faculty, COVID experts on campus and Hamilton Public Health.

Since that time, Dr. Tighe has played a key role in bringing together and leading teams to manage a range of contentious and sensitive issues affecting our campus community, including, most recently, responding to student-led demonstrations and protests. In discussion with the Committee, Dr. Tighe articulated a principled approach to these challenging issues, which focused on balancing the importance of free expression, open dialogue, transparency, and community safety while recognizing and allowing space for diverse perspectives on complex geo-political issues.

## **Financial Proficiency**

With extensive experience and knowledge in financial management and leadership, Dr. Tighe is McMaster's Chief Budget Officer, working closely with the Vice-President (Operations and Finance) to secure McMaster's long-term sustainability, health, and growth. McMaster currently stands as one of only three (3) Ontario universities operating in a surplus position despite the external challenges impacting the sector's economic stability.

As McMaster's Provost, Dr. Tighe commissioned four (4) operational and academic reviews to ensure effective and sustainable operations and that necessary changes are implemented.

Dr. Tighe's extensive experience in financial management and strategic planning instilled a high degree of confidence that she will ensure McMaster's continued financial stability and long-term success.

## **Student Focus**

The Committee recognizes that Dr. Tighe's focus on student success and her dedication to fostering a positive student experience indicates her commitment to meeting the diverse needs of the student body. An ideal university leader must prioritize inclusivity, accessibility, and engagement, ensuring all students feel valued and supported in their educational journey. Dr. Tighe exemplifies these qualities through her proactive initiatives, such as the virtual learning task force to prepare students for their future.

## **Commitment to Equity, Diversity, and Inclusion**

Dr. Tighe has encouraged collaboration and promoted partnerships across McMaster, including the successful Black Cohort hiring. By supporting innovation through funding unique projects and pilots across the academy, Dr. Tighe has fostered excellence in teaching, student experience, and research through the Strategic Excellence and Equity in Recruitment and Retention (STEER/R) program and the Strategic Alignment Fund (SAF).

It is evident to the Committee that Dr. Tighe understands and is firmly committed to advancing equity, diversity, and inclusion (EDI). She fosters an inclusive atmosphere that celebrates the richness of diverse perspectives.

## **Indigenization and Reconciliation**

As the Chair of the Joint Indigenous-Administrative Consultation Group (JIACG), Dr. Tighe has actively developed relationships between McMaster University and Indigenous communities.

She played a crucial role in securing funding and garnering support for the McMaster Indigenous Strategy, which has made significant progress in several vital areas, such as establishing the Indigenous Studies Department, appointing a Vice-Provost Indigenous, introducing a new financial support program for Indigenous students, and launching the first M.A. in Indigenous Studies graduate program, which is set to begin this fall.

The Committee recognized the value of Dr. Tighe's commitment to supporting reconciliation efforts and incorporating Indigenous perspectives and ways of knowing within all University activities.

## **Fosters External Relations and Partnerships**

The Committee was delighted to see evidence that Dr. Tighe has worked to advance McMaster's profile through strategic partnerships and high-impact external relations. She successfully supported a fifty-million dollar (\$50M) gift to the University, aligning donor priorities with McMaster's academic goals. Dr. Tighe's approach to external relations is characterized by her ability to build and maintain strong connections with key stakeholders. She has consistently engaged with government leaders, bringing McMaster's research

excellence to Ottawa and Queen's Park while highlighting the pivotal role government funding plays. Her advocacy efforts have been instrumental in securing critical financial support for the University, including a fifteen million, three hundred thousand dollar (\$15.3M) investment to support over-corridor STEM students.

Dr. Tighe established McMaster's new Reputation Committee to enhance the University's global profile and encourage faculty engagement in public-facing initiatives. Her role as the only Canadian on the Times Higher Education World University Rankings Advisory Committee further demonstrates her ability to elevate McMaster's international standing.

# Appendix 1: Curriculum Vitae (CV)

**SUSAN L. TIGHE, PhD., P.Eng, FCAE, FCSCE, FEIC, C.Dir.**  
Provost, Vice-President Academic, McMaster University

## **EDUCATION**

**C. Dir.** Chartered Director, DeGroot School of Business, McMaster University, Ontario, Canada, 2022  
**Ph.D.** Civil Engineering, University of Waterloo, Waterloo, Ontario, Canada, 2000  
**M.A.Sc.** Civil Engineering, University of Waterloo, Waterloo, Ontario, Canada, 1997  
**B.Sc.** Chemical Engineering, Queen's University, Kingston, Ontario, Canada 1993

## **PROFESSIONAL EXPERIENCE**

July 2020 – Present **Provost and Vice President Academic**, McMaster University  
July 2020 – Present **Professor, Civil Engineering**, McMaster University  
July 2020 – Present Adjunct Professor, Civil and Environmental Engineering, UW  
July 2017 – June 2020 **Deputy Provost, Associate Vice President Integrated Planning and Budgeting**, University of Waterloo (UW)  
May 2015 – Jun 2019 **Past President, President, President Elect, Senior Vice President, CSCE** (Nominated & Elected)  
Jan 2011 – June 2020 **Norman W. McLeod Endowed Research Chair in Sustainable Pavement, Engineering**, UW  
July 2009 – June 2020 **Professor**, Civil and Environmental Engineering, UW  
Sept 2010 – Sept 2017 **Director**, Centre for Pavement and Transportation Technology, UW  
April 2005 – Mar 2015 **Canada Research Chair**, Sustainable Pavement and Infrastructure Management, UW  
May 2012 – May 2014 **Board Member**, Dynatest International  
July 2005– Aug 2010 **Associate Director**, Research and Technology, Founding Member, Centre for Pavement and Transportation Technology  
July 2004 – Jun 2009 **Associate Professor**, Civil and Environmental Engineering, UW  
Jan 2000 – Jun 2004 **Assistant Professor**, Civil Engineering, UW  
Jan 2000 – Present **Selected Consulting Activities**: World Bank, Gransberg Engineering, U.S. National Cooperative Highway Research Program, Fondef Chile, FERMA Nigeria, Queensland Main Roads, Chang'An University, Ontario Good Roads Association, Transport Canada, Ministry of Transportation Ontario  
May 1993 – Sept 1996 **Various Positions**, Ministry of Transportation Ontario (MTO), Toronto, Ontario

## **HONOURS AND AWARDS**

### **National/International Awards:**

- Ralph Haas Award, Canadian Society for Civil Engineering, 2024
- Sanford Fleming Award, Canadian Society for Civil Engineering, 2022
- Fellow, Engineering Institute of Canada, 2020
- International Association of Advanced Materials (IAAM) Medal Lecture, Stockholm Sweden, 2019
- Fellow, Canadian Society for Civil Engineering, 2019
- Fellow, Canadian Academy of Engineering, 2018
- Inaugural Class New College of Scholars, Royal Society of Canada, 2014
- Award of Academic Merit, Transportation Association of Canada (TAC). 2014
- Canadian Broadcasting Corporation recognized as being amongst UW's top 10 influential alumni, 2014
- Canada's 80 Women to Watch, Chatelaine magazine, 2008
- Canada Top 40 Under 40 – Awarded for Vision and Leadership, 2006
- Canada Research Chair, Natural Science and Engineering Research Council, 2005-2015
- 1<sup>st</sup> place Faculty Category American Society of Civil Engineers International Paper Contest, 2003

### **University/Endowed Chair Awards:**

- Norman W. McLeod Chair in Sustainable Pavement Engineering, 2011
- En-hui Yang Research Innovation Award, 2010

- Faculty of Engineering, Special Performance Award, awarded for outstanding performance, 2003, 2006, 2010 and 2016
- University of Waterloo, Special Performance Award, awarded for outstanding performance, 2004, 2010, 2014, 2018
- Faculty of Engineering, Graduate Supervision Award, 2016
- University of Waterloo, Award of Excellence in Graduate Supervision, 2017

**Provincial/Regional/Industry Awards:**

- Research & Development Medal, 2016 Ontario Professional Engineers Awards (OPEA), 2016
- 2016 MTO Women in Engineering, Celebrating 100 years of Women in Engineering, 2016
- Bleeds Black Award, Ontario Hot Mix Producer's Association, awarded for commitment to the industry through commitment to training and education of students, 2013
- Region of Waterloo, Inaugural Top 40 Under 40, 2009
- Professional Engineers Ontario Young Engineer Medal, awarded outstanding contributions by an engineer under the age of 35, 2004
- Premier's Research Excellence Award – (\$150,000), awarded for research excellence, 2003

**Fellowships:**

- Queensland Pavement Center, University of the Sunshine Coast, 2015
- U.K Royal Academy of Engineering Fellowship, 2010
- Erskine Fellowship, University of Canterbury, New Zealand, 2009

**Adjunct Professor Appointments:**

- University of Waterloo, 2020 - Present
- Royal Military College, Kingston, ON, 2000-2004

**Scholarships/Academic Awards:**

- Nominated for the Governor General's Gold Medal – Civil Engineering University of Waterloo, 2000
- Nominated for Natural Science and Engineering Research Council Best Thesis – Civil Engineering University of Waterloo, 2000
- Natural Science and Engineering Research Council Postgraduate Scholarship (\$38,200), 1998 and 1999;
- Canadian Strategic Highway Research Graduate Grant (\$3,000), 1998, 1999
- Emery-Lindsay Scholarship (\$25,000) Transportation Association of Canada, 1996 - 1999
- Ontario Graduate Scholarship (\$12,000), 1998
- Faculty of Engineering Graduate Scholarship (\$4,500) and Faculty of Engineering Provost/FOE Scholarship (\$5,600), University of Waterloo, 1997, 1998, 1999
- Engineering Society Spirit Award, Queen's University, 1992; awarded for leadership and initiative
- Engineering Society Pewter Mug, Queen's University, 1991- 1993; awarded for leadership
- Governor General's Award – Notre Dame Secondary School, 1989

**Best Paper Awards:**

- Guangyuan Zhao (post doc), Shuo Li, Yi Jiang, Susan Tighe, 2023. CSCE, Thomas C. Keefer Medal, (Best civil engineering paper in hydrotechnical, transportation or environmental engineering)
- Thiago Muzzi (MAsc Student), Vimy Henderson, Susan Tighe, 2023. Canadian Network of Asset Managers, Fredericton NB, Canada, (1<sup>st</sup> place Student Research Symposium)
- Crystal Xi, McMaster University, Civil Engineering Graduate Symposium, 2022 (1<sup>st</sup> place)
- Hanaa Al-Bayati (PhD Student), Susan Tighe, 2019. TAC Conference, Halifax, NS Canada, (Best Paper)
- Dahlia Malek (MAsc Student), Victoria Speller (MAsc Student), and Susan Tighe, 2018. CSCE 2018 Annual Conference, Fredericton, NB, Canada (Best Paper)
- Adam Schneider, (MAsc Student), Susan Tighe, Transportation Association of Canada (TAC) Conference, 2016
- Gulfam Jannat, (PhD Student), Susan Tighe, Transportation Association of Canada (TAC) Conference, 2016 (Best Poster)
- Zaid Alyami, (PhD Student), Susan Tighe, Annual Inter-University Symposium on Infrastructure Management (AISIM), 2015.



- Zaid Alyami, (PhD Student), Susan Tighe, Annual Inter-University Symposium on Infrastructure Management (AISIM), 2014 (Best Presentation)
- Marcelo Gonzalez, WE Innovate, University of Waterloo Faculty of Engineering, Top 3 Best Project, 2014
- Aleks Kivi (MAsc Student), Susan Tighe, Transportation Association of Canada (TAC) Conference, 2013
- Mohab El-Hakim (PhD Student), Susan Tighe, Annual Inter-University Symposium on Infrastructure Management (AISIM), 2012
- Andrew Northmore (MAsc Student), Susan Tighe, Canadian Society of Civil Engineers, June 2012
- Mohab El-Hakim (PhD Student), Susan Tighe, Annual Inter-University Symposium on Infrastructure Management (AISIM), January 2011
- Bijan Ahmadi (MAsc Student), Mohammad Adnan (MAsc Student), Brenda McCabe and Susan Tighe, Canadian Society of Civil Engineers (CSCE), June 2011
- Vimy Henderson (PhD Student) and Susan Tighe, Annual Inter-University Symposium on Infrastructure Management (AISIM), June 2010
- Alondra Chamorro (PhD Student), Susan Tighe, Li Ningyuan and Tom Kazmierowski, Annual Inter-University Symposium on Infrastructure Management (AISIM), June 2009
- Rabiah Rizvi (MAsc Student), Vimy Henderson (PhD Student), Susan Tighe and Jodi Norris, Transportation Association of Canada, October 2009
- Transportation Association of Canada (TAC) Presidents Medal for Best Paper, 2009
- Vimy Henderson (PhD Student) and Susan Tighe, International Society of Concrete Pavements Conference, August 2008
- Susan Tighe, Ken Huen and Ralph Haas, Transportation Research Board, 2007
- Ken Huen (MA Student), Susan Tighe, Sabrina Ren, and Brenda McCabe, Transportation Association of Canada, September, 2006
- Susan Tighe and Ralph Haas, Norman W. McLeod Award for Presentation, Canadian Technical Asphalt Association, 1997; awarded for best paper of the technical sessions based on the oral presentation and written paper.
- Supervisor for Undergraduate Student Winners of I3 Design Challenge, Jacqueline Doucet, Amir Abu-Khajil and Nader Alkadri

### ***LEADERSHIP HIGHLIGHTS***

#### **Provost, Vice-President Academic**

- Serving as Chief Academic Officer and Chief Budget Officer, accountable to the President and the Senate for academic administration, planning and development
- Oversaw McMaster University's COVID response, including creating a virtual learning task force for Fall 2020 and later led the Fall 2021 Return to McMaster planning process, which included innovative collaborations with staff, faculty, COVID experts on campus and Hamilton Public Health
- Fostered collaboration, championed partnerships across McMaster, including the successful Black Cohort hiring; the launch of the Indigenous Studies Department; the recruitment and retention of top faculty; and successful decanal and senior academic leadership appointments.
- Supporting innovation through the funding of unique projects and pilots across the academy that foster excellence in teaching, student experience and research through the Strategic Excellence and Equity in Recruitment and Retention (STEER/R) program and the Strategic Alignment Fund (SAF). Commissioned four operational/academic reviews to ensure operations are effective and implementing change as needed
- Implemented provost office structure that better supports the university strategic plan
- Supported investments in critical IT infrastructure to support cyber security, accessibility, research, teaching, learning and administration
- Supported the development of McMaster's first Teaching and Learning Strategy and digital learning strategy framework to enhance pedagogy, reduce barriers to education and prepare students for the future of work
- Fosters operational excellence across units so that budgets are prepared and executed to advance strategy, contribute to high-quality outputs, use of innovative tools and processes that streamline activities and improve efficiency and has resulted in eliminating duplication and provide clarity on the budget process and associated allocation of funding
- Supported a major gift (\$50M) to the University and various other current advancement initiatives, attended the Council for Advancement and Support of Education (CASE) Development for Senior Leaders.

- U15 Chair Academic Affairs Committee, Ontario Council of Academic Vice-Presidents (OCAV) executive committee and is a member of the Times Higher Education World University Rankings advisory board

#### **Deputy Provost, Associate Vice-President Integrated Planning and Budgeting**

- Provide advice to Provost and support Provost on all aspects of academic matters, budgets, strategic investments and space planning
- Responsible for implementing activity based budget model which improves clarity and transparency
- Responsible for assisting in budgeting and allocating resources for university wide initiatives
- Assists Faculties and Academic Support Units in Developing Plans
- Academic Planning: Understand each Faculty's academic aspirations and financial circumstances
- Leveraging Resources Theme Area Lead for UW Strategic Plan, 2019: Current Lead for Developing Budget for 2020-2015 Strategic Plan Implementation
- Communication: Promote openness in flow of information to create cooperative working relationships with all Faculties, Academic Support Units (ASU's)
- Budget Planning: Ensure multi-year planning and budgeting with Waterloo Budget Model with realistic budget plans where financial objectives are not an end in themselves
- Space Planning: Assist with ensuring consistent and effective space planning and management campus wide
- Teaching Learning Spaces: leading an initiative to develop innovative learning spaces throughout campus
- Making Diversity, Equity and Inclusion a priority through allocations of Strategic Resource Fund

#### **Director, Centre for Pavement and Transportation Technology (CPATT), University of Waterloo**

- Fundraised \$2,000,000 for the establishment of the Endowed Norman W. McLeod Research Chair in Sustainable Pavement Engineering
- Significant portions of time spent on donor relations, development activities and strategic meetings to ensure long term planning was occurring
- Led two Senate Renewals for CPATT, which included preparing a strategic plan in conjunction with the Board of Advisors which consists of all 20 partners composed of public and private sector partners
- Responsible of the management and growth of a multi-million dollar state-of-the-art pavement laboratory and field test facility which includes a wide variety of unique testing equipment. This included the selection of equipment, supervision of laboratory staff including technicians and administration staff, post-doctoral fellows, research engineers, graduate students and undergraduate students, and recruitment and management of projects within the laboratory
- Responsible for the design, construction and monitoring of the CPATT test track and over 100 other test sites which are located in various cities and airports in Ontario
- Lead on several major research projects with various researchers in other departments at the University of Waterloo and with researchers at other universities
- Involved with several professional committees and community activities, including mentoring and promotion of the engineering profession, participated in Engineering Science Quest (ESQ), Shad Valley and many outreach activities

#### **Past President, President, President Elect, Senior Vice-President, Canadian Society for Civil Engineering (CSCE)**

- Provided leadership and strategic direction to the society. Represented the society at many important Canadian Engineering meetings. Throughout my time on the Executive, I was often the point person for the society
- Increased membership through a new recruitment initiative strategy, with particular emphasis on growing the youth namely students and young professionals
- Increased corporate membership through outreach and modifying the membership benefits to be more relevant to public and private sector stakeholders
- Chaired regional coordination committee, executing strategic plan, terminated executive director based on poor performance resulting in a need to manage administration
- Chaired international activities task force, developed a new innovation hub for communication and marketing strategies for the society

#### **Engineering School Reviewer, Road Engineering School, Chang'an University, Xi'an, China**

- Invited reviewer of one of the top engineering schools in China

- Only Canadian to participate, Review team consisted of top international scholars (3 United States, 1 Singapore, 1 England, 1 Canada)
- Prepared report for Chinese Academy of Engineering which was used to develop a strategic plan

**Visiting Professor (Invited), Queensland Pavement Center, University of the Sunshine Coast, Sabbatical Leave**

- Co-Chaired an effort to build a research center, involved developing a strategic plan, identifying major needs, partners, and associated budgets, assisted with the development of the strategic plan for the center
- Assisted with fundraising research funds from Sunshine Coast Council, Queensland Main Roads
- Assisted with the fundraising and establishment of an Endowed Research Chair in Airport Pavement
- Chaired a task force on research in partnerships with faculty and other visiting professors
- Developed and taught two successful Continuous Professional Development (CPD) courses

**Principal Investigator, Transportation Association of Canada, Pavement Asset Design and Management Guide**

- Led the development of the Primary Pavement Design Document in Canada, including content and layout
- Recruited the 10 Top Engineers in Canada from major consulting companies, and universities to develop, write and publish this 500 page document
- Project Funded by: Alberta Transportation, Ville de Montreal, Ontario Hot Mix Producers Association and Asphalt Institute, City of Calgary, City of Winnipeg, City of Edmonton, British Columbia Ministry of Transportation and Infrastructure, Yukon Department of Highways and Public Works, Manitoba Infrastructure and Transportation, Ministry of Transportation Ontario, New Brunswick Department of Transportation, Saskatchewan Ministry of Highway & Infrastructure, City of Hamilton, Transport Canada, Newfoundland and Labrador Transportation and Works, PEI Transportation and Public Works, Nova Scotia Department of Transportation & Infrastructure, Cement Association of Canada, Ministère des Transport du Québec

**Canadian Engineering Accreditation Board (CEAB) Reviewer, Civil Engineering Program, University of Manitoba**

- Reviewed Civil Engineering Program and prepared a report
- Provided various recommendations on how the program could be improved

**Interdisciplinary Adjudication Committee Member, Canada Research Chair's Secretariat**

- Responsible for the review of over 100 CRC Applications, from engineering, science, and mathematics
- Exposed to NSERC, CIHR and SSHRC
- Prepared recommendations for how the CRC Applications should proceed: Accept, Modify, Reject
- Prepared recommendations for University of Waterloo Office of Research based on experience

**Natural Science and Engineering Research Council (NSERC) Civil, Industrial, and Systems Engineering Evaluation, Group Member**

- Responsible for the evaluations of over 150 Discovery Grant applications from across Canada
- Gained critical insight into NSERC procedures
- Prepared recommendations for Engineering Research Office based on the experience

**Program Reviewer, BTech Accreditation Review, McMaster University**

- Reviewed BTech Program and prepared a report with recommendations for improvement

**Board Member, Dynatest International**

- Provided technical leadership and guidance to the Research and Development Team
- Review and oversight on financial documents
- Assisted with the development and accountability framework for their strategic plan

**Associate Director, Research and Technology, CPATT**

- Fundraised \$3,000,000 for the establishment of CPATT
- Responsible for the design, construction and establishment and management of a multi-million dollar state-of-the-art pavement laboratory in E3 and as well principal designer of the CPATT Test Track
- Budget planning and financial responsibility for the laboratory account

# Appendix 2: Advertisement and Position Profile



**BRIGHTER  
WORLD**

## Advertisement

### McMaster University President and Vice-Chancellor

*Advancing human and societal health and well-being*

*McMaster University is located on the traditional territories of the Haudenosaunee and Mississauga Nations and within the lands protected by the "Dish With One Spoon" wampum agreement.*

[McMaster](#) is distinct in Canadian higher education and the University is seeking an equally distinct and inspiring leader to be its next **President and Vice-Chancellor**.

Ranked among the top 100 universities globally and home to over 60 research institutes with more than 37,000 students, McMaster prides itself as a hub for innovation, discovery, and growth. McMaster is focused on advancing human and societal health and well-being – in its community and around the world.

As Canada's most research-intensive university, faculty work across disciplines to find creative solutions to complex problems, help to improve people's lives and build a brighter future for all. The University encompasses a vast range of disciplines and is a welcoming and inclusive community that values collaboration while supporting and respecting its members and their contributions to the University's shared mission and goals.

McMaster's Board of Governors has begun the recruitment for the University's next President and Vice-Chancellor. Building on the University's core mission of discovery, communication, and preservation of knowledge through creativity, innovation and excellence, the new President will lead the execution of the University's strategy and advance the institution's role and reputation within the national and global communities of research and higher education. The President will inspire confidence, strengthen collegiality and respect in individual and institutional interactions, academic freedom and Truth and Reconciliation, and will model the values of Equity, Diversity and Inclusion. In conjunction with the Provost, Vice-Presidents and other senior leaders, the President will provide informed and principled leadership on all academic and administrative matters in McMaster's system. They will foster a culture that attracts and retains students, while ensuring positive student experiences and well-being are prioritized. The President will promote collaboration and create space for new and innovative sources of revenue. As McMaster embarks on a major fundraising campaign, the President will champion the endeavour and engage with alumni, donors, and the broader community to build support for McMaster.

If you are interested in strengthening the University and enhancing McMaster's impact in creating a Brighter World, we would like to hear from you. Please contact Kathy Rahme ([krahme@boyden.com](mailto:krahme@boyden.com)) and Nick Chambers ([nchambers@boyden.com](mailto:nchambers@boyden.com)) for more information. To apply, please visit: <https://boyden.thriveapp.ly/job/2463>.

The Committee for Recommending a President will begin reviewing applications in July 2024 with an anticipated start of July 1<sup>st</sup>, 2025. For further information on the ongoing recruitment process, please visit: <https://secretariat.mcmaster.ca/home/committee-for-recommending-a-president/>

*McMaster University strives to embody the values of respect, collaboration, diversity and inclusion, and has a strong commitment to employment equity. The University seeks qualified candidates who share our commitment to equity, diversity and inclusion. While all qualified candidates are invited to apply, we particularly welcome applications from women, persons with disabilities, First Nations, Métis and Inuit peoples, members of racialized communities, and 2SLGBTQ+ persons.*

## Position Profile

# McMaster University President and Vice-Chancellor

*McMaster's President and Vice-Chancellor will strengthen the University and enhance McMaster's impact in creating a Brighter World*

The President and Vice-Chancellor is the Chief Executive Officer of McMaster University. As the leader of the University, the President provides a distinct vision for McMaster, supported by an outstanding commitment to strengthening the University's core missions of teaching and research. The role engages students, faculty, staff and alumni, along with government, donor, industry and community partners to create new opportunities that will set McMaster apart and build its reputation as one of the leading universities in Canada and globally.

The President works closely with all stakeholders to develop and deliver a strategic plan that advances human and societal health and well-being and that optimizes the human, intellectual, financial, reputational and physical resources of the University. The President needs to inspire confidence and support for McMaster and set a tone and direction to strengthen collegiality and respect in individual and institutional interactions, academic freedom, Truth and Reconciliation, and equity, diversity and inclusion.

The President must be comfortable with the complexity of a student-centred and research-intensive institution and be able to move the institution forward to strengthen McMaster's unique standing amongst institutions of higher learning at the provincial, national and international levels. Curiosity and a desire to learn about McMaster will enhance the leadership of the role.

The President's responsibilities will include the launch of the University's most ambitious campaign in its history, the further development of the University's internationalization and reputation as an ambitious and inspiring partner, the advancement of research and teaching excellence and the student experience, development of new revenue sources, the establishment of strong relationships with government, community and other partners, measurable advances in equity, diversity and inclusivity, and the recruitment and retention of high-quality staff. The University also seeks to enhance partnerships with Indigenous colleagues and communities with Truth and Reconciliation at the core of those relationships. The President's role is also to be a pivotal leader in the McMaster Innovation Park.

As stated in the [McMaster University Act](#), the President and Vice-Chancellor acts under the authority of the Board of Governors and the Senate whose powers, duties and obligations are set out in the Act. The President bears overall responsibility for the academic, research, and administrative work of the University, and of its teaching and non-teaching staff. The President is directly accountable to the University's governing bodies and serves as an ex-officio member of the Board of Governors and as Chair of the University Senate.

## Context for the Role

As the University has grown and expanded in size and scale, the role of the President and Vice-Chancellor has similarly grown to lead McMaster both internally and on the Canadian and global stages.

Direct government funding has not kept pace with this expansion and the need for alternative sources of revenue and building relationships with government has never been more pressing. While the University's global presence has continued to expand, the pressure to compete effectively in the global market is intense. This has increased the importance of growing the University's reputation as a powerhouse for research and promoting McMaster's teaching excellence that prepares students for futures where they can contribute to our local, provincial, national and global communities.

The expectations and needs of students, faculty and staff have also evolved with particular attention to issues of accessibility, mental health and well-being, inclusive excellence and progress on our shared path toward reconciliation with Indigenous peoples.

In response to these imperatives, a strategic framework for McMaster is currently in place with five key themes: Inclusive Excellence; Teaching and Learning; Research and Scholarship; Engaging Local, National and Indigenous Communities; and Operational Excellence.

## Key Responsibilities

### Overall University Leadership

- Establish a vision and set a tone and direction for the University that aligns with McMaster's core values of integrity, quality, inclusiveness, and teamwork, and models the principles of Equity, Diversity and Inclusion (EDI), and Truth and Reconciliation.
- Provide informed and principled leadership on all academic and administrative matters in conjunction with the Vice-Presidents and other senior leaders.
- Champion McMaster's world-class research, teaching and learning excellence across academic disciplines and identify opportunities to advance new initiatives that will attract and retain top talent, students and supporters.
- Build strong partnerships with McMaster students and ensure enhancement of the student experience.
- Lead University outreach to build strong and sustainable relationships with government and industry that will help to secure resources, partnerships and other opportunities for McMaster to enhance its impact.
- Commit to the success of the University's largest-ever fundraising campaign, actively working with donors, alumni and others to ensure the campaign reaches its targets.
- Demonstrate an ongoing commitment to reputation development, both internal and external communications and stakeholder engagement to amplify McMaster's success and impact.
- Ensure the alignment of University funding and strategic priorities while maintaining the fiscal health and sustainability of the University through oversight of all operational, financial, budgetary and capital planning.
- Ensure the University operates within the policy framework established by the Board of Governors and the Senate in compliance with all legal and reporting requirements.

### Strategic Leadership and Vision

- Develop and champion a compelling vision that McMaster's stakeholders can embrace and embody.
- Guide and shape the strategic direction while building on McMaster's strengths in order to differentiate and advance the University.
- Engage leaders, faculty, staff, students, alumni, donors, partners and others when establishing new priorities within the Strategic Plan.
- Report regularly to the community and governing bodies on key elements of the Strategic Plan and progress being made towards its key performance indicators.

### People Leadership

- Sustain and nurture collaborative and positive relationships with faculty, students, staff and employee groups that are founded on trust, transparency and respect.
- Attract, retain and lead a high functioning and diverse senior leadership and academic leadership team.
- Support the success of the Vice-Presidents and senior leaders as they deliver on goals and strengthen the overall success of the University.
- Promote a sense of community, safety and belonging across the institution along with the health and wellness of faculty, staff and students.

### Inclusive Excellence

- Foster and model the values of equity, diversity, and inclusion (EDI), and ensure the policies, structures, organizational systems, pedagogy, knowledge mobilization, and governance are in place to successfully drive EDI commitments and Accessibility compliance.
- Guide and support the development of research and academic programs, teaching and learning practices, and broader educational opportunities in a manner that exemplifies inclusive excellence.
- Lead the building of knowledge and understanding that fosters positive interpersonal and intergroup relations, a culture of respect and inclusion, and supports academic freedom and freedom of expression.
- Partner with Indigenous leaders and scholars to champion Truth and Reconciliation and Indigenous education and research.
- Build respectful and meaningful relationships with local Indigenous communities to create constructive initiatives as a trusted and principled partner.

### Teaching and Learning

- Ensure McMaster continues to be recognized as a leader in innovative learning for both undergraduate and graduate students that builds on the University's history of problem and evidence-based learning.
- Help students become engaged citizens in our communities and globally through interdisciplinary and experiential learning.
- Recognize and celebrate the importance of teaching at McMaster and encourage creativity and originality in teaching practices.
- Strengthen best practices in student recruitment both domestic and international.
- Promote personalized student experiences that create both academic and personal growth.
- Ensure that appropriate supports are in place to bolster student mental health and well-being, and to respond effectively to students in distress.

## Research and Scholarship

### Research Excellence

- Create an environment that supports ambitious and successful strategic goals for the University's research and scholarship, and further extends institutional networks, impact, influence and reputation.
- Build on McMaster's rich history of research excellence, develop and support a collaborative environment that enables basic and applied research that can excel across disciplines, knowledge systems, sectors and borders.
- Create the inclusive and welcoming environment needed to recruit and retain the highest calibre faculty and graduate students.
- Foster and promote community-based research and knowledge mobilization.
- Guide McMaster in its commitment to addressing major Canadian and global issues, including those outlined in the United Nation's Sustainable Development Goals.
- Develop and implement strategies to build the University's standing and recognition as a highly-ranked, globally recognized research-intensive institution.
- Ensure ongoing collaborations with universities, colleges and relevant networks and organizations to support institutional and societal goals.

### Commercialization and Innovation

- Lead the University as a driver of economic prosperity, social innovation and well-being.
- Support and advance the City of Hamilton and surrounding regions in order to enhance economic opportunities, quality of life and the ongoing transformation of our Region.
- Maximize the opportunities and financial sustainability of the McMaster Innovation Park (MIP) to continue building connections and develop the Park's research ecosystem that supports McMaster innovation and local and regional economic growth and development.
- Ensure the development of short- and longer-term strategies for MIP that generate opportunities and value for the University.
- Champion innovation and opportunities for McMaster faculty and students throughout the innovation pipeline.

### Internationalization and Global Reach

- Expand McMaster's international engagement, influence and impact through innovative partnerships, collaborations, international exchanges and academic offerings.
- Develop an international strategy that accelerates global engagement, research excellence, and opportunities for global engagement and educational experience for domestic and international students.
- Foster global citizenship among students, faculty and staff through the internationalization of the academic curriculum and participation in global initiatives that help to address global issues.

### Engaging local, national and Indigenous Communities

- Engage and enhance the support of relationship-building with Indigenous communities, students, and faculty.
- Lead outreach, building strong and sustainable relationships with government and industry that will help to secure resources, partnerships and other opportunities for McMaster to enhance its impact.
- Demonstrate an ongoing commitment to reputation development, both internal and external communications and stakeholder engagement to amplify McMaster's success and impact.



## Operational Excellence

### Financial Health of the University

- Ensure the effective stewardship of the University's financial assets, working to maintain a strong and sustainable financial position and a budgeting process that aligns priorities and budgets at the unit and institutional level.
- Ensure a comprehensive alternative revenue strategy is in place, including academic programming, research commercialization and management of the University's real estate portfolio.
- Maximize the potential of University assets and expertise including the Nuclear Reactor and other research facilities.
- Encourage cross-campus collaboration to increase efficiencies and productivity.

### Risk Mitigation

- Support the University's Enterprise Risk Mitigation program to anticipate challenges and opportunities through strategic and operational planning.
- Prioritize the health and safety of the campus.
- Ensure a planning framework that proactively anticipates risks and creates a culture of risk mitigation.
- Develop a high level of University acumen to proactively mitigate potential risks.
- Ensure the effective and efficient management of issues and activities that could impact the University's reputation.

## Strengthening McMaster – Present and Future

### The Fundraising Campaign

- Commit to the success of the University's largest ever fundraising campaign, actively working with donors, alumni and others to ensure the campaign reaches its targets.
- Proactively develop and steward positive relationships with donors, supporters and alumni to advance the University's priorities in support of McMaster's academic and research mission.
- Engage and inspire alumni, donors and the broader community to participate in our inspirational vision.
- Build enhanced relationships with McMaster alumni, leveraging their support and influence on a local, national and global scale.

### Government Relations and Advocacy

- Champion the development and implementation of government relations and public affairs strategies at the federal, provincial and municipal levels.
- Actively engage in advocacy in relation to the priorities of McMaster and the government, positioning the University as a trusted partner and resource.
- Play a leadership role and strengthen McMaster's influence in provincial, national and international organizations (COU, U15, UnivCan etc.) in support of institutional and sector-wide priorities.
- Be a highly visible and engaged community leader, representative, ambassador and spokesperson for McMaster in the Hamilton area, provincially, nationally and in international forums.

- Ensure McMaster is well-positioned to act on government funding opportunities and advocate on policy issues that will impact the University.
- Support the work of the President’s Advisory Committee on Community Relations, the President’s Advisory Committee on Building an Inclusive Community (PACBIC) and other ongoing relationships with neighbours and the local community.

### Building Reputation

- Be an ambassador for the University, building McMaster’s reputation with key audiences, including government, media and key influencers.
- Ensure McMaster is in a position to build its reputation at a national and global level through a comprehensive reputation strategy.
- Engage stakeholders across the University in developing a McMaster approach to rankings that benefits university priorities including recruitment both domestically and internationally and raising the profile of McMaster’s research, teaching and institutional strengths.
- Ensure McMaster has a strong brand that is consistently used to maximize its value and share creative and compelling stories about the University.
- Be a proactive and effective communicator within the University and with external constituencies, including media and influencers, to build awareness, promote excellence and celebrate success.

## **Selection Criteria**

The University is seeking an accomplished scholar, educator, and university administrator who brings demonstrable strengths in each of the following areas:

### Research and Academic Excellence

- Inspires a compelling vision for research, innovation, and global engagement.
- Fosters collaboration across stakeholders for interdisciplinary research and partnerships.
- Promotes a vibrant, world-class, and accessible student-centred approach, which equips graduates with valuable skills and experiences to thrive in their professional careers.
- Sets clear goals and execute plans to enhance research excellence and global reach.
- Cultivates partnerships with diverse stakeholders to support research and innovation.
- Leads transformative change in response to evolving priorities and challenges.
- Optimizes resource allocation for research initiatives and sustainability.
- Promotes international engagement and cultural competence for global impact.
- Promotes innovative teaching methods and curriculum design to enhance student learning outcomes.
- Prioritizes student needs and perspectives in curricular strategies and decision-making.

### Relationship-Building and Community-Focus

- Deeply values and prioritizes the building of genuine, inclusive, and collaborative relationships with individuals, faculty, staff, students and communities.
- Demonstrated ability to foster engagement with and deep support for local communities.
- Personable, engaging, accessible, and inclusive with high integrity and authenticity.
- Prioritize building trust and unity through transparency, demonstrating accountability, listening, and seeking to understand unique and dissenting perspectives.

- Foster strong and respectful relationships between the University and Indigenous Communities to create a deep network of support for students, staff and faculty within the University, and advance the inclusion of Indigenous perspectives.

#### Inclusive Leadership

- Nurtures an institutional culture that values human rights, diversity, belonging, the dignity of all persons, collegiality, academic freedom and freedom of expression.
- Supports people of all backgrounds and works across differences.
- Brings significant experience supporting and advancing EDI.
- Leads with a high degree of emotional and cultural intelligence.
- Cares about the experience of others and brings a genuine desire to learn from others.

#### Boldness, Courage, and Vision

- Unites individuals and communities towards a clear and inspirational vision.
- Exceptional communicator; highly effective speaker and writer with the ability to facilitate open dialogue.
- Strategic, forward-thinking and innovative; focus on the next 20 years, not just the next five.
- Showcases and uplifts all Faculties.
- Brings the courage to challenge the status quo, navigate conflict, and make difficult decisions.

#### Advancement and Fundraising

- Brings the skills, desire, and passion for leading externally, being highly visible, and building relationships.
- Strong knowledge of and passion for McMaster, and a deep understanding of the public university system and its challenges.
- Exceptional communication, influencing and relationship-building skills.
- Commitment to prioritize fundraising and the desire to work collaboratively in doing so.

#### Fiscal Management and Leadership

- Brings strong financial acumen and demonstrated experience of sound fiscal leadership.
- Will bring both the ability and desire to protect, strengthen, and grow McMaster's financial position.
- Will embrace McMaster's budget principles and will balance revenue expansion and expense reduction.
- Brings creativity, innovation, and the desire to create new sources of revenue.

#### Team Leadership

- Brings experience building and leading highly cohesive, empowered, and effective teams that are united in a common goal.
- Ability to build cohesion within a decentralized system.
- Demonstrated track record of attracting and retaining exceptional faculty and staff.

## Appendix 3: Community Consultation

The following groups and individuals were invited to provide feedback to the Committee regarding the abilities, skills, lived experience, interpersonal qualities, and values the ideal candidate would possess to lead McMaster for the next five to ten years.

- Chairs, Area Chairs, and Directors of the Faculty Departments/Areas
- Chancellor Santee Smith
- City of Hamilton Ward 1 Councillor (Ainslie Wood, Kirkendall, Strathcona & Westdale)\*
- CUPE Executive Committee
- Deputy Provost, Vice-Provosts, and Associate Vice-Presidents (21)
- Executive Vice-Dean and Associate Vice-President, Academic, Faculty of Health Sciences
- Executive Members of McMaster Student Societies
- Faculty Deans and the Director of the Arts & Science Program
- Friends of McMaster, as recommended by University Advancement
- Graduate Students Association (GSA) Executive Committee
- Hamilton Community Foundation\*
- Matthew Green, MP, Hamilton Centre\*
- Mayor, City of Burlington\*
- Mayor, City of Hamilton\*
- McMaster Alumni Association (MAA)
- McMaster Indigenous Education Council (IEC)
- McMaster Students Association (MSU) Executive Committee
- McMaster University Faculty Association (MUFA) Executive Committee
- Mississaugas of the Credit First Nation (MCFN), Chief and Council\*
- Office of Community Engagement
- President, Hamilton Health Sciences
- President, St. Joseph's Hospital
- President's Advisory Committee on Building an Inclusive Community (PACBIC)
- Sandy Shaw, MPP, Hamilton West – Ancaster – Dundas\*
- Six Nations of the Grand River, Chief and Council
- The Management Group (TMG) Co-chairs
- UNIFOR Executive Committee
- Vice-Presidents and Incumbent President

\* *The opportunity to provide feedback was declined, or no response was received.*

The following groups were invited to provide feedback via the online survey or directly by email:

- All staff, faculty, and students
- External Community Members (Daily News article)

- Burlington Chamber of Commerce
- Hamilton Chamber of Commerce
- Members of CUPE
- Members of MUFA (via newsletter)
- Westdale BIA