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SENATE
Wednesday, January 15, 2025

AGENDA

NOTE: Members who wish to have items moved from the Consent to the Regular Agenda should contact the University Secretariat before the Senate meeting. Members may also request to have items moved when the Agenda is presented for approval.

Page

Open Session

Opening Remarks

1.   Approval of Agenda – Open Session

Consent

2.   Minutes of the Previous Meeting – December 11, 2024 (Open Session)

3.   Report from the University Planning Committee

Regular

4.   Business Arising

5.   Enquiries

6.   Communications

   a.   Report from the Vice-President Research
   Andy Knights, *Acting Vice-President (Research)*

   b.   AP-01 Guidelines - Update to Research Participant Payment Process
   Martin Horn, *Acting Deputy Vice-President (Research)*
   Presentation - Update to Research Participants Payment Process

Brighter World

7.   Report from Graduate Council

[Graduate Council Report](#)

Information
a. Curriculum Revisions
b. New Award

8.   Other Business

a.   **Office of International Affairs Strategic Plan**
                Bonny Ibhawoh, *Vice-Provost (International Affairs)* **and Amira El**
                Masri, *Director, Office of International Affairs*
                [1. OIA Global Engagement Strategy 2025-2030](#)
                [2. OIA Impact Report 2023-2024](#)

Report to the Senate
from the
University Planning Committee

Open Session

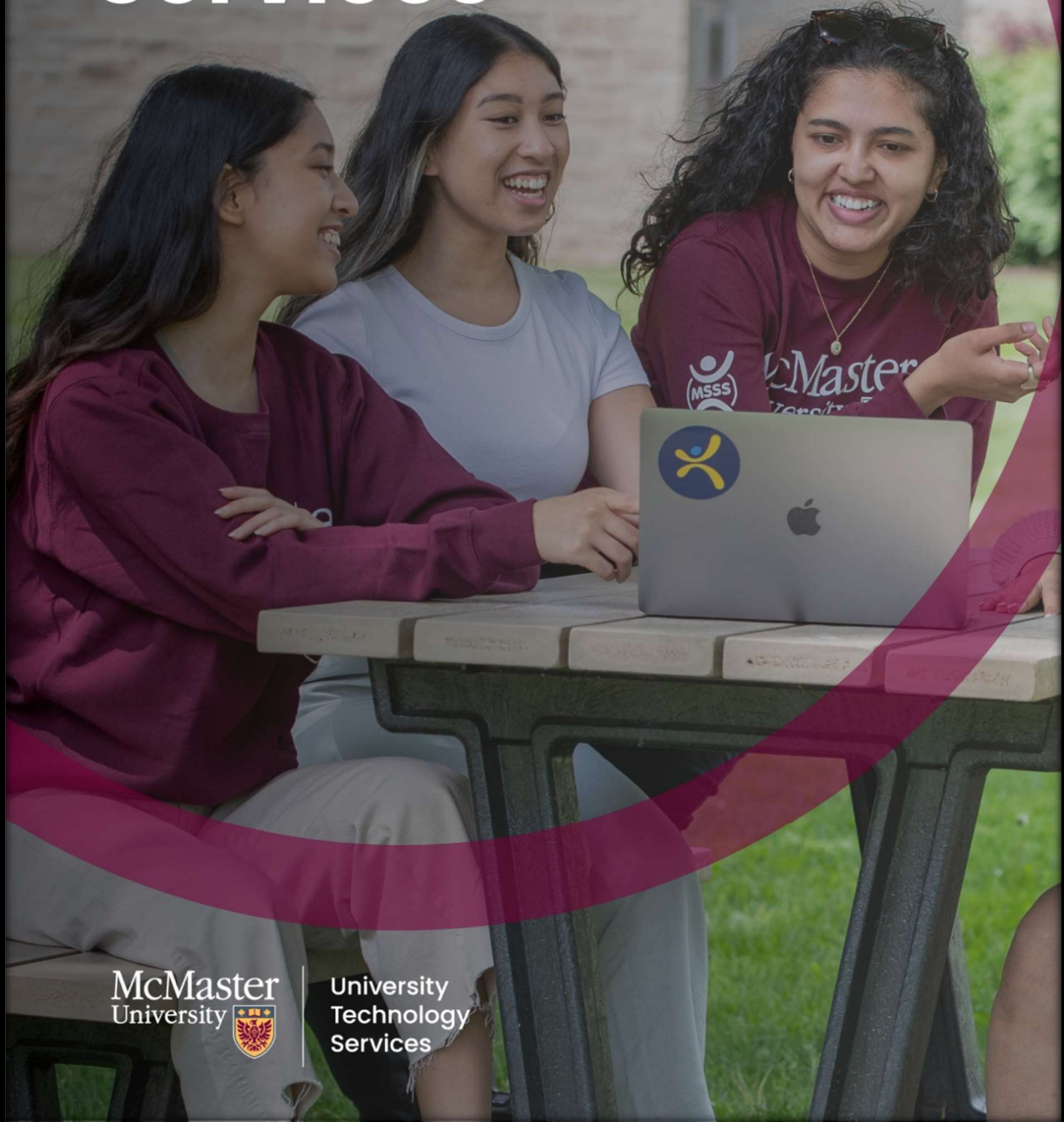## a. Report from University Technology Services

At its meeting on January 8, 2025, the University Planning Committee received the 2025 Planning Report from University Technology Services. This item is being reported for information.

b. Report from the Faculty of Engineering

At the same meeting, the University Planning Committee received the 2025 Planning Report from the Faculty of Engineering. This item is being reported for information.

Senate: FOR INFORMATION
January 15, 2025

University Technology Services

McMaster University | University Technology Services

Gayleen Gray
Associate Vice President and Chief Technology Officer (AVP and CTO)

The Office of the AVP and CTO, and University Technology Services (UTS)

Vision

Working as a connected community, McMaster will deliver a seamless foundation of core and transformative information technologies and services, accelerating the university's teaching, learning, and research mission.

Overview

The AVP and CTO has offered institutional leadership, partnership and support for various key institutional activities that will continue to provide future ready technology services to the campus, including: the Master Data Strategy, Web Strategy 2.0, a new Data Centre strategy, the digital student experience Campus Relationship Management (CRM) initiative, key CRM implementations for HR and recruitment, One Card (MacCard) strategy, McMaster LIMS for Core Facilities, the Digital Research Commons and the more recent responsibility for RHPCS, and support for the Vice Provost Teaching and Learning's Digital Learning Strategy. In the context of current financial challenges, these goals align with our 'one university' vision by driving efficiency and coordination in areas essential to our success: data driven decision making, student success, and cost savings.

Of note, in 2024, the Office of the AVP and CTO launched MacITGo, a new IT navigation consultation service empowering departments across campus to achieve strategic goals driven by technology. The McMaster IT Governance framework and approach was also optimized, enhancing collaboration and planning for institution-wide IT initiatives. Together, these accomplishments highlight the power of working as one connected community., enhancing collaboration and planning for institution-wide IT initiatives. Together, these accomplishments highlight the power of working as one connected community.

As is the norm, there were many emerging and priority activities that competed for our team's attention this past year: the emergence and advancement of generative AI (artificial intelligence), the new AI Advisory Committee, the required AOPDA Web Accessibility compliance reporting, the transition of Research High Performance Computing Support (RHPCS) to the Office of the AVP & CTO, the roll out of IT services and support for the Nuclear Operations Facility, a campus wide IT Services Review, and continuously emerging opportunities and changes within the Microsoft productivity suite. Each their own way provided excitement and challenges and will continue to offer opportunities in the year ahead.

1

AVP and CTO Strategies

Priorities

The AVP and CTO office focuses on advancing key priorities for the institution, including IT Governance, support for enterprise level IT initiatives led by other leaders and teams, CTO sponsorship for project management, business analysis and operational support for all aspects of campus IT.

These are key strategies of note for which the AVP and CTO will be providing support through the next fiscal year:
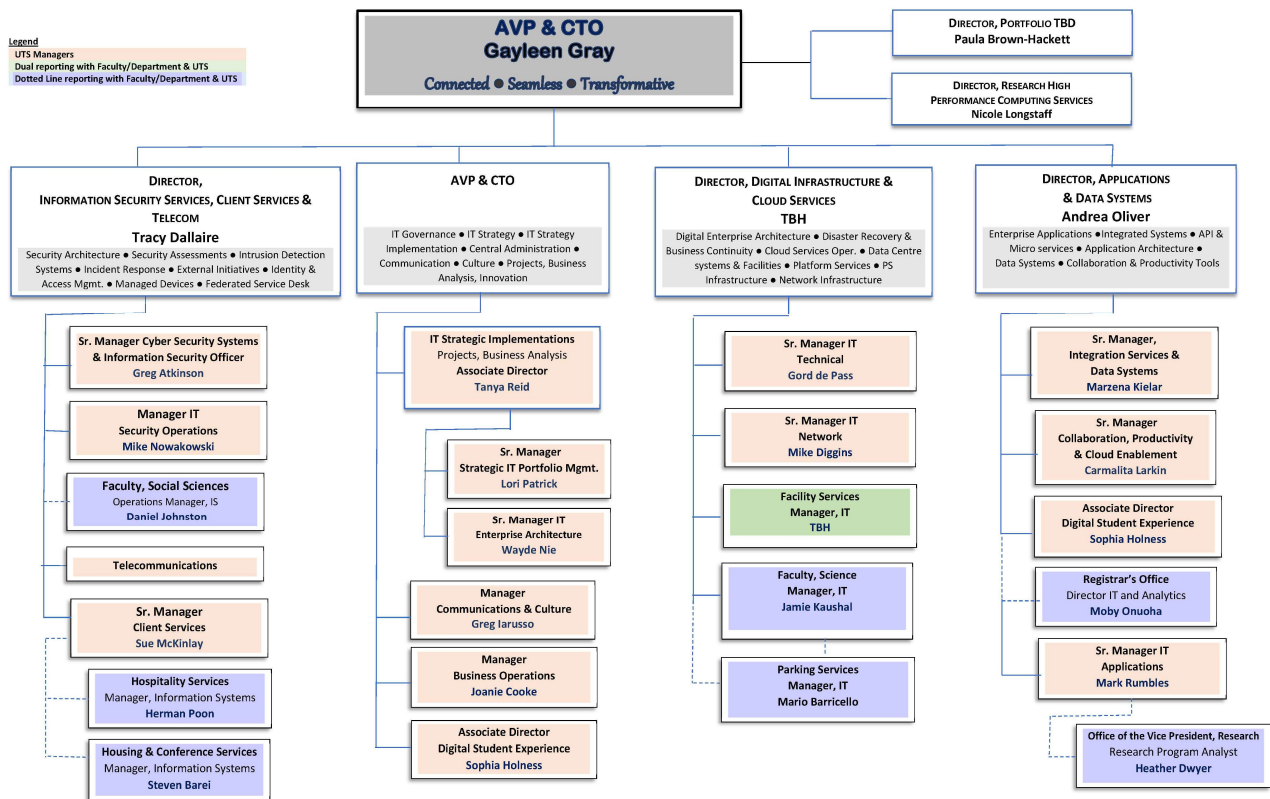
- The McMaster One Card roll out in support of the AVP Real Estate and Ancillaries
- The Digital Student Experience Campus Relationship Management (CRM) initiative and other key CRM implementations including those for Human Resources, Housing and Conference Services and Communications, Marketing and Public Relations
- The Data Centre Strategy which will be socialized before the end of FY 2024/25Web Strategy 2.0 in partnership with the AVP Real Estate and Ancillaries and Chief Executive, Internal and External Relations
- Operationalization of the Web Accessibility for Ontarians with Disabilities processes on campus
- The Research Commons in partnership with the Vice President Research and the University Librarian
- The McMaster LIMS for Core Facilities, in partnership with the VPR
- The Digital Learning Strategy in support of MacPherson Institute
- The Smart Campus Strategy in partnership with Facility Services
- The AI Advisory Committee and its cross-campus activities
- The campus IT career framework and position management, along with IT Services Review operational IT focused recommendations including extending IT Leadership support across departments and Faculties
- Ongoing support and delivery of McMaster IT Governance 2.0 and MacITGO Navigation Services

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Highlights for University Technology Services (UTS) and Research and High-Performance Computing Support (RHPCS)

The AVP and CTO oversees the central IT department, UTS, as well as Research High Performance Computing Services (RHPCS), with each area of services led by Directors who oversee their portfolio of Senior Managers and staff, as outlined in the Organizational Chart above. UTS provides project support and systems integrations while simultaneously delivering strategic and operational services in support of the institution's needs.

The following sections will provide more detail on each of the units that roll up to the AVP and CTO.

Jan 2025

Legend
UTS Managers
Dual reporting with Faculty/Department & UTS
Dotted Line reporting with Faculty/Department & UTS

AVP & CTO
Gayleen Gray
Connected ● Seamless ● Transformative

DIRECTOR, PORTFOLIO TBD
Paula Brown-Hackett

DIRECTOR, RESEARCH HIGH PERFORMANCE COMPUTING SERVICES
Nicole Longstaff

DIRECTOR, INFORMATION SECURITY SERVICES, CLIENT SERVICES & TELECOM
Tracy Dallaire
Security Architecture ● Security Assessments ● Intrusion Detection Systems ● Incident Response ● External Initiatives ● Identity & Access Mgmt. ● Managed Devices ● Federated Service Desk

AVP & CTO
IT Governance ● IT Strategy ● IT Strategy Implementation ● Central Administration ● Communication ● Culture ● Projects, Business Analysis, Innovation

DIRECTOR, DIGITAL INFRASTRUCTURE & CLOUD SERVICES
TBH
Digital Enterprise Architecture ● Disaster Recovery & Business Continuity ● Cloud Services Oper. ● Data Centre systems & Facilities ● Platform Services ● PS Infrastructure ● Network Infrastructure

DIRECTOR, APPLICATIONS & DATA SYSTEMS
Andrea Oliver
Enterprise Applications ●Integrated Systems ● API & Micro services ● Application Architecture ● Data Systems ● Collaboration & Productivity Tools

Sr. Manager Cyber Security Systems & Information Security Officer
Greg Atkinson

Manager IT Security Operations
Mike Nowakowski

Faculty, Social Sciences
Operations Manager, IS
Daniel Johnston

Telecommunications

Sr. Manager Client Services
Sue McKinlay

Hospitality Services
Manager, Information Systems
Herman Poon

Housing & Conference Services
Manager, Information Systems
Steven Barei

IT Strategic Implementations
Projects, Business Analysis
Associate Director
Tanya Reid

Sr. Manager Strategic IT Portfolio Mgmt.
Lori Patrick

Sr. Manager IT Enterprise Architecture
Wayde Nie

Manager Communications & Culture
Greg Iarusso

Manager Business Operations
Joanie Cooke

Associate Director Digital Student Experience
Sophia Holness

Sr. Manager IT Technical
Gord de Pass

Sr. Manager IT Network
Mike Diggins

Facility Services Manager, IT
TBH

Faculty, Science Manager, IT
Jamie Kaushal

Parking Services Manager, IT
Mario Barricello

Sr. Manager, Integration Services & Data Systems
Marzena Kielar

Sr. Manager Collaboration, Productivity & Cloud Enablement
Carmalita Larkin

Associate Director Digital Student Experience
Sophia Holness

Registrar's Office
Director IT and Analytics
Moby Onuoha

Sr. Manager IT Applications
Mark Rumbles

Office of the Vice President, Research
Research Program Analyst
Heather Dwyer

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Information Security Services and Client Services

Client Services

Providing McMaster with transformative information technologies and services depends on a cohesive and aligned IT community across the full institution, and a strong IT culture. Delivering exceptional service and maintaining a commitment to core technologies and innovative solutions will result from an enterprise service management approach where an integrated IT support services model will mature and grow that leverages the best organizational structures and delivery sources.

Client Services in UTS provides front line support for information technology services within the university.

- Although IT service delivery is decentralized, the UTS Service Desk provides the central support for account management, central Mosaic and application services, networks, servers, IT security, and collaboration tools (Microsoft Office and Zoom).
- The UTS Service Desk support model has been evolving with greater integrations and alignment of processes and technologies between those provided by UTS and those provided by Faculty IT and other decentralized IT areas.
- UTS front line support personnel provide value to students, faculty/instructors, staff, and researchers, as well as those external to the institution, and they support services that cross all constituencies or affiliations including UTS services and non UTS systems like Avenue2Learn, LinkedIn Learning, and others.
- Continuing into 2025 – 2026, Client Services is undertaking a modernization effort in collaboration with Faculty and other decentralized IT areas with the move to Microsoft Dynamics, a Campus Relationship Management (CRM) tool. This move will also align client service technologies and approaches with other non-IT support areas such as the Registrar's Office and Human Resources.

Additional Trends:

We receive emails, phones calls and chats requesting support and new services. We provide this service successfully, based on our customer satisfaction ratings. Our customer satisfaction rating for 2024 is 4.8/5.

- Since the implementation of Live Chat and Chat Bot features in 2022, the community has continuously increased their use of these support channels. The Live Chat and Chat Bot feature is also integrated with other Live Chat and Chat Bot implementations across campus for IT and non-IT services and support.   In addition to online services, staff, students and faculty can book in-person consultations at the UTS Service Desk in Burke Sciences through an online queue system established post-COVID. This convenient option has been well-received and frequently used by students.

The UTS Service Desk is a key point of interaction and evolves around continuous improvement. Total UTS Service Desk interactions have increased more than 10% in volume each year across Live Chat, email and telephone because of the enhanced services offered by the team and extended support hours, by 26 hours per week over the fall and winter semesters:

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Statistics for 2024 Client Services

	Tickets Created (grand total)	Chats (Bot and Agent)	Walk -Ins	Total
2024 (as of Nov 2024)	19,836	28,346	997	55,440
2023	22,908	32,526	1,151	56,585
2022	27,006	30,534	1,045	58,585
2021	27,736	34,097		61,833
2020	34,741	5,908		40,649
2019	30,457	n/a		30,457
2018	30,634	n/a		30,634

Client Services Strategies

By moving toward an IT One-Desk or Enterprise Service Management approach, we will improve efficiency and excellence in customer service, making it easier for our community to engage and get the services they need more effectively and efficiently.   The community will not need to determine where to go and who to contact to get IT assistance.

To enable a *Connected, One IT Community*, Client Services has been focusing on four improvement opportunities:

1. Automation, data and analytics, systems integration and customer service;
2. Improving Data and Analytics that inform changes and improvements to service provision;
3. Increased Systems Integrations including websites, chats, ticketing and social medial channels, as well as other Institutional systems such as Mosaic, Identity and Access Management and other related systems;
4. Efforts to continually improve Customer Service creating a customer experience strategy, vision and training plan.

Client Services is undertaking an Enterprise Service Management modernization effort to migrate the Client Service technology and associated processes and approach from a traditional ticket model to a relationship management model with move to the Microsoft Dynamics CRM platform. This approach will align client facing services and supports with other institutional IT and non-IT supports and enable future integrated approaches to client services.

Additionally, since the last report in 2022, work commenced and will continue in earnest in 2024-2025, to improve and integrate desktop support services in collaboration with Faculty and other service areas across campus. This group will also collaborate on modernizing and improving end point management which will improve the service experience for staff and faculty and result in better service delivery, efficiencies and improved information security.

Information Security Services

The Information Security Services team implements security safeguards across campus and ensures they are operating effectively. These safeguards allow for the prediction, prevention, detection and response to security incidents and threats.

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Information Security Services provides these services through a team of IT professionals and an extended team of IT professionals in the decentralized IT areas, focused on:

- Security operations monitoring and response to any threats and alerts.
- Supporting end users with security related issues
- Identity and Access Management with Single Sign On
- Proactive Security Reviews and Scans of contracts and agreements, existing and new systems, project implementations, payment processing and networks
- Providing awareness resources and supports to students, researchers, staff and faculty

Information Security Services developed a Three-Year Information Security Strategy and Road Map intended to mature services that will strengthen McMaster's security posture and build its resilience in an ever-changing threat landscape and will come to completion in 2025. In the Winter of 2025, in response to the recommendations in the IT Services Review and with the completion of the initial year Three Road Map, Information Security Services will provide a new continuous improvement plan and road map for the full campus. This will provide a campus wide approach to the following operational activities:

- Day-to-day security operational services to the McMaster community
- Identify and Access Management Program
- Effective governance, risk and controls efforts are undertaken
- Support for projects and initiatives across all areas of the Institution
- Proactive and reactive activities to ensure the security systems, networks, data, and information
- Coordination and collaboration to ensure a resilient and strong technology and business ecosystem.

Information Security Services Road Map Priorities, Accomplishments and Highlights

The following provides a summary of the priorities for the coming year:

- Advancing End Point Protection across the McMaster Network:
  - *Priorities:* Continued tuning and risk-based deployment of end point protection controls
- Strengthening information security across the McMaster Network:
  - *Priorities:* Assessing, identification and implementation of additional and new network safeguards
- Enhancing Information Security Incident and Event Monitoring and Management (SIEM):
  - Undertaking a SIEM proof of concept and sector SIEM initiative
- Ensuring effective Identity and Access Management (IAM) Program and Single Sign On (SSO) services
  - *Priorities*: Modernize and improve IAM addressing problems, streamlining and automating processes and increasing flexibility and agility
- Growing supports for the McMaster Research Community with resources and supports to enable and support Research and Scholarship:
  - *Priorities:* Development and implementation of IS standards, protocols and assessments
- Providing Governance and Guidance to support end users as they work, learn, teach and research:

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- o *Priorities:* Modernize information security policies, standards, governance bodies and processes
- Streamlining and growing IS Architecture and IS Review processes and resources:
  - o *Priorities:* Mature and enable self-serve assessment tools and processes
- Information Security Culture building:
  - o *Priorities*: Mature and increase impact of IS Culture building through virtual and in person training and awareness campaigns.
  - o Establishing and automating a Dashboard of Key Performance and Key Risk Information Security Indicators Priorities: Harmonizing and automating development and maintenance of IS dashboards
- Maturing McMaster's Incident Response (IR) Program:
  - o *Priorities:* Develop and delivery annual plan of tabletop exercise Explore and implement IR automations.

Digital Infrastructure and Cloud Services

Recently renamed to address the future readiness activities necessary for delivering a 21st century digital infrastructure, this unit maintains and manages several core services including:

- Wired and Wireless Networking
- Enterprise Architecture
- Cloud Services & Operations
- Data Centre Management (2 McMaster Core Data Centers)
- Platform Services
- Server and Storage hosting
- Disaster Recovery backup
- People Soft Infrastructure
- Database Platforms and Database Management

We work to minimize the infrastructure on premises where possible and when it makes sense to move to cloud services, evaluating operational feasibility and fiscally responsible. This will allow us to manage the resource requirements for people and physical space as new and expanding services are introduced. There is a priority to leverage new technology like AI and machine learning to better manage our growing infrastructure and to seek creative and innovative ways to manage and enhance McMaster's core infrastructure.

The following is a list of short-term priorities for each of the infrastructure areas:

People Soft infrastructure & Database Platform Management

- **Note**: *Objective is to have all Oracle workloads in Oracle Cloud (OCI) and remove the on-premises system before the Oracle Contract is up for renewal in June 2025*
- All Mosaic platforms moving to Oracle Cloud Infrastructure
- Oracle Cloud Manager on OCI in new tenancy (ExaCC)
- Establish Proper Patching Strategy (Lifecycle) for all things Oracle based on quarterly critical patches released by Oracle

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- Oracle Application (PeopleSoft) contract renewal/review
- System Upgrades – Maintenance of technical currency:
  - Oracle DB Version Upgrade to 19c
  - People Tools Upgrades (8.58 to 8.62 in 2025)
  - Image (PUM) Upgrades for CS, FS & HR (Lifecycle) - 2025
- POC – Start moving PeopleSoft non prod Environments to OCI including associated infrastructure such as attachments and photo storage
- IRA – OBIEE & ODI/OBIA replaced with Oracle cloud OCA & ODI
- IAM Moved to OCI
- Hyperion move to OCI
- Replacement of ExaCC Machine on prem at McMaster with new ExaCS Machine in Oracle Montreal Data Centre as part of our tenancy
- Future Disaster Recovery site in Montreal Tenant

Telecommunications

The Telecommunications team works to continuously improve the campus integrated communications services capabilities and more recent modernization activities include:

- Reconfiguration of dial plan to exclude Legacy Nortel Systems
- Upgrade of Avaya Aura OS from release 7 to release 10.2:
  - Includes upgraded HW (e.g., S8300 modules for all the gateways).
- Physical disposal of Legacy Nortel Hardware
- Replacement of Nuance Speech Attendant System
- Integration of Avaya Aura with MS Teams
- Upgrade of the Emergency Phones (blue phones located in the Poles) Tool Vox – Collaborative project with Security

In 2025 – 2026, the campus will move away from the cost recovery model that has been at the core of the Telecommuncations budget model since it was an ancillary service over a decade ago. This will rejuvenate the service model approach offered to the campus, providing more opportunity to provide agile services to faculty and staff based on specific needs and productivity approaches. To address this shift in client productivity focus, the team will undertake efforts to advance towards a more seamless client service experience in coordination and collaboration with client services areas such as the service desk, desktop support and end point management within UTS and across IT areas that support our campus. Further, the Telecommunications team will be embarking on a transformational exercise to move towards a more streamlined and modernized approach through the implementation of TEAMS Voice Calling.

Network – Wired & Wireless

Seamless, secure and innovative network solutions that empower academic, research and operational excellence across campus are core to all technology and service capabilities on campus. To build a resilient, future-ready network infrastructure that supports the evolving needs of our campus community, this team focuses on:

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- Modernizing Wired and Wireless Networks: Enhance building networks through a multi-year lifecycle management strategy, ensuring scalability and continuity by proactively addressing vendor end-of-life challenges.

- Advancing Wireless Connectivity: Transition to Wi-Fi 6E and beyond (Wi-Fi7), deploying next-generation wireless access points and piloting cutting-edge technologies like 6GHz Wi-Fi in strategic locations.

- Empowering Innovation: Implement a secure wireless IoT onboarding solution to support diverse research, security, and building automation needs.

- Enhancing Core Network Infrastructure: Upgrade the Nexus Data Center switch to accommodate higher port capacities, meeting the demands for speeds beyond 1Gbps and addressing end-of-life challenges.

- Expanding Campus Connectivity: Improve student residence networks with updated switching and Wi-Fi 6 technologies while addressing aging fibre infrastructure and redundancy gaps.

- Sustaining Excellence: Renew critical enterprise agreements, enabling continued support for wireless operations, advanced analytics, and network automation.

- Ensuring Robustness: Conduct external network audits and assessments to identify and address vulnerabilities, ensuring a secure and efficient campus network.

Further initiatives in the next year or more will include:

- Life Cycle Management (Asset Management)
    - Multi-year project to enhance building networks and avoid vendor end-of-life issues (no provisioning of parts, services, or software support for current hardware)
    - Wireless enhancements to Wi-Fi 6 and beyond (approximately 500 replacement wireless access points deployed for phase I)
    - Replace Nexus Data Center switch with new platform – addressing the need for more port capacity beyond 1Gbps (1/2.5/5/10/40/100)
- Wireless IoT onboarding solution needed so that staff and researchers can securely attach atypical devices to Wireless network (for research, security, building automation, etc.)
- Trial 6GHz Wi-Fi (Wi-Fi 6E) in the libraries (or another location)
- Renewal of multiyear Cisco wireless Enterprise Agreement (EA) for continued support (controller licensing, DNA Centre, and DNA spaces cloud service)
- Resnet (Student Residences) network enhancements – five remaining buildings updated with enhanced network switch and Wi-Fi6 technology
- Address aging fibre cable plant (single mode fibre to Campus Services, Applied Dynamics Lab:
- External Network Audit and Assessment

Architecture & Infrastructure (Enterprise Systems)

- Initiate an Architecture practice within the Strategic Implementations team of the Office of Associate Vice-President & Chief Technology Officer
- Transition to hybrid premise and cloud services capability for Azure and OCI clouds
- Complete decommissioning of Compellent Storage

- MacDrive refresh or transition (technical currency / seamless)
- Replacement of Datacentre UPS and cooling and broader Campus Datacentre Roadmap
- Develop and implement Campus Web Strategy
- Migrate from Fibre Channel Storage Network to iSCSI/Ethernet
- Future Mosaic hosting architecture

Enterprise Applications and Data Systems (EADS) and Collaboration and Productivity:

Enterprise Applications and Data System

The Enterprise Applications and Data Systems team provides services that:

- Ensure the availability, sustainability, and security of the institution's mission-critical Enterprise Resource Planning (ERP - Mosaic) system delivered in Oracle PeopleSoft that supports central Finance, Human Resources, and Campus Solutions.

- Builds and supports seamless data integrations between the ERP system and other campus enterprise applications including student applications systems, client relationship management systems, the Learning Management System, administrative management systems, and all adjunct financial and budget systems.

- Supports access to data for decision making including the provision of reporting tools and support for data platforms, data governance, data security and data privacy.

Enterprise Applications and Data Systems has a three-year operational plan with a prioritized set of large-scale initiatives that will continue into 2025. The outcomes and deliverables from these initiatives are scoped and planned to achieve key objectives identified in strategic and operational plans such as the President's Strategic Plan which include the following priority areas which are intended to modernize and transform the enterprise application and data technology platforms and services for the institution.

Data Management & Reporting:
- Modernize data platform by decommissioning the legacy/unsupported data warehouse.
- Implement Microsoft Azure cloud-based data platform for hosting and supporting self-service reporting and analytics, including unstructured and semi-structured data.
- Expand self-service reporting tools and access to operational data for administrative and faculty users.
- Provide data governance support for ensuring data quality, literacy, and standards.

Integrations & Application Development:
- Modernize systems integration to the ERP system using standardized Application Programming Interfaces (APIs).
  - Complete proof of concept to develop and operate the environment.
  - Review/assess current integrations to inform a strategy for replacing legacy integrations.
- Expand low-code/no-code application development for developing bespoke/ non-ERP technology solutions.

Enterprise Resource Planning (Mosaic):

- Lifecycle Management for ensuring that the system is maintained in a state of good repair
- Oracle Roadmap Implementation has commenced
  - Successfully decommissioned the Mosaic Interaction Hub (Portal) to reduce the Mosaic technology footprint and overall cost. (Q1-2024)
  - Migration of Mosaic database from on-premises to Oracle Cloud Infrastructure (started)
  - Mosaic Upgrades - PeopleTools and Image Updates (User interface improvements and system enhancements)

Provide Enhanced User/Customer Experience:

- 2,100 incidents, bug fixes, and enhancements resolved
- 475 Mosaic system changes implemented to Mosaic Production environment
- Leverage delivered enhancements to PeopleSoft (Mosaic) as part of Oracle Roadmap Mosaic Upgrades
- Leverage API Management tool to facilitate enhanced user experience (Chatbot, SharePoint).

Digitization and Automation:

- Continuation of the successful eForms program:
  - Teaching Assistant Hire eForm implementation
  - Employee Self Service enhancement implementation
  - HR New Hire (Phase 2) - Planning
  - Grad Pay project - Started
  - Grad Records project - Planning
- Health & Safety Training Compliance Initiative:
  - Improve training enrollment automation- Started

Consultative Services:

Consultative technical and project management support for major business-led technology initiatives including technical reviews for major projects and systems upgrades with representatives and subject matter experts including IT and business areas:

- McMaster One Card Project
- Finance Hyperion budget planning replacement project
- McMaster CRM Transformation
- University Advancement specific CRM implementation
- Infosilem (Course Scheduling) system replacement project
- Data Strategy Phase One project
- Bike Share project
- Campus Store POS project
- Verifiable Digital Diploma project
- Record of Activity (ROA) – grants data integration for Faculty of Science

Collaboration and Productivity Services

McMaster's academic and administrative activities rely on collaborative and informed decision-making. Our investments in platforms and processes will prioritize implementing solutions already identified as core requirements. This approach will also create opportunities to discover and implement new initiatives that support McMaster's ongoing digitalization. We deliver and manage services and product changes for the broad McMaster Community:

- Microsoft 365 portfolio
    - o Microsoft tenant licensing
    - o Policies
    - o Microsoft 365 suite of products
    - o Microsoft Exchange email service
    - o Microsoft SharePoint service
    - o Microsoft OneDrive
    - o Microsoft Teams
    - o Third-party applications integration
- Zoom service
- IT service management tool
- DocuSign service

Collaboration, Productivity & Cloud Enablement Priorities:

- Engage with community partners to assess needs and identify opportunities for operational efficiency
- Automate and streamline operational processes
- Simplify the email ecosystem to enhance security and introduce new services and capabilities
- Increase adoption of collaboration services such as Microsoft 365 and Zoom
- Introduce new capabilities, such as email archiving
- Enhance the security posture of existing services, including email quarantine and shared mailboxes (underway)
- Decommission services where there is duplication of effort or capability
- Leverage new capabilities in existing tools and services
- Migrate mailing lists from the Electronic Distribution List (EDL) tool to Microsoft (underway)

What's trending - statistics:

Discover & Learn educational site has 31,000 unique users
OneDrive contains 146.8 million files
SharePoint sites contain 39.1 million files
Over the past 6 months:
Exchange service had 85.5 million emails activities
MS Team had 10.8 million chats activities
MS Teams had 251,000 meetings 91,000 were one-on-one calls
Zoom had 248,300 meetings/webinars
Microsoft Copilot (enterprise data protection) had 2,921 active users with 92 average daily users

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Research High Performance Computing Support

The Research and High Performance Computing Support (RHPCS) team at McMaster University is dedicated to supporting the computational and digital research infrastructure needs of researchers across all disciplines. RHPCS provides McMaster researchers with computing resources, technology expertise and consultative competencies to advance innovative research and achieve researchers' project goals. Whether through direct provision of infrastructure and services, or by coordinating and consulting with other partners and solution providers on and off campus, RHPCS is committed to ensuring researchers access the best possible resources, tools, and support. To fulfill this mission, RHPCS currently offers a comprehensive range of services tailored to meet the diverse needs of McMaster researchers.

As of FY 2024/2025, the AVP and CTO is responsible for RHPCS. However, it will remain a separate department from UTS, with separate budgets, personnel, and mandates, while simultaneously seeking synergies and collaboration. It may take up to two years to revitalize and right size RHPCS and its funding to appropriately meet researcher needs, however the involvement of both the Vice President Research and office, along with input from researchers across the institution will provide valuable support. The opportunities that will be created through the leadership efforts of the AVP and CTOand the VPR will provide a foundation for RHPCS to:

- Facilitate thoughtful investment in infrastructure, innovation, and skills development.
- Differentiate RHPCS services, offering the best solutions to researchers, without duplication.
- Through involvement in the Digital Research Commons (DRC), expand and enhance the diversity, reach, and services offered to meet the evolving needs of our researchers.
- Strengthen relationships and clarify roles within the IT community at McMaster
- Evaluate and right size the cost recovery aspect within the RHPCS funding model.
- Ensure long-term operational excellence and sustainability of RHPCS.

Chief Technology Officer Executive: AVP and CTO with UTS Directors

Gayleen Gray, Andrea Oliver, Tracy Dallaire, Paula Brown-Hackett. Missing: Nicole Longstaff.

Engineering a
Brighter Future

December 20, 2024

McMaster University | Engineering
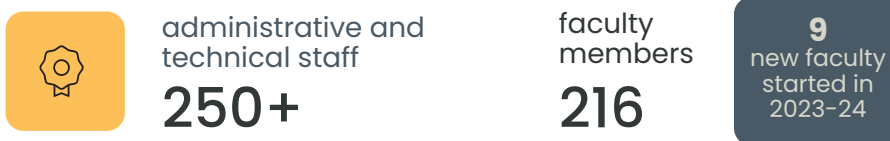
Brighter World

2023-2024
Fast facts

Ranked among the top engineering schools in the country, the Faculty of Engineering plays a key role in helping McMaster University earn its reputation as one of Canada's most innovative and research-intensive universities.

Students

undergraduate students
7,633

13% international undergrad students

96% retention rate from 1st to 2nd year

graduate students
1,433

65% international graduate students

Faculty and staff

administrative and technical staff
250+

faculty members
216

9 new faculty started in 2023-24

Alumni

active across the world
29,315

Research

$46.3M in external research funding

35 research chairs

$489K in research intensity per faculty member
(source: Research Infosource 2024)

20+ research centres, institutes and networks

Mac Eng points of pride:

- McMaster Engineering is home to the second-largest engineering co-op program in Ontario and the third largest in Canada. In 2023-24, more than 4,700 undergraduate and graduate students benefited from a flexible co-op program that allows students to undertake paid work opportunities of varying lengths with support from the Centre for Career Growth and Experience.

- McMaster Engineering has the largest undergraduate research program in Canada. In as early as the summer after first year, students can gain meaningful research experience. In summer 2024, we had more than 250 undergraduate students pursuing research positions on campus through a range of funded programs.

- McMaster Engineering has more than 70 clubs and teams with participation by at least 3,500 students. Students develop transferable and technical skills working with their peers on projects and initiatives, often traveling across Canada and internationally to participate in events.

46% of incoming engineering and iBioMed undergraduate students for Fall 2024 are women – a historic high for the Faculty.

Engineering | McMaster University | Brighter World

Leadership

Heather Sheardown, Dean
Sarah Dickson-Anderson, Associate Dean, Undergraduate
Carlos Filipe, Associate Dean, Research, Innovation and Partnerships
Kathryn Grandfield, Associate Dean, Graduate Studies

Department Chairs

Mohamed Bakr, Electrical and Computer Engineering
Rafael Kleiman, Engineering Physics
Jake Nease, Chemical Engineering
Richard Paige, Computing and Software
Lydell Wiebe, Civil Engineering
Greg Wohl, Mechanical Engineering
Hatem Zurob, Materials Science and Engineering

Associate Chairs - Undergraduate

Shelir Ebrahimi, Chemical Engineering
Wolfram Kahl, Computing and Software - External
Xun Li, Electrical and Computer Engineering
Matthew Minnick, Engineering Physics
Sebastien Mosser, Computing and Software - Internal
Cheryl Quenneville, Mechanical Engineering
Oleg Rubel, Materials Science and Engineering
Michael Tait, Civil Engineering

Associate Chairs - Graduate

Jacques Carette, Computing and Software
Andrew Gadsden, Mechanical Engineering
Zhen Gao, W Booth School of Engineering Practice and Technology
Adrian Kitai, Engineering Physics
Shiva Kumar, Electrical and Computer Engineering
Leili Tafaghodi, Materials Science and Engineering
Li Xi, Chemical Engineering
Boyang Zhang, Chemical Engineering
Robin Zhao, Civil Engineering

Associate Chairs - Research

Fei Chiang, Computing and Software
Wael El-Dakhakhni, Civil Engineering
Todd Hoare, Chemical Engineering
Natalia Nikolova, Electrical and Computer Engineering

W Booth School Undergraduate Program Chairs

Fei Geng, BTech Biotechnology
Michael Justason, BTech Civil Engineering Infrastructure Technology
Hoda Kamel, BTech Business and Management
Moein Mehrtash, BTech Automotive and Vehicle Engineering Technology
Eu-Gene Ng, BTech, Manufacturing Engineering Technology
Chi Tang, BTech Power and Energy Engineering Technology
Seshasai Srinivasan, BTech Software Engineering Technology
Tom Wanyama, BTech Automation Systems Engineering Technology

Graduate Program Directors

Brian Baetz, Director, W Booth School
Ravi Selvaganapathy, Co-Director, School of Biomedical Engineering

Undergraduate Program Directors and ADs

Kostas Apostolou, Associate Director, W Booth School
Brian Baetz, W Booth School
Cameron Churchill, Engineering and Society and Experiential Learning Office
Vincent Leung, Engineering and Management and Associate Director, Integrated Biomedical Engineering and Health Sciences
Colin McDonald, Integrated Biomedical Engineering and Health Sciences (iBioMed)
Kenneth Owen, Interdisciplinary Minor in Innovation
Tom Wanyama, Learning Factory, W Booth School

Administration

Ryan Liddell, Director, Operations and Finance
Maria White, Assistant Dean, Undergraduate Students
Lindsay Bolan, Director, Outreach and Engagement
Joel Côté, Director, Development
Amber Bukata, Manager, Staffing & Administration
Andrea Colbert-DeGeit, Manager, Faculty Relations
Shannon Cummings, Associate Director, Engineering Student Recruitment & Community Outreach
Michael Curwin, Associate Director, Information Technology & Services
Stephanie Harper, Associate Director, Centre for Career Growth and Experience
Keiko Kataoka, Manager, Communications
Gregor Lawson, Director, Research Innovation & Partnerships
Jeff Longley, Manager, Facilities
Meggie MacDougall, Acting Alumni Manager
Karen Tsang, Manager, Finance

Faculty priorities

Our strategic plan - Engineering a Brighter Future - identifies a vision, mission, values and four key priority areas that guide the efforts of our faculty and staff to 2029. Since its launch in the fall of 2023, numerous initiatives have been undertaken or completed. Below is a snapshot of this work, which showcases a range of activities across our departments and units.

Vision:

Leaders in advancing engineering for global change.

Mission:

Empowering agile and globally conscious leaders in engineering who collaborate to create a brighter future.

> "
> Engineering a Brighter Future boldly charts our path to becoming leaders in advancing global change.
>
> **- Heather Sheardown, Dean of Engineering**

Priority 1: Unparalleled student experience

Our approach is student-centric, prioritizing learners in all we do.

Initiatives

TalkSpot

TalkSpot, a dedicated mental health service for Mac Eng students, offers same-day, weekday appointments with a registered counsellor. Appointments provide a space for students to share their thoughts, problem-solve and receive resource suggestions.

Centre for Career Growth and Experience

The Centre for Career Growth and Experience provides co-op, career, and experience-related guidance to support students develop their career confidence. Last year, the Centre delivered more than 250 career-related workshops and facilitated more than 4,700 undergraduate and graduate co-op terms with 1,500 leading employers.

Graduate Studies

Graduate Studies is developing an Engineering Graduate Student Parental Leave Fund to support MASc graduate students on parental leave.

Exchange opportunities

Exchange opportunities across departments facilitated global educational experiences. Chemical Engineering supported a student exchange to Germany for research at Sartorius, while Materials Engineering facilitated exchanges at Université Grenoble Alpes.

Introduction to Civil Engineering

The new CIVENG 2X03 course introduced students to practical civil engineering applications through construction site visits and industry-relevant software experience.

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Priority 1: Unparalleled student experience

Our approach is student-centric, prioritizing learners in all we do.

More initiatives

AI tool for AODA compliance

An artificial intelligence tool was developed to support digital AODA compliance for course materials.

Top Hat digital tool for the classroom

Top Hat, a student engagement platform, was introduced to drive in-class discussions, live polls and real-time feedback. Outside of class, it can be used to create or customize interactive content.

Cross-university collaboration:
BTech accelerated pathway to an MBA

Bachelor of Technology graduates in three streams are now able to pursue an accelerated Master of Business Administration with DeGroote School of Business. Students can complete the program in eight months of full-time study. The pathway recognizes BTech's strength in delivering curriculum that effectively blends technology and business outcomes.

Place and space

Significant renovations and upgrades were made to enhance student and research spaces, including:

- Renovations underway for a new 5,000 sq. ft design studio space for 1P13, supported by generous donor contributions. This cutting-edge facility strengthens our capacity to expand the undergraduate Engineering cohort, pending additional seat allocations from the provincial government.
- Electrical and Computer Engineering established a new research lab in the Communications Research Laboratory and doubled the capacity of graduate student work spaces.
- The Biointerfaces Institute upgraded 1,500 sq. ft. of lab space and instrumentation to expand diagnostics and biomanufacturing work.
- Civil Engineering is renovating the Advanced Dynamics Laboratory, which is used for research with students, faculty and industry.
- Engineering Physics started an 'open lab' concept for undergrad teaching labs, resulting in more time and flexibility for students to access labs and teaching assistants.

Coming soon: An interdisciplinary minor in Nuclear Studies and Society open to all McMaster undergraduate students

Engineering | McMaster University | Brighter World

Priority 2: Innovation with *impact*

Our novel ideas and applications positively impact lives.

Initiatives

Experiential course on batteries

Supported by a $50,000 grant, equally divided between the Department of Electrical and Computer Engineering and the Faculty, assistant professor Phil Kollmeyer will teach an experiential course on batteries. Electrification is a key strength for McMaster, and this lab will help maintain its position at the forefront of innovation in this area.

Point-of-care diagnostic devices

The development of next-generation point-of-care diagnostic devices for chronic and infectious respiratory diseases, in partnership with Methapharm, is made possible through the Respiratory Diagnostics Alliance Grant.

MALDI Mass Spectrometer replacement

The replacement of the MALDI Mass Spectrometer will provide approximately 40 researchers and external users with access to a unique instrument for protein and materials characterization.

Advanced micro/nano manufacturing equipment

The installation of new equipment funded by the Canadian Foundation for Innovation will enhance advanced micro/nano manufacturing capabilities for cutting-edge research and prototype development. This includes microfluidic devices, wearable biosensors, quantum devices and photonics for high-speed communications. .

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Priority 2: Innovation with impact

Our novel ideas and applications positively impact lives.

More initiatives

Applied Dynamics Lab reinvigoration

The reinvigoration of the Applied Dynamics Lab establishes it as a Core Research Facility, adding advanced infrastructure to support sustainable and resilient infrastructure research.

Server room expansion

The server room expansion, with a significant increase in Graphics Processing Units servers, will support additional faculty and enhance teaching and research in the AI space within the Computing and Software department.

Cross-university collaboration: Fête de la Science

On October 10, the Faculties of Engineering and Science, along with the Office of International Affairs, welcomed more than 100 youth and members of their family to a celebration of STEM - the Fête de la Science - hosted in collaboration with the French Consulate of Canada. Attendees participated in hands-on STEM activations, a campus tour and lectures from water researchers.

iBioMed curriculum reshaping

The iBioMed program is reshaping its curriculum to embrace flexibility, technology and entrepreneurship, offering more personalized educational journeys that align with student interests in biomedical engineering. It is also creating pathways to commercialization by advancing ideas beyond the classroom and leveraging partnerships to propel student ideas into viable commercial ventures.

International Undergraduate Research Pilot (iUSRA)

The new iUSRA program successfully launched in the summer, led by the Associate Dean, Research Office. This initiative supported seven upper-year international students in securing research co-op positions with engineering professors, demonstrating our commitment to recruiting top global talent and addressing a long-standing gap in undergraduate research funding previously limited to domestic students.

Diversity-centred STEM outreach

McMaster Engineering's diversity-centered STEM outreach initiatives supported by $350,000 in external funding have engaged 33,950 youth, with a projected total of 35,000 by year-end, far exceeding the original goal of 32,000. This record-setting engagement level highlights McMaster's commitment to inclusivity, innovation, and global connectivity within engineering education.

Priority 3: Extended global reach

Our inclusive global network is strengthened through collaboration and partnership.

Initiatives

Developing strong alumni connections outside of Canada

The Engineering Alumni team organized trips to key locations such as San Francisco and Boston to reconnect with alumni. These connection points offer an opportunity for administration and staff to share updates with alumni and encourage sustained connections with alumni who may be willing to hire Mac Eng co-op students or donate time or funds.

CERC in Nano-Optical Biosensing and Molecular Diagnostics

The Department of Engineering Physics hired Niko Hildebrandt, McMaster's only faculty member to currently hold a Canada Excellence Research Chair. Hildebrandt brings global expertise, connections and experience in biosensing to his funded role as CERC in Nano-Optical Biosensing and Molecular Diagnostics.

International student scholarships

Our strategic scholarship programs achieved continued success, with 33 top-awarded students from 15 countries accepting their offers and enrolling for Fall 2024. These exceptional recipients, securing competitive renewable scholarships valued between $30,000 and $100,000, demonstrate our commitment to recruiting the best and brightest talent from across the world.

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Priority 3: Extended global reach

Our inclusive global network is strengthened through collaboration and partnership.

More initiatives

Materials Engineering collaboration with U of T and U of Tokyo

For the fifth year and the largest event to date, the Department of Materials Engineering hosted students and professors from the University of Toronto and the University of Tokyo for three days of presentations, networking and discussion on materials engineering research.

Cross-university collaboration:

New Terrence Hoffman Humanities Professor-in-Residence

The Terrence Hoffman Professor-in-Residence, generously funded by and named for the founding member and former chair of McMaster's Department of Chemical Engineering, will deliver two humanities lectures to engineering students during the 2024-25 academic year.

Appointed to the role is Manuel Vasquez Villavicencio, assistant professor of philosophy in McMaster's Faculty of Humanities. He began his career as an engineer, making him uniquely qualified to align his humanities lectures to an engineering audience.

Centre for Emerging Device Technologies (CEDT)

CEDT is fostering leadership and communication skills among students through opportunities like active, hands-on research that has helped build a strong community and established new collaborations in Canada and internationally.

Creating opportunities for industry engagement

The Centre for Career Growth and Experience has helped lead initiatives like the Capzone at the annual Capstone Expo, which engaged more than 120 alumni and more than 90 unique employers at a celebration of student innovation.

Opening of biomanufacturing lab with support from Sartorius

Sartorius Stedim Biotech, a global leader in biopharmaceutical innovation, has partnered with the Faculty to advance biomanufacturing research. This collaboration includes a $2.1M gift-in-kind of advanced biomanufacturing equipment, contributing to a total investment of more than $8M ($1.225M Sartorius cash contribution; $1.94M matching funds from the Natural Sciences and Engineering Research Council (NSERC)of Canada's Alliance Grant program; $2.9M from the Biosciences Research Infrastructure Fund (BRIF)), and supporting the creation of a high-performance biomanufacturing facility.

Priority 4: Aligned investments

Our strategic investment in people, technology and space enables success.

Initiatives

Boost for the Integrated Cornerstone Design Projects Studio

The Engineering Development team secured more than $200,000 in gifts – and a soon-to-be announced gift that will bring the total to $2.2 million - in support of construction for the Integrated Cornerstone Design Projects Studio in the former McMaster Manufacturing Research Institute space in the John Hodgins Engineering Building.

Improving mentorship for graduate students

Graduate Studies is providing training to faculty advisors who work with graduate students to improve their mentorship strategies, leading to an improved experience for faculty and students alike.

Working to improve seed funding success

The Office of the Associate Dean of Research, Innovation and Partnerships, in collaboration with the Office of Vice-President, Research, is working to increase engagement and successes in internal seed funding.

Strategic recruitment for graduate students

Engineering Outreach teams alongside the Office of the Associate Dean, Graduate Studies, are actioning a plan to diversify recruitment strategies to attract quality graduate students. The plan includes a sharpened focus on domestic recruitment, including 1:1 communication to applicants and building connections within relevant undergraduate programs at McMaster.

Cross-university collaboration:

Nuclear Now returns for its second year

The Faculty of Engineering, Faculty of Science and Nuclear Science and Operations organized the second annual Nuclear Now event – an opportunity to connect students interested in a career in nuclear with leading employers.

Visit our website for more information
eng.mcmaster.ca

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▶ @McMasterEngineering

◉ @mcmastereng

in Faculty of Engineering - McMaster University

This report was accurate at time of publication in December 2024.

McMaster University | Engineering

AP-01 Guidelines - Update to Research Participants Payment Process

McMaster University – Senate
January 15, 2025

mcmaster.ca   January 15, 2025   1

Consultation and Input

- Chairs and Ethics office staff:
  - McMaster Research Ethics Board (MREB)
  - Hamilton Integrated Research Ethics Board (HiREB)

- Research administration:
  - St. Joseph's Healthcare Hamilton
  - Hamilton Health Sciences

- McMaster Office of Community Engagement

- Individual researchers

- Lead of the Indigenous Community Partners Working Group
- Privacy Officer

Key Points

Informed by TCPS 2

- Access to participation in research
- Consent to provide personal information
- Studies which are anonymous or where collection of personal information is prohibited

Requesting of Social Insurance Numbers centrally when required for T4As

Cash and gift card usage guidance

Communication and training

Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans – TCPS 2

McMaster University | Brighter World

Update to Research Participant Payment Process

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Interim Revisions and Clarifications AP-01 Guidelines

Notice of Collection of Personal Information – for all studies, ongoing and new

- Advising participants that research participant payments are considered taxable income
- Collection is limited to the minimum required for reporting/control purposes

Anonymous research or if collection of names prohibited – Attestation Form

Cash usage

Gift Card usage

Continued Allowance – current practice for studies begun prior to Jan. 27, 2025

Interim Process will be reviewed and updates reflected early 2027, or as needed

McMaster University

Brighter World

Update to Research Participant Payment Process

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Communication and Training

Communication:
REB Chairs, key researchers
PVP

Training Videos:
Research Community   (overview)
Research Administration (detailed)

FAQ:
Research Community
Accounts Payable
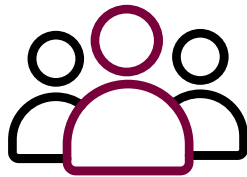
Frequent small 'Drop-In' training sessions (Jan/Feb)

Financial Affairs
'Research Participant Payment' Hub

Documentation on Mosaic Portal

Report to the Senate
from the
Graduate Council

Open Session

For Information

At its meeting on December 3rd Graduate Council approved the following items:

a. Curriculum Revisions

- Faculty of Health Sciences
  - A change to program requirements for the Medical Sciences M.Sc. and Ph.D. programs noting that students must complete a seminar as part of their program requirements.

b. New Award

Award Name: The Shirley Rowe Travel Award

Terms:
Established in 2024 by Drs. Cheryl and Paul Missiuna in memory of Shirley Rowe. Expenditures from the Fund will be guided at the discretion of the Co-Directors of the CanChild Centre for Childhood Disability Research to support the travel costs associated with attending international conferences on childhood disability. Priority will be given to candidates who wish to attend the American Academy for Cerebral Palsy and Developmental Medicine 2024 or the European Academy of the Childhood-onset Disability 2025 conferences. Eligible candidates shall be masters (research only), doctoral students, post-doctoral fellows and early investigators who are directly affiliated with CanChild Centre for Childhood Disability Research or supervised by a CanChild Scientist.

[Note: A complete file for the information items listed above is available in the Graduate Council office, cbryce@mcmaster.ca.]

Senate: For Information
January 15, 2025

Global Engagement Strategy
2025–2030

Brighter World | McMaster University

Land acknowledgement

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.

Global perspectives and global engagement are intrinsic to our identity and presence in Canada and the world. We believe a connected world is a "Brighter World."

"You cannot get through a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make."

– Jane Goodall

"Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family."

– Kofi Annan

Our commitment to a global future

Global challenges today know no borders, and they cannot be solved in isolation. As one of Canada's most research-intensive universities, McMaster is uniquely positioned to make a difference.
Our global stature is high:

1 of 4 Canadian universities in the global top 100.	**1 of 4**
Top 5% in the prestigious Shanghai Ranking's Academic Ranking of World Universities (2023).	**Top 5%**
4th ranked Canadian university in the Times Higher Education World University Rankings (2024).	**Fourth**
Top 30 universities in the world for global impact.	**Top 30**
Canada's leading university in research commercialization with more than 330 companies created.	**Leading**
1st in Canada for advancements toward the United Nations' Sustainable Development Goal 3 (SDG3): Health and Well-being (Times Higher Education Impact Rankings 2024).	**First**
Discoveries in critically important areas like electric vehicles, infectious disease research, and nuclear medicine that are revolutionizing every corner of our lives and the planet.	**Innovation**
200-plus institutional agreements across 46 countries.	**200+**

A globally engaged university

At McMaster, we understand that achievements in research and scholarship cannot be realized without a commitment to advance humanity, and that diversity is a source of enrichment for us all.

We have worked strategically to attract the brightest international students, faculty, and scholars and leverage our own lived experiences to create a brighter world:

• Thousands of students and faculty annually travel abroad to learn, teach, and research, as well as for service, internships, and other immersion experiences.

• Roughly one-third of our graduate students and 15% of undergraduate students come from outside Canada. Together with staff and faculty born outside of Canada, they represent more than 100 countries spanning five different continents that now shape and enrich our campus community.

• More than 12,500 active McMaster alumni reside outside Canada in 138 countries, and many others are involved in international leadership roles from Canada.

Their unique perspectives enhance our knowledge, broaden our thinking, and equip us to navigate an increasingly globalized and connected world to find solutions that drive real global impact.

At McMaster, we believe we are all stronger when we work together.

Planning for success

McMaster's 2025-2030 Global Engagement Strategy builds on an earlier Transformational Model that identified three important drivers of international activities across the University:

1. **Cooperation for peaceful coexistence and mutual benefit.**

2. **International demand for the University's expertise in research, education, and learning.**

3. **The civic mission of the University, embodying and enabling global citizenship.**

This was followed by a year-long process of scrutinizing our University-wide structures governing global partnerships and internationalization initiatives to identify gaps and strengths.

Critical to the process was a comprehensive university-wide consultation, including a series of cross-campus townhall sessions, meetings at key leadership tables, and valuable input provided by a 16-member International Strategic Advisory Committee that includes the Deans of all six faculties as well as other high-level University leaders. We also worked hand-in-hand with our partners in Research and Recruitment to ensure our efforts are strategically aligned.

The result is an overarching institutional global engagement strategy informed by key stakeholders of the McMaster community and illuminated by the lived experience of our students, faculty and staff who regularly engage in and advance our globalization efforts and international reach.

Heeding their voices, we have deliberately eschewed a top-down approach, instead creating what we hope will be a living, breathing document that speaks to the values of our community and engages key stakeholders as collaborators and equal partners to complete this work.

Our strategic goals

Our plan consists of seven Global Engagement Goals that align with three transformational outcomes:

1.	2.	3.
Build a globally engaged community that thrives on diversity and inclusion.	Accelerate high-impact research and scholarship that spans disciplines, sectors and borders.	Embed institution-wide supports to promote and measure global engagement initiatives.

Global engagement goals:

- Build a values-based, globally engaged community that promotes intercultural and cross-cultural competence.

- Create a welcoming environment that thrives from diverse, inclusive, and global perspectives.

- Identify barriers to global mobility and develop initiatives to address them.

- Integrate global learning into academic curricula and co- and extra-curricular programming.

- Tackle current and emerging global issues by elevating our partnerships into a force for social and economic development.

- Promote and empower faculty members to cultivate and strengthen international connections that lead to world-class research and teaching.

- Promote our global success stories to increase visibility, enhance reputation, and inspire long-term global engagement.

Goal 1

Build a values-based, globally engaged community that promotes intercultural and cross-cultural competence.

Actionable steps:

- Recognize and reward the contributions of our multicultural and transnational communities and acknowledge their unique perspectives.

- Advocate for policies and practices that ensure human rights, equity, equality and dignity for all.

- Continue to be a lead provider of educational services through partnerships, consulting, and made-at-McMaster training programs in support of Global Affairs Canada's International Education Strategy.

- Strengthen funding and support mechanisms for international students and scholars impacted by conflict, war, and human rights abuses around the world.

- Promote constructive dialogue and self-development opportunities for faculty, staff, alumni and students to help them navigate complex global and local issues. One forum for doing this is the McMaster Dialogues on Global Challenges.

Goal 2

Create a welcoming environment that thrives from diverse, inclusive, and global perspectives.

Actionable steps:

- Ensure academic, social and career counselling is student-centred, high-impact, holistic, and culturally and globally responsive.

- Embed diversity, equity and inclusion into all hiring and promotion, and incentivize staff and faculty to engage in activities that address biases.

- Create culturally responsive initiatives that help international students thrive.

- Widen our scope for international recruitment to include students from global regions and countries not already represented in our McMaster community.

Goal 3

Identify barriers to global mobility and develop initiatives to address them.

Actionable steps:

- Convene a University-wide working group to review and ensure best practices in tracking and reporting student, staff and faculty mobility.

- Strengthen the University's travel risk management and mitigation processes.

- Increase the number and diversity of students participating in McMaster's mobility programs (both inbound and outbound), with a focus on under-represented students and diversification of geographical locations.

- Tap new sources for increased internal and external funding for visiting scholars, student mobility bursaries, and fellowships and grants in support of global learning.

Goal 4

Integrate global learning into academic curricula and co- and extra-curricular programming.

Actionable steps:

- Support and sustain faculty efforts to internationalize the curriculum through innovative, forward-looking academic and co-curricular programs that promote a global focus.

- Expand learning and self-development opportunities for faculty members to champion global engagement in their teaching, share international points of view, and facilitate connections with local, national and international collaborators.

- Explore and communicate new avenues for seed funding that will enable members of the McMaster community to realize global learning initiatives.

- Enable individual faculties/departments to build internal capacity and readiness to support and respond to internationalization and global engagement. This includes leveraging international partnerships of the McMaster Library, the McMaster Museum, Nuclear Reactor and many others.

- Enhance our systems to celebrate and reward members of our community who are advancing global learning in their teaching and service.

- Create campus-wide opportunities for cross-faculty dialogue to facilitate knowledge dissemination and foster interdisciplinary international interactions.

Goal 5

Tackle current and emerging global issues by elevating our partnerships into a force for social and economic development.

Actionable steps:

- Leverage the rich, multi-dimensional strengths of our institution to initiate and pursue collective-action solutions to contemporary world problems in support of the University's Global Research strategy.

- Spearhead at least five large-scale, high-impact international collaborations that maximize McMaster's global impact in research, educational exchange/ curricular development, or service. The first of such major collaboration is the International Youth Internship Program funded by Global Affairs Canada.

- Advance McMaster's objectives toward achieving United Nations' Sustainable Development Goals by increasing participation in high-profile international forums and improving measurements to track and communicate our progress.

- Partner with Indigenous members of the McMaster and broader community to identify new – and expand existing – global opportunities that address the lived experiences of Indigenous peoples.

- Cement McMaster's global stature and promote dialogue on shared local and global challenges by ensuring our list of McMaster Experts is up-to-date and enriched with details about our international efforts.

Goal 6

Promote and empower faculty members to cultivate and strengthen international connections that lead to world-class research and teaching.

Actionable steps:

- Expand funding available through the University's existing grant mechanisms to stimulate new international research and teaching partnerships that align with the University's Global Research Strategy.

- Ensure the success of complex international partnerships by facilitating approvals and providing key administrative support.

- Incentivize academic and research faculty, including early career researchers, to engage in international activities by ensuring the value of these activities is recognized in the University's merit, tenure and promotion policies.

- Empower faculty by providing seminars and workshops with funders, information about international grant opportunities, and access to local, national and global connections.

- Ensure student research contributions from the undergraduate to PhD level are seamlessly and effectively integrated into McMaster's global research agenda, collaborations, and individual Faculty priorities through initiatives such as the OIA Research Internship Program.

- Foster interdisciplinary international interactions.

Goal 7

Promote our global success stories to increase visibility, enhance reputation, and inspire long-term global engagement.

Actionable steps:

- Leverage existing platforms (i.e. Research Impact newsletter) and resources, including new digital strategies, to engage international audiences, build community and promote international initiatives, partnerships and recruitment.

- Expand opportunities to engage alumni, parents, scholars and donors around the world to learn about McMaster's work on global issues and act as global ambassadors for the University.

- Expand the participation of faculty and staff in the McMaster Global Ambassador Program.

- Create new fundraising avenues to mobilize our international community to become collaborators and equal partners in our mission to create a truly global university.

Achieving our goals

Global engagement is a foundation of McMaster's strategic activities and a core mission of the University's Office of International Affairs (OIA).

The plan we have created supports the vision and goals of McMaster's Institutional Priorities and Strategic Framework 2021-2024, the McMaster Global Engagement Model, and other key institutional strategies. It is meant to be a guiding framework for McMaster's global engagement initiatives at all levels of the University, spurring individual faculties and departments to take the lead in developing innovative efforts,

processes, programming, and organizational structures that enrich our connections with the wider world, ensure a global educational experience for all students, and strengthen our scholarship and research at home and abroad. These initiatives will be guided and supported by action plans developed collaboratively by OIA and stakeholders across the university.

Our plan for the next five years heralds an ambitious new chapter in the realization of McMaster's global engagement promise and commitment.

It will require the support and engagement of faculty, students, staff, alumni and scholars across the University and around the world. It will celebrate our global engagement achievements, refocus our future efforts, and strategize our partnership choices.

Most of all, it will command us all to think about our impact locally, nationally and globally, and meet aspirations with action to pursue our ideas wherever they take us.

Brighter World | McMaster University

Office of International Affairs
Impact Report 2023–2024

Brighter World | McMaster University

Welcome

The activities documented in this impact report highlight the vibrant and globally engaged community we continue to build here at McMaster University. Our dedication to strengthening and expanding our global connections remains a cornerstone of our mission, and your involvement is crucial to this endeavor.

Amidst changing international geopolitical contexts, McMaster is steadfast in boosting its international engagements. The Office of International Affairs plays a vital role in achieving our strategic internationalization goals and supporting our collective efforts to navigate the complex international landscape.

Our values-based internationalization strategy is deeply rooted in principles of global social responsibility. We strive to create a brighter world through collaborative international partnerships that address global challenges. This approach is about more than building relationships; it is about fostering trust, equity, sustainability, and reciprocity.

McMaster's model of transformation is grounded in mutual cooperation, sharing of expertise, and a profound commitment to the values of global citizenship.

One of our notable achievements is the Student and Faculty Mobility Grants. Through the International Youth Internship Program (IYIP) grant, funded by Global Affairs Canada in collaboration with local non-profit organizations, we empower our students to build cultural competency, resilience, and positive character development through international development experiences. These opportunities enhance their employment prospects and long-term career success.

Our commitment to global engagement is also reflected in our partnerships with esteemed institutions and consortiums. In June 2023, we hosted the U21 Educational Innovation Symposium, welcoming members of the U21 Consortium — a global network of 29 world-leading, research-intensive universities. This event showcased our dedication to educational innovation and international collaboration.

Moreover, the Office of International Affairs has been instrumental in advocating for policies that support international students. Our global engagement strategy ensures that McMaster's voice is influential in shaping Canada's policy on international students, reflecting our commitment to their success and well-being.

I encourage all members of the McMaster community to actively participate in our international initiatives and to continue fostering an inclusive and globally connected campus. Together, we can build a brighter future through meaningful international collaborations.

Thank you for your ongoing support and dedication to McMaster's global mission.

Ibhawoh

Dr. Bonny Ibhawoh
Vice-Provost International Affairs

The Office of International Affairs works collaboratively to facilitate, coordinate, and communicate with all stakeholders across the University to develop and enact a holistic inclusive internationalization approach through integrating international, intercultural, and global dimensions into McMaster's teaching, research, and service mission.

Strategic Vision
- Global engagement strategy & action plan
- Intentional & purposeful holistic internationalization approach

International Partnerships
- Partnership development & management
- Design of mobility programs
- Coordination of key international research/scholarship opportunities

Strategic Internationalization Projects
- Institution-wide innovative programs
- External funding grant applications

Consultation
- Internationalization advice
- Alignment of internationalization with institutional priorities

Communication
- Representative at key international education venues
- Communication with internal & external stakeholders

Office of International Affairs

Facilitate · Communicate · Coordinate

Strategic Internationalization Projects · Strategic Vision · Consultation · International Partnerships · Communication

Our strategic pillars

The Office of International Affairs (OIA) presents its first impact report. We present this report following the institutional priorities set in the McMaster Strategy celebrating the impact of internationalization and global engagement initiatives led and/or supported by the OIA in collaboration and coordination with Faculties and offices across the University. While most of the initiatives address multiple pillars, for the purposes of this report, we place each initiative in the most relevant pillar.

Inclusive excellence

- Internationalization and Global Engagement Strategy
- Scholars at Risk
- International Youth Internship Program
- International Initiatives Micro-Fund (IIMF)
- Daughters for Life Scholarship
- Global Ambassadors Program

Teaching and learning

- Virtual Learning Program
- Summer/ International Programs
- U21 Educational Symposium
- McMaster second annual SDG pitch competition

Research and scholarship

- OIA's support for the Caribbean Institute
- Research Focused Seed Funds
- Cotutelle and Policy Flowcharts
- Horizon Europe and Next Generation Internet (NGI) Enrichers project
- U21 Mid-Career Research Program

Engaging local, national, Indigenous, and global communities

- Partnerships
- Advocacy
- Conferences
- Delegations
- Universitas 21 events

Operational excellence

- Engagement
- Partnership management
- Enhanced Communication
- Funding Opportunities

Inclusive excellence

The OIA is committed to a collaborative, inclusive, and value-based approach to inform McMaster's vision of strengthening our global engagements.

Internationalization and Global Engagement Strategy

In 2023, the OIA initiated the process of updating the University's Internationalization and Global Engagement Strategy, guided by the principles and practices of Inclusive Excellence, and informed by McMaster Model for Global Engagement. The OIA conducted comprehensive environmental and institutional scans to gain comprehensive insights into the University's landscape, provide a summary of available data on McMaster's internationalization activities, and benchmark them to other institutional peers to understand the current status of internationalization and global education initiatives. The OIA consulted extensively with the McMaster community through two town halls and presented at the leadership tables of Faculties and departments. Furthermore, the OIA convened the International Strategy Advisory Committee (ISAC) as an advisory Group to collaboratively provide strategic direction and coordination of McMaster's global engagement initiatives. The first Draft of the Strategy was shared with ISAC and currently, the OIA is working on updating the draft based on feedback received, aiming to share for further consultations in the fall of 2024.

Scholars at Risk Program (SARP)

The OIA manages the Scholars at Risk Program (SARP) which represents McMaster's commitment to support forcibly displaced scholars from conflict-driven zones. In 2022, McMaster's Faculties and Provost Office allocated $600,000 and OIA managed to generate more funds through a partnership with Carleton University ($37,500) and charitable donations ($570), raising the allocated funds to $638, 070. The SARP program is supported by the SARP committee which provides general counsel and adjudication of applications. To date, McMaster has hosted seven scholars at risk committing $283,813.

seven

McMaster has hosted seven scholars at risk committing $283,813

$283,813

"Moving to Canada and leaving my home country was one of the most challenging decisions ever. I left my hometown to pursue my career dream, which I couldn't achieve there. My opinions, ideas, efforts, and achievements were no longer valued, and there was no freedom to live and speak up. All doors were closed to me. However, the SARP gave me hope, and the opportunity to stand up, fight, and pursue my dreams for myself and my community. Being actively involved in academic institutions has helped me contribute to knowledge, embrace challenges, learn from mistakes, and work towards broader goals. Thanks to SARP for safe scholars and for keeping the light of knowledge shining."

SARP Scholar

"As a supervisor for the SARP Program, I have witnessed firsthand the profound impact it can have on scholars at risk. Working with [the SARP Scholar] from Afghanistan, I saw her flourish in an academic environment that values their knowledges and life experiences. At a time when women's rights and opportunities are severely restricted in Afghanistan, the financial and strategic support provided by SARP and its partnership network, provided [the scholar] a pathway to come to McMaster University safely. Here, she has contributed generatively to the global network [of our research team] and is currently working on ethics approved research"

SARP Supervisor

The International Youth Internship Program

The International Youth Internship Program (IYIP) is a unique collaboration between McMaster University and Empowerment Squared (E2). This exciting program will place 100 youths from equity-deserving groups aged 18 to 30 in structured four-month internship placements in Liberia and Ghana through funding of 4.9 million over 4 years from Global Affairs Canada. IYIP is perfectly aligned with McMaster's Institutional Priorities and Strategic Framework and Model for Global Engagement, both of which strongly emphasize a values-based global social responsibility approach.

Inclusive Excellence
- The IYIP provides diverse, equity-deserving youth with fully funded global internship experiences.

Teaching and Learning
- IYIP provides students with unique international experiential education experiences.

Research and Scholarship
- The IYIP interns will collaborate across borders to develop knowledge and tackle global issues, including mental health and access to education.

Engaging local, national, Indigenous, and global communities
- The IYIP expands current partnerships and creates new ones with local and global (Ghana and Liberia) communities.

Operational excellence
- The IYIP project involves close collaboration between the OIA, SSC, BSSC and ACFAM.

International Initiatives Micro Fund (IIMF)

The OIA continues to lead the International Initiatives Micro Fund (IIMF) which is intended to reduce the threshold to international research activities, serve as seed funding to faculty members' first-time international research contacts or initiatives, and, ideally, lead to joint projects and international partnerships. To date, this fund benefited 57 faculty members for a total funds of $285,000.

57
$285,000

57 faculty members benefitted from International Initiatives Micro Fund totalling $285,000

"This funding has been very valuable for advancing specific research relationships and for providing opportunities to promote our research in respected academic and professional fora. The funding directly led to the opportunity to participate in a conference, which led to me and others on my research team developing and strengthening relationships with other leading researchers internationally, and to us sharing our research findings with audiences with the potential to influence policy and programs that could improve the population health of people who experience incarceration. The funding also indirectly contributed to the opportunity to guest edit a special issue of a journal and to an invitation to be a Visiting Scholar with a leading research group in Australia."

Dr. Fiona Kouyoumdjian
International Collaboration on Linked Health Administrative Data to Advance Population Health for People Who Experience Incarceration Project, Health Sciences, McMaster University

"The IIMF is helpful in exploring new collaborations which can potentially lead to high-impact projects. This award has supported the beginning of what I hope will be an ongoing collaboration with a renowned scientist based in the US with experience in translating basic research into practical applications. To date, we have developed a paradigm for assessing the efficacy of auditory alerts for tracking vehicle movements which holds a wide range of potential implications for improving human computer interactions in transportation contexts."

Michael Schutz, Ph.D.
The Power of Percussive Sounds Project, Professor of Music Cognition/Percussion, Humanities, McMaster University

"The award has allowed me to establish a close collaboration with multiple groups in the University of Havana, where we are looking at the use of our in vitro 3D printed lung models for the evaluation of a lung cancer vaccine effectiveness, we are developing and characterizing nanoparticles that could be used as adjuvants for vaccine delivery and are exploring the use of carbon nano dots for cell labeling. The award has not only resulted in one of my students and I traveling to Cuba to visit the University of Havana and discuss these scientific projects with the PIs and students there but has already resulted in a few publications. The highlight was the flexibility to use the funds to enable traveling by a trainee and to generate preliminary data that can be leveraged for future funding. The uniqueness of this award was the opportunity to use it with a country that is not typically in the list of beneficiaries from the most joint grant applications with Canada. The ability to visit the University of Havana and discuss with students, has also opened the opportunity to recruit top talent from one of the most rigorous chemistry programs."

Jose Moran-Mirabal, Ph.D.,
Evaluation of Cancer Targeting Treatments on Lung Biomimetric Constructs Project, Professor and Associate Chair Research, Biomedical Engineering, McMaster University

Daughters for Life Scholarship

The OIA celebrated the graduation of its Daughter for Life scholarship recipient, Sara Saad, completing her undergraduate degree with a major in Electrical Engineering and minor in Mathematics. Under this partnership with the Daughters for Life Foundation and as part of OIA's commitment to supporting global talent and capacity building for higher education at an international level, Sarah was chosen as a beneficiary on the basis of academic merit, her ability to make a contribution to improving the lives of girls and young women through extra-curricular activities, work, or volunteer experiences, as well as her financial need.

"My experience at McMaster has been truly wonderful. The university's supportive and nurturing environment is like a rare gem, and I consider myself incredibly fortunate to be a part of it. Throughout my journey, I have received invaluable help and guidance from the faculty, professors, and dedicated individuals who have all played an essential role in my academic and personal growth. During my first academic year, I encountered challenges that I was able to overcome thanks to the support from the University's faculty and teaching assistants. Their encouragement and commitment to fostering a positive learning environment made all the difference. Amidst the COVID pandemic during the third-year winter semester, I faced a personal loss that deeply affected me. However, the unwavering support from my family, friends, coworkers, and members of the McMaster community proved to be invaluable during that challenging time."

Sara Saad

Global Ambassadors Program

Complementing existing global expertise and activities at OIA, in March 2023, the OIA launched the [Global Ambassador Program](#) to support the university's global engagement, visibility, and presence by leveraging faculty and staff's international knowledge and expertise. McMaster Faculties and departments nominated 14 faculty/staff to be the first cohort of global ambassadors with global expertise/connections in over 80 countries. The McMaster Global Ambassadors engage in welcoming delegations on campus, recruitment events and the High School Lecturer Program (in collaboration with the International Recruitment Team in the Registrar's Office), as well as, hosting international alumni events (in collaboration with the Alumni Office).

Our MGAs have global expertise in over 80 countries
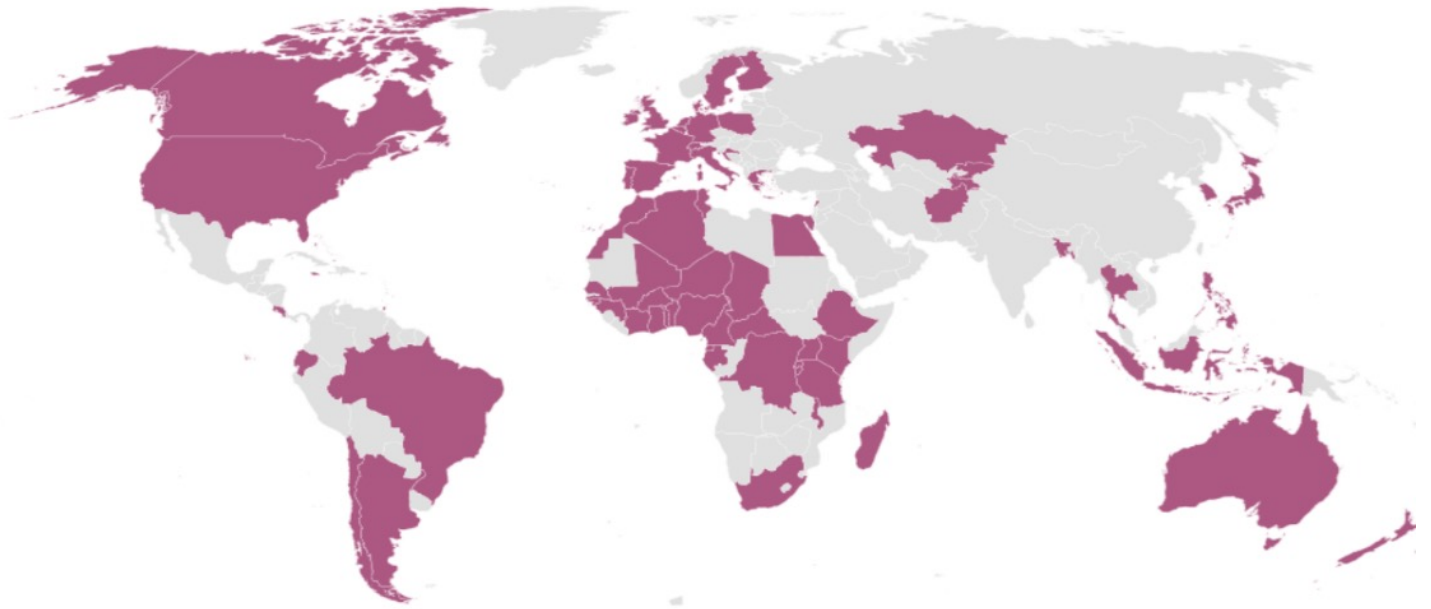
McMaster's Delegation visit in Saudi Arabia, May 2024.

Global Ambassadors Program event in Nairobi, June 2024.

Teaching and Learning

To further advance and support innovation in teaching and learning, the OIA continues to develop virtual exchange opportunities and global engagement through numerous activities.

Virtual Global Learning

Through piloting partnerships with faculty on a Virtual Global Learning (VGL, aka "COIL") pilot program, the OIA has been promoting this program across Faculties and building resources, including a faculty implementation guide to support faculty members to learn about best practices and to ease the process of starting their own VGL program.

"The virtual exchange has allowed my students to further develop their intercultural awareness, especially in terms of their recognition of Western and English dominance. This realization has enabled many of them to see the importance of creating inclusive spaces and opportunities for others to contribute."

Dr. Mike Wong
Assistant Professor, Psychiatry & Behavioural Neurosciences, Faculty of Health Sciences, McMaster University

U21 Educational Innovation Symposium

In collaboration with MacPherson Institute, the OIA hosted the U21 Educational Innovation Symposium presenting the theme: **"Scoping the Future in Higher Education: Transition or Transformation?"**

50

More than 50 attendees from across the globe

over three days

100%

100% of the international delegates strongly agreed/ agreed that the U21 Education Innovation Symposium at McMaster University was well organized (84.2% and 15.7%, respectively).

94.7%

94.7% of the international delegates strongly agreed/ agreed that the venues and technology of the event were convenient (68% and 26.3%, respectively).

100%

100% of the international delegates strongly agreed/ agreed that the McMaster staff and volunteers were attentive and helpful (94.7% and 5.3%, respectively).

Graphic summary for one of U21 Educational Innovation Symposium Panels, June 2023.

McMaster Second Annual Sustainable Development Goals (SDG) Pitch Competition

The OIA collaborated with the Academic Sustainability Programs Office to host the second annual SDG pitch competition as part of the SDG Week celebrations across Canada. The competition aimed to enhance active and sustainable transportation within McMaster's campus, in the City of Hamilton through engagement with local schools, and in international collaborations and global engagement. As part of this competition, the OIA led the international portion of the competition challenging students to come up with creative ideas to address the question: "How do we enhance international collaboration and global engagement in a sustainable and equitable way?" Five student teams from 5 Faculties prepared presentations in response to this challenge.
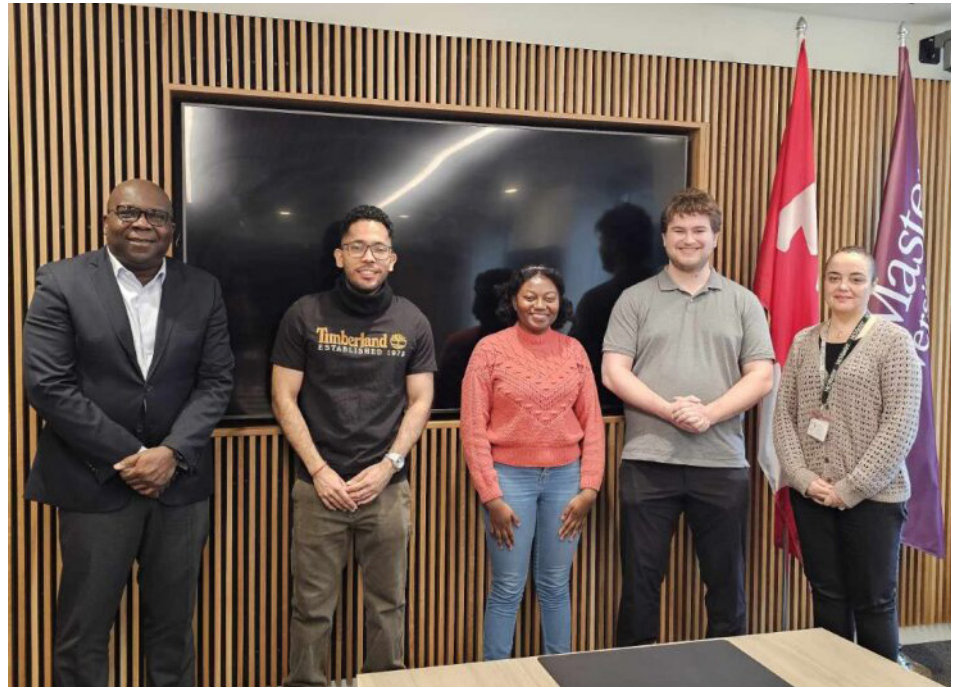
Winners of the OIA led international portion of SDG competition, Feb 2024.

"We pitched a set of SDG-focused standards and policies that all universities and event organizers can implement when organizing conferences and large international collaborative events. For example, increasing collaboration and reducing conference redundancy, therefore reducing transportation-related emissions."

Mercy Budu, Graduate student, Mechanical Engineering, International Challenge - Collaborative Sustainability: A Global Perspective SDG Pitch Winner.

Summer/International Programs

Since 2015, the OIA hosted 1,880 international students, providing courses ranging from e-Health, Entrepreneurship & Innovation and Problem-Based Learning (with Introduction to Evidence-Based Medicine) to English and Cultural Studies for students (high school or undergraduate), enhancing relationships with partner institutions by offering tailored programs to the need of their students as well as motivate talented students to attend McMaster for further studies or research collaboration. We re-launched programs after COVID-19 and, despite the challenges with increased student visa rejections and travel costs, managed to successfully deliver a combination of in-person and online classes. In the 2023 and 2024 fiscal year, we welcomed approximately 231 students from 13 partner institutions.

231

In the 2023 and 2024 fiscal year, we welcomed approximately 231 students from 13 partner institutions.

thirteen

"I truly appreciated the professors' lectures from various fields and their kind encouragement. I am thankful for this opportunity to challenge myself and to get to know more peers from different schools. I felt greatly impacted by their knowledge, research experience and ways of thinking. The program also showed me new customs and culture and grew my interest in medical systems. I will always remember this precious experience at McMaster campus."

Zitang ZHOU, Shanghai Jiao Tong University School of Medicine

"My dream of going to a North American university came true by going to McMaster for a summer program. The dorms on campus were great and the teachers and students of McMaster were really nice. All the activities made it a lot of fun. I would recommend McMaster to anyone who wants to study in Canada."

Tessa DeVrand, University of Amsterdam

"This learning experience had a profound impact on my personal growth. Through interactions with international peers, I identified my shortcomings and became clearer about the direction of my efforts. I also deeply realized the importance of cross-cultural communication, learning to respect and understand academic viewpoints and ways of thinking from different cultural backgrounds. This growth not only made me more confident professionally but also made me more resilient in the face of challenges. Through a series of course learning, academic discussions, and practical exercises, I gained a comprehensive understanding of the PBL methods in medical field. I learned how to design studies more scientifically, collect and analyze data, and effectively apply research findings to clinical practice and teaching. This not only enriched my professional knowledge but also broadened my academic horizons."

Wei Bu, Department of Neurosurgery, Third Hospital of Hebei Medical University

Research and scholarship

The OIA is committed to facilitate connections, create opportunities for researchers to build capacity through hosting delegations, developing/maintaining partnerships with key international partners, identifying and promoting international mobility (funding) opportunities, and supporting partnerships focused on enhancing international research collaborations.

Horizon Europe AND Next Generation Internet (NGI) Enrichers project

With Canada being the newest partner to Horizon Europe, the OIA continues to coordinate with and support ROADS and faculty members to identify, connect and partner with European universities to support McMaster's HORIZON applications. Some of our initiatives include:

- The OIA provided support to ROADS to organize an **Information Session on Canada-Europe Research Funding** for McMaster faculty members, postdoctoral fellows, and graduate research students across the disciplinary spectrum.

During this event, a group of guest speakers from DAAD (German Academic Exchange Service), delegation of the European Union to Canada and EURAXESS North Ameria provided an overview of the German research landscape and details on opportunities & funding programs in support of research collaborations with Germany.

- **Next Generation Internet Transatlantic Fellowship Program (NGI Enrichers)**: The OIA provided support to DeGroote School of Business to establish an agreement that would allow students and faculty to participate in the Next Generation Internet Transatlantic Fellowship Program (NGI Enrichers). NGI is an EU Commission initiative funded under Horizon Europe that organizes 3-6 months fellowships for participant organizations in the EU and North America.

- **German Research Foundation (DFG) Delegation visit.** The OIA hosted a 17-member delegation from DFG to support the internationalization of research at Germany Universities of Applied Sciences. Participants had an opportunity to network with McMaster faculty and present innovative materials and chemical engineering research as well as learning about funding opportunities available to Canada-Germany research collaboration.

Above, top and bottom: German Research Foundation Delegation, Sept 2023.

Cotutelle Policy and Process Chart

In collaboration with SGS as well as various Faculties, the Cotutelle Policy and flow chart were developed to streamline and clarify the process for full-time doctoral students and their supervisors to take advantage of the collaborative benefits of joint PhD degrees while also strengthening connections with our international partners.

Research-Focused Seed Funds

The OIA supported the VPR office establish and run seed funds to support collaborative research projects with key international partner institutions. Designed to identify complementary strengths, leverage synergy, and new outstanding research across all disciplines, the seed funds enable the development of deep partnerships through intensive academic research and/or education initiatives leading to strengthening our long-term collaborations.

BIRMAC - The University of Birmingham and McMaster University Project and Ideas Fund

- Launched in October 2021, Birmingham and McMaster signed a formal agreement to create a framework for collaboration and partnership between institutions.
- Project and Ideas Fund launched in October 2022.
- 2 number of calls to date.
- 15 awarded projects to date (9 in round 1, 6 in round 2).
- $114,344 allocated to date ($56,904 in round 1, $57,440 in round 2).

McMaster - University of Liverpool: Partnership Fund to Support University-Wide Initiatives - Research & Innovation

- Launched in 2023.
- 2 number of calls to date.
- 10 awarded projects to date (1 in round 1, 9 in round 2).
- $120,258 allocated to date ($14,481 in round 1, $105,777 in round 2).

In addition, KU Leuven selected McMaster as a key priority partner institution for their Global Seed funding scheme fostering pilot projects that set the stage for joint applications for substantial follow-up funding from prominent international programs (e.g. Horizon Europe, NIH) that envisage world-class research output.

McMasters with the High Commision Delegation of Canada in Barbados and the Caribbean Development Bank, Jan 2024.

The Caribbean Development Bank and the Ontario Regional Office of the Trade Commissioner Service delegation with McMaster Faculty and the OIA, June 2024.

Supporting McMaster's engagement in the Caribbean

As part of our engagement with the Caribbean, the OIA hosted two delegations from the Caribbean Development Bank. Both meetings focused on identifying multiple areas for potential collaboration and further discussions of research, education, and funding opportunities, especially in priority areas of interest for the Caribbean Development Bank related to higher education partnership, public policy and governance, sustainability, and clean energy.

It is worth noting that McMaster has a long history of partnership with the Caribbean including the University of West Indies.

In 2023, McMaster became the host of the Canadian Caribbean Institute (CCI). Currently made up of 12 member institutions, the CCI supports research on a range of key policy areas including health; climate change; advancing the United Nations' Sustainable Development Goals; trade and investment; Caribbean culture and the diaspora; and government and foreign relations, among other areas. McMaster is scheduled to host the next CCI Research Symposium in October 2024. The theme will be Climate Change, Climate Resilience, and Alternative Energy Sources.

U21 Mid-Career Research Program "Reset, Reimagine, Reframe"

The OIA facilitated the nomination of 6 McMaster researchers to participate in the U21 Mid-Career Research program intended for researchers at the level of senior lecturer/associate professor (or equivalent), from any discipline, who aim to enhance the quality and reach of their research through expanding their global research networks.

"MCR programme was career transforming, offering a safe space to talk about the challenges that we face as mid-career researchers and also learn from the experiences of others. The program touched on a number of issues that are critical to the success of MCRs as they attempt to make the leap to the next phase of their career."

Dr. Abel Chikanda, Associate Professor, School of Earth Environment and Society, Faculty of Science

"Working through the development of a personal strategy for collaboration as a reflective process was helpful."

Dr. Tara La Rose, Chair, McMaster Research Ethics Board, Associate Professor, School of Social Work, Faculty of Social Sciences

Engaging local, national, indigenous and global communities

The OIA continues to play an important role in strengthening longstanding partnerships and expanding the network to establish new relationships with many external stakeholders and partners nationally and internationally. The OIA serves as the key point of contact with many external stakeholders and partners nationally (e.g., Universities Canada, Council of Ontario Universities, U15, CBIE) and internationally (e.g., U21, Academics without Borders, CALDO, IAU, WUSC, and CONAHEC).

Partnerships

The OIA conducted an internal assessment of its partnership operations and initiated a process to reach out to internal and external partners to renew expired agreements as needed.

196 **196** active agreements (including 78 student exchange agreements) with **180** institutions in **46** countries.

83 **83** renewal and new agreements in progress

Number of current agreements by country (as of July 2024)
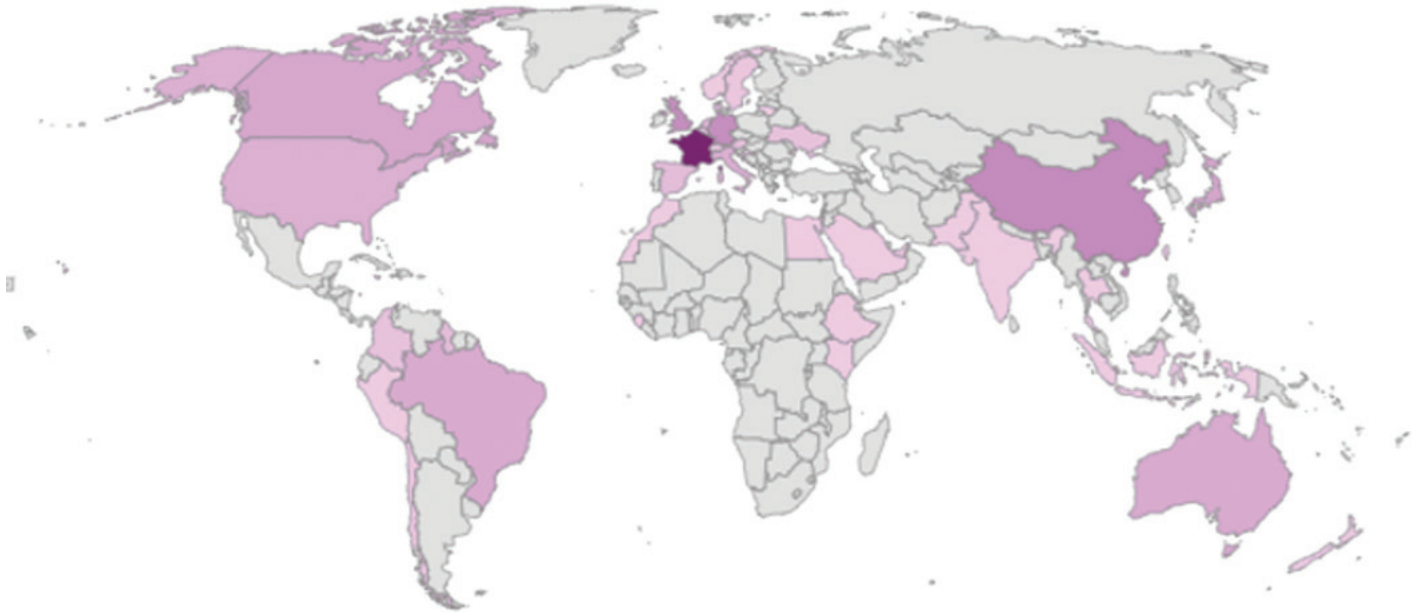
McMaster current agreement type (as of July 11, 2024)

- Student Exchange Agreement: 78
- Memorandum of Understanding: 54
- Addendum: 19
- Memorandum of Agreement: 13
- One-Way Mobility Agreement: 8
- Cotutelle: 7
- Framework Agreement: 6
- Externally Funded Mobility Agreement: 6
- Other: 4
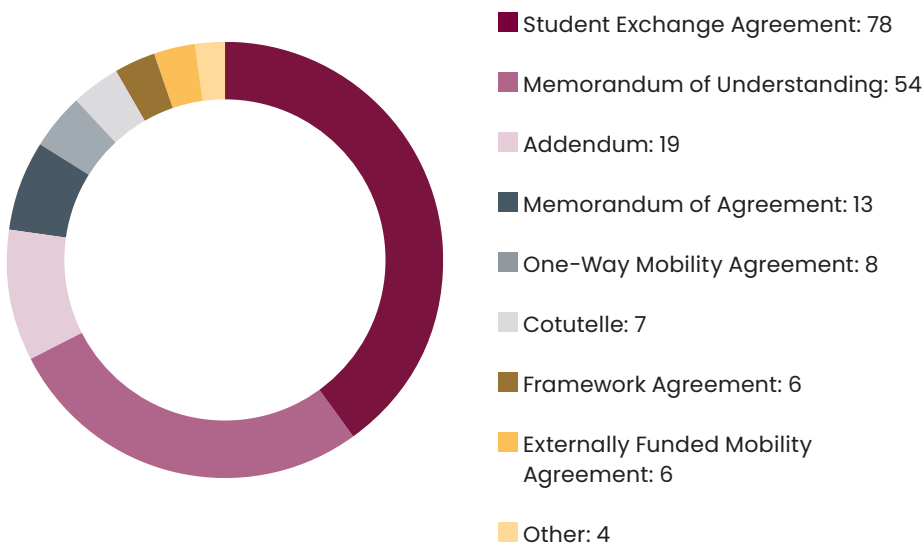
Through the above agreements, and in collaboration with SSC and SGS who oversee student mobility, our student mobility numbers (excluding mobility that is handled by individual Faculties without coordination with SSC, SGS, and ROADS) are as follows:

- Inbound exchange: Total for UG and G = 239
- Outbound exchange: Total for UG and G = 190 outbound.
- 107 MITACS students.
- 3 scholars through the Erasmus+ mobility agreements.
- 5 Study in Canada scholarship/ Emerging Leaders in the Americas Program (ELAP) scholarship
- 1 Canada-ASEAN Scholarships and Educational Exchanges for Development (SEED)

Conferences

The OIA convened the International Conferences Working Group to ensure a more coordinated approach to conference participation between McMaster central offices. The Working Group identified key international engagement and partnership building and developed plans to facilitate and coordinate engagement. This collaboration resulted in plans to participate in the EduCanada pavilions at NAFSA 2024, EAIE 2024 and APAIE 2025. In May, we had our first McMaster booth within the EduCanada pavilion at NAFSA with representation from OIA, SSC, and CMPA.

The Vice-Provost (International), Dr. Bonny Ibhawoh, led the McMaster delegation to the UN Climate Conference (COP28) in Dubai in December 2023.

The OIA convened and led a panel to present on "Integrating the UN-SDGs & Indigenous Worldviews in the International Engagement of Higher Education Institutions" at the CAEI conference. The panel included representatives from the Indigenous Education Council and the Sustainability Office.

The OIA represented McMaster in 22 national and international conferences and venues, participating and collaborating with various institutions such as U21, AIEA, APAIE, IVES, AGM, NAFSA and CBIE regional and national meetings.

Advocacy

- The OIA advocated for international education and international students through 3 co-authored op-eds on: Curbing international students not the answer to Canada's housing crisis (The Hill Times, 4 July 2024); It is not too late to shift gears to a more visionary International Education Strategy for Canada (The PIE News, 6 Nov 2023), and The good, the back and the ugly: who is to blame when policy lacks clarity, coordination, and is contradictory (The PIE News, 31 Jan 2024).

- In a statement to the Mcmaster Community on Canada-Indian relations in McMaster's Daily News, Dr. Bonny Ibhawoh highlights McMaster's commitment to create a safe and welcoming environment for international students from India or from Indian descent following political turmoil between governments of Canada and Indian in 2023.

- The OIA continues to lead, coordinate, and support consultations for the following initiatives all of which focus on advocating for a holistic, comprehensive and ethical international education strategies, programs, and practices:

  - Global Affairs Canada's upcoming International Education Strategy
  - Immigration, Refugees, Citizenship Canada (IRCC)'s Recognized Institution Framework.
  - IRCC's enforced cap on the number of international students to study in Canada and the Impact of the IRCC cap survey
  - IRCC's International Student Program

- The OIA continues to support the University's international recruitment efforts:

  - Member of the Enrollment Management Team (EMT),
  - Member of the International Recruitment Strategy committee (Chaired by the Deputy Provost) tasked with drafting the University's international recruitment strategy
  - Member of the Task and Finish Group - International Student Recruitment (Chaired by the Provost) tasked with overseeing the development and implementation of strategy and action plans to strengthen international student recruitment and conversion activities and drive informed and evidence-based decision making
  - Lead the development of agreements with international governments to facilitate hosting of their scholarship students.

Delegations

The OIA receives many requests to host international delegations at McMaster and to coordinate McMaster visits to international partners.

six ✈

OIA led six international visits in 2023.

| Hosted **62** international delegations from **33** different countries | **62** |

Supported faculties with hosting visiting staff members from numerous universities.

Indigenous collaborations

The OIA, in coordination with the Indigenous Education Council, is engaged in ongoing discussions to establish a Canada-New Zealand Indigenous University Alliance for Reconciliation and Empowerment with the University of Calgary and other Canadian universities.

The OIA supported a visit of the Royal Society to McMaster to discuss and learn about the Ohneganos project: a profound and novel approach to impactful research that is not just interdisciplinary in nature, but that integrates Indigenous knowledge and Western Science.

Universitas 21

The OIA serves as the main contact point for the Universitas 21 consortia. Read about McMaster's engagement in U21 for this year here. In addition to U21 Educational Innovation Symposium and U21 Mid-Career Research Program, below are some key initiatives that McMaster engaged in with U21:

U21 Chief Operating/Registrar event. Led by the Deputy Provost Office, McMaster hosted the 2024 U21 Chief Operating Officer/Registrar network meeting over two days.

U21 Global Leadership program. The OIA facilitated the nomination of four individuals from McMaster University to attend the Global Leadership program, in collaboration with Faculties. This program was an exclusive opportunity for emerging and high potential leaders from academic and professional disciplines, specially selected from the world leading universities in the U21 membership. The theme for 2024 was *Inclusive leadership in Higher Education.*

"This program was an amazing opportunity to meet, collaborate, and share experiences with university representatives from around the globe. It was a unique experience to hear how other universities are tackling challenges we also face at McMaster, while sharing knowledge and best practice. I am thankful to have been able to participate and look forward to connecting with participants I met through this program on future projects."

Ben O'Connor
Acting Assistant Dean,
Undergraduate Studies,
Faculty of Science,
McMaster University
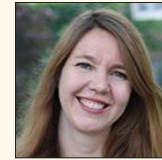
"I feel that the benefits will differ depending upon the culture and institution that the leader is from. I notice that those from Europe and parts of North America share very different perspectives on race, colonization (and the importance of decolonization as a strategy in leadership) than leaders from other institutions. Everyone is at a different stage/position in their leadership journey, which in itself is interesting, but it makes it difficult, at times, to move forward as we spend a lot of time learning/teaching each other about our own cultural differences."

Karen McGarry
Associate Dean,
Faculty of Social Sciences,
McMaster University

Attendees of the U21 Chief Operating Officer / Registrar Network Meeting 2024.

Operational excellence

To further advance and support innovation in teaching and learning, the OIA continues to develop virtual exchange opportunities and global engagement through numerous activities.
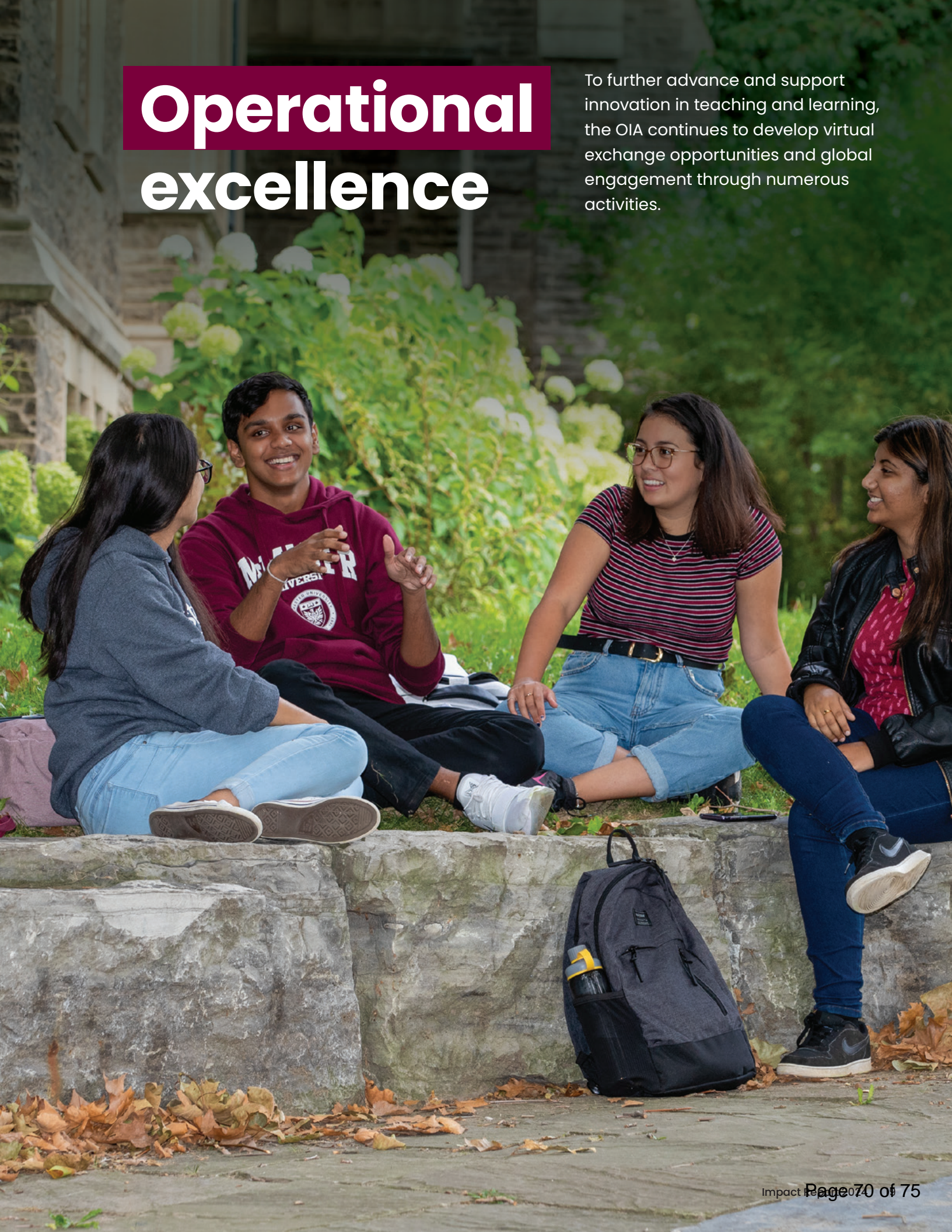
Partnership management

The OIA has reached out to concerned Faculties/departments to ensure that we have a centralized and comprehensive list of international academic partnerships. **All partnership agreements at the OIA have been digitalized and logged in a SharePoint site accessible to interested faculty and staff.** This is a step towards the implementation of an international partnership and mobility management software in collaboration with SSC, currently in the beta testing phase.

Engagement

The OIA has revitalized the approach to engagement with internal partners leading to a renewed spirit of cooperation, collaboration, and synergy. Specifically, it has hosted 2 Town Hall meetings, strengthened relationships with the faculties and departments, and presented at various academic and administrative leadership tables across the university. The OIA staff lead/participate in 19 committees and working groups.

Enhanced communication

 With Communication being the core of OIA's global engagement strategy, our team takes pride in collaboratively facilitating, coordinating, and communicating with all stakeholders across the University to develop and enact a holistic inclusive internationalization approach through integrating international, intercultural, and global dimensions into McMaster's teaching, research, and service mission. Several initiatives led by OIA during the reporting period include:

- Launching the McMaster Global Bulletin (five issues, accessible in OIA's website page) which serves as an information tool on international related activities.

- Regularly updating the McMaster Global Hub to ensure that it provides a one-stop-shop for anything international and ensure that it meets accessibility standards.

Funding opportunities

The OIA is working towards a more strategic to international opportunities that fall outside of traditional funded research opportunities through identifying and promoting funding opportunities, supporting faculty members develop their applications as needed, and overseeing institutional applications. The OIA supported/led applications to:

- Global Affairs Canada International Youth Internship Program, successful application worth $4.9 million.

- EduCanada Faculty Mobility for Partnership Building Program, two successful applications worth $14,000.

- Supported submissions to Queen Elizabeth Scholarship (2023) and Association of Commonwealth Universities Supporting Research Community Training Grant, unsuccessful

- Adjudicated internal applications and supported submissions to BCDI 2030 Canadian International Development Scholarships and Canadian Queen Elizabeth II Diamond Jubilee.

- Continue to support the Global Skills Opportunity Program: MACLeads and Global Health Forum as/when needed.

Meet our people
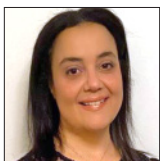
Dr. Amira El Masri
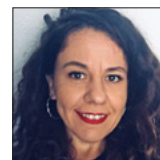Director
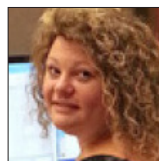
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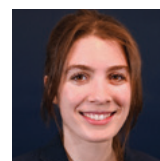
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