IT IS RECOMMENDED BY THE UNDERSIGNED:

THAT THE SENATE OF McMASTEr UNIVERSITY NOMINATE DR.
PATRICK DEANE FOR APPOINTMENT BY THE BOARD OF GOVERNORS
OF THE UNIVERSITY AS PRESIDENT AND VICE-CHANCELLOR OF
McMASTEr UNIVERSITY FOR A FIVE-YEAR TERM COMMENCING JULY
1, 2015.

David Lazzaret, Chair

Gianni Parise, Vice-Chair

Brad Coburn

Rick Hackett

Fran Lasowski

Patricia McNiven

Jagoda Pike

Teddy Sautt

David Williamson

Jean Wilson
The Committee to Recommend a President, established in May 2014 in accordance with the terms of the *McMaster University Act, 1976* and the By-laws of the University Senate and Board of Governors, consisted of ten people, five named by the Senate and five by the Board.

**Mr. David Lazzarato** – Chair of the Board of Governors (Chair)
Board appointment

**Dr. Gianni Parise** – Associate Professor and Associate Dean, Research and External Relations, Faculty of Science (Vice-Chair)
Senate appointment

**Mr. Brad Coburn** – Convocation Coordinator, Registrar’s Office
Board appointment

**Dr. Rick Hackett** – Professor, Faculty of Business and Canada Research Chair in Organizational Behaviour and Human Performance
Senate appointment

**Ms Fran Lasowski** – PhD candidate, Faculty of Engineering
Senate appointment

**Dr. Patricia McNiven** – Associate Professor, Midwifery Education Program
Board appointment

**Ms Jagoda Pike** – Lieutenant Governor in Council appointee, Board of Governors
Board appointment

**Mr. Teddy Saull** – President, McMaster Students Union
Senate appointment

**Mr. David Williamson** – Board Elected Member, Board of Governors
Board appointment

**Dr. Jean Wilson** – Associate Professor and Director, Arts and Science Program
Senate appointment

**Secretaries**

**Ms Helen Ayre** – University Secretary

**Mr. Mark Downard** – Associate University Secretary
Reporting Deadline

*The McMaster University Act, 1976* requires the Committee to Recommend a President to report to the Senate within nine months of the date on which the Senate appoints its members to the Committee. In this regard, the Committee has completed extensive consultations, deliberations, and prepared its report within the timelines prescribed by the Act.

Recommendation

After healthy consultation, discussion, and debate, the Committee to Recommend a President concluded unanimously that Dr. Patrick Deane should be appointed for a second five-year term as President and Vice-Chancellor of McMaster University.

Process

At its first meeting on May 21, 2014, the Committee elected Mr. David Lazzarato as Chair and Dr. Gianni Parise as Vice-Chair. The Committee discussed the importance of strict confidentiality and agreed on steps to ensure the integrity of the process. All members signed a Confidentiality Agreement that had been prepared by the University Secretariat in order to clearly articulate the need for, and to safeguard, confidentiality. The Committee decided to maintain a page on the University Secretariat’s website, and to communicate with the wider University community via the Daily News. In order to facilitate feedback from the community, a confidential email address was established on behalf of the Committee.

The Committee to Recommend a President began its work by reviewing the incumbent President’s first term. Members agreed that the Committee’s mandate and responsibility was to decide if the current President, who will have concluded his first term on June 30, 2015, should be re-appointed or if it was in the interest of the University to begin the search for a new President and Vice-Chancellor.

The Committee undertook to review some of the University’s significant strategic documents, including *Forward with Integrity*, along with the various related Task Force Reports, and the Strategic Mandate Agreement, which was drafted in consultation with the Provost and senior academic administrators and negotiated with the Ontario government. Such a review helped inform members in advance of meetings to follow with campus stakeholder groups. Members agreed that it would be important to solicit views from the community on the University’s strategic direction, academic mission and vision, research excellence, external relations, and student experience, as well as other vital determinants of the President’s success.

A correspondence soliciting involvement from the University community was circulated to faculty, staff, the Senate and Board of Governors, McMaster Students Union, UNIFOR, McMaster Alumni Association, The Management Group, McMaster Retirees Association, McMaster Association of Part-time Students, and the Graduate Students Association. A copy of the correspondence was posted on the *Daily News* website with contact information for submitting material to the Committee to Recommend a President. It was the Committee’s view...
that all members of the University community should be given the opportunity to participate in the process. Committee members understood the importance of inclusiveness and went to great lengths to ensure its work was considerate of McMaster’s diverse stakeholders.

After discussing the best manner in which to accomplish its work, the Committee decided to invite individuals with leadership roles on campus to meet with it, including executive members of staff and student groups, Retirees Association, Alumni Association, and the McMaster University Faculty Association. Although many groups were invited, not everyone accepted the invitation to attend. In addition to various groups, the Chair and Vice-Chair of the Committee held extensive interviews with members of the University’s senior leadership team, as well as the most recent past and current Chancellors. The Committee also received a number of letters from individual members of the University community.

During the course of its work, the Committee met four times prior to issuing an invitation to meet with the incumbent President and Vice-Chancellor. The Committee was determined to complete extensive consultations, including providing members of the community with sufficient time to participate in the process, in order to adequately prepare for its meeting with Dr. Deane. The extensive preparation allowed the Committee to thoroughly discuss issues and questions with the President, as well as providing context for viewing successes and where focus would be required for the next five years.

President Deane’s First Term

During the first four years of his Presidency, Dr. Deane and his team have had many noteworthy successes, some of which are still actively underway and are in the best interest of the University to continue. The Forward with Integrity process has created a platform for further innovation and change and this momentum must be cultivated to ensure McMaster’s success at the local, national, and international level. Dr. Deane has demonstrated determination in his focus on enhancing the University’s financial sustainability, providing an exceptional student experience, and striving for collegiality across campus, and these efforts were widely recognized throughout the Committee’s work. The overwhelming consensus from members of the community is that Dr. Deane is a personable and highly respected leader on campus, and he is an individual who values integrity, collegiality, and thoughtfulness in the pursuit of McMaster’s goals. In this vein, it was clear to the Committee that the President and Vice-Chancellor has broad support within the University, as well as in the community at large. Several individuals pointed out Dr. Deane’s positive relations with government at all levels as a demonstration of his success in achieving the University’s goals.

The Committee was conscious of Dr. Deane’s significant successes and it made sure to view such achievements within the context of the environment at the time of his initial appointment as President and Vice-Chancellor. Over the course of his first term, Dr. Deane made considerable progress in enhancing collegiality on campus, increasing community engagement, as well as making the student experience a central focus of his Presidency. The President’s ability to connect with members of the McMaster community was a consistent theme throughout the Committee’s interviews with campus groups. Issuing Forward with
Integrity was the first of many steps that have prompted positive changes across McMaster and is an initiative that has garnered strong support at both the senior levels and the grassroots level. The Forward with Integrity process established a set of principles for the University and as they took shape have helped steer its direction over the last three years. During his first term, Dr. Deane has been dedicated to maintaining McMaster’s financial health and in this regard he and his team have delivered four consecutive balanced operating budgets despite resource constraints and uncertainty in the financial landscape.

Dr. Deane’s role as a leader in Canadian higher education was highlighted by McMaster’s completion of the Strategic Mandate Agreement process, with the University being the first institution in Ontario to sign its agreement with the provincial government. Dr. Deane has also actively undertaken leadership roles in various forums, including Vice-Chair of the Council of Ontario Universities, incoming Chair of the Canadian Bureau for International Education (2015-16), and Director of the Association of Universities and Colleges of Canada. In this capacity, Dr. Deane has become an influential member of the higher education sector and he has helped steer and set the agenda for policymakers at both the provincial and the federal level. It is the Committee’s view that Dr. Deane’s ability and advocacy demonstrate his tireless efforts to fulfill McMaster’s strategic objectives.

Issues for the Coming Term

Over the course of its work, the Committee to Recommend a President highlighted several common themes that emerged and will require attention during the President’s second term. It is within this context that the Committee offers some observations, each of which is based on the consultations undertaken and input received throughout the reappointment review process.

Themes which were consistently mentioned in discussions with the McMaster community included the desire for an increased focus on research intensity and excellence, continued internationalization efforts as defined within Forward with Integrity, establishing a clear path for McMaster’s strategic direction, and ensuring continued engagement across all areas of campus. Members of the University’s academic community made it clear that research is a top priority and should remain a central focus of the President and Vice-Chancellor.

The Committee heard from members of the community that an evolution of priorities is required in order to re-focus on the competitive external environment, at both the national and the international level. As head of a research-intensive institution, the President must make research intensity and excellence top priorities. Improvements in the student experience and community engagement offer an optimal environment to continue enhancing, and investing in, research and internationalization on campus. Individual responses and interviews remarked on the success of Forward with Integrity and expressed the desire for a movement to the next phase of the University’s strategy. In this regard, it is the Committee’s belief that it is the right time for McMaster to further establish a strategic focus to guide its efforts moving forward. A
clear set of priorities supports the promotion of quantifiable goals and helps align strategy with the academic vision and mission.

The Committee recognized the immense demands on the President’s time and heard many comments praising Dr. Deane’s willingness to make himself widely available. The ability to maintain a strong internal presence, while at the same time actively engaging donors, alumni, and government officials, is no small task. Dr. Deane’s ability to successfully promote McMaster’s interests through advocacy groups, meetings with government officials, as well as taking leadership roles in various forums was widely acknowledged. Taking all of this into account, Committee members agreed that maintaining an increased presence on campus would be essential to internal constituents and it would help foster the President’s ability to set the direction of the University in partnership with senior academic leaders at McMaster. The University’s academic mission should inform and guide the President’s actions, while at the same time promoting a level of connectedness with students, faculty, and staff.

Remaining committed to the University’s academic mission and acting in support of this mission necessitates planning, communication, and collaboration with all areas of campus. Senior academic administrators have an important role in the success of the University and should continue to play a fundamental part in the development and implementation of McMaster’s strategic priorities. Identifying and setting priorities in support of the academic mission, including the establishment of measurable objectives, should be undertaken through consultation and robust debate amongst the President and senior academic administrators. The university sector is growing increasingly competitive, both nationally and internationally, and this highlights the importance of establishing a strategic plan and ensuring the consistent communication and understanding of this plan across campus. Over the course of its consultations, the Committee heard a great deal of support for Dr. Deane’s ability to build consensus on campus. In this capacity, the President should continue to maintain a strong focus on collaboration and inclusiveness which will enable him to build on the many successful achievements from his first term.

During its interviews with Dr. Deane, the Committee heard a clear articulation of his priorities for McMaster over the next five years. The discussion with the President instilled members with confidence that Dr. Deane understands the diverse interests of the University and that he has a vision that builds on the achievements of the past four years. Dr. Deane provided members of the Committee with a detailed account of how he plans to address the challenges and opportunities facing McMaster and outlined several noteworthy goals and proposed measures to monitor performance in a number of important areas, such as: research, community engagement and internationalization, the student experience, fundraising, branding and publicity, and building an inclusive community. It will be up to the Board of Governors to confirm the goals for the coming years and establish and monitor performance measures.

Throughout the process, the Committee to Recommend a President was aware of its mandate, as well as its responsibility to the McMaster community. The Committee went to great lengths to maintain the integrity of the process and to make sure that all areas of the
University had the opportunity to participate in its work. Members discussed and debated the information they received and are proud to have reached the unanimous conclusion that Dr. Patrick Deane be recommended for a second term as President and Vice-Chancellor. It was clear throughout the process that Dr. Deane’s charisma, integrity, intelligence, and passion for higher education were acknowledged across campus and that these admirable qualities helped drive support for his agenda, and indeed helped pave the way for his achievements. President Deane is highly regarded within the University, as well as throughout the external community, and his leadership within, and commitment to, higher education is a credit to McMaster. His dedication and tireless advocacy working to enhance and promote all areas of the University is clearly evident, and the Committee is convinced that his reappointment is in the best interest of all members of the McMaster community. The Committee’s report has identified several areas to help guide Dr. Deane moving forward, and the Committee believes that this will assist him in accomplishing both his and McMaster’s goals during his second term.

It is with great pleasure, therefore, that we recommend,

that the Senate of McMaster University nominate Dr. Patrick Deane for appointment by the Board of Governors of the University as President and Vice-Chancellor of McMaster University for a second five-year term, effective July 1, 2015.