Senate Research Report Sept 27, 2011

Awards and Honours

American Alliance for Theatre and Education: Lifetime Achievement Award

Queen's University Education Professor Larry O'Farrell has been awarded a lifetime achievement award by the American Alliance for Theatre and Education for his international leadership in promoting drama and theatre. The award recognizes his achievements in teaching, research and leadership at the national and international levels.

The Order of Canada

Dr. Alvaro Morales, Professor Emeritus of Urology, and Dr. John Bradford, Professor in the Department of Psychiatry were recently appointed members of the Order of Canada. Dr. Morales's research career, spanning more than 40 years, has advanced the field of urology and resulted in improved treatments for cancer and sexual dysfunction. Dr. Bradford is renowned for his work in the field of forensic psychiatry, in particular the treatment of mentally ill offenders. He has been associated with Queen's for the last 10 years including as a lecturer and external theses reviewer.

The Royal College of Surgeons (Edinburgh): Fellowship

Dr. Richard Reznick, Dean of the Faculty of Health Sciences, recently joined a small group of Canadians who have received an honorary fellowship from the Royal College of Surgeons in Edinburgh.

The Royal Society of Canada: Fellowship

Dr. Audrey Kobayashi (Geography) has been elected as a fellow of the Royal Society of Canada. The Royal Society of Canada recognizes excellence in learning and research, advises governments and organizations, and promotes Canadian culture. Election to the Academies of the RSC is the highest honour a scholar can achieve in the arts, humanities and sciences.

The Royal Society of Canada: The Henry Marshall Tory Medal

Dr. Art McDonald (SNOLAB) has won the Royal Society of Canada's Tory Medal. The medal is awarded for outstanding research in a branch of astronomy, chemistry, mathematics, physics, or an allied science, carried out mainly in the eight years preceding the date of the award, but all the research of the candidate is taken into account.

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Research Funding

External Awards

Canadian Cancer Society Research Institute

- Dr. Peter Greer (Department of Pathology and Molecular Medicine, Queen's University Cancer Research Institute) received \$420,480 for his project entitled, *Targeting the Fes Tyrosine Kinase in Breast Cancer*.
- Dr. Will King (Community Health and Epidemiology) received \$173,698 for his project entitled, *Meat-derived Carcinogens and Colorectal Adenoma Risk*.

Canadian Foundation for Innovation: Leaders Opportunity Fund (LOF)

- Dr. Amer Johri (Medicine) received \$128,402 for his project entitled, *Parametric Imaging Program: 3D Strain and Stress for the Detection of Cardiovascular Disease.*
- Dr. Terence Ozolins (Biomedical and Molecular Sciences) received \$120,000 for his project entitled, *Chemically-induced Ventricular Septation Defects; Mechanisms and Long-term Health Consequences*.
- Dr. Dominik Barz (Chemical Engineering) received \$128,000 for his project entitled, Miniaturized Power Sources for MEMS Applications: Novel Microfluidic Rechargeable Batteries.
- Dr. Joshua Marshall (Mining Engineering) received \$150,000 for his project entitled, *Cooperative Mining Machines Research Test-Bed.*

Canadian Institutes of Health Research (CIHR):

Operating Grant: Knowledge to Action

• Dr. Dallas Peter Seitz (Psychiatry) received \$194,100 for his project entitled, *The Primary Care – Dementia Assessment and Treatment Algorithm (PC-DATA): A Knowledge-to-Action Project.*

Canadian Institutes of Health Research (CIHR): Knowledge Translation Supplement

• Dr. Michael Donald Brundage (Oncology) received \$24,090 for his project entitled, Knowledge to Action: Developing and Implementing a CONSORT Extension for HRQL Reporting Standards.

Canadian Institutes of Health Research (CIHR): Operating Grant

- Dr. Louise Mary Winn (Biomedical and Molecular Sciences) received \$575,648 for her project entitled, *Mechanisms of Valproic Acid Induced Teratogenesis*.
- Dr. Chandrakant Tayade (Biomedical and Molecular Sciences) received \$483,410 for his project entitled, *A Novel Anti-angiogenic Therapy for Endometriosis*.

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- Dr. John L. Schreiner (Medical Physics) received \$339,058 for his project entitled, *Advancing Gel Dosimetry for Clinical Radiation Therapy*.
- Dr. Michael John Beyak (Medicine) received \$705,256 for his project entitled, *Diet Induced Obesity Down Regulates Gastrointestinal Vagal Afferent Satiety Signalling*.
- Dr. Donald Hector Maurice (Biomedical and Molecular Sciences) received \$600,254 for his project entitled, *Compartment Specific Cyclic Nucleotide Signalling and Control of Mural Cell Vascular Functions*.

Canadian Institutes of Health Research (CIHR): Operating Grant – Population Health Intervention Research

• Dr. Lucie Levesque (School of Kinesiology and Health Studies) received \$199,615 for her project entitled, *National Guidelines for the Prevention of Obesity in the Mexican School System: An Investigation of Policy Implementation and Impact.*

Canadian Institutes of Health Research (CIHR):

Partnerships for Health System Improvement

• Dr. Daren Heyland (Medicine) received \$433,418 for his project entitled, *Advance Care Planning Evaluation in Hospitalized Elderly Patients: A Multicenter, Prospective Study. The ACCEPT Study.*

Canadian Institutes of Health Research (CIHR):

Meetings, Planning and Dissemination Grant – Knowledge Translation Supplement

- Dr. Sanjay Sharma (Medicine) received \$44,450 for his project entitled, *Preventing Falls in the Elderly Online Video KT*.
- Dr. Sanjay Sharma (Medicine) received \$44,450 for his project entitled, *An Emerging Treatment for Chronic Pain Online Video KT*.
- Dr. Sanjay Sharma (Medicine) received \$41,838 for his project entitled, *Video Online KT-Is Islet Transplant Right for You?*
- Dr. Sanjay Sharma (Medicine) received \$44,338 for his project entitled, *Video KT of Acute Coronary Syndrome*. (*Prodromal Symptoms and WEST Study*).

Canadian Institutes of Health Research (CIHR): Planning Grant

• Dr. Christine T. Knott (Medicine) and Dr. Margaret Harrison (School of Nursing) received \$21,518 for their project entitled, *Integrating Knowledge Translation of Evidence in Home Care & Long-Term Care: Pain as an Exemplar.*

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Federal Economic Development Agency for Southern Ontario: Applied Research and Commercialization Initiative (ARC)

Fourteen researchers from Queen's have been approved for up to \$750,000 in ARC funding to partner with small and medium-sized enterprises on activities such as applied research, engineering design, technology development, product testing, and certification.

The Applied Research and Commercialization Initiative at Queen's includes:

- *AB Sciex* Queen's researcher: Richard Oleschuk (Chemistry)
- *Altitudetech* Queen's researchers: Michael Adams (Biomedical and Molecular Sciences) and Cyndi Pruss (Biomedical and Molecular Sciences)
- Deloro Stellite Queen's researcher: Vladimir Krstic (Mechanical and Materials Engineering)
- *Endetec* Queen's researcher: Stephen Brown (Chemistry)
- Kingston Process Metallurgy Queen's researcher: John Peacey (Mining)
- *Lab-2-Clinic* Queen's researcher: Isabella Irrcher (Ophthalmology)
- Norton Scientific Queen's researcher: John Allingham (Biomedical and Molecular Sciences)
- OAISYS Inc. Queen's researcher: Mark Harrison (Orthopaedic Surgery)
- Research Casting International Queen's researcher: David Rappaport (School of Computing)
- *SanEcoTec* Queen's researcher: Steven Liss (Chemical Engineering, Environmental Studies)
- Therma Vault Systems Inc. Queen's researcher: Darko Matovic (Mechanical and Materials Engineering)
- *Transformix* Queen's researcher: Michael Greenspan (Electrical and Computer Engineering, School of School of Computing)
- W.R. Davis Queen's researcher: Michael Birk (Mechanical and Materials Engineering)
- YM Biosciences Queen's researcher: Harriet Feilotter (Pathology and Molecular Medicine)

Heart and Stroke Foundation

- Dr. Brenda Brouwer (School of Kinesiology and Health Studies) received \$198,740 for her project entitled, *Biomechanical, Neuromuscular and Cardiorespiratory Costs of Stair Negotiation in Healthy Individuals and Persons with Stroke.*
- Dr. Ian M. Janssen (School of Kinesiology and Health Studies, Community Health and Epidemiology) received \$160,355 for his project entitled, *Generating Evidence to Inform Physical Activity Guidelines*.
- Dr. Alan S. Mak (Biomedical and Molecular Sciences) received \$147,838 for his project entitled, *Regulation of Smooth Muscle Cell Invasion and Migration: The Roles of 8 and M-calpain Proteases*.

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• Dr. Stephen C. Pang (Biomedical and Molecular Sciences) received \$136,590 for his project entitled, *Mechanistic Study on Gender-Based Differences in Myocardial Infarction*.

Ministry of Research and Innovation: Ontario Research Fund- Research Excellence

On July 21st, 2011, a funding announcement for the ORF-RE program was held at Queen's University, Innovation Park. The announcement was made by the Honourable John Gerretsen (Minister of Consumer Services) and highlighted the success of two Queen's Researchers:

- Dr. Brant Peppley (Chemical Engineering, Mechanical and Materials Engineering) received \$1,503,600 for his project entitled, *Energy Storage and Recovery Ontario (ESARO)*.
- Dr. Patrick Martin (School of Computing) received \$3,347,385 for his project entitled, *Delivering Ultra-large-scale Services*.

MITACS Accelerate Graduate Research Internship Program

• Dr. Mark F. Green (Civil Engineering) received \$15,000 for his project entitled, *Economic Fire Design of Buildings*.

Natural Sciences and Engineering Research Council of Canada (NSERC): CREATE Grant

• Dr. James Cordy (School of Computing) received \$1,650,000 for his project entitled, *Graduate Specialization in Ultra-large Scale Software Systems*. A national funding announcement was held on June 1st, 2011 at Queen's University, Biosciences Complex. The announcement was made by the Honourable Gary Goodyear (Minister of Science and Technology) and highlighted Dr. Cordy's work.

Natural Sciences and Engineering Research Council of Canada (NSERC): Collaborative Health Research Projects (CIHR Partnered)

• Dr. David Pichora (Surgery) received \$185,985 for his project entitled, *Advanced Real-time* 3D Imaging, Planning and Navigation of Fracture Surgery.

Natural Sciences and Engineering Research Council of Canada (NSERC): Collaborative Research and Development Grant (CREATE)

• Dr. Diane Beauchemin (Chemistry) received \$90,000 for her project entitled, *Development of Methods that Lower the Detection Limits of Inductively Coupled Plasma Spectrometry without Jeopardizing Robustness*.

Natural Sciences and Engineering Research Council of Canada (NSERC): Discovery Grant Program

• Dr. Anne Croy (Anatomy and Cell Biology) received \$472,975 for her project entitled, *Natural Killer Cells in Mouse Pregnancy and in Circulatory Regulation.*

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- Dr. Graham Cote (Biochemistry) received \$180,000 for his project entitled, *Regulation of Dictyostelium Type 1 Myosins*.
- Dr. Peter T. Boag (Biology) received \$130,000 for his project entitled, *Vertebrate Molecular Ecology and Conservation Biology*.
- Dr. Brian Fraser Cumming (Biology) received \$25,000 for his project entitled, *Paleolimnology and Environmental Change*.
- Dr. Virginia K. Walker (Biology) received \$4,000 for her project entitled, *The Molecular Genetics of Resistance: Surviving Environmental Stress*.
- Dr. Jeffrey I. McGill (Business) received \$145,000 for his project entitled, *Cargo Capacity and Revenue Management*.
- Dr. Dominik Barz (Chemical Engineering) received \$125,000 for his project entitled, Microfluidic Batteries and Electro osmotic Flows in Non-polar Liquids Suitable for Lab-on-chip Applications.
- Dr. Marianna Kontopoulou (Chemical Engineering) received \$20,000 for her project entitled, *Synthesis and Characterization of Electrically Conductive Polyolefin Nanocomposites*.
- Dr. Ronald Neufeld (Chemical Engineering) received \$35,000 for his project entitled, Novel Materials and Methods for Protein and Cell Bioencapsulation.
- Dr. Michael Baird (Chemistry) received \$275,000 for his project entitled, *Organotransition Metal Chemistry and Catalysis*.
- Dr. Robert Lemieux (Chemistry) received \$425,000 for his project entitled, *Rational Design of Ferroelectric Liquid Crystals*.
- Dr. Nicholas Mosey (Chemistry) received \$350,000 for his project entitled, *Chemical Simulations of Stress-activated Functional Molecules and Materials*.
- Dr. Richard Oleschuk (Chemistry) received \$350,000 for his project entitled, *Microstructured Fibres (MSFs) for Nanoelectrospray Ionization (Nano-esi) and Chromatographic Applications.*
- Dr. Albert Stolow (Chemistry) received \$425,000 for his project entitled, *Femtosecond Molecular Science*.
- Dr. Gang Wu (Chemistry) received \$425,000 for his project entitled, Oxygen-17 NMR Spectroscopy of Biological Systems.
- Dr. David Zechel (Chemistry) received \$150,000 for his project entitled, *From Genes to Molecules: Mining Bacterial Genomes for New Enzyme Reactions.*
- Dr. Leon Boegman (Civil Engineering) received \$95,000 for his project entitled, *Large Lake Hydrodynamics and Mixing*.
- Dr. Pascale Champagne (Civil Engineering and Chemical Engineering) received \$105,000 for her project entitled, *Greener Extraction and Synthesis of Bioproducts from Biosourced Materials*.
- Dr. Amir Fam (Civil Engineering) received \$170,000 for his project entitled, *Concrete Bridge Components using Stay-inplace Structural Forms for Rapid Construction*.

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- Dr. Kevin Mumford (Civil Engineering) received \$90,000 for his project entitled, Remediation of Non-aqueous Phase Liquid Wastes in Groundwater Systems Containing Trapped Gas.
- Dr. Kent Novakowski (Civil Engineering) received \$205,000 for his project entitled, *The Role of the Drift-bedrock Contact and Upper Bedrock Properties in the Recharge and Contamination of Shallow Bedrock Aquifers*.
- Dr. Dongsheng Tu (Community Health and Epidemiology) received \$80,000 for his project entitled, *Statistical Theory and Methods for Cancer Clinical Trials*.
- Dr. Gabor Fichtinger (School of Computing) received \$366,450 for his project entitled, *Needle Guidance in Soft Tissue.*
- Dr. Audrey Girouard (School of Computing) received \$100,000 for her project entitled, *Design and Evaluation of New Input and Interaction Techniques for Flexible Display Surfaces.*
- Dr. Janice Glasgow (School of Computing) received \$120,000 for her project entitled, *Intelligent Systems for the Assessment, Diagnosis and Treatment of Stroke Patients*.
- Dr. Manuela Kunz (School of Computing) received \$70,000 for her project entitled, *Algorithms and Interfaces for Improved Image-guided Surgery*.
- Dr. T. Patrick Martin (School of Computing) received \$145,000 for his project entitled, *Self Managing Cloud Data Services (SMCDS)*.
- Dr. David Skillicorn (School of Computing) received \$145,000 for his project entitled, *Adversarial Knowledge Discovery*.
- Dr. Abd-Elhamid Taha (School of Computing) received \$100,000 for his project entitled, *Opportunistic Frameworks for Radio Resource Management*.
- Dr. Ahmad Afsahi (Electrical and Computer Engineering) received \$110,000 for his project entitled, *High-performance and Scalable Communication Subsystems for Exascale Computing*.
- Dr. Alireza Bakhshai (Electrical and Computer Engineering) received \$110,000 for his project entitled, *Modeling, Design, and Control of Plug-and-Play Power Converters for Hybrid Renewable Distributed Energy*.
- Dr. Wai Yip Geoffrey Chan (Electrical and Computer Engineering) received \$140,000 for his project entitled, *Anthropomorphic and Efficient Multimedia Communication*.
- Dr. Michael Greenspan (Electrical and Computer Engineering) received \$160,000 for his project entitled, *Object Class Recognition in 3D Image Data*.
- Dr. Mohamed Ibnkahla (Electrical and Computer Engineering) received \$160,000 for his project entitled, *Enabling Multiband Cognitive Relay Networks*.
- Dr. Carlos Saavedra (Electrical and Computer Engineering) received \$160,000 for his project entitled, *Advanced Frequency Converters for the Radio Front-end of Wireless Communications Transceivers*.
- Dr. Paresh Sen (Electrical and Computer Engineering) received \$200,000 for his project entitled, *Performance Enhancement in Power Electronics, Converters, Inverters, and Wind Generator Systems*.

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- Dr. Robert Dalrymple (Geological Sciences and Geological Engineering) received \$28,000 for his project entitled, *Tidal Deposits in Time and Space*.
- Dr. Heather Jamieson (Geological Sciences and Geological Engineering) received \$140,000 for her project entitled, *Characterization of Mineral Nanoparticles in Dust and Colloids*.
- Dr. James Lee (Geological Sciences and Geological Engineering) received \$140,000 for his project entitled, New Advances in Ar-Ar Geochronology and Novel Applications to Global Tectonics.
- Dr. Brendan Gurd (School of Kinesiology and Health Studies) received \$155,000 for his project entitled, *Post-translational Regulation of SIRT1: the Impact of Activation and Subcellular Locale on Mitochondrial Biogenesis in Skeletal Muscle.*
- Dr. Joan Stevenson (School of Kinesiology and Health Studies) received \$155,000 for her project entitled, *Evaluation of Strategies to Improve Measurement, Evaluation, and Force Requirements of the Spine During Manual Materials Handling Tasks.*
- Dr. Michael Tschakovsky (School of Kinesiology and Health Studies) received \$200,000 for his project entitled, Integrated Cardiovascular Control Responses to Physical Activity in Humans.
- Dr. Agnes Herzberg (Mathematics and Statistics) received \$60,000 for her project entitled, *The Statistical Design and Analysis of Experiments and Combinatorial Design.*
- Dr. Abdol-Reza Mansouri (Mathematics and Statistics) received \$65,000 for his project entitled, *Geometric and Topological Approaches in Nonlinear Control Theory*.
- Dr. Roland Speicher (Mathematics and Statistics) received \$265,000 for his project entitled, *New Directions in Free Probability*.
- Dr. Peter D. Taylor (Mathematics and Statistics) received \$220,000 for his project entitled, *General Theory of Inclusive Fitness in Structured Populations; Large Non-additive Effects; Microbial Interactions*.
- Dr. Stephen J Harrison (Mechanical and Materials Engineering) received \$115,000 for his project entitled, *Advanced Concepts for Solar Heating and Cooling*.
- Dr. Jack Jeswiet (Mechanical and Materials Engineering) received \$245,000 for his project entitled, *Research into Sheet Metal Forming, Friction, Sustainable Manufacturing and Design.*
- Dr. Eric B Carstens (Microbiology and Immunology) received \$200,000 for his project entitled, *Molecular Analysis of Baculovirus Origins of Replication: Identification of Essential DNA Sequences (Replicators) and Protein Factors (Initiators).*
- Dr. Judith Irwin (Physics, Engineering Physics and Astronomy) received \$240,000 for her project entitled, *Magnetic Fields*, *Outflows and Feedback in Spiral Galaxies*.
- Dr. Kayll W Lake (Physics, Engineering Physics and Astronomy) received \$185,000 for his project entitled, *New Approaches to the Study of Gravitation in Relativistic Astrophysics*.
- Dr. Tom Hollenstein (Psychology) received \$113,420 for his project entitled, *The Dynamics of Emotional Discordance: Psychophysiology, Observed Affect, and Self-reported Experience.*

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- Dr. Mark Sabbagh (Psychology) received \$235,000 for his project entitled, *Brain Development, Experience, and the Development of a Representational Theory of Mind in Preschoolers*.
- Dr. Nikolaus Troje (Psychology) received \$450,000 for his project entitled, *Visual Perception and Motor Control in Birds and Humans*.

Natural Sciences and Engineering Research Council of Canada (NSERC): Engage Grant Program

- Dr. Hossam Hassanein (School of Computing) received \$25,000 for his project entitled, Sustainable Monitoring of Power Grid Systems.
- Dr. Carlos Saavedra (Electrical and Computer Engineering) received \$25,000 for his project entitled, *Modeling of the Non-linear Behaviour of Gallium Nitride Transistors*.
- Dr. Gang Wu (Chemistry) received \$25,000 for his project entitled, *Oxygen-17 NMR Studies of Binding of Homotaurine to Amyloid Beta Peptides*.

Natural Sciences and Engineering Research Council of Canada (NSERC): Interaction Grants Program

 Dr. James A.H. Stotz (Physics, Engineering Physics and Astronomy) received \$3,100 for his project entitled, Development of Surface Acoustic Wave Devices for Commercial Applications.

Social Sciences and Humanities Research Council of Canada (SSHRC) Aid to Research Workshops and Conferences: May 2011 Competition Awards

- Dr. Kevin Banks (Law) received \$19,418 for his project entitled, *Freedom of Association in Private Transnational Law: How Enforceable are the Commitments of European Companies in North America.*
- Dr. Rosemary J. Jolly (English) received \$25,000 for her project entitled, *The Art of Critique: Writing, Communal Differences & Different Communities*.
- Dr. Rachel Laforest (School of Policy Studies) received \$13,567 for her project entitled, The Recession and Beyond: Taking Stock of Evolving Government-Voluntary Sector Relationships.
- Dr. James I. Linton (Geography) received \$19,400 for his project entitled, *Workshop on Water as a Social Opportunity*.
- Dr. Wenjue Lu Knutsen (School of Policy Studies) received \$24,103 for her project entitled, *Theoretical Variations for Voluntary Sector Organizing: Topping off Old Bottles with New Wine.*
- Dr. Susanne M. Soederberg (Political Studies) received \$25,000 for her project entitled, *Repoliticizing Debt*.

Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Development Grants: February 2011 Competition Awards

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- Dr. Myra Hird (Sociology) received \$39,189 for her project entitled, *Citizen Science Solutions to Canadian Waste Management Issues*.
- Dr. Leela Viswanathan (School of Urban and Regional Planning) received \$70,766 for her project entitled, *Decolonizing Planning Knowledge and Practices in the Mushkegowuk Territory: Possibilities and Challenges for Collaborative Learning among Planners, Government, and Indigenous Communities.*
- Dr. Tom Hollenstein (Psychology) received \$53,960 for his project entitled, *Dyadic Emotion Regulation in Childhood and Adolescence*.
- Dr. Marcus Taylor (Global Development) received \$37,170 for his project entitled, *Climate Change and Social Conflict in the Himalayan Watershed.*
- Dr. Glenn Willmott (English) received \$40,850 for his project entitled, *Wonder Machines:* the Purposes of Modern Literature.
- Dr. Tina Dacin (School of Business) received \$43,890 for her project entitled, *Social Media* and the Transformation of Philanthropy.
- Dr. Kathleen Lahey (Law) received \$75,000 for her project entitled, Feminist Studies of Taxation and Budgeting: Assessing the Impact of Global and Domestic Policies on Economic Crisis, Recovery, and Development.

Social Sciences and Humanities Research Council of Canada (SSHRC) Partnership Development Grants: November 2010 Competition Awards

- Dr. Liying Cheng (Education) received \$200,005 for her project entitled, *Test Preparation:* Does it Enhance Test Performance and English Language Proficiency.
- Dr. Yolande E. Chan (School of Business) received \$238,610 for her project entitled, *Research Partnerships to Revitalize Rural Economies*.

Social Sciences and Humanities Research Council of Canada (SSHRC) Partnership Grants—Letter of Intent: January 2011 Competition Awards

• Dr. Rena B. Upitis (Education) received \$20,000 for her project entitled, *Transforming Music Education with a Web-based Portfolio Tool.*

Social Sciences and Humanities Research Council of Canada (SSHRC) Research/Creation Grants in Fine Arts: November 2010 Competition Awards

• Dr. Dorit Naaman (Film & Media) received \$209,039 for her project entitled, *Virtual Daylighting: Buried Rivers and Augmented Reality for Mobile Devices*.

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Research Conferences, Presentations and Events

The Strategic Research Plan Review: Town Hall Meetings

Town hall meetings to discuss the review of the SRP were held on May 25 (12:30-1:30pm, Robert Sutherland Hall, Rm. 202) and June 7 (12:00-1:00pm, Speaker's Corner, Stauffer Library). The third Town hall will be held on Sept 27 (12:00-1:00, McLaughlin Rm, JDUC). Everyone is welcome to attend.

Research Administration Application Presentation

The VP Research portfolio is developing a business case for the implementation of a research administration application system for presentation to the Board of Trustees at their December 2011 meeting.

The lessons learned from the (i) QUASR Finance, Student, and Human Resources implementation projects and (ii) several Canadian university research administration system implementations will guide the development of the business case.

We have the opportunity to take advantage of these learnings and incorporate them into the successful implementation of the Queen's research administration system.

The business case will present a comprehensive plan providing the University research community with better access to information and much improved tools for managing the research administration workflow. The objective is to secure the Board's understanding of the need and approval of the business case, which will include:

- the results of the initial scoping of business processes and requirements gap analysis
- an implementation plan, and
- financial cost estimates.

The business case development process will be presented to the Sept 22 Audit Committee prior to the Board of Trustees meeting September 23 to 24.

The final business case will be presented to the Board Finance Committee on November 30 and ultimately to the Board of Trustees meeting December 2 to 3, 2011.

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