This package serves as a draft version for consideration of the Faculty of Science Strategic Plan 2020-2025. The mission, vision, values, and strategic areas of focus were drafted in coordination with the Faculty of Science Faculty Council at a strategic planning session on Sept. 12, 2019. The drafting activities took into consideration inputs from the 2018 and 2019 All-Staff Meetings and Faculty Retreats.

Over the course of the Fall 2019 academic term, the plan as it appears in this package will be open for feedback and be adapted accordingly.
OUR VISION

“Transforming our world through science.”

We are using this vision to focus and unify the Faculty of Science, shift from reactive to purposeful, inspire commitment and performance and create momentum and accountability for the future.

OUR MISSION

“To advance scientific discovery and address global challenges through diverse and collaborative research, education and engagement, in service to current and future generations.”

OUR VALUES

Leads to:
- Excellence.
- Creativity.
- Personal Growth.
- Health and Well-being.

Empathy, Respect, Integrity

Inclusivity

Collaboration
Success Measures

Transformation through Research, Education and Engagement

**Discovery**
- Increase the impact of our research scholarship.
- Make research advances in strategic areas: biological systems and health, environmental science, fundamental exploration and materials discovery and characterization.
- Increase our collaborative research efforts and outputs to contribute to global solutions and approaches.
- Lead the scientific research agenda locally, nationally and globally.

**Learning**
- Have a transformative impact on our immediate community that serves as a blueprint for other communities.
- Enhance the student experience through continuous quality improvement.
- Provide leadership and innovation in excellence in teaching and learning.
- Respond to the needs of current and future students through increased access, flexibility and excellence in academic programming.

**Communication**
- Increase our metrics of excellence in scientific leadership
- Increase our political, societal and cultural influence.
- Position McMaster’s Faculty of Science as a leading scientific authority.
- Increase the capacity and impact of our community engagement, outreach initiatives and programs.
- Increase the number and impact of our signature communication events each year.
- Sustain and increase the alignment of our reputation, relationships and resources.
Major Initiatives

Transformation through Research, Education and Engagement

Discovery
- Enhance systems to collect data on research impact and activity.
- Foster team research through the "Global Science Initiative."
- Enhance excellence in faculty recruitment and renewal through principles of equity, diversity and inclusion, strategic renewal in priority areas and the provision of external funds for endowed positions.
- Create and sustain opportunities that seed impactful scholarship.
- Establish and sustain faculty, graduate student and postdoc mentoring programs.
- Increase the capacity for scientific awards to faculty and students.
- Create a visiting scholar program to enhance our global partnerships.
- Enhance our internal support of research activities through the post-leave program, small infrastructure program, and the life event support program.
- Enhance our research spaces, specifically with the building of a new research and teaching greenhouse, renovations to the life sciences building and maintenance of research spaces.
- Provide resources and support services for faculty to improve success in funding submissions.
- Increase support for our institutes and centers.
- Elevate our capacity to provide fully funded doctoral and graduate student fellowships.
- Increase the number of students participating in research activities.
- Increase the available support for research knowledge translation.
- Engage with incubators for public/private partnerships, innovation and commercialization.

Learning
- Refine and create academic, administrative and support processes that enable all students, faculty and staff to have the capacity to be the best they can be.
- Develop our systems to better enable matching of programs and students.
- Improve our educational spaces to increase connection, collaboration and success: specifically with a new experiential student space in Psychology, Neuroscience and Behavior (PNE) and a new home for the School of Interdisciplinary Science (SIS).
- Increase access to micro credentials and academic recognition of co-curricular experiences.
- Leverage existing programs for lifelong learning including increased outreach, online offerings, corporate partnership training programs and open access to campus.
- Work with the MacPherson Institute to enhance teaching excellence.
- Evaluate and enhance the McCall-MacBain postdoc teaching program.
- Establish and support accessibility leadership in our academic programs.
- Advance the principles of diversity, equity and inclusion in our academic programming and processes.
- Respond to the Truth and Reconciliation commission by integrating Indigenous ways of knowing in our academic programs.
- Participate in initiatives to maximize student success given increasing mental health challenges.
- Increase our focus on career opportunities through experiential learning and work-integrated learning.

Communication

Reputation & Recognition
- Better align our strategy with central communications teams to improve our media relations and increase media citations of our work.
- Establish and assess the science journalist in residence program.
- Launch the interdisciplinary Masters in Science Communications and embed scientific communication in all of our undergraduate and graduate programs.
- Regularly train our faculty, students and staff in media relations.
- Celebrate our achievements and milestones.

Political & Societal Influence
- Increase representatives on boards, councils and governing bodies.
- Work with government relations team to build relationships.
- Encourage op eds/public talks/nominations for awards.

Cultural Influence
- Refine and assess our strategic social media plan.
- Establish and support a global network of partners (academic and non-academic).

Community Engagement & Outreach
- Celebrate and enhance our community programs and outreach initiatives.
- Increase internal community engagement.
- Work with alumni affairs to develop and execute a comprehensive alumni engagement plan.
- Execute on our advancement strategic plan for reputation, relationships and resources.
- Focus on addressing “threats to basic science” through engagement in the narrative of public understanding of the value and impact of higher education.