Our Mission

For 175 years, Queen’s has been guided by a commitment to excellence and the unwavering support of its community. Almost 150 years ago Principal William Snodgrass launched the first capital campaign for Queen’s at a time when he could hardly have imagined how philanthropy would shape and – more than once – save the university.

Today, our mission in the Office of Advancement is to move people to extraordinary levels of support for Queen’s. Together with our colleagues in the faculties and schools, we work to foster lifelong relationships with alumni, students, and friends, to inspire unparalleled support for Queen’s.

Now, more than ever, we are working to inspire volunteerism and philanthropy throughout the lives of Queen’s graduates. We continue to focus on presenting university priorities to benefactors with the capacity to make transformational gifts and the desire to experience the joy of philanthropy. We remain committed to advancing priority areas of the Principal’s Strategic Framework: Student Learning Experience, Research Prominence, Financial Sustainability, and Internationalization.
A Message from the Vice-Principal

Colleagues,

When you spend a year celebrating a milestone anniversary, it is tempting to dwell on the past. And why not? The history of Queen’s University is rich and varied, marked by exceptional acts of volunteerism and philanthropy.

When Reverend Thomas Lidell, Queen’s first principal, arrived in Kingston in 1841, his first order of business was to canvass the surrounding countryside, recruiting students and soliciting donations. Every philanthropic success that followed has built on the foundation he established.

Robert Sutherland, Queen’s first student of colour and Canada’s first black lawyer, re-wrote his will three weeks before he died, leaving his entire estate to Queen’s and saving Queen’s from annexation at the hands of the University of Toronto.

The legendary Principal George Munro Grant donated $2,500 of his $2,750 salary to Queen’s, and crossed the country (not an easy feat in the pre-railway days) raising hundreds of thousands of dollars for the university.

The history of Queen’s never fails to inspire me. But reflecting on that history was just a part of our responsibility during Queen’s 175th anniversary. If we are truly going to follow in the footsteps of Lidell, Sutherland, Grant, and so many others, we have to look to the future.

Our current principal, Daniel Woolf, Artsci’80, has also envisioned a Queen’s that continually attracts the world’s brightest students and most promising researchers; that nurtures ideas and innovation and ushers them out into the world. And he has inspired our Queen’s community to come together and bring his vision to life.

In 2016-17, we took tangible steps toward this vision. A year after the successful conclusion of Queen’s ten-year Initiative Campaign, the Queen’s family continued its extraordinary support, as donations reached their second highest total ever. This will enable us to continue the work of the campaign and transform the way we support the people, places, and ideas that make Queen’s. We see the Queen’s Pooled Endowment Fund surpass the billion-dollar mark, which will enable us to sustain our initiatives well into the future. And our volunteers embodied the legendary Queen’s spirit every day as they worked to strengthen the lifetime bond that has united the Queen’s community for 175 years.

When we look back on 2016-17, I hope we remember a year in which we honoured Queen’s history by building on the legacy of those who helped write it. Building on a 175-year legacy is a challenging task. And this year you proved yourselves worthy of the challenge. As members of the Queen’s community – whether you are members of the Office of Advancement or contributors to our work – you helped make Queen’s 175th year one of our most extraordinary years yet. Thank you for your dedication.

TOM HARRIS, Sc’75
Vice-Principal (Advancement), Professor of Chemical Engineering
Inspiring Volunteer Contributions

Record Number of Alumni Come Home

Queen’s alumni from around the world returned to the campus they called home in record numbers this year.

Homecoming 2016 had a best-ever 3,345 alumni attendees, a 19 per cent increase over the previous year. And 101 classes and groups – reaching as far back as 1946 – held reunions, up 31 per cent from 2015.

Volunteers who helped to organize class reunions for Homecoming 2016.

These numbers include more than 400 members of six classes of 2016 who became the first to return for Reunion Zero, a newly launched reunion for Queen’s newest alumni.

Forty-four classes continued a longstanding tradition of celebrating Homecoming by raising funds for Queen’s.

Recognizing Volunteer Service

Much of the programming offered to alumni would not be possible without the tireless efforts of our volunteers. This year, nine Queen’s volunteers, nominated by the Office of Advancement, were recognized for their commitment, dedication, and longstanding volunteer service with Ontario Volunteer Service Awards.

Longtime class reunion organizers Nancy Scarth, Sc’48, and Gerald Thomas, MED’s’50, were recognized for 60 years of volunteering.

Other Queen’s students/alumni Ontario Volunteer Service Award Recipients:

- Ernest Jury, Sc’55, MBA’62 (25 years of service)
- Alison Holt, Arts’87 (10 years of service)
- Margaret Little, MBSc’83 (10 years of service)
- Elaine Riley, Arts’81, MB’90, Law’93 (10 years of service)
- Emily Gwiazda, Arts’16 (Youth Award)
- Karlee Squires, Arts’17 (Youth Award)
Alumni Travel to Vimy Ridge to Mark its Centennial

As the world marked the 100th anniversary of one of the pivotal battles of the First World War, an impressive contingent of Queen’s alumni travellers were part of the celebrations.

Forty-eight alumni travellers – the largest Queen’s alumni tour to date – took part in Vimy Ridge Centennial: World War History in Europe, a 10-day tour arranged by the Queen’s Alumni Educational Travel team.

The tour started in Paris and continued along the Normandy coast to Honfleur, Juno Beach, and Vimy Ridge.

More than 400 travelers took part in 64 alumni tours in 2017 to destinations across North, Central, and South America, Asia, Africa, Australia, and Antarctica.

Preparing Our Volunteers to Lead

Each year, Alumni Relations and volunteers from the Alumni Association volunteer Strategic and Champions Committee host an annual celebration and summit for Queen’s alumni volunteers. The summit offers current and prospective volunteers professional development and networking opportunities.

Over 75 attendees travelled from across Canada and the global alumni network from New York City, Scotland, London (UK), Hong Kong, and Honduras.

In a nod to the 175th-anniversary of Queen’s, this year’s summit focused on change management and creating opportunities for innovation while honouring tradition. This year’s speakers:

1. Daniel R. Woolf, Artsci’80, Queen’s Principal and Vice-Chancellor
2. Tina Dacin, Stephen J.R. Smith Chair of Strategy and Organizational Behaviour, Smith School of Business at Queen’s University
3. Carol Beatty, Senior Research Fellow, Queen’s University Industrial Relations Centre
A Man of Initiative

Although it technically ended before the fiscal year began, the Initiative Campaign fueled much of the progress that took place on our campus in 2016-17. This spectacular display of philanthropic and volunteer contributions harnessed the efforts of more than 60,000 benefactors, including more than 35,000 alumni donors.

Gord Nixon, Com’79, LLD’03, who chaired the campaign for its entire ten-year duration, demonstrated a foresight and visionary leadership that guaranteed a firm place for Queen’s in history alongside our most dedicated, accomplished volunteers.

Thanks to his leadership and the dedication of his volunteer cabinet, the impact of the Initiative Campaign will reverberate for years to come. For his contributions, Mr. Nixon received the 2016 Alumni Achievement Award, the highest honour presented by the Queen’s University Alumni Association.

Each year, members of the Queen’s University Alumni Association gather in Kingston on the Alumni Awards Gala to celebrate the outstanding achievements of its members. The awards recognize and celebrate the contributions of alumni to their communities and to Queen’s.

2016-17 Queen’s University Alumni Association Award Recipients:

Alumni Achievement Award
Gord Nixon, Com’79, LLD’03
The highest honour presented by the Queen’s University Alumni Association.

Alumni Humanitarian Award
John MacIntyre, Com’78
Presented to a Queen’s alumnus/alumna in recognition of distinguished work or volunteer service, at home or abroad, which has made a difference to the well-being of others.

Alumni Award for Excellence in Teaching
Michelle Gibson, Department of Medicine
Presented annually to a Queen’s teacher who shows outstanding knowledge, teaching ability, and accessibility to students.

Alumni Mentorship Award
Greg McKellar, Artsci’78, MA’84
Presented annually to an alumnus/alumna who has made a significant and ongoing contribution through mentorship either to an individual or group.

One to Watch Award
Chevalier Taylor Mann, Artsci’14, Scott Mason, Artsci’15, Oleg Baranov, Sc’15
Presented annually to a recent alumnus/alumna making significant contributions in their field of endeavour, setting an example for future Queen’s alumni to follow.

Queen’s Student Alumni Association Volunteer of Distinction Award
Michelle Howard, Artsci’16
Honours an outstanding volunteer of the Queen’s Student Alumni Association.

2016-17 Queen’s University Alumni Association Award Recipients:

Alumni Achievement Award
Gord Nixon, Com’79, LLD’03
The highest honour presented by the Queen’s University Alumni Association.

Alumni Humanitarian Award
John MacIntyre, Com’78
Presented to a Queen’s alumnus/alumna in recognition of distinguished work or volunteer service, at home or abroad, which has made a difference to the well-being of others.

Alumni Award for Excellence in Teaching
Michelle Gibson, Department of Medicine
Presented annually to a Queen’s teacher who shows outstanding knowledge, teaching ability, and accessibility to students.

Alumni Mentorship Award
Greg McKellar, Artsci’78, MA’84
Presented annually to an alumnus/alumna who has made a significant and ongoing contribution through mentorship either to an individual or group.

One to Watch Award
Chevalier Taylor Mann, Artsci’14, Scott Mason, Artsci’15, Oleg Baranov, Sc’15
Presented annually to a recent alumnus/alumna making significant contributions in their field of endeavour, setting an example for future Queen’s alumni to follow.

Queen’s Student Alumni Association Volunteer of Distinction Award
Michelle Howard, Artsci’16
Honours an outstanding volunteer of the Queen’s Student Alumni Association.

Herbert J. Hamilton Volunteer Service Award
Kathy Owen, Arts’67
Presented annually to an alumna/alumnus in recognition of volunteer service to the life and work of the Queen’s University Alumni Association, other through short-term impactful involvement or long-term commitment.

Initiative of the Year Award
Calgary Branch – Calgary Career Management Panel
Presented annually to recognize the initiative, including events or activities, that most successfully contribute to the life and work of the Queen’s University Alumni Association.

Marsha Lampman Branch Volunteer Award
Monica O’Dell, Com’78 – Montreal Branch
Presented annually to an alumna/alumnus who best exemplifies Marsha Lampman’s outstanding dedication and service to a branch of the Queen’s University Alumni Association.

Outstanding Student Award
Mike Young, Arts’16
This award recognizes a current Queen’s student who has helped connect alumni and students. The student’s contribution(s) can be made in the year of nomination or over several years.

Rising Star Volunteer Award
Theresa Wibbel, Arts’07
This award is presented annually to a new (within the last two years) alumni association volunteer whose exemplary contribution and commitment set an example for others to follow.
Support for Future Generations of Queen’s Students

Queen’s Endowment Reaches $1 Billion

For the first time in 175 years, Queen’s endowment fund topped $1 billion.

Donations to the Queen’s University Pooled Endowment Fund (PEF) are critical to the long-term stability and growth of the university. Each donor-created fund becomes part of the university’s Endowment, held in perpetuity. During the 2016-17 fiscal year, Queen’s Endowment provided more than $33 million to support scholarships, research chairs, and a diverse range of university programs aligned with our donor’s intentions.

Donor support has helped grow Queen’s Pooled Endowment Fund (PEF) over the last 5 years:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$1.028+ Billion (APRIL 30, 2017)</td>
</tr>
<tr>
<td>2016</td>
<td>$918.9 Million</td>
</tr>
<tr>
<td>2015</td>
<td>$896.4 Million</td>
</tr>
<tr>
<td>2014</td>
<td>$787.5 Million</td>
</tr>
<tr>
<td>2013</td>
<td>$694.0 Million</td>
</tr>
</tbody>
</table>

Gifts to Endowed Funds last year helped to support:

- 381 Endowed Funds for Student Support
- 110 Endowed Funds for Faculty and Teaching
- 15 Endowed Funds for Research Support
Planning Ahead

Robert Gilbert’s colleagues and students in the Department of Geography and Planning thought of him as brilliant, enigmatic, and slightly quirky. What they didn’t know was that he was also a generous philanthropist, quietly dedicated to preserving his department and his university.

When Dr. Gilbert died in 2015, he left his entire $3.6-million estate to the department to create the Robert Gilbert Chair in Geography, which will be filled in time for the coming academic year.

The gift, made while he was still alive, was part of the Tomorrow Fund. As part of the estate-planning process, donors consider those parts of Queen’s that are significant to them. Some, like Dr. Gilbert, create new funds to support new initiatives, while others direct their gifts to existing priorities. And many prefer to trust the university to apply their gift where it will do the most good.

Thinking About Tomorrow

<table>
<thead>
<tr>
<th>The Tomorrow Fund performance overview in 2016-17:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirmed Intentions (Discounted): The estimated present value of receivable future bequest, insurance, registered account and trust proceeds.</td>
</tr>
<tr>
<td>Accepted Planned Gifts: Received bequest distributions or proceeds from insurance policies, registered retirement accounts, trust, or other planned gift arrangements.</td>
</tr>
<tr>
<td>Tomorrow Fund: Historic name referencing the value of all documented and unrealized but confirmed intentions. The value fluctuates as confirmed intentions become realized gifts.</td>
</tr>
</tbody>
</table>

In 2016-17, alumni and friends committed more than $20 million in planned gifts to the Tomorrow Fund, taking it past the $200-million mark.
The new Queen’s Innovation and Wellness Centre broke ground this year on the site of the old Physical Education Centre. Scheduled to open in fall 2018, this new centre will revitalize the original building and will feature expanded engineering facilities, makerspaces, experiential learning spaces, and dedicated space for student wellness.

Over the past several years, Queen’s alumni, friends, and parents generously contributed more than $50 million to the revitalized facility, including lead gifts last year from the Sharp-Côté family and an anonymous donor. Another significant portion of the funding came through the federal and Ontario Governments, to the tune of $21.8 million. In addition, benefactors donated another $15 million for student wellness and academic programming.

Two of the centre’s key tenants also received significant gifts this past year. The Dunin Foundation — established by Andrew, ART’83, MBA’87, and Anne Dunin, ART’83 — and Gururaj “Desh” Deshpande, PhD’79, and his wife, Jaishree Deshpande, jointly provided a significant gift to Queen’s Innovation Connector. In recognition of this generosity, the university-wide initiative to support student innovation and entrepreneurship will now be known as the Dunin-Deshpande Queen’s Innovation Centre.

Two of the centre’s key tenants also received significant gifts this past year. The Dunin Foundation — established by Andrew, ART’83, MBA’87, and Anne Dunin, ART’83 — and Gururaj “Desh” Deshpande, PhD’79, and his wife, Jaishree Deshpande, jointly provided a significant gift to Queen’s Innovation Connector. In recognition of this generosity, the university-wide initiative to support student innovation and entrepreneurship will now be known as the Dunin-Deshpande Queen’s Innovation Centre.

Queen’s parent and resource company entrepreneur Ross Beaty continued a lifetime commitment to conservation with a $5-million gift to Queen’s in support of the Water Research Centre (WRC), which was recognized at a public event on campus this past year. The centre, which includes more than 50 faculty members working on water technology research, is currently located in shared lab space in Ellis Hall but will soon transfer to a space within the Innovation and Wellness Centre. That space will be named The Beaty Water Research Centre in recognition of his support.

$50+ Million (FROM QUEEN’S ALUMNI, FRIENDS AND PARENTS) $21.8 Million (FROM FEDERAL AND ONTARIO GOVERNMENTS)
Innovation Abroad

Most alumni know that when a call for help comes with a Chisholm attached, it’s hard to say no. Last fall, when the Queen’s Innovation Connector started reaching out to alumni branches to establish a global support network for emerging student entrepreneurs, the alumni response was an enthusiastic yes!

Since 2012, the student-focused innovation work at the newly renamed Dunin-Deshpande Queen’s Innovation Centre has grown from the Innovation Connector Summer Initiative to a makerspace and design studio and full-blown global network of innovators, alumni, and student entrepreneurs.

In the last year, the Centre’s Executive Director Greg Bavington and Provost Benoit-Antoine Bacon have travelled to key alumni branches to establish the Dunin-Deshpande Queen’s Innovation Centre Global Network. Using the existing alumni network, plans are in place to build ‘innovation hubs’ in major centres of commerce around the world including London, Shanghai, Hong Kong, and New York City.

Alumni are enthusiastic about providing mentorship to the young entrepreneurs and many are in a position to offer warm introductions in the venture’s sector, provide otherwise-unoccupied cubicle space to the students, and help them navigate cultural nuances, among other valuable supports.

Championing Young Musicians

This year, the Isabel Bader Centre for Performing Arts launched a new major violin competition for Canada—the inaugural Isabel Overton Bader Canadian Violin Competition. The competition marked the final phase of a year-long calendar of activities that began in the fall with the month-long Bader and Overton International Violin Festival. The festival featured a variety of violin genres and attracted some of the very best violinists from around the world including Pinchas Zukerman, Ashley MacIsaac, and Midori. The Baders created the Isabel Overton Bader Canadian Violin Competition to inspire excellence and to provide exceptional young Canadian violinists with great professional development opportunities.

More than 20 members of the Bader and Overton families attended the final round of competition, which capped off three days of semi-final performances. By establishing a competition at Queen’s, The Isabel is able to foster Canada’s top talent and to provide substantial and much needed support to extraordinarily gifted young Canadian violinists who aspire to a concert career.
Kicking off a New Era at Richardson Stadium

When the football Gaels kicked off the 2016 season, they did so at a brand new home.

Built with funds donated during the Initiative Campaign, the new George Richardson Memorial Stadium includes a professional-calibre artificial multi-sport playing surface, accessible bowl seating for 8,500 with improved sightlines, a state-of-the-art digital scoreboard, and several food and merchandise outlets for an enhanced spectator experience.

The new Richardson Stadium was made possible through thousands of alumni donations and the fundraising efforts of an alumni committee led by Paul Hand, BA ‘69, MBA ‘73, and Vicki Hand, BA/BPE ’73, and generous donations from Stu Lang, Sc ’74, and Kim Lang, Arxsci ’76, and the Richardson family.

The Richarsons have supported all three incarnations of the stadium, which Chancellor James Armstrong Richardson originally funded in tribute to his brother, George Taylor Richardson, BSc ’1909, a star player for the football and hockey Gaels, who was killed in combat in 1916.
Like so many Queen's principals before him, Daniel Woolf left a legacy with the university that will live on for generations.

As befits a historian and scholar, Principal Woolf’s contribution comes in the form of a rare book collection that he donated jointly with Toronto-based philanthropist Seymour Schulich.

Both avid collectors of 16-18th century English works, Mr. Schulich and Principal Woolf decided to pool their collections and donate them to the university in the fall.

The Schulich-Woolf Rare Book Collection includes more than 400 volumes on history, culture, travel, antiquities, and Canadiana. The jewel of the collection is a translation of Ranulf Higden’s *Polychronicon*, printed by William Caxton in 1482.

Mr. Schulich augmented his gift with a $2-million donation to help build and preserve the collection and make it accessible to students and the community at Queen's and beyond.

A Renewed Commitment to Eradicating Stigma

In an age when one in five Canadians lives with a mental illness—and two thirds of them are uncomfortable seeking help—it is more important than ever to help people feel comfortable talking about this once-taboo subject.

In January, in front of more than 200 students, faculty and staff, the Chair of the Bell Let’s Talk initiative, Mary Deacon, announced that Bell is committing another $1-million donation to extend their partnership with Queen’s.

Dr. Heather Stuart, a professor in the Queen’s Department of Public Health Sciences and the holder of the Bell Canada Mental Health and Anti-Stigma Research Chair, has devoted her career to studying the stigma associated with mental illness, which, she says, is the biggest obstacle for people who live with a mental illness.

Research without Borders

Africans with disabilities will soon have unprecedented access to rehabilitation therapies thanks to a new partnership between Queen’s, the University of Gondar in Ethiopia, and the MasterCard Foundation.

The MasterCard Foundation donated USD $24.2 million—including a $15-million gift to Queen’s—to establish Ethiopia’s first-ever occupational therapy program and train a new generation of instructors.

The Queen's School of Rehabilitation Therapy will educate sixty University of Gondar faculty members in occupational therapy and community-based rehabilitation so that they can provide education and training to MasterCard Foundation Scholars in their home country.

The ten-year partnership will enable researchers from both universities to collaborate in the areas of disability, rehabilitation, and inclusion.
Overview of Giving

Donations exceeded philanthropic goal by 35%
- Philanthropic Goal this Fiscal Year
- Donations this Fiscal Year

Who Our Donors Are

56% Alumni
24% Students
12% Faculty and Staff

Fiscal Total Comparison

Total Donated

Year

0.00
100,000,000
200,000,000
300,000,000
400,000,000
500,000,000
600,000,000
700,000,000
800,000,000
900,000,000
100,000,000

FISCAL YEAR

12/13
09/10
08/11
07/12
06/13
05/14
04/15
03/16
02/17

Our Loyal Donors

Queen’s is proud of its loyal annual donors, those who have given consecutively each year for as far back as our records go. Here are the updated totals at the end of fiscal year 2016-17:

- Total of Loyal Annual Donors: 5,505
  - 5–15 years of giving consecutively: 4,668
  - 16–25 years of giving consecutively: 655
  - 26–40 + years of giving consecutively: 192

Our Loyal Donors

Queen’s is proud of its loyal annual donors, those who have given consecutively each year for as far back as our records go. Here are the updated totals at the end of fiscal year 2016-17.

- Total of Loyal Annual Donors: 5,505
  - 5–15 years of giving consecutively: 4,668
  - 16–25 years of giving consecutively: 655
  - 26–40 + years of giving consecutively: 192

Philanthropic Contributions by the Numbers

- $81,980,431

- Faculty of Arts and Science: $5,506,262
- Faculty of Health Sciences: $24,643,383
- Faculty of Graduate Studies: $41,379
- University-wide: $20,663,781
- Faculty of Education: $42,216
- Faculty of Law: $1,286,170
- Faculty of Science: $5,046,028
- Faculty of Engineering and Applied Science: $21,163,621
- Faculty of Business: $5,046,028
- Smith School of Business: $1,220,153
- Athletics and Recreation: $1,220,153
- Library and Archives: $584,890
- Queen’s Fund: $827,093
- University-wide Student Assistance: $955,455
- Other Organizations: $156,670,951
- Foundations: $70,973,988
- Parents: $53,061,911
- Corporations: $44,879,477
- Other Organizations: $59,692,330
Comprehensive Totals by Type of Giving

Annual Giving: $7,500,125
Major Giving: $69,904,670
Gift Planning: $4,272,393
Partnership: $303,243

Total: $81,980,431

Fiscal Year Giving Pyramid

<table>
<thead>
<tr>
<th>Gift Range</th>
<th># of Transactions</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greater than $20M</td>
<td>2</td>
<td>$40,466,101</td>
</tr>
<tr>
<td>$10 – 20M</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>$5 – 9.99M</td>
<td>2</td>
<td>$13,141,517</td>
</tr>
<tr>
<td>$1 – 4.99M</td>
<td>4</td>
<td>$7,400,303</td>
</tr>
<tr>
<td>$100 – 999K</td>
<td>38</td>
<td>$7,280,133</td>
</tr>
<tr>
<td>$25 – 99K</td>
<td>124</td>
<td>$1,381,963</td>
</tr>
<tr>
<td>$1K – 24,999</td>
<td>105</td>
<td>$2,532,984</td>
</tr>
<tr>
<td>$25K – 99K</td>
<td>1,754</td>
<td>$3,955,654</td>
</tr>
<tr>
<td>$100 – 999</td>
<td>5,234</td>
<td>$1,334,931</td>
</tr>
<tr>
<td>Under $100</td>
<td>5,519</td>
<td>$319,449</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td><strong>$81,980,431</strong></td>
</tr>
</tbody>
</table>

Annual Giving Totals
By Loyal Annual Donors

Alumni make up more than half of our total annual giving donors and continue to give generously every year.

Alumni Donors

<table>
<thead>
<tr>
<th>Number of Donors</th>
<th>Total Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,228</td>
<td>$40,466,101</td>
</tr>
<tr>
<td>12,809</td>
<td>$81,980,431</td>
</tr>
</tbody>
</table>

Average Gift

- From Alumni: $601
- From Queen's: $700

Ready for the Future

As Queen's begins its next 175 years, we will continue to follow the example of history-making leaders and look to the future.

In an increasingly borderless future, this means looking beyond the familiar and adopting a global perspective. How present and impactful is Queen’s international? How inclusive is the university? How is Queen’s contributing to solving global challenges in climate, social justice, or food and water? Finding the answers to these questions and others like them will be how Queen’s remains a premier destination for students and faculty in the future.

While we may not be able to anticipate challenges 175 years in the future, over the next few years the Office of Advancement will work to help make it possible for Queen’s to realize its global ambitions. Our continued success will require a sustained commitment from all of us. I know I can continue to count on your support.

TOM HARRIS, Sc’75
Vice-Principal (Advancement),
Professor of Chemical Engineering