MESSAGE

From the Chair of the Board of Governors

McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the Dish With One Spoon wampum agreement.

Thank you for your interest in McMaster University and the role of President & Vice Chancellor. This is a great, and rare, opportunity for an exceptional scholar and leader to guide Canada’s most research-intensive university into the future.

Alongside a highly engaged Board and Senate, and with the support of leaders across campus and in the community, our next President & Vice Chancellor will build on a long tradition of academic success, student excellence and community engagement.

My Board and Search Committee colleagues, along with our devoted donors and volunteers, staff, faculty and students are immensely proud of our institution. We have much to be proud of – we are one of the top-ranked universities in the world, and in Canada, McMaster is the most research-intensive, medical-doctoral university.

From its inception, McMaster has been committed to serving the public good and creating a brighter world for all through the art and science of discovery. McMaster has been fortunate to have the support of a generous and compassionate community – a community that cares deeply about the transformative role McMaster has played, and continues to play locally, nationally and globally.

Notwithstanding the many challenges facing higher education, it is an exciting time to join McMaster as our President & Vice Chancellor. We continue to grow and remain committed to equipping our students with the skills, experiences and knowledge they need to be leaders of the future. Maintaining our current momentum will require a team effort, and strategic leadership from our President & Vice Chancellor.

I encourage you to visit mcmaster.ca and dailynews.mcmaster.ca. There you will learn how we strive to be a welcoming and inclusive community that emphasizes collaboration and diversity and supports all its members in feeling valued and respected for their contributions to our shared mission and goals. As an institution of higher learning, we are deeply committed to upholding freedom of expression, belief, and diversity of knowledge, and endeavour to do so within a framework of dignity, respect, and public engagement.

On behalf of the Search Committee and the entire McMaster community, thank you again for your interest.

Paul Douglas
Chair of the Board of Governors
OPPORTUNITY

President & Vice Chancellor

Advancing human and societal health and well-being

McMaster University - Canada’s most research-intensive university and one of the world’s top 100 universities – is recruiting its next President & Vice-Chancellor. As President, you will lead, refine and deliver on a bold vision for McMaster as it forges a Brighter World.

Across Canada and around the globe, McMaster is leading the way as an institution deeply committed to improving the lives of people and societies, through education and research. McMaster is a transformative, world-renowned institution and since its conception has been challenging the status quo and preparing students for the future of work.

Together with local, national and global partners and collaborators, McMaster University’s faculty, staff and students are translating research into real-world impact and results. Times Higher Education University Impact rankings in 2019 ranked us second in the world for social and economic impact. In 2018, McMaster was the winner of the Global Teaching Excellence Award which recognized the strength of our vision and plan for teaching quality. We measure our success, not only by enrolment numbers or rankings, but by the degree to which we improve people’s lives, contribute to our global knowledge base and advance the societies in which we live and interact.

Committed to delivering on its promise of Truth and Reconciliation, McMaster University recognizes and acknowledges that it is located on the traditional territories of the Mississauga and Haudenosaunee nations, and within the lands protected by the Dish With One Spoon wampum agreement. In keeping with its Statement on Building an Inclusive Community with a Shared Purpose, McMaster University strives to embody the values of respect, integrity and collaboration, and therefore has a strong commitment to diversity, employment equity, and inclusive excellence.

As President & Vice Chancellor, you will build on the university’s long tradition of and reputation for academic and research excellence, student success, evidence based and experiential learning, community engagement, and global impact. Your role has many dimensions, all requiring sound judgment and leadership. You personify and promote the values that define McMaster’s inclusive, interdisciplinary and diverse culture; lead, empower and support an exceptional team of academic and administrative leaders; develop and deliver on the university’s strategic goals; engage and foster meaningful relations with McMaster’s students, faculty and staff and our many external partners; protect and advance reputation; ensure the university secures and effectively manages the resources its faculty need to deliver on its promise; and most importantly, inspire McMaster students, faculty, staff, the community, government, industry partners and alumni and friends around a compelling, shared vision that stretches from its campus in Hamilton to the world.

You are a respected leader and scholar with a genuine appreciation for the transformative societal impact driven by research-focused student-centred institutions like McMaster. Approachable, accountable and engaging, you are deeply committed to collegiality, collaboration, transparency, and to advancing the principles of equity, diversity, and inclusion. As an experienced academic administrator, you have demonstrated great skill, integrity and organizational acuity in leading people, managing issues, and building relationships. Your colleagues and teams value your insights, wisdom and positive outlook when faced with challenges. Governments value your insights and trusted counsel, while donors, external stakeholders and local partners deeply value your sincerity, devotion and service to the community.
ABOUT McMaster

At McMaster University, we believe that finding solutions to real-world problems depends on sharing creative, diverse thoughts and ideas. To us, collaborative thinking is a gateway to greater intelligence. And greater optimism. In short, it’s helping us create a Brighter World. Specifically, we are creating a Brighter World by encouraging collaboration across disciplines that shines new light on the world’s challenges. We facilitate astute, cross-faculty dialogue that helps us build a better future for all, by advancing human and societal health and well-being. Our open, inclusive, supportive environment allows diverse groups of thinkers to collaborate, share insights and bring ideas to life that can change the world.

For further information, please visit: https://www.mcmaster.ca/

Ranked among the top 100 universities in the world

Canada’s most research-intensive university

Total annual research income of $354.6 M CAD

Winner of the 2018 Global Teaching Excellence Award

Site of the United Nations University Institute for Water, Environment and Health

Home to more than 70 research centres and institutes

Research-intensity averaging $405,300 CAD per faculty member

Two Nobel Laureates
McMaster is consistently ranked among the world’s top universities. It is Canada’s most research-intensive university and in 2019, was recognized as the second most impactful university in the world.

**Global Rankings**

**Times Higher Education (THE) World University Rankings**
September 2018
- #77 in the world – up from #78 in 2017 and #113 in 2016 – biggest improvement of any institution in the top 100.
- #23 in the world and second in Canada in the subject category of Clinical, Pre-Clinical and Health.

**Times Higher Education (THE) University Impact Rankings**
April 2019
- McMaster is ranked second in the world.
- This is a new international ranking based on the Sustainable Development Goals adopted by the United Nations.

**Higher Education Academy (in partnership with THE) Global Teaching Excellence Award**
July 2018
- McMaster is the winner of the prestigious Global Teaching Excellence Award based on the strength of its experiential learning opportunities, a commitment to global engagement and the work of the Paul R. MacPherson Institute for Leadership, Innovation and Excellence in Teaching.

**Times Higher Education (THE) Global University Employability Ranking**
November 2018
- #78 in the world and fifth in Canada.
- Based on responses from 6,000 firms from 22 countries on the question of which universities produced the “best graduates in terms of employability” in their own countries and abroad.

**QS World University Rankings**
June 2019
- McMaster is ranked #140 in the world and sixth in Canada.
- World Rankings by Subjects (Feb 27, 2019): #15 in Nursing, #23 in Sports-Related Subjects, #32 in Anatomy & Physiology, #43 in Medicine; and #50 in the “Broad Subject Area” of Life Sciences & Medicine.

**National Taiwan University: Performance Ranking of Scientific Papers for World Universities**
October 2018
- #112 in the world and sixth in Canada.
- #42 in the world in Clinical Medicine and #63 in the world in Social Sciences.

**Canadian Rankings**

**Research Infosource Inc.**
October 2018
- McMaster is Canada’s most research-intensive, medical-doctoral university for the second consecutive year.
- Seventh in Canada’s Top 50 Research Universities 2018, bringing in a total research income of $379.9 million.
- Outpacing peers in research-intensity, averaging $434,700 per faculty member – more than double the national average.
- “Research intensity” measures research income per full-time faculty member.

**Maclean’s University Rankings**
October 2018
- Fourth in the country in the “medical-doctoral” category (up from sixth last year).
- Third in the country for expenditures on student services.
- Fourth in the country in overall student satisfaction.
FACULTIES

DeGroote School of Business
The DeGroote School of Business at McMaster University is committed to providing an education with purpose. We believe in fostering innovation, interdisciplinary collaboration and entrepreneurship in students to help them go on to transform business and society, and in so doing, create a Brighter World. For further information, please visit: https://www.degroote.mcmaster.ca/

Faculty of Engineering
Ranked among the world’s top engineering schools, the Faculty of Engineering plays a significant role in helping McMaster University earn its reputation as one of Canada’s most innovative universities. Our focus on experiential, problem-based learning and our interdisciplinary approach to collaboration results in smarter insights, groundbreaking ideas and greater optimism. This approach is helping us create a Brighter World. For further information, please visit: https://www.eng.mcmaster.ca/

Faculty of Health Sciences
At McMaster University’s Faculty of Health Sciences, we are committed to making our world a better place. How? By bringing together the brightest minds to collaborate and exchange ideas in an environment of openness and cooperation for a healthier future for all. To us, sharing perspectives and insights leads to new discoveries, better health and a more optimistic outlook — in short, a Brighter World. For further information, please visit: https://fhs.mcmaster.ca/main/index.html
Faculty of Humanities
In the Faculty of Humanities at McMaster University, we value research that can change the world. Our leading-edge research brings together artists, humanists and scientists actively engaged in critical inquiry, ethical reasoning and intercultural understanding. The result? Creative and just solutions to challenging problems, and a Brighter World for all. For further information, please visit: http://www.humanities.mcmaster.ca/

Faculty of Science
McMaster University’s Faculty of Science works to create global impact by advancing scientific discovery and knowledge, and promoting greater understanding. Our innovative, interdisciplinary approach generates new methods and insights, groundbreaking results, and lasting change. It’s short, it’s research to help create a Brighter World. For further information, please visit: https://www.science.mcmaster.ca/

Faculty of Social Sciences
At McMaster University’s Faculty of Social Sciences, we are committed to engaging with the world though our research and educational programs to increase understanding and make a positive impact locally, nationally and internationally. We bring together diverse minds to collaborate and exchange ideas in an environment of openness and cooperation. To us, engaging with communities and sharing perspectives leads to real-world solutions to improve well-being – in short, a Brighter World. For further information, please visit: https://socialsciences.mcmaster.ca/
LEADERSHIP

Position Profile

The President & Vice Chancellor is an ex-officio member of the Board of Governors and serves as Chair of the University Senate. As the Chief Executive Officer of McMaster University, under the authority of the Board and the Senate, the President bridges these governing bodies and is responsible for the academic and administrative work of the University and of its teaching and non-teaching staff. The President is expected to build upon McMaster’s strengths as a research-intensive, student-centred institution and to provide the strategic leadership needed to chart and guide its future trajectory. The President is expected to manage the human, intellectual, financial, and physical resources of the university effectively, advance the institution’s role and standing within the national and global communities of research and higher education, and set a tone and direction that embodies McMaster’s values of collegiality, Truth and Reconciliation, equity, diversity, inclusion and service to the broader community.

The President & Vice Chancellor has the powers, duties and obligations set out in McMaster University Act.

EMERGING THEMES

The Role of President & Vice-Chancellor

Several themes emerged during a month-long consultation with senior administrators, faculty, staff, students and external community members.

Those themes, include:

- Protect and build on our distinct and highly valued culture of collaboration and collegiality
- Prioritize advancement, fundraising and building reputation
- Champion further intensification, interdisciplinarity and translation of research
- Maintain a focus on delivering an outstanding student experience
- Continue to drive teaching, learning innovation, and excellence
- Strive for greater equity, diversity and inclusion
- Build on the progress we have made toward Reconciliation and Indigenization
- Continue to deepen community engagement
- Provide principled leadership with an emphasis on integrity, ethics, inclusiveness and civility
- Deliver a vision that leverages our strengths and unifies us along a common path
- Recognize the importance of the Faculty of Health Sciences to McMaster University’s growth and reputation and that our strength is as a comprehensive university that values all Faculties
University Leadership
(administrative and academic)
• Set the tone for the University that aligns with McMaster’s core values.
• Provide informed and principled leadership to all academic and administrative matters.
• Champion and further McMaster’s world-class research, supporting ongoing intensification across the entire spectrum of academic disciplines that make up the McMaster community.
• Build a strong partnership with McMaster students, by supporting efforts in student experience, employability, accessibility and wellness.
• Establish a teaching, learning, and service agenda that continue to drive and further strengthen innovation and excellence in teaching and learning, encouraging risk-taking and experimentation across campus.
• Support efforts to enhance innovation in research, teaching, Indigenization, experiential learning, interdisciplinary collaborations, internationalization etc.
• Play a central/lead role in securing funding, resources and meaningful partnerships.
• Is accountable for the University’s fiscal health and sustainability, providing oversight to operational, financial, budget, capital planning/management, etc.
• Ensure that the University operates within the policy framework established by the Board and Senate.

Strategic Leadership
• Develop and champion a compelling vision that McMaster’s faculty, staff, students, partners and alumni can embrace and embody.
• In consultation with leaders across the McMaster community (staff, faculty, students, donors, partners, etc.), lead the strategic planning process to establish the University’s priorities that build on its strengths and differentiators.
• Define, drive, and pursue a comprehensive internationalization strategy.
• Actively identify and secure opportunities for external/community collaborations and investments that support, advance and strengthen McMaster’s academic mission.
• Leverage the strengths of McMaster’s 196,000 alumni on a local, national and global scale.

Community/External Engagement and Partnership Building
• Advocate to and mobilize strategic relationships with governments (municipal, federal, provincial, and First Nations).
• Ensure sound public policy and ongoing support for McMaster’s mission and mandate.
• Support internal advocacy efforts to inform and engage the McMaster community.
• Be a highly visible, active and engaged community leader, representative, ambassador and spokesperson for McMaster within the City of Hamilton, in Ontario, across Canada and around the world.
• Drive efforts to enhance the local community’s presence on campus.

People Leadership
• Inspire, empower and engage with faculty and staff at all levels, nurturing relationships founded on trust, transparency and respect.
• Sustain and nurture collaborative and positive relationships with student, staff and faculty associations across campus.
• Build and lead a high functioning senior administrative and academic leadership team.
• Foster and model the values of diversity, equity and inclusion.
• Champion reconciliation through transformative educational programming and research and the ongoing commitment to Indigenization of the University.
PERSONAL ATTRIBUTES

• Builds strong connections and relationships with communities and community members.

• Is deeply committed to collegiality, collaboration, transparency, trust-building and service to community, in the broadest sense.

• Is respected and respectful and known to be personable, accessible and approachable.

• Engages with student, faculty, staff, colleagues, and partners in a genuine and respectful way.

• Is passionate about the impact of interdisciplinarity, education and research on individuals and society.

• Displays integrity, humility, empathy and deep respect for equity and diversity, in all its rich forms.
## SELECTION CRITERIA

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Essential</th>
</tr>
</thead>
<tbody>
<tr>
<td>International reputation and academic standing in research and teaching</td>
<td>✅</td>
</tr>
<tr>
<td>Successful senior leadership experience gained in a well-respected university or in an organization associated with higher education</td>
<td>✅</td>
</tr>
<tr>
<td>Demonstrated champion of equity, diversity, and inclusiveness</td>
<td>✅</td>
</tr>
<tr>
<td>A track record of working with others in a collaborative, collegial, inclusive, and transparent manner to achieve successful outcomes</td>
<td>✅</td>
</tr>
<tr>
<td>A respected community leader who fosters strong and productive relationships with Indigenous communities, diverse post-secondary partners, research institutions, international partners, and local communities</td>
<td>✅</td>
</tr>
<tr>
<td>Flexibility, capacity to adapt to changing circumstances / environments and, when necessary, navigating through ambiguity</td>
<td>✅</td>
</tr>
<tr>
<td>Significant experience generating enthusiasm for the university and eliciting support from the donor community including individuals, corporations and other sponsors</td>
<td>✅</td>
</tr>
<tr>
<td>A record of working to improve students’ educational experience and success at both the undergraduate and graduate levels</td>
<td>✅</td>
</tr>
<tr>
<td>Experience in developing effective external relationships which lead to material outcomes within the higher education context. This includes, but is not exclusive to, community, government and industry</td>
<td>✅</td>
</tr>
<tr>
<td>A highly articulate communicator who is able to reach a wide range of audiences. An excellent listener. Preferably, savvy about electronic communication and social media</td>
<td>✅</td>
</tr>
<tr>
<td>A track record in operational management including financial sustainability, business planning and infrastructure</td>
<td>✅</td>
</tr>
</tbody>
</table>
HAMILTON

The City

Hamilton is a city of many communities, built on community spirit. Physically defined by unique geographical features like the Niagara Escarpment, Cootes Paradise Nature Reserve and Hamilton Harbour, the municipality has a broad mix of urban centres and sprawling farmland, offering beautiful sights at every turn. From Flamborough to Stoney Creek and all points in between, the municipality is industrious and culturally diverse. With a wide range of museums, libraries, entertainment venues, recreational facilities, parks and conservation areas, the City of Hamilton offers the perfect place to start a business, raise a family and grow with the community. Please visit: https://www.hamilton.ca/moving-hamilton/community-profile/quality-life
SELECTION
Steps in the Selection Process

1. Announcing Your Wish to be Considered
If you wish to be considered for this position, please forward your CV, cover letter, and any other relevant material to us by July 29, 2019 to jchupik@boyden.com. Michael Naufal, Nick Chambers and Jessa Chupik are the search consultants working directly with the search committee.

All applicants are also invited to complete a confidential Diversity Survey located here: https://surveys.mcmaster.ca/limesurvey/index.php/28877?lang=en

The Survey is voluntary and will take approximately two minutes to complete. All information collected is confidential and will only be used to support efforts to broaden the diversity of the applicant pool and to enhance talent acquisition processes. Information will be used in a manner that is consistent with inclusive, fair, equitable and transparent hiring practices which aim to advance academic and service excellence.

Please note: the confidential voluntary Diversity Survey is not provided to the committee. If you have any questions, please connect with May-Marie Duwai-Sowa, Employment Equity Specialist at duwaisom@mcmaster.ca.

2. Boyden Interviews
Once we receive the CVs and Cover Letters of those who express interest in the position, we will compare them against the Candidate Profile and also against the backgrounds of other candidates. We will then conduct a comprehensive interview of the top-rated candidates to assess fit, motivation, executive intelligence, experience, and alignment with the key criteria set out above.

Candidates whose background and experience most closely match the requirements of the role, will be asked to complete a Candidate Statement; the purpose of the Candidate Statement is to offer you the opportunity to highlight, in your own words, how your experience aligns with the key mandates and criteria of the role.

The materials that will be presented to the Search Committee should your candidacy be presented, are your:

- Completed Candidate Statement
- Cover Letter
- CV

3. Candidate Due Diligence
We will let you know as soon as possible after the Boyden interview if we will be proceeding further and presenting your candidacy to the Search Committee for its consideration; we will also ask you about your interest and whether you would like to continue in the process.

If both parties wish to proceed, we will ask you to begin gathering any information that might have an impact on your final decision. Usually there are three categories:

a) Matters of Fact – These include benefits, pension plans, vacation policy, perquisites, and an approximate indication of the compensation plan. If a physical move would be required to accept the position, please learn about housing, schools, relocation assistance, and any other matters of this kind that are important to you.

b) Matters of Relocation – If a physical move will ultimately prove unacceptable to your family members, please determine that at this stage.

c) Matters of Alignment – Please list the remaining questions that you would need to have answered about the position and the organization, and pass them along to us. We will be happy to answer them for you. The goal of gathering all of this information is to help you make an informed decision, as soon as possible, about the degree of your interest. In fairness to everyone, please do not go further if you really think you are unlikely to accept the position should it be offered to you. If you have additional questions following our
initial discussion, but your interest is tentative and you are still “exploring”, please let us know. We can help you get the additional information you need.

It is not uncommon for candidates to be pursuing multiple opportunities concurrently. In the interest of transparency, if you are a candidate for another opportunity, please let us know immediately, and keep us informed of your status. Doing so does not reflect negatively on your application, it simply ensures full disclosure from all parties involved.

4. Preparation of Long List and Creation of Short List
If after your interview with us and your due diligence, you remain interested, we will include your application in our Long List Report. The Long List Report will include the materials noted in step 2 above, and any additional supporting materials such as letters of reference. The Report will be presented to the Search Committee, for its review and consideration, at a meeting scheduled in mid-August 2019. From the Long List, the Search Committee will choose a Short List of candidates that it will invite to an interview.

5. Interview with the Search Committee
Interviews with the Search Committee are scheduled for the following dates:

Round 1 (early September 2019): The first round interviews will each be 90 minutes long and will centre on discussing the University’s key priorities and the role of the President & Vice-Chancellor. All candidates will be notified of their status at the end of the first round of interviews.

Round 2 (mid-to-late September 2019): Two or three candidates will be invited back for a second interview. The second interview will be less formal and focused on addressing any unanswered or new questions arising from the previous interview.

If you are one of the candidates invited back for a second interview, you may also be asked to make a short presentation on a specific topic of interest to the committee.

6. If you are the Finalist – Assessment and Referencing
If you are chosen as the finalist, references will be conducted at this stage; we will want to speak with people who have known you from a variety of perspectives. We will work with you to choose a set of referees who can provide a complete picture of your employment history, skills, weaknesses, strengths, competencies, values, etc.

Finally, we will ask you to provide us with the necessary information and authorization to complete a detailed background check (education, social media, credit, criminal, etc.).

7. Presenting the Assessment, Reference, and Background Findings to the Search Committee
At the completion of the references, assessments, and background checks we will present the findings to the Search Committee for its review and consideration. The Search Committee will meet and make its final selection.

8. Steps Leading to an Offer
If you are selected as the finalist candidate, and if no further references are required, you will be made a verbal offer of employment during which time the terms and conditions of the Offer of Employment will be discussed with you. We will facilitate the negotiations and present you with the formal Offer of Employment once agreement is reached.

The appointment will be for a renewable five-year term beginning no later than July 1, 2020.
ETIQUETTE

Regarding an Offer

If this position is offered to you, we would like to know that you will honour two standards of professionalism:

• First, that you will treat the offer in confidence (with the exception of discussing it with members of your immediate family) and will not ‘shop’ or discuss the offer with your present employer.

• Second, that if you accept the offer, your word is your bond and we can count on the fact that you will be joining our client. We understand that candidates can sometimes have doubts and second thoughts after making the decision to make a major career change. These feelings are quite common, and you are wise to anticipate that they may arise. On the other hand, we want to avoid the substantial loss of time and cost of opportunity that would accompany a reversal of your decision, in much the same way as you would want to avoid handing in your resignation and then having our client cancel the offer.

If either of these conditions is unacceptable to you, please inform us immediately. We will do our best to keep you informed throughout the process.