MEMORANDUM

Date: December 16, 2016

To: Senior Management
The Management Group (TMG)
Chairs and Directors
Principal Investigators (PIs)

From: Roger Couldrey, Vice-President (Administration)
Dr. Paul O’Byrne, Dean and Vice-President (Faculty of Health Sciences)
Dr. Robert L. Baker, Vice-President (Research)

Cc: Kathy Denney, Program Manager
Kim MacDonald, Program Manager

Re: Research-Finance Review

This message is being sent on behalf of the Vice-President (Administration), the Dean and Vice-President (Faculty of Health Sciences) and the Vice-President (Research) regarding the newly launched Research-Finance Review.

The Research-Finance Review mandate is to assess the existing delivery of broad financial services in the Financial Affairs, McMaster Research Finance and the Faculty of Health Science (“FHS”), including Operating Finance, Research Finance, FHS departments, research institutes and centres. The provision of finance and research finance services in the other non-FHS faculties does not fall under the scope of this review; however, feedback from users of Financial Affairs and McMaster Research Finance services will be obtained during the stakeholder feedback sessions and community survey. The scope of the review is broad and includes the following specific services as they relate to finance and research finance:

- Strategic planning
- Financial reporting
- Financial oversight and compliance
- Budgeting
- Treasury / cash management
- Financial transactions including workflows

This review will look to understand user needs of finance and research finance services with a view to identifying the following:

- Potential gaps in the provision of services
- Opportunities for efficiencies in the delivery of services
- Potential synergies in the way services are structured

The Committee includes both McMaster and external members (see below) and has been compiled to ensure that all critical review areas of financial services, research finance and the Faculty of
Health Sciences is well represented. Over the next three to four months, the Committee will be compiling data on the current landscape of financial services and research financial services (within the Faculty of Health Sciences and across the Financial Affairs and McMaster Research Finance offices) and soliciting feedback from students, staff and faculty members via interviews, online surveys and forums, ensuring the entire McMaster community will have an opportunity to participate. Based on the information collected, the Committee will then develop recommendations with a final report to be issued in the Spring.

Additional information is available on the Research-Finance Review’s website, including the terms of reference, scope, Committee member bios, and contact information. Survey and other event details will be added to the site as the review proceeds.

We encourage you to participate in this process and share your views and feedback. This is a great opportunity for the University to obtain insight on how we deliver our finance and research finance services and to improve upon our service delivery in these areas. Please share this information as may be appropriate with your respective teams and encourage them to begin thinking about what points they would want to bring to the Committee’s attention. If you have any questions or concerns about this review, please contact the Project Managers, Kathy Denney and Kim MacDonald at finrev@mcmaster.ca.

Thank you in advance for your cooperation.

Roger Couldrey  
Vice-President (Administration)

Dr. Paul O’Byrne  
Dean and Vice-President  
(Faculty of Health Sciences)

Dr. Robert L. Baker  
Vice-President (Research)

Research-Finance Review Committee  
Deanne Babcock, Director of Research Finance, University of Western Ontario  
Dr. Rafael Kleiman, Faculty of Engineering, McMaster University  
Jennifer Mallon, Director of Research Accounting and Financial Systems, Queen’s University  
Dr. Karen Mossman, Faculty of Health Sciences, McMaster University  
Tim Neff, Chief Administrative Officer, Faculty of Medicine, University of Toronto

Program Managers  
Kathy Denney and Kim MacDonald