

April 10, 2023

PRIVATE & CONFIDENTIAL



Dear Lili:

Subject to the approvals of Senate and the Board of Governors of McMaster University, I am pleased to offer you the appointment of Vice-President (University Advancement). Subject to these approvals, once you sign and return this letter it will become a binding contract ("**Agreement**") between you and the University. For clarity, the terms of this Agreement will be reviewed in the event that Compensation Restraint Laws (defined below) are substantially amended.

1. **Position.**

- a. If you accept this offer of employment, you will be appointed as Vice-President (University Advancement) ("**Appointment**"). During the term of this Appointment, you will faithfully, effectively and satisfactorily perform all of the duties and acts that are usual or necessary in carrying out the responsibilities of the Vice-President (University Advancement), including those which may be required by the *McMaster University Act, 1976* and those described in the attached Schedule "A" hereto, which is incorporated into, and forms part of, this Agreement.
- b. Subject to the approval of the Human Resources Committee of the Board of Governors, the duties and responsibilities as defined in the attached Schedule "A" may be amended from time to time by the University as it deems necessary.
- c. Each contract year, you will develop and implement annual performance objectives in addition to the normally expected duties of the position. These annual performance objectives will form the basis of your annual salary review referenced in Article 3. Annual performance objectives shall be subject to review by, and agreement of, the President.

2. **Effective date.** The Appointment will begin effective June 1, 2023 (“**Start Date**”) and will continue indefinitely subject to Article 10.

3. **Compensation.**

a. Remuneration Review. Your compensation is subject to compensation restraint legislation, including Part IV.1 of the *Broader Public Sector Accountability Act, 2010*, SO 2010, c 25 and the *Broader Public Sector Executive Compensation Act, 2014*, SO 2014, c 13, Sch 1, and related regulations, as amended from time to time (collectively, “**Compensation Restraint Laws**”). Your compensation may be reviewed during the term of your Appointment, subject to the approval of the Board of Governors and to the extent permitted under Compensation Restraint Laws.

If Compensation Restraint Laws are amended during the Appointment, in a way that impacts your then-current compensation, the terms of this Agreement will be reviewed. The University reserves the right to make corresponding amendments to ensure that your compensation package conforms to applicable law and, by entering into this Agreement, you agree that such amendments will not constitute a constructive dismissal of your employment. Where appropriate, the University will seek to negotiate mutually-acceptable adjustments with you.

b. Salary. You will receive an Base Annual Salary of \$274,900 (less all applicable tax withholdings and other statutory deductions based on 26.0892 payroll deposits per year), prorated for partial years, if any.

c. Performance/Variable Pay. In addition to your Base Annual Salary, you will be eligible to participate in the Performance/Variable Pay Plan (“**P/VP Plan**”). The specific terms of your P/VP Plan will be communicated to you by the President on an annual basis. It is understood that the P/VP Plan payment will be an annual payment up to the greater of:

i) Up to 10% of your Base Annual Salary, or

ii) the amount permitted under Compensation Restraint Laws.

By accepting this Agreement, you acknowledge that you have no expectation that in any bonus year that there will be any guaranteed P/VP Plan payment. The payment of any performance/variable pay and the specific amount, if any, are within the University’s discretion – they are not guaranteed and may fluctuate depending on your individual performance. The amount of performance/variable pay, if any, that you may earn may change from year to year. The University reserves the right to amend the P/VP Plan terms from year to year, as well as during the year, as per the “Changes” provision below. Your rights under the P/VP Plan on termination of employment will be governed by the termination provisions of this Agreement.

4. **Benefits & Retirement Plans.**

- a. Health & Welfare Benefits. You will be entitled to participate in the University's health and welfare benefits, including extended health and dental benefits, long term disability coverage, life insurance, and tuition assistance/bursary benefits, the details of which are summarized in the accompanying document titled, "Benefit Plan Summary for the Position of Vice-President University Advancement)". Any payments, rights or entitlements under the Benefit Plans will be governed by the terms of the plan documents or policies establishing the benefit in issue, except that your rights on termination of employment will be governed by the termination provisions of this Agreement. The University reserves the right to amend the terms and conditions of the Benefits Plans from time to time in its sole discretion.
- b. Group Registered Retirement Savings Plan (RRSP). You will be entitled to participate in the University's Group RRSP, the terms of which are summarized in the accompanying Highlights of the McMaster University Group Registered Retirement Savings Plan (RRSP). The University reserves the right to amend the terms and conditions of the Group RRSP from time to time in its sole discretion. Your rights under the RRSP on termination of employment will be governed by the termination provisions of this Agreement.
- c. Supplemental Defined Contribution Plan. If and when it becomes permissible under Compensation Restraint Laws, you will be entitled to participate in the *McMaster University Defined Contribution Supplemental Retirement Plan for Specified Employees* ("Supplemental Plan"), according to its terms and conditions. The University reserves the right to amend, modify or terminate the Supplemental Plan, in whole or in part, in its sole discretion.
- d. Post-Retirement Benefit Plan. You shall not be eligible for participation in the University's post-retirement Benefit Plans, including extended health and dental plans.
- e. Vehicle Allowance. In order to conduct your duties on behalf of the University, you will be provided with a bi-weekly vehicle allowance, which amounts to \$9,600 per year. You will not be entitled to reimbursement for any expenses related to the use of your vehicle for University business purposes within the area covered by the City of Hamilton and the City of Burlington. Reimbursement for travel outside this specified area will be compensated at the University's current per kilometer rate, in accordance with University policies and procedures, which may be amended from time to time.
- f. Professional Designations. The University shall pay the annual fees required for the maintenance of your professional designation associated with the Appointment, as approved by the President.
- g. Technology. You may use University property, such as a laptop or mobile phone, in the course of your duties, but all such property will remain the property of the University during and after the term of your Appointment.

- h. Professional Development. You are entitled to take such days and reimbursement of such expenses towards your professional development activities as may be pre-approved in writing by the President.

5. Leaves, Vacations & Holidays.

- a. Annual Vacation Leave. You are entitled to an annual paid vacation leave of six weeks in accordance with the University's policies and practices, inclusive of your vacation entitlements under the *Employment Standards Act, 2000*, as amended ("**ESA**"). For clarity, this means that your Base Annual Salary shall continue during your annual vacation leave.
- b. Public Holidays. You are entitled to all specified holidays generally observed by University faculty and staff, inclusive of your public holiday entitlements under the ESA.
- c. Other Statutory Leaves. You are entitled to other unpaid statutory leaves of absence to the extent required under the ESA.

6. Expenses.

- a. You will be reimbursed, in accordance with the University's policies, for reasonable and necessary expenses incurred in connection with the fulfillment of your role as Vice-President (University Advancement). These expenses are subject to final approval of the President.
- b. If you have any questions about whether the expenses you will incur will be approved by the President, you will seek the approval of the President before you incur such expenses. If you fail to seek such approval, and the President determines that your expense(s) did not fall within the scope of the University's policies or this Agreement, the President will not approve, and you will not receive reimbursement for such expenses.
- c. Reimbursement for your travel expenses for trips that are in excess of one week outside of Canada is subject to prior written approval by the President. You will provide the President with reasonable notice of such proposed expenses.
- d. Only airline travel that is outside of North America may be business class. If you seek an exception to this use of business class travel, you must obtain the prior written approval of the President.
- e. There are certain occasions, including long distance business-related trips and business-related social activities, where you are permitted to utilize taxis or limousines in lieu of driving.
- f. To facilitate your attendance on campus to perform your duties, you may access

Hotel McMaster overnight accommodations, subject to availability and prevailing rates, by contacting reserve@mcmaster.ca. The University will cover the cost of your accommodation, if booked in this manner, up to a total maximum of \$15,000, inclusive of any applicable sales tax.

7. **Gifts.** If you receive a gift valued at \$500 or more and if the gift was given to you in your capacity as a representative of McMaster University, including any gift given while you were traveling on University business or receiving visitors to the University, you are required to disclose to the President the nature of the gift, its approximate commercial value, the circumstances under which the gift was given to you, and whether the gift was received by you as a representative of the University or in your individual capacity. Any such unapproved gifts that are received by you as a representative of McMaster University shall be disposed of in a manner agreed to in writing by the President.
8. **Service Contracts.** You agree to submit any existing or proposed employment or service contract, including renewals and amendments, involving the University and your partner or family members, to the President for review and approval, amendment or rejection.
9. **Source Deductions.** Your remuneration and taxable benefits under this Agreement shall be subject to statutory deductions, withholdings and remittances for income tax, the Canada Pension Plan, and employment insurance.
10. **Termination of Employment.** It is expressly understood that these termination provisions will apply throughout your employment with the University, even if your position, duties and responsibilities or compensation change significantly while you are with us.
 - a. **Resignation.** You may, at any time, at your discretion and without providing any reasons for doing so, terminate your Appointment as Vice-President (University Advancement) by giving the President of the University a minimum of six months' written notice of your intention to do so. At any time following the University's receipt of written notice provided by you, and prior to the effective date of resignation as specified therein, the University may, at its sole discretion, elect to waive the remainder of the resignation notice period. If so, the University shall provide you with the greater of:
 - i) the pay and benefits that you would have received had you continued working for the duration of the resignation notice period; and
 - ii) any minimum entitlements required under the ESA.
 - b. **Termination Without Cause.** At any time and without providing any reason for doing so, the University may terminate your appointment as Vice-President (University Advancement) without cause by providing you with written notice (or pay in lieu of notice or a combination thereof, in the University's sole discretion) in the following amount:
 - i) if you have less than or equal to 6 months' completed service, 6 months;

or

- ii) if you have more than 6 months' completed service:
 - o 12 months, less the number of weeks of statutory severance pay to which you are entitled under the ESA (if any), plus
 - o 1 additional month for each completed year of service, calculated from June 1, 2023 , to a maximum additional amount of 6 months.

In all cases, the notice (or pay in lieu or a combination thereof) provided under this paragraph 10.b. shall be inclusive of your termination notice entitlements under the ESA.

In addition to the above, you will be provided with statutory severance pay, to the extent required under the ESA.

- c. Termination for Cause. Notwithstanding Article 2 above, the University may terminate your Appointment as Vice-President (University Advancement) at any time for "cause", without notice or pay and benefits in lieu (except where required under the ESA, in which case you will receive the entitlements minimally required under the ESA). "Cause" includes anything that would constitute just cause for summary dismissal at common law. The failure by the University to rely on this provision in any given instance or instances shall not constitute a precedent or be deemed a waiver.

- d. Provisions Applicable to Any Termination.

- i. Where applicable, "pay in lieu of notice" will be calculated using the Base Annual Salary of the Vice-President (University Advancement) only, except to the extent that further amounts must be included in "pay" to comply with the ESA.
- ii. In any termination under this Article 10, regardless of the reason, the University will continue benefits and other entitlements (e.g. vehicle allowance, vacation accrual, payment for professional designations, and retirement savings plan contributions), only for as long as is minimally required under the ESA.
- iii. In all cases except as provided herein, your rights and entitlements under any bonus, commission, incentive or other compensation program (including, but not limited to, the P/VP Plan) shall end effective as of your last day of actual employment with the University. For the purposes of this Agreement, except as minimally required by the ESA, "**actual employment**" does not include any period for which pay in lieu of notice or any other related damages or payments are provided or required to be provided under statute, common law, this Agreement or otherwise. Further, except as minimally required under the ESA, you will not earn or be entitled to any prorated payments under any such program for that part of the

program year in which you were actively at work, nor any compensation in lieu of lost participation. In the event of any inconsistency between this provision and the language of the applicable bonus, commission, incentive or other compensation program, this provision will prevail.

- iv. Except as specifically described in this Agreement, you will have no claim against the University, its affiliates, or any of its or their officers, directors or employees, for damages arising out of the termination of your employment, whether arising pursuant to the ESA, by other statute, contract, common law or otherwise.
- v. All equipment, documents, property or any other materials of any kind, including confidential information, created or obtained by you in the course of your employment, shall be surrendered promptly to the University, in good condition, upon the termination of your employment.
- vi. The rights and obligations in this Agreement which, by their nature survive the termination of your employment, shall continue in full force and effect notwithstanding the termination of your employment by either party.

11. **Changes.** As circumstances change, the University may make changes to the terms and conditions of your employment. For example, we may change your reporting relationships, your duties or responsibilities, or the location of your employment (including the modification or termination of any flexible work arrangement). In addition, we reserve the right to unilaterally change the terms and conditions of, or eliminate altogether, any University Policies, as well as any benefit plans or programs, and/or any bonus, commission, incentive or other compensation schemes, including the P/VP Plan. The University also reserves the right to make changes during the program or plan year as set out in this provision.

The University will only make such changes after providing you with 60 days of advance written notice, unless the change(s) are not material, or are permitted to be made without advance notice under applicable law. You understand and agree that any such change(s) shall not constitute a constructive dismissal of your employment. Please note that for purposes of this Article 11, reference to change also means discontinuance.

12. **University Policies.** In conjunction with this Agreement, the terms and conditions of this Appointment are also subject to University Policies, Directives, and Procedures, as applicable, found online at <https://hr.mcmaster.ca/resources/employment-related-policies-directives-procedures/> and the links therein.

The Policies to which you will have access include the University's policies and procedures for accommodating employees with disabilities. If you believe that you require accommodation at any time, you are encouraged to speak with your supervisor and/or Human Resources to discuss whether and what type of support or accommodation may be appropriate in the circumstances.

13. **Health and Safety.** You are expected to complete and keep current the necessary health and safety training in accordance with the University's Safety Training and Orientation Program, found online at https://hr.mcmaster.ca/employees/health_safety_well-being/our-safety/health-and-safety-training/.
14. **Vaccination Policy.** The University is committed to providing and maintaining healthy and safe working and learning environments for all employees, students, volunteers and visitors. The University's Vaccination Policy-COVID-19 Requirements for Employees and Students (the "**Vaccination Policy**"), requires all McMaster community members, including employees, accessing a McMaster campus or facility in person to be fully vaccinated or to have received an exemption from the University for a valid human rights ground. While the Vaccination Policy is currently paused, it may resume quickly and on short notice, as informed by public health advice and direction. Should it become necessary in future to resume the Policy, all community members will need to demonstrate compliance at that time. The University will continue to follow the guidance of public health organizations to define fully vaccinated status.
15. **Investigations and Administrative or Disciplinary Suspensions.** During an investigation into any complaint against or involving you, or as a disciplinary measure, the University may suspend your employment, with or without pay, at the University's sole discretion. This will not be considered a termination of your employment or a constructive dismissal unless it is deemed to be one under the ESA.
16. **Conditions.** This offer of employment is contingent on the following:
 - a. satisfactory results of a routine reference and background check;
 - b. you providing evidence confirming your lawful right to work in Canada;
 - c. you signing and returning all required University Policies and forms given to you by the University;
 - d. your affirmation, by signing and returning this Agreement, that you are not a party to any purported non-competition, non-solicitation or similar agreement with any other employer containing any restrictive covenants and/or other restrictions that may in any way impact your prospective employment with the University; and
 - e. your affirmation, by signing and returning this Agreement, that any documents or other information submitted as part of your application for the Appointment accurately reflect your experience and education.

If you do not meet the above conditions, the University may ask for additional information and, after consideration, will advise you if it is prepared to continue to offer you employment.

17. **Miscellaneous.**
 - a. Legal Advice. You acknowledge and agree that you have obtained independent legal advice in connection with the execution of this Agreement, or have freely

chosen not to seek such advice. Further, you acknowledge and agree that you have executed this Agreement voluntarily and with full knowledge of, and in agreement with, all of its terms and provisions.

- b. Notices. All official notices sent under this Agreement shall be in writing and served by email, facsimile or overnight courier to the addresses shown below. Either party may change its address by written notice to the other party.

University:

President and Vice-Chancellor
McMaster University
Office of the President
1280 Main Street West
Hamilton, ON L8S 4L8

Vice-President (University Advancement)

McMaster University
Office of the Vice-President (University
Advancement)
1280 Main Street West
Hamilton, ON L8S 4L8

- c. Entire Agreement. If you accept this offer of employment, and it is approved by the University's Board of Governors, then it will constitute the entire agreement between you and the University, and all other agreements, whether written or oral, express or implied, which may have existed between you and the University are hereby superseded and replaced.
- d. Amendment. Any modification to this Agreement must be in writing, and signed by the University, or it shall have no effect and shall be void
- e. Privacy & Access to Information. You acknowledge and agree that the University is subject to the provisions of the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, C. F. 31, and that the details of this Agreement may be made public to all of the University's stakeholders and members of the general public. Furthermore, you consent to the University's collection, use, and disclosure of personal information about you, your spouse or partner, dependents or beneficiaries, to the extent that this is reasonably required to administer the employment relationship. You understand and acknowledge that you do not have a reasonable expectation of privacy in your use of the University's communications and electronic systems.
- f. Jurisdiction. This Agreement shall be interpreted in accordance with the laws of the Province of Ontario and Canada, as applicable, as they exist on the date on which this Agreement has been executed by both parties.
- g. Severability. If any provision of this Agreement becomes, or is deemed to be, invalid, illegal or unenforceable, such provision shall be deemed amended to conform to applicable law so as to be valid and enforceable or, if it cannot be amended without materially altering the intention of the parties, it shall be stricken and the remainder of the Agreement shall remain in full force and effect.
- h. No Waiver. No failure on the part of either party to exercise, and no delay in exercising, any right, remedy, or power under this Agreement shall operate as a waiver thereof; nor shall any single or partial exercise of any such right, remedy or power preclude any other or further exercise of any other right, remedy, or power under this Agreement. No waiver shall be valid unless it is in writing and signed by

the party to be bound thereby.

- i. Counterparts. This Agreement shall be executed by the parties on the dates, and at the places specified below, and may be exchanged in counterparts, electronically or otherwise.

* * *

I am delighted that you have chosen to join McMaster and I am looking forward to working with you very much.

Please indicate your acceptance of this Agreement by signing below and returning this letter to me as soon as possible.

If you have any questions regarding any of these terms please do not hesitate to contact me.

Yours Sincerely,



David Farrar
President and Vice-Chancellor
McMaster University

cc: University Secretary
Human Resources

* * *

ACCEPTANCE

I have had sufficient time to review this Agreement, and hereby accept the Appointment in accordance with the terms and conditions set out above. Receipt of a copy of this letter is hereby acknowledged.

NAME

DATE

SCHEDULE "A"

Approved April 2023

Vice President (University Advancement) Position Description and Terms of Reference

As a member of the senior leadership team reporting directly to the President and Vice-Chancellor, and through the President to the Board of Governors, and working closely with the other Vice-Presidents to support and advance the academic, teaching, and research mission of the University, the **Vice-President (University Advancement)** provides overall leadership and direction in the areas of Development and Fundraising, Stewardship and Donor-Support, Alumni Advancement, and Volunteer Engagement. The Vice-President (University Advancement) plays a critically important role in advancing the University's strategy, developing and building partnerships, engaging with donors and stakeholders, and ensuring the provision of substantial resources in support of McMaster's ambitious vision.

The Vice-President (University Advancement) leads a professional, integrated team of staff, and volunteers, and works closely with faculty, students, alumni, administrators, and community members in advancing the University's strategy. In addition to leading key projects, the Vice-President (University Advancement) will be responsible for cultivating and soliciting a portfolio of major and principal gift prospects, advancing fundraising and broader revenue-generation activities across the institution, and leading and overseeing the finalization and launch of McMaster's most ambitious fundraising campaign to date.

The Vice President (University Advancement) participates in weekly meetings with the President and the other Vice-Presidents and is fully engaged in consideration of all institutional initiatives.

Key Responsibilities

- In conjunction with the President and other senior leaders, establish, implement, and monitor both short- and long-term strategies to enable the University to achieve its institutional priorities, including the development and support of major fundraising and revenue-generation initiatives.
- Working closely with the President and other members of the senior team to ensure that the funding and resources are in place to support and advance the academic priorities and vision of the University and provide leadership in support of key institutional initiatives.
- Working closely with the President, Provost, Vice-President (Research), the Faculty Deans, and other key leaders, finalize and launch the fundraising campaign in support of the Brighter World Research Initiative (Brighter World: Re-Imagining Innovation and Impact), McMaster's most ambitious campaign to date.
- Increase the amount of private and philanthropic financial support from internal and external communities, including through the development of innovative partnership and revenue-generation strategies.
- Represent the University in its relationships with alumni, donors, community members, various businesses and organizations, and some government agencies.
- In building partnerships with donors and stakeholders, work to enhance public awareness of the University's value, accomplishments, reputation, and excellence.

- Serve as an advocate for the University, with the intention of influencing government policy and funding decisions.
- Create and lead the development and implementation of a strategic Advancement plan that aligns with and supports the University's Mission, Vision, and Strategic Plan.
- Lead and oversee the designated teams of Development, Alumni Advancement, Volunteer Engagement, and Stewardship to develop annual operation plans with clear targets and accountabilities, focusing on operational excellence and best practice to achieve Advancement goals.
- Advise the President and other senior leaders on the formulation of Advancement-related policy and interpret and communicate policy to the appropriate staff and faculty.
- Represent the University within the Advancement profession.
- Serve as a member of a variety of University Committees, including as an ex officio member of Senate and as an Observer to the University's Board of Governors.

Specific Accountabilities

Leadership & Management

- Lead and develop an overall Advancement strategy in support of the University's Vision, Mission, and Strategic Plan, including setting ambitious annual targets and meeting annual goals.
- Model effective working relationships across the University, developing collaborative partnerships to deliver mutually beneficial results.
- Lead the finalization and launch of an innovative and ambitious fundraising campaign in support of the Brighter World Research Initiative.
- Promote and model a culture of inclusive excellence across the Advancement team. Leading a high functioning and diverse Advancement team, which fosters and models the values of Equity, Diversity, and Inclusion (EDI), both personally and across the entire Advancement team.
- Create a strong and collegial team environment within University Advancement (UA), with a focus on supporting the long-term success of the institution.
- Ensure that Advancement staff are supported with professional development, inclusive learning, and wellness opportunities, to enable them to reach their full potential and exceed their goals. Promotes employee engagement, a sense of community and belonging.
- Establish clear performance goals, expectations, and benchmarks for each area of the Advancement function, and evaluate individual and team success.
- Provide engaging leadership in a unionized environment, developing and nurturing productive working relationships.
- Ensure the most effective use of operating funds for all areas of Advancement operations.
- Provide expert leadership, coaching and guidance to UA staff that are embedded within Faculties and departments, working in partnership with the Deans to support the success of Faculty based fundraising and development goals.

Development

- In close collaboration with the President and other senior leaders, establish the University's overall fundraising strategy, goals, and metrics, setting ambitious goals for the Advancement team in support of the University's priorities.
- Cultivate relationships in support of key priorities, working to secure resources and provide additional funding for the academic and research mission of the University.
- Develop and lead strategies to diversify resources and pursue non-traditional partnerships to maximize all revenue opportunities in support of the University's alternative revenue generation strategy.
- Amplify and expand the funder pipeline to support sustained revenue growth through Faculties, Departments, and Units and mobilize to support emerging and urgent University fundraising priorities.
- Initiate, develop, and sustain strong and positive relationships with a personal portfolio of prospective major donors.
- Forge and strengthen ties with new and existing donors, partners, and stakeholders to deepen engagement and to attract new and increased investment to the University.
- Engage in and promote relationship-based fundraising to build deeper and more meaningful connections with donors, volunteers, alumni, and friends of McMaster University.
- Develop and support major fundraising or revenue-generation activities undertaken by the University, as well as building and stewarding relationships with external partners to leverage fundraising opportunities.

Campaign Leadership and Key Institutional Initiatives

- Working closely with the President, Vice-President (Research), the Faculty Deans and other key leaders, oversee the finalization and launch of an innovative and ambitious fundraising campaign in support of the Brighter World Research Initiative (Brighter World: Re-Imagining Innovation and Impact).
- Establish the governance structure for the fundraising campaign, including setting ambitious targets, metrics, and accountability measures, and providing regular updates and reports on results and progress.
- Lead the alignment of all resource plans (including budgetary, human resources, learning and development opportunities) required to support and ensure the success of the fundraising campaign.
- Partner closely with the President, Vice-President (Research), and Faculty Deans to develop, oversee and lead fundraising initiatives that supports and responds to the key priorities of the broader University and of Faculties, Departments, and Units.
- Working closely with the President and Associate Vice-President (Communications, Marketing and Public Affairs) ensure effective and compelling communication of the University's vision, priorities, and goals to potential donors, stakeholders, and the broader community in support of the campaign.
- Working closely with the President and other members of the senior team to develop, oversee, and lead fundraising initiatives in support of key institutional initiatives and the advancement of University strategy, as needed from time to time.
- Working closely with the President and other senior leaders, support and advance the advocacy, planning, and development of Canada's Global Nexus and other major collaborative research projects and initiatives from time to time.

Stewardship and Donor Relations

- Provide lead support for the President in proactively developing and stewarding positive relationships with donors, supporters, alumni, and other key stakeholders to communicate and advance the University's priorities.
- Provide stellar stewardship and accountability to funders, promoting trust, engagement, and long-term relationships.
- Lead the development of comprehensive and strategic stewardship plans to ensure the continued engagement of current and future donors.
- Develop and cultivate partnerships with partner organizations in order to leverage and maximize fundraising and donor relations activities.
- Represent the University in all key stewardship and fundraising initiatives and act as spokesperson at major events.

Community/External Engagement and Partnership Building

- Support the President in establishing McMaster's role in the transformation of Hamilton, the region, and beyond, working to build trusting and respectful partnerships with community leaders. Serve as an ambassador and key representative of McMaster University, establishing and maintaining effective relationships with alumni, volunteers, donors, friends and the wider community.
- As a senior leader of the University, work in collaboration with the President and other members of the senior team to maintain and enhance positive, proactive relations with all three levels of government and build partnerships in support of key University priorities.
- Together with the President and other University leaders, engage in advocacy on policy, capital funding programs, and McMaster priorities that align with government programs in pursuit of additional funding for the University.
- Grow and foster partnerships with Faculties, Departments, and Units to enable the Advancement team to support shared goals and priorities.

Alumni Advancement

- Work to leverage the strengths of McMaster's alumni on a local, national, and global scale, with the goal of cultivating lifelong relationships with McMaster's global alumni and further increasing the University's Alumni Engagement Index.
- Work with the Director, Alumni Advancement, to support and oversee a strategic plan making use of innovative activities to inspire and involve alumni, volunteers, staff, and students, promote positive engagement with McMaster, and support the University's fundraising goals.
- Accelerate the breadth of digital programming, volunteer, and engagement opportunities for the University's key audience, including alumni, students, friends, and other stakeholders.
- Foster greater collaboration for the Advancement team with Faculties, Departments, Units, and campus partners through strong partnerships to maximize alumni engagement.
- Identify and foster the development and growth of a diverse and inclusive University volunteer community.
- Working closely with the Associate Vice-President (Communications, Marketing and Public Affairs) ensure effective, consistent, and ongoing communication with alumni to support and promote lifelong engagement.
- Continue to maximize the potential of existing alumni affinity programs, alongside focusing on developing new revenue generating programs.

Advancement Services and Operational Excellence

- Champion and oversee the ongoing modernization of administrative operations in the Advancement area.
- Modernize and enhance the use of tools, technology, processes, and data to support the stakeholder experience and work to optimize Advancement-related operational policies and processes and organizational design to deliver high quality, nimble, and efficient support services.
- Invest in the professional development of administrative staff and cultivate potential across the campus, promoting and supporting professional development, inclusive learning and growth, and a sense of community and personal well-being.
- Oversee the ongoing confidentiality, security, and integrity of all Advancement data, systems, and software, ensuring the maintenance of accurate, transparent, and efficient records of all required donor information, tax transactions, and contact information.
- Oversee compliance with all relevant statutory and legal requirements, including the development of required policies, statutory reporting, and legislative requirements related to the University's gift acceptance and charitable gift activity.
- Monitor and advise the President and Vice-Presidents on trends and developments in the charitable sector, including changes to taxation and other legislation that may impact the University, and devise and oversee strategies to maximize emerging opportunities.
- Oversee the risk management program for all Advancement activities, including identifying, mitigating, and managing risks, as well as identifying and pursuing potential opportunities.