The Covid pandemic has been an unprecedented disruption to how we conduct our activities here at McMaster. In research, teaching and learning, administration, and other avenues, we -- all stakeholders -- have pushed the boundaries of what we thought were possible. We made it through a fully online academic year; we learned how to conduct efficient Zoom/MS Team calls; we learned how to video-record lectures on Echo 360. The list is probably endless, and speaks to our collective resilience and determination. Now, as we look ahead to 2021-2022 and beyond, we still face great uncertainty. We know that "it ain't over". Nevertheless, we do still need, together, to think deeply about what we have learned since the university locked down and our lives changed forever in March 2020. We need to be conscious and deliberate about weighing the options, and charting the course for, what our "new normal" will be for the future McMaster. What can change for the better? What must stay the same, if we are to be true to who we are?

If selected to serve on the University Planning Committee, I am committed to serving as a "representative" of the Faculty of Science according to the dictionary definition of the word. I will regularly consult with colleagues throughout the Faculty of Science, to better represent my colleagues' views. I believe the Faculty of Science has a unique role to play at McMaster, and also believe that Science has unique needs which must be well-served in the "new normal". In addition, I am committed to working with the other elected Faculty representatives (e.g. Humanities, Social Science, Engineering), since the UPC meetings are a crucial venue for the voices of McMaster faculty to be heard by the President, Provost, and other members of the university administration.