Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday March 4 and Saturday, March 5, 2011, 6:30 p.m., Robert Sutherland Hall, Conference Room 202


On the phone: M. Daub (closed session only)

CLOSED SESSION (Appendix A, pages 1 to 3 distributed to trustees only)

I. OPENING SESSION

The Chair called the meeting to order.

With regret, the Chair noted the deaths of third-year Arts and Science student Robert Nason on February 15, 2011 at his home in Kingston; alumnus and former trustee Ian McPhee Rogers, January 19 in Toronto and former Queen’s Chaplain, the Rev. Dr. Alexander Marshall Laverty on February 20. A memorial service for Padre Laverty will take place in Kingston on April 30, 2011.

I. van Nostrand read a tribute in memory of Padre Laverty. The tribute is attached to the minutes and a copy will be sent to the family.

The Chair asked for a moment of silence in memory of Robert Nason, Ian Rogers and Padre Laverty.

1. Adoption of Agenda

Moved by D. Woolf, seconded by R. Burge, and agreed

That the Board of Trustees adopt the agenda as circulated with the provision that items 2 to 9 be approved, or received for information, by consent.

Consent

2. Approval of the Minutes of December 3, 2010 (Appendix A, page 1) Carried 11-04
3. **Naming Dedications** (Appendix B, page 38)

That the Board of Trustees approve the following naming dedications in recognition of philanthropy, as indicated.

**Isabel Bader Centre for the Performing Arts**

The dedication of the Film Meeting Room with Library in the Isabel Bader Centre for the Performing Arts, in recognition of a generous pledge from David Williams, MSc’64, PhD’66 and Shelagh Williams BSc’61, MSc’66 in support of Queen’s and the Isabel Bader Centre for the Performing Arts.

Carried 11-05

**Kingston Field Revitalization Project**

The dedication of the rugby field as “Nixon Field”, in recognition of a generous pledge from Gordon Nixon BCom’79, LLD’03 and Janet Nixon BCom’80, in support of Queen’s and the Kingston Field revitalization project.

Carried 11-06

**New Medical Building**

The dedication of the Student Lounge in the new Medical Building, in recognition of a generous gift from the Aesculapian Society, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-07

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous gift from members and friends of the B’NAI BRITH Lodge 1191, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-08

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous gift from David Cook, Meds’ 75 and his wife, Margaret Cook, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-09

The dedication of the Teaching Clinic in the new Medical Building, in recognition of a generous gift from the members of the Clinical Teachers’ Association of Queen’s University (CTAQ), in support of Queen’s and the Faculty of Health Sciences.

Carried 11-10

The dedication of the Lecture Hall – Lower Level in the new Medical Building, in recognition of a generous gift from John T. M. Fraser, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-11

The dedication of the Anatomy Museum and Learning Centre in the new Medical Building, in recognition of a generous gift from The William James Henderson Foundation, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-12

The dedication of the Lecture Room – Lower Level in the new Medical Building, in recognition of a generous gift from Donald and Joan McGeachy, in support of Queen’s and the Faculty of Health Sciences.

Carried 11-13
The dedication of the first floor Atrium in the new Medical Building, in recognition of a generous pledge from the Medical Students, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-14

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous pledge from the members of the Class of Medicine 1966, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-15

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous pledge from the members of the Class of Medicine 1985, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-16

The dedication of the Lounge on the second floor known as “The Lantern Room,” in the new Medical Building, in recognition of the $50,000 gift from The Ontario Medical Association, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-17

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous gift from Gwendolyn Peart, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-18

The dedication of a Seminar Room in the new Medical Building, in recognition of a generous gift from Dr. Janet Sorbie, friends, and family, in memory of Dr. Charles Sorbie, in support of Queen’s and the Faculty of Health Sciences.
Carried 11-19

5. Quarterly Advancement Report (Appendix D, page 52)
8. International Centre Annual Report 2010
9. Committee Reports:
   b. Quarterly Pension Report (Appendix H, page 77)

10. Business Arising from the Minutes
    None

11. Chair’s Report

    Future Meetings
    The Chair noted that the next Board meeting will take place on the evening of Friday, May 6, followed by the annual University Council meeting on Saturday, May 7. The theme of meeting is “What Keeps the Principal Awake at Night? Medium- and Long-Term Planning Issues for Queen’s.”
The Chair reminded trustees that the September Board meeting has been rescheduled to September 23 and 24, 2011.

**Board Reform**
The Chair updated trustees on Queen’s petition to Parliament to amend its Charter, which is an important enabling step in the governance changes to the Board. The legislation was drafted and scrutinized by the Parliamentary legal counsel and the mandatory advertising period is complete. Senator L. Murray will take the Bill to the Senate. A federal election may be called after the March 22 federal budget is announced, however the Bill can be introduced to the Senate and then to the House either before or after an election takes place.

**Council of Chairs of Ontario Universities (CCOU) Meeting**
The Chair asked B. Palk to update trustees on the recent Board Chair Council of Ontario Universities meeting. B. Palk reported that the Minister of Finance does not intend to increase taxes and that the post-secondary education institutions are responsible for the success of their own enterprise. Changes to university pension plans focus most on sustainability and increases in plan contributions. Most universities will need to make fundamental changes.

12. **Principal’s Strategic Update**

The Principal expressed deepest sympathy on behalf of the University to the family and friends of Robert Nason. He expressed his appreciation of University staff in their efforts supporting friends and families in sad times such as this. He echoed I. van Nostrand’s sentiments about Padre Laverty, of whom the Principal has strong memories while a student at Queen’s. He also paid tribute to the full life of Ian Rogers.

**Australia Trip**
The Principal reported that he and Vice-Provost J. Dixon had a productive trip to Australia. They attended the annual meeting of the Matariki Network, a group of seven like-minded institutions, at the University of Western Australia in Perth. The group mapped out strategy for the next 18 months and discussed exchange programs for students, faculty and staff, research networks, visiting fellowships, joint post-graduate programs, collaboration on major international projects.

They visited Queen’s partner institutions in Perth, Melbourne, Canberra and Sydney and discussed methods of expanding collaborations and approaches to internationalization. The average intake of international students at Australian universities is more than 20 per cent. At Curtin University in Perth, it is closer to 40 per cent. Queen’s is well ahead of Australian universities in the areas of fundraising and alumni relations and was able to share expertise. The Principal attended alumni events in Perth and Sydney and learned that there are more Queen’s alumni in Australia than in any other country with the exception of the United States and Canada.

**Other International Initiatives**
Vice- Provost Dixon visited the University of Havana, Cuba, in January for discussions on expanding the universities’ exchange agreement to enable graduate students to visit Queen’s, particularly to work in labs in the science disciplines. Queen’s has a strong relationship with the University of Havana in the areas of research collaboration and student and faculty exchanges. A Queen’s Global Development Studies course is also taught to Queen’s students in Havana each May. Last year, Queen’s donated about 90 sorely-needed computers to the University of Havana.

Queen’s has signed new student exchange agreements with universities in China, Spain, Brazil, Japan, Morocco, the United Kingdom and Turkey.

Provost R. Silverman has initiated a three-year pilot project with Toronto-based Blyth Education. The Queen’s-Blyth International Studies Program will deliver Queen’s undergraduate courses in the spring and summer terms in Europe, Australia, New Zealand and Costa Rica beginning next spring. They will
be marketed to university students across Canada and the northeastern United States. Queen’s will administer the courses and appoint instructors. Blyth will provide logistical support.

The Principal has been appointed to chair the AUCC’s Standing Advisory Committee on International Relations (SACIR).

**Government Relations**

When the federal budget is tabled March 22, the post-secondary sector hopes to see funds for three key areas:

- Research
- International student recruitment
- Support for Aboriginal students.

The Principal met recently with:

- Provincial Minister of Training, Colleges and Universities John Milloy to discuss Queen’s proposed Teaching and Learning Building and enrolment planning
- Minister of Consumer Affairs and Kingston MPP John Gerretsen and Minister of Research and Innovation Glen Murray to discuss Innovation Park development.

He and VP (Research) S. Liss met with Minister Gerretsen about the Teaching and Learning Building and the potential of Innovation Park.

The Principal observed that, unfortunately, political and ministry officials have an outdated image of Queen’s; for example, that the University is not interested in enrolment growth. The Enrolment Planning Committee chaired by the Provost is considering what degree of growth Queen’s can achieve. He has advised ministry officials of Queen’s willingness to cooperate with government objectives, including the Ontario Online Institute and the Ontario Credit Transfer System pathways from college to university.

**Campaign Planning**

Faculties have provided their fundraising priorities to the Provost’s Office. These will be reviewed and grouped into themes before being articulated to donors. The Principal is increasing his advancement activities and plans to meet with key donors to communicate the University’s story and vision. A new regional strategy identifies key cities, based on alumni population, student provenance and top prospects. In May and June, the Principal will host roundtables in these key cities involving six to eight key supporters.

The public phase of the campaign will start in 2012. The goal is $500 million with a stretch goal of about $700 million – the largest fundraising goal in Queen’s history.

**Academic Planning**

The Academic Plan is now in the hands of a Senate task force, chaired by Trustee P. Taylor in his role as a faculty member. The Principal encouraged trustees to participate in online discussions on the task force interactive website [http://www.queensu.ca/sapt](http://www.queensu.ca/sapt)

**Labour Relations**

The University is in negotiations with six faculty and staff groups and has received a comprehensive mandate from the Board that informs all discussions. To preserve bargaining integrity, the mandate is confidential.

The Principal announced the appointments of:

- Al Orth as AVP (Human Resources)
- Lisa Newton as Director and Counsel, Employee and Labour Relations, formerly of McMaster University
- Marie Doherty as Associate Director of Faculty Relations.
A. Orth and L. Newton will be engaged with the staff employee groups but will also provide support to D. Bradshaw, AVP (Faculty Relations) and his team in negotiations with QUFA and teaching assistants.

The University will continue to work collaboratively with all groups to advance common interests – the success of the University and its students, faculty and staff.

**Deficit Reduction**
As noted in the Quarterly Financial Report received for information in the Consent Agenda, the University’s situation is serious. The Principal recently held “blue sky” meetings with the senior administrative team and subsequently with the deans to brainstorm some creative ideas on cost savings and revenue generation.

**Student Information System**
QCARD, the legacy student information system, was taken offline today. It will be replaced during the week of March 7 by a 24-7 user-friendly system called SOLUS: the Student Online University System. Named by a student, SOLUS is a Gaelic word meaning knowledge and light. The Principal congratulated Chief Information Officer S. Reynolds and University Registrar J.-A. Brady on the introduction of this section of QUASR. He also congratulated S. Reynolds on his recent appointment as VP of Information Technology at Northwestern University in Evanston, IL and thanked him for his contributions to Queen’s.

13. **Provost’s Operational Update**

**Appointments**
The Provost announced:
- The appointment of Bruce Stanley as Executive Director of the Bader International Study Centre, effective July 1, 2011
- The reappointment of Dean of Arts and Science A. MacLean for a two-year term
- The imminent appointment of a new AVP and Dean of Student Affairs.

**Enrolment Planning**
The Enrolment Planning Task Force chaired by the Provost has met regularly since last fall to discuss how Queen’s should grow. It has released a preliminary report. Its work is guided by:
- The academic planning exercise
- Ontario’s priorities in post-secondary funding
- Student demand and demographics
- Residential capacity
- Program capacity
- Teaching capacity
- International enrolment
- Financial aid
- Student services and support
- Town-gown relations
- The funding model and timing.

**The Budget**
The projected deficit has increased from to $3.8 to $4.9 million in the current year, an increase of $1.1 million. This is due to several reasons including:
- Lower investment income
- Higher legal fees due to labour relations activity
- Lower Queen’s-KGH parking revenue
Lower doctoral enrolment
Higher cost of the student life centre.

Since the last Board meeting, the Provost has formed a Provost’s Advisory Committee on Budget to guide him and the Principal on budget decisions. The committee meets weekly. Key budget pressures include but are not limited to:

- The pension plan
- Funding of the Queen’s Centre
- QUASR.

The Provost anticipates that many of the revenue-generating and cost-cutting methods mentioned earlier by the Principal will factor into the final budget.

The Provost and VP (Finance and Administration) C. Davis publish regular financial reports on the Queen’s website. The current update is on philanthropy and the next will be on the budget and the pension plan.

**Health and Wellness**
Student Affairs is adopting a new Health and Wellness Framework, a campus-wide effort to support student health and wellness.

**Town-Gown**
The new Town-Gown strategic plan will focus on:

- Student engagement
- Quality of life
- Community planning
- Economic Development.

Town-Gown relations are currently very good, thanks to the work of former VP (Academic) P. Deane.


L. Dal Cin’s presentation is attached to the minutes.


*Moved by D. Woolf, seconded by R. Burge and agreed*

That the Board ratify the “Queen’s University Policy and Procedures for Safe Disclosure Reporting and Investigation,” approved by the Senate on February 17, 2011.

*Carried 11-20*

16. **Question Period**
None

17. **Student Reports** (Appendix K)
The Chair thanked the student leaders whose terms end this spring: AMS President S. Chowdhury and her team (April 30); SGPS President J. Qureshy (March 31) and undergraduate student trustee M. Campbell, who assumes the AMS presidency on May 1, 2011. He welcomed L. Long, whose term as undergraduate student trustee will begin on May 1, 2011.
a) **Rector** (page 102)

In reviewing the year, N. Day thanked the AMS and SGPS teams for their work during the academic year and their collaborative efforts in finding common ground on governance and other issues. He thanked M. Campbell for her tireless work on student issues and administrative affairs. He congratulated those recently elected to student government positions and said he looked forward to working with them next year.

b) **AMS President** (page 104)

S. Chowdhury congratulated her successor and noted that the year had passed quickly. Her team is grateful to the many University partners who have helped them through the year. She spoke about the extensive negotiation process with the SGPS and University administration on the Student Life Centre Management and Operations Agreement. She noted that she was unable to fulfill a personal mandate to advance the ideals of equity on campus. Small changes have taken place but challenges still exist, due to the vastness of the issue. She encouraged trustees to come up with ideas to seek out student input.

c) **SGPS President** (page 108)

J. Qureshy noted that it was a pleasure to work with the AMS President and the Rector this year. With Queen’s deficit financial situation, the academic planning process should focus on the University’s strengths. He thanked trustees who responded to his request for mentors for graduate students.

II **COMMITTEE MOTIONS AND UPDATES**

1. **Finance Committee**

   a) **QUASR Project** (Appendix L, page 110)

   Moved by G. Anderson, seconded by B. Mitchell, and agreed
   That the Board of Trustees approve the reduction in scope of the QUASR project to exclude the implementation of the Research Module, and that management be granted approval to reassign $600,000 of the $850,000 originally assigned to the Research Module to complete the implementation of the Human Resources system. The Research Module will be presented for Board approval as a new project when a full business case is complete.

   Carried 11-21

   G. Anderson explained that there was a shortfall in funding to cover completion of the Human Resources Model. To reduce pressure on the budget, the Research Model has been removed from the current plans.

   b) **Student Life Centre Governance Agreement** (Appendix M, page 115)

   Following extensive discussion on Friday, March 4, which continued on Saturday, March 5, the Board approved the following:

   Moved by D. Woolf, seconded by D. Whiting and agreed
   That the Board approve the Student Life Centre Management and Operations Agreement effective May 1, 2011. This approval is contingent on the AMS and the University reaching agreement concerning the resumption of the Queen’s Centre Capital Contribution using best efforts to achieve this by May 1, 2011 and in no event later than December 1, 2011.

   Carried 11-22

   (G. Davis opposed)
Highlights from the discussion:

The Principal observed that the student government sees the flow of funds from the AMS to the Queen’s Centre as separate from the governance matter, while the administration sees a connection between the two.

The Chair noted that the AMS and the University signed the Queen’s Centre Capital Contribution agreement in 2005, pledging to give $25.5 million to the project over a 15-year period. The Queen’s Centre $169-million Phase 1 opened in January 2010 and is a tremendous upgrade in the quality of life for the University community. Two years ago, the AMS continued to collect the fees but stopped transferring the disbursement to the University. The students’ view is that the original agreement did not stipulate benchmarks and there is no guarantee that the University will finish the project. The project would not have started without the students’ substantial pledge of funds. Both sides are in this together and the University intends to finish the project. The students’ contribution sends a powerful message to donors about student leadership. The students’ withholding of the funds erodes the effectiveness of University advancement.

G. Davis questioned why the management agreement had to be linked to the financial contribution and why one could not go ahead without the other.

The Principal said that if a resolution was not achieved by December 1, 2011, management of the centre would revert to the Office of the Dean of Student Affairs. The University, however, does not want to be in the business of managing the Queen’s Centre.

S. Chowdhury noted that when the University put the Queen’s Centre Phases 2 and 3 on hold in 2008, it became an accountability issue for students. The student contribution was intended for the entire project and that was the rationale for withholding it.

The Principal noted that most capital projects have a champion, usually a dean, but some fall between the cracks. The Fields and Stadium project and to some extent the Queen’s Centre project fit this category. The Principal said that, in addition to the Fields and Stadium project, he would make fundraising for the highest priority items in the Queen’s Centre a personal priority for the upcoming Capital Campaign.

c) **Sodexo Contract** (Appendix N, page 182)

   Moved by G. Anderson, seconded by B. Mitchell, and agreed
   That the Board of Trustees approve the Sodexo contract.

   Carried 11-23

d) **Revised Tuition Fee Recommendations 2011-12, Professional Masters of Engineering Program Fee Proposals** (Appendix O, page 202)

   Moved by G. Anderson, seconded by B. Mitchell, and agreed
   That the Board of Trustees, on the recommendation of the Finance Committee, approve the amended tuition fees set out in Table 1 in Appendix O, page 203 for the year 2011-12, effective May 1, 2011.

   Carried 11-24
### Table 1
#### Recommended Tuition Fee Levels 2011-12

<table>
<thead>
<tr>
<th>Graduate Programs – Masters of Engineering</th>
<th>Approved 2010-11</th>
<th>Approved 2011-12</th>
<th>Proposed Amendment 2011-12</th>
<th>Change</th>
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<tbody>
<tr>
<td>Master of Engineering (MEng)</td>
<td>$6,258 ($2,086/term)</td>
<td>$6,258 ($2,086/term)</td>
<td>$6,759 ($2,253/term)</td>
<td>8.0%</td>
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<tr>
<td>Master of Engineering in Design and</td>
<td>$2,500/course</td>
<td>$2,500/course</td>
<td>$2,700/course</td>
<td>8.0%</td>
</tr>
<tr>
<td>Manufacturing program (ADMI)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Engineering in Nuclear Engineering (UNENE)</td>
<td>$2,500/course</td>
<td>$2,500/course</td>
<td>$2,700/course</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

e) **Engineering Building Planning Funds** (Appendix P, page 204)

Moved by G. Anderson, seconded by B. Mitchell, and agreed
That the Board of Trustees approve $300,000 in planning funds for the conceptual design of the Faculty of Engineering and Applied Science New Building. The funds are to be provided from donations in the current fiscal year that are directed towards this building.

Carried 11-25

f) **West Campus Fields and Stadium Phase 1 Project Approval** (Appendix Pi, page 204a)

Moved by G. Anderson, seconded by G. Keep, and agreed
That the Board of Trustees approve Phase 1 of the West Campus Fields and Stadium Project, at a total cost of $3,122,000, subject to University Council on Athletics and Recreation approval of relevant funding and subject to Campus Planning and Development Committee agreement on the site of the field. This represents an increase of $2,372,000 over funds approved to date. All funds are in hand or pledged.

Carried 11-26

VP (Advancement) T. Harris explained that the underground Queen’s-KGH Parking Garage is under construction and that Kingston Field located above the garage will not be available. A permanent long-term solution was found in the north-east corner of West Campus that would satisfy the needs of the rugby teams. B. Mitchell, a member of CPDC, noted that the siting of the field may be modified and that the CPDC will discuss the issue later in the week. The timing is tight in order to have the field ready for September use.
2. Investment Committee

a) Spending Policy and Payout (Appendix Q, page 205)

Moved by B. Palk, seconded by L. Cannon, and agreed
That the Board of Trustees approve the spending policy for the Pooled Endowment Fund and the Pooled Investment Fund as per the recommendations set forth in the memo to the Investment Committee dated January 25, 2011.

- Pooled Endowment Fund (“PEF”)
  For fiscal year 2011-2012, the payout from the Pooled Endowment Fund should be 10.98 cents per unit. This is the payout derived from a modification of the Yale spending formula, and is approximately 4.6% below the 2010-2011 payout of 11.51 cents per unit.

- Pooled Investment Fund (“PIF”)
  The withdrawal from the Pooled Investment Fund around the end of April, 2011 should be reduced from 7.5% of mean assets to 6.5% of assets. This recommendation was made following the administration’s analysis of the PIF’s book and market value.

Carried 11-27

3. Committee Updates – Optional Oral Reports at Committee Chair’s Request

a) Senate Academic Planning Task Force
Chair P. Taylor reported that the task force was consulting with the community before moving forward with its work. He invited trustees to visit the website, www.queensu.ca/saptf, which features an interesting discussion forum.

The task force is examining four pillars of the student learning experience:
1. Fundamental Academic Literacy
2. Disciplinarity and Interdisciplinarity
3. Global Citizenship
4. Community and Student Wellness.

A number of town halls and consultations are planned for March. As a trustee, P. Taylor is interested in the financial implications of the academic plan. He noted that serious inefficiencies exist in how professors and students spend their time together and that these need to be addressed.

b) Queen’s University Planning Committee
Chair R. Silverman reported that the joint Board-Senate committee had met three times so far this year and that meetings were scheduled for March and April. At the most recent meeting, the QUPC had supported the establishment of the new ePower Research Centre, ratified by the Board on March 4, 2011. Chief Information Officer S. Reynolds and QUASR Program Director J. Carse also spoke to members about the QUASR program. The next meeting will focus on the University budget.

There being no further business, the meeting adjourned at 9:39 p.m.
III SATURDAY THEME SESSION

1. Queen’s Branding Process Update
   K. Vollebregt of Marketing and Communications and I. van Nostrand, Chair of the Advancement Committee, gave a presentation on Queen’s Branding Process currently taking place. The presentation is attached to the minutes.

   The Principal noted that, on the recommendation of the Advancement Committee, the Brand would come before the Board for approval at the May 6 meeting. All trustees will be given the opportunity to participate in a focus-group session leading up to the May meeting.

2. Research at Queen’s
   VP (Research) S. Liss introduced the following faculty and graduate student researchers who gave presentations on research.
   - Dr. Alice Aiken, School of Rehabilitation Therapy
   - Dr. Morten Ørregaard Nielsen, Department of Economics
   - Dr. Philip Jessop, Department of Chemistry
   - Erin Tolley, PhD Candidate, Department of Political Studies.

   VP (Research) S. Liss delivered an update on the Queen’s Strategic Research Plan.

   The presentations are attached to the minutes.

IV OTHER BUSINESS

Trustees resumed discussion of the Student Life Centre Management and Operations Agreement (II 1. b, Appendix M, page 104) suspended from Friday, March 4. See motion 11-22 on page 11 of these minutes.

V ADJOURNMENT

There being no further business, the meeting adjourned at 12:10 p.m.
Tribute to the Rev. Dr. Marshall Laverty
March 4, 2011

At the same time that we share the sense of tragedy that accompanies the death of a student, and also remember the contributions of an alumnus who served on this Board, it seems somehow apt to pay tribute to one who for almost half a century was at the fore of these sad occasions.

In a place where traditions are numerous and legacies stretch over lifetimes, in the last century at Queen’s there have been only a handful of individuals who can appropriately bear the descriptor “legendary” – those few whose commitment to the University overflowed their roles, and whose impact stretched to every corner of the Queen’s community, and transcended generations. This evening, the Board pays tribute to one of these – The Rev. Dr. A. Marshall Laverty, known to his closest friends as Marsh, but across the Queen’s family as The Padre, a nickname he acquired while serving on active duty as a Canadian army chaplain on the battlefields of Europe. Padre Laverty passed away on February 20th in his 99th year.

Principal Robert Wallace’s appointment of Padre Laverty as Queen’s Chaplain in 1947 was the first of its kind at a Canadian university. For almost 40 years, the Padre was both an advisor to the leaders of the University, and a counselor to those in need – be it spiritually, personally, or financially. He built community here at our alma mater. He travelled the roads and rails of the nation as a most effective student recruiter, and a leading ambassador with alumni, who were always happy to host him in their hometowns or visit him back in Kingston.

As Chaplain, he guided the community through times of tragedy, and led celebrations and ceremonies that marked milestones of great joy in lives of individuals and of this University, including presiding over countless convocations, baptisms, weddings and funerals. While it is no surprise that almost all Queen’s students knew Padre Laverty, what was most remarkable was that he knew almost all students – their names, faces, hometowns, high schools and connections to Queen’s. These relationships were fostered by his generosity, and that of his wife Frances, as they hosted legions of Queen’s students at their homes on Albert Street. The depth of these connections ensured that Padre Laverty remained a popular fixture at Queen’s alumni gatherings well beyond his official retirement in 1983, and resulted in his being a Queen’s touchstone for more than half a century.

In life, the Padre was deservedly recognized in many ways for his service to both Queen’s and the Kingston community. They included membership in the Order of Canada, a Queen’s honorary LLD, the Distinguished Service Award, the John Orr Award, the Montreal Medal, and the Kingston Award, which was renamed in his honour.

As a Board, we celebrate a life of service well-lived, and extend the condolences of the entire Queen’s family to Frances Laverty, their children, grandchildren and great-grandchildren.

Finally, those of us who knew Padre will recollect that his favourite quotation (borrowed from his good friend, Vice-Principal William McNeill in a speech he delivered on the occasion of Queen’s centennial) that Padre always delivered with a broad smile and twinkle in his eyes, asked listeners to consider his own future. And I think that he would nod approvingly to conclude this epitaph with it:

“Though I am not a Queen’s man born, nor a Queen’s man bred, Yet when I die, there’s a Queen’s man dead. So works the magic of this place.”

Innes van Nostrand
Update:
Crawford-Deakin Report
“Charting a Course of Excellence”

Board of Trustees Meeting
March, 2010

Summary of Process and Timelines

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 2007</td>
<td>Review commissioned (AVP and DSA, Dr. Jason Laker)</td>
</tr>
<tr>
<td>Jan.–Apr. 2007</td>
<td>Consultation Period (Town Halls, interviews, written submissions)</td>
</tr>
<tr>
<td>May 2007</td>
<td>Final Report completed – presented to Principal Hitchcock</td>
</tr>
<tr>
<td>June 2007</td>
<td>Principal Hitchcock provides additional consultation period</td>
</tr>
<tr>
<td>July – Dec. 2007</td>
<td>Principal’s Consultation Period (Town Halls, submissions, interviews)</td>
</tr>
<tr>
<td>Jan. 2008</td>
<td>Principal’s Response to the Report</td>
</tr>
<tr>
<td>July 2007 on</td>
<td>A&amp;R implements recommendations</td>
</tr>
<tr>
<td>Apr. 2009</td>
<td>The new Sport Model approved in principle by UCAR</td>
</tr>
<tr>
<td>Mar. 2010</td>
<td>Final Sport Model and Services Framework completed</td>
</tr>
<tr>
<td>May 2010</td>
<td>Completion of the OUA Sport Model Review (Sept 10 start)</td>
</tr>
<tr>
<td>June 2010</td>
<td>Queen’s Model finalized and a communication strategy initiated</td>
</tr>
<tr>
<td>Sept. 2010</td>
<td>Implementation</td>
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Recommendations

18 Recommendations – 4 main categories
1. Organizational Structure
2. Funding and Resources
3. Inter-university Sport
4. Campus Recreation and Sport Clubs

Recommendations

Funding and Resources – Key Outcomes
- Financial Performance
- Enhanced Brand Exposure (TV, Radio, Print)
- Gaels Give Back
- Hosting

Inter-University Sport – Key Highlights
- Program Success
- New Community Partnerships

<table>
<thead>
<tr>
<th>Academic All Stars (athlete achieving +80%)</th>
<th>Pre-Review 2004–2007</th>
<th>Post-Review 2009–2011</th>
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<tr>
<td>National Championships</td>
<td>0</td>
<td>4</td>
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<td>Provincial Championships</td>
<td>5</td>
<td>10</td>
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<td>CIS All Canadians</td>
<td>22</td>
<td>40</td>
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<td>CIS Major Award Winners</td>
<td>12</td>
<td>24</td>
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<tr>
<td>OUA All Stars</td>
<td>195</td>
<td>214</td>
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<tr>
<td>OUA Major Award Winners</td>
<td>56</td>
<td>68</td>
</tr>
</tbody>
</table>
2010-2011 Champions (so far......)
Brand Idea Project
Board of Trustees
March 5, 2011

Why?
WHY ARE WE DOING THIS?
WHY NOW?
Launch of Fundraising Campaign in 2012
University Priority

What is a Brand Idea?
A clear articulation of Queen’s - defines who we are
Is a concise and powerfully worded statement
Provides focus and is the foundation for all brand experiences
A positioning to guide messaging for all communication vehicles, e.g., Campaign Theme, Web Site, News Stories, Viewbook/recruitment publication, Principal’s speeches...
Not a tagline or an ad

Our Partners
Full Service Ad Agency
Largest Strategic Planning Department in Canada
A Process

The Process
Step One: July 2010 - Ground Floor (Internal Brainstorm Sessions)
Use a range of facilitation methods to uncover insights into stakeholder, category and the brand. Provide clarity around issues and opportunities.

3 Sessions each comprising 20+ staff, faculty and students

Step Two: August/Sept 2010 - Scouting & Insight Review
Review and distillation of additional category/stakeholder/brand research
Exit Surveys, National Survey of Student Engagement, Applicant Survey 2008 Queen’s Brand Reputation Survey and more.....

Step Three: Oct/Nov/Dec 2010 - Strategic Prototypes & Research
Develop a range of creatively-expressed positionings built from relevant insights. Explore the concepts in qualitative sessions with key stakeholders.

Developed 5 possible positionings for Queen’s

Tested the strategic prototypes with a total of 11 focus groups in Toronto and Kingston comprising:
Queen’s Faculty, Alumni (Younger/Older), Staff, Students (Graduate/Undergraduate)
Faculty at Other Universities, Prospective Students, Non-Prospective Students
The Process

Step Four: January 2011 - Brand Idea Recommendation
Analyse stakeholder feedback to prototypes and refine/select a brand idea for Queen’s.

Step Five: February/March 2010 - Brand Idea Workshops
Present idea for feedback. Explore possible application for various faculty and schools. Refine brand idea.
Queen’s staff, faculty, deans, alumni, students

Next Steps

March/April
Continue with workshops and shaping of brand idea

May
Present brand idea at University Council in May

Kathleen.Vollebregt@queensu.ca
Hon. Roméo Antonius Dallaire: For the first time, a national network of researchers from universities across all provinces of Canada has been launched to advance military and veteran health research aimed at addressing the unique health and OSI needs of military personnel, veterans and their families. A jointly led initiative of Queen’s University and the Royal Military College of Canada, the Canadian Institute for Military and Veteran Health Research will include all interested Canadian universities in facilitating new partnerships, collaborations, funding and access to data and studies of the population.

Debates of the Senate (Hansard) 3rd Session, 40th Parliament, Volume 147, Issue 78. Tuesday, December 14, 2010

Vision

“The health and well-being of Canadian military personnel, veterans and their families is maximized through world-class research resulting in evidence-informed practices and programs.”

Mission

“To optimize the health and well-being of Canadian military personnel, veterans and their families by harnessing and mobilizing the national capacity for high-impact research, knowledge creation and knowledge exchange.”

What?

- Network of 20+ Canadian Universities
- Researchers dedicated to research relevant to military personnel, veterans and their families
- Hub in Kingston at Queen’s and RMC

Why Kingston?

- CFB Kingston, CFB Trenton
- Largest population of Veterans per capita in Canada
- RMCC is the only Federal university that trains military officers
- RMCC and Queen’s have a long standing tradition of working together
- Support from KEDCO and the city
Who?
- All Canadian stakeholders interested in military and veteran health research
- Conduit between academia and government organizations
- International organizations

Government Interest
Veterans Affairs Canada
Department of National Defence
- Surgeon General & CF Health Services
- Defence Research and Development Canada

University Partners
MOU signatories
- McMaster
- Memorial
- Laval
- U of A
- Calgary
- Manitoba
- Moncton
- UNB
- LGB
- U of Ottawa
- U Regina
- UWO

Interested
- Dalhousie
- McGill
- MSVU
- Ryerson
- UBC
- Carleton
- U Montreal
- UPEI
- Sherbrooke
- U Toronto
- U Vic
- Waterloo

Requirement
- 700,000+ veterans, 100,000 serving members
- Canada alone amongst NATO allies in not having such an institute
- The “social covenant” between Canada and those who serve / have served
- Public interest high

Requirement Supported
Hon. Roméo Antonius Dallaire:
Honourable senators, the unique physical, mental and social context of military service intimately defines how military personnel, veterans and their families deal with health throughout their lives. Currently, the number of Canadian Forces casualties and the breadth of their health problems arising from military operations are greater than those at any time since the Korean War.

Debates of the Senate (Hansard) 3rd Session, 40th Parliament, Volume 147, Issue 78. Tuesday, December 14, 2010
The work resulting from this national research program will be invaluable to Veterans Affairs Canada in meeting the needs of veterans and their families. Through this collaborative initiative, we will better understand how military service affects veterans and their families, and how to best meet the needs of all those concerned.

Jean-Pierre Blackburn, Minister of Veterans Affairs Canada
Source: Calgary Herald December 2, 2010
Key Outcomes – Knowledge Exchange

The Canadian Forces’ Chief of the Defence Staff and Surgeon General both praise the focus a new health research forum is bringing to health care for veterans and serving members.


Key Outcomes - Education

Governance and Administration

- Pan-Canadian consortium of interest
- Links to beneficiaries, government, industry and broader research community
- Secretariat in Kingston – Queen’s and RMCC

How did we get here?

- Original idea
  - BGen(ret’d) Bill Richard (Queen’s)
  - Cmdre Hans Jung (CF Surg Gen)
- 2009 – engagement of government partners
- 2009/10 – engagement of Queen’s and RMCC faculty
- 2010 – engagement of broader university community
- Ongoing development

MVHR Forum 2010

- To engage the academic community
- 140 scientific abstracts submitted
- Eminent Key Note speakers
  - Chief of Defence Staff
  - Research heads of institutes in Australia and US
  - Surgeon General
  - A veteran amputee from Bosnia
  - ADM VAC
- Much media interest
Reaction to MVHR Forum 2010

“The Canadian Forces care about the health of their members, veterans and their families, and we applaud the creation of the Canadian Military and Veteran Health Research Forum.”

General Walt Natynczyk, Chief of the Defence Staff
Source: National Defence Press Release
November 18, 2010

What are we doing?

• MVHR Forum 2011 – Nov 14 – 16, Kingston
• Business plan
• MOU with universities
• Full marketing and communications strategy
• Linking researchers
• Education plan
• Preparing for NCE application
• BUILDING SUSTAINABILITY

Interesting Research

Education Opportunities

Financing/Funding

• Network Catalyst Grant
• Private / Public mix
• Fundraising
• Queen’s (Principal Woolf)

Can we fund this?

“This is going to happen... we have the right people in the right places and I am behind this, 1,000%. This is the time for private industry to step up and do their part, and they want to do so. Just because our mission in Afghanistan is winding down does not mean that the need for this type of research will be ending with it.”

Senator Pamela Wallin
Source: The Kingston Whig Standard, November 18, 2010
Questions?
Forecasting the volatility of financial asset returns

Morten Ø. Nielsen

March 5, 2011
Motivation – 1

Volatility/variance of financial asset returns not constant over time
Motivation – 2

Volatility/variance of financial asset returns not constant over time
Motivation – 3

Forecasting / prediction of volatility is important:

1. Portfolio choice
2. Regulatory issues
3. Risk management
Motivation – 3

Forecasting/prediction of volatility is important:
1. Portfolio choice
2. Regulatory issues
3. Risk management

Measurement of volatility and high-frequency data
1. Measurement of volatility: data issues
2. High-frequency data
Forecasting the volatility of financial asset returns

Motivation – 3

Forecasting/prediction of volatility is important:
1. Portfolio choice
2. Regulatory issues
3. Risk management

Measurement of volatility and high-frequency data
1. Measurement of volatility: data issues
2. High-frequency data

Information from other (non-historical) data sources
1. Derivatives (options)
2. Extraction of volatility information from derivative prices
Measurement of volatility and high-frequency data – 1
Suppose we had a method/model to forecast volatility.
How can we evaluate its performance?
Measurement of volatility and high-frequency data – 1

Suppose we had a method/model to forecast volatility. How can we evaluate its performance?
Measurement of volatility and high-frequency data – 2
Suppose we had a method/model to forecast volatility. How can we evaluate its performance?
Measurement of volatility and high-frequency data – 3

Suppose we had a method/model to forecast volatility. How can we evaluate its performance?
Suppose we had a method/model to forecast volatility. How can we evaluate its performance?

Out-of-sample forecasting (rolling window):
volatility 12/2010-2/2011

- Observed volatility
- Volatility forecast (one-day ahead)
Measurement of volatility and high-frequency data – 5

1. Cannot directly observe volatility even ex-post
   - Historically (15-20+ years ago): only observe open, close, high, low
   - Poor estimate of volatility
   - Ex-post comparison of forecasts to actual “observed” values is non-trivial
Measurement of volatility and high-frequency data – 5

1. Cannot directly observe volatility even ex-post
   ▶ Historically (15-20+ years ago): only observe open, close, high, low
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2. More recently: high-frequency intra-daily data available
   ▶ Allows very precise ex-post measurement of volatility: Realized Volatility ($RV$)
   ▶ A lot of research into properties of these measurements over the last 10-15 years
Measurement of volatility and high-frequency data – 5

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2. More recently: high-frequency intra-daily data available
   ▶ Allows very precise ex-post measurement of volatility: Realized Volatility ($RV$)
   ▶ A lot of research into properties of these measurements over the last 10-15 years

3. Suppose we want to use historical data to forecast volatility
   ▶ Use statistical methods to arrive at the “best” forecast of future $RV$
given previous and current $RV$
   ▶ Much research shows large improvement compared to earlier methods
Information from other data sources – 1

Financial derivatives carry information about future volatility. Why?
Information from other data sources – 1

Financial derivatives carry information about future volatility. Why?
Information from other data sources – 2

Financial derivatives carry information about future volatility. Why?
Information from other data sources – 3

- How to extract this information?
Information from other data sources – 3

► How to extract this information?
► Suppose observed price of derivative is $c$
► Formula for the price:

$$c = g(s, k, \tau, r, \sigma)$$
Information from other data sources – 3

How to extract this information?
Suppose observed price of derivative is \( c \)
Formula for the price:
\[
c = g(s, k, \tau, r, \sigma)
\]

\( s \) : price of underlying asset
\( k \) : strike price
\( \tau \) : time to expiration
\( r \) : risk free interest rate
\( \sigma \) : volatility between current time \( t \) and expiration at \( t + \tau \)
Information from other data sources – 3

- How to extract this information?
- Suppose observed price of derivative is \( c \)
- Formula for the price:
  \[
  c = g(s, k, \tau, r, \sigma)
  \]
- Everything in formula is known at current time \( t \), except \( \sigma \), so solve equation numerically for \( \sigma \)
- This is the Implied Volatility (IV) from market derivative prices

* Morten Ø. Nielsen, Department of Economics, Queen’s University
Information from other data sources – 3

- How to extract this information?
- Suppose observed price of derivative is \( c \)
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  \]

\( s \): price of underlying asset
\( k \): strike price
\( \tau \): time to expiration
\( r \): risk free interest rate
\( \sigma \): volatility between current time \( t \) and expiration at \( t + \tau \)

- Everything in formula is known at current time \( t \), except \( \sigma \), so solve equation numerically for \( \sigma \)
- This is the Implied Volatility (IV) from market derivative prices
- \( IV \): market’s best forecast of the actually realized return volatility of the underlying asset, from time \( t \) until \( t + \tau \)
Forecasting volatility – 1

- We can measure volatility by $RV$
- Gauge performance of forecasting models by comparing forecasts with actually observed $RV$
Forecasting volatility – 1

- We can measure volatility by $RV$
- Gauge performance of forecasting models by comparing forecasts with actually observed $RV$
- Measure performance by Mean Absolute Forecast Error ($MAFE$)
Forecasting volatility – 2

MAFEx100 (exchange rate volatility)

<table>
<thead>
<tr>
<th></th>
<th>RV</th>
<th>RV fancy</th>
<th>IV</th>
</tr>
</thead>
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<td></td>
<td>0.3376</td>
<td>0.3774</td>
<td>0.2938</td>
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Forecasting volatility – 3

MAFEx100 (S&P500 volatility)

3.2011  2.825  1.9912
Forecasting volatility – 4

MAFE\textsubscript{x100} (T-bond rate volatility)

<table>
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<th></th>
<th>RV</th>
<th>RV fancy</th>
<th>IV</th>
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</thead>
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<td>Value</td>
<td>0.2253</td>
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<td>0.2023</td>
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0.25
0.2
0.15
0.1
0.05
0
0
RV
RV fancy
IV
Concluding remarks

1. High-frequency data allows precise measurement of volatility of financial asset returns
2. This in turn allows gauging performance of forecasting methods/models for volatility
3. Volatility measures implied by derivative prices contain important incremental information about future volatility in addition to the information in historical data
GREEN CHEMISTRY ENABLED BY WASTE CO₂

Philip G. Jessop
Dept. of Chemistry, Queen’s University

WHICH DO YOU PREFER?

CLIMATE

REAL PROSPERITY

George Marsten
Louis Wilde
POLLUTION PREVENTION

Capture pollutants before they leave the factory

OR

Redesign the process so it doesn’t make the pollutants.

THE BURNING OF COAL WITHOUT SMOKE IN BOILER PLANTS
A Preliminary Report
Dwight T. Randall
U.S. Geological Survey
Bulletin 384
1908

Fighting pollution costs money
Fighting pollution saves money

DEFINITION OF GREEN CHEMISTRY

Green Chemistry is the design of chemical products and processes that reduce or eliminate the use and generation of hazardous substances

THE PROBLEM OF DISTILLATION

What’s wrong with distillation?
- Requires energy
- Requires a volatile solvent
  - flammability
  - high insurance costs
  - vapour losses
  - inhalation hazards (toxicity, narcoticity, mutagenicity, carcinogenicity...)

Oil & solvent
Extract with solvent
Distill off the solvent
Oil
SWITCHABLE HYDROPHILICITY SOLVENTS

Under N₂
Hydrophobic solvent
Water

CO₂
N₂

Hydrophilic solvent

[ solventH⁺ ] [ O₂:COH⁻ ]

Under CO₂

Add water & CO₂

Oil & hydrophobic solvent

Extraction with solvent

Hydrophobic solvent

Carbonated water extraction

Oil

Hydrophilic solvent & water

Hydrophilic solvent & water

Green Chem (2010) 12, 809
COMMERCIALIZATION

Is it green chemistry if it does not get commercialized?
WHY IS COMMERCIALIZATION DIFFICULT FOR PROFESSORS?

What Academics can deliver:
- Discoveries
- Bench-test proof of utility
- Grams of sample

What Industry wants:
- Discoveries
- Development & Optimization
- Field-test proof of utility
- Kilograms of sample

GreenCentre Canada
A New Model for the Commercialization of Green Chemistry Technologies

Process for Technology Disclosures

Stage 1: Quick Screening
Output: technology returned without assessment

Stage 2: Technology Assessment
Output: analysis of commercialization potential

Stage 3: Technology Development
Output: Commercializable technology
CONCLUDING THOUGHTS

Switchability offers the possibility of avoiding energy and material wastage.

Waste CO₂ can help make industry greener.

Queen’s is a supporting environment for green research.

Thank You

Grad Students (CO₂ projects)
Tuyen Le
Troy Arthur (Holmes group)
Eliza Cusick
Brander Pouwels
Candace Fowler
Robert Coteau-Servioke
David Van Beek
Ying Yin Lau
Xiaowang Li
Chen Liang
Shinsuke Ueno
Sean Werner
Catherine O’Neill
Lori Pires
Lauren Scott
Dr. Jelena Harari (PDF)
Dr. Masahiro Mihara (PDF)
Dr. Xin Gu (PDF)

Collaborators
Dr. B. S. Brown (Queen’s)
Dr. M. Cunningham (Queen’s)
Dr. E. Zambelli (Texas AM)
Dr. C. A. Eiken (Georgia Tech)
Dr. C. L. Lotta (Georgia Tech)
Dr. E. Heldman (PRKN)
Dr. F. Holmes (Queen’s)
Dr. H. Hon (Queen’s)
Dr. E. Wechsler (GreenCentre)

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Queen’s University
CRDF (Canada)
DuPont Canada
Ontario Centre of Excellence
MITACS
FRAMED: VISIBLE MINORITIES, THE MEDIA AND POLITICS IN CANADA

Erin Tolley
PhD Candidate and Trudeau Scholar
Department of Political Studies
Queen's University
erin.tolley@queensu.ca

PRESENTATION OVERVIEW
1. Context
   - Where my research fits in
2. What we already know
3. Research questions
4. Data and methods
   - The short version, I promise
5. What I think I will find
6. Why I think you should care

WHERE MY RESEARCH COMES IN
- Media are key source of information about politics
  - Raises questions about the quality of coverage and information that voters receive
- Research suggests coverage is not always accurate
  - Women in politics: gendered mediation
  - US research: racialized coverage
- Do these patterns extend to visible minority candidates in Canada? Do we see racial mediation?

WHAT WE ALREADY KNOW
- Heuristics: cognitive short-cuts
- Editors and journalists use heuristics
  - Availability heuristic: accessibility
  - Representativeness heuristic: categorization
  - Exacerbated by time pressures, ideas about “newsworthiness”
- Voters use heuristics too
  - Party identification
  - Trait stereotypes such as race, gender, and age
  - Media can provide these cues (e.g. through frames)
- Race is salient (“simplest shortcut of all”)
  - 78% of voters less likely to vote for party if leader is Black
  - Prejudices may be subtle, nuanced, implicit (“modern racism”)

RESEARCH QUESTIONS
- How do the media cover candidates in Canadian federal elections? Are differences in coverage correlated in any way with candidates’ personal characteristics or backgrounds?
- Does the media’s portrayal of candidates align with those candidates’ own self-presentation?
- How do candidates respond to and contribute to these patterns of coverage?
- What are the implications for candidates’ experiences in politics?
DATA AND METHODS
- Analysis of media coverage of candidates in 2008 election
  - Traditional hand-coded content analysis
  - Dictionary-based computer-assisted analysis
- Dimensions of interest
  - Socio-demographic features used to describe candidates
    - e.g. Black, first language, new Canadian, Anglophone, Catholic
  - Policy issues connected to candidates
    - e.g. boat people, citizenship, agriculture, climate, economy
  - Political viability of candidates
    - e.g. inexperienced, rookie, long-time, name recognition, veteran
- Interviews with candidates and staffers

WHAT I THINK I WILL FIND
- Racial mediation
  - Expect to find that media disproportionately emphasize the race of visible minority candidates; focus on their “novelty” or outsider status and their interest in so-called “minority issues”
- Portrayal versus presentation
  - Expect that media’s racial emphasis is not an exact reproduction of candidates’ own self-presentation; race emphasized by the media more than by visible minority candidates themselves
- Candidates’ experiences
  - Expect to find that race matters in politics and that it affects the electoral and communication strategies that visible minority candidates use

WHY I THINK YOU SHOULD CARE
- Potential disconnect between commitments to multiculturalism and apparent (dis)comfort with diversity
  - Cannot just focus on successes; must look at gaps / failures
- Suggests that the political playing field remains uneven
- Draws attention to the media’s objectivity and their capacity to report on race and diversity
- Raises questions about the quality and accuracy of information that voters receive
  - Do we have the tools we need to make informed political decisions?

APPENDIX
VISIBLE MINORITIES AS CANDIDATES AND MPs, CANADIAN FEDERAL POLITICS (1993-2008)

Source: Blach (2011)
Evolving in a shifting landscape: finding our balance...

Prof. Steven N. Liss, Vice-Principal Research
Presentation to the Board of Trustees, March 5, 2011

Highlights

• Military and Veterans Health Research Forum and Launch of the MVHR Institute
  – Large Initiative
    • Strategic
    • Multidisciplinary
    • Partners
  – Advocacy,
  – Coordination and Project Management

• Industry Engagement & Partnerships
  – Industry Roadmap of South Eastern Ontario
  – Queen’s-City
    • Strategic Planning
    – Economic Development
  – Supporting FedDev Investment in SMEs
  • Increased Queen’s-industry collaborations

Landscape is Changing

• Social Science and Humanities Research Council (SSHRC)
  – Renewed Architecture
• Increasing focus on collaborative, interdisciplinary research
• Federal R&D review
• Industry Partnerships
• Mobilization of Research

GreenCentre

Endotec

b·kin
Research Excellence

- Killam Research Fellowship (2011)
  - Dr. Zongchao Jia (Biochemistry)
  - Dr. W. George Lovell (Geography)
  - Dr. Philip Jessop (Chemistry, Environmental Studies) (2010)
- Royal Society of Canada (2010)
  - Dr. John McGarry (Political Studies)
  - Dr. Guy Narbonne (Geological Sciences and Geological Engineering)
  - Dr. David Thomson (Mathematics and Statistics)
- E.W.R. Steacie Memorial Fellowship (2009)
  - Dr. Ingrid Johnsrude (Psychology)
- Killam Prize (2010)
  - Dr. Arthur McDonald (Physics, Engineering Physics and Astronomy)

Our Future is Bright

- Early Researcher Award (ERA) (2010)
  - Dr. John Allingham (Biochemistry)
  - Dr. Gunnar Blohm (Physiology)
  - Dr. Leon Boegman (Civil Engineering)
  - Dr. Ji-Yong Kim (Mechanical and Materials Engineering)
  - Dr. Amy Latimer (School of Kinesiology and Health Studies)
  - Dr. Alan Lomax (Medicine)
  - Dr. Douglas Spencer Moore (School of Kinesiology and Health Studies)
  - Dr. Kyra Pyke (School of Kinesiology and Health Studies)
  - 7 New Award Eric (Round 7 Competition)

Outstanding Students

- Graduate Students
  - 534 graduate students hold NSERC, SSHRC or CIHR scholarships
  - More than $8M of Queen’s scholarship support from TRI-Council Programs
- Undergraduate Students
  - Inquiry@Queen’s@Q helps Queen’s undergraduates discover the satisfactions of well-conducted research
  - Undergraduate Student Summer Research Program is a new collaborative program aimed at supporting students from social sciences, humanities, and education

Supporting our Researchers

- Enhancing and improving support of the research enterprise
- Outreach and engagement with the academic community
- Renewal of the Queen’s Strategic Research Plan

Priorities and Goals

- Enhancing and increasing our level of partnerships and industry engagement
- Continuing to build momentum on Innovation Park Phase I and work towards development of Phase II
- Developing strategies for improved internal and external communications
- Coordination and exploration of opportunities for increasing the level of international research and international development work
- Renewal of the Queen’s Strategic Research Plan through broad consultation

Why

- To be competitive in increasingly complex research environment, it is important to:
  - know where Queen’s can put a stake in the ground today and in the future
  - be responsive to the challenges of a changing research and innovation landscape
  - increase our ability to advance strengths and develop strategies for emerging areas
  - create and respond to new opportunities
Finding Our Balance

• Research intensity, excellence and reputation while maintaining size and scale of our university enterprise
• Graduate growth and excellence of undergraduate programs
• Foundational research and advancing innovation & partnerships
• Advancing contributions to Big Science, increasing focus on health-related research, and supporting and enhancing the social sciences, arts and humanities
• Growing our international presence and research reputation while supporting local socioeconomic growth

SRP and the Academic Plan

• Critical for SRP to align with, and be informed by, Academic Plan
• Queen’s equally committed to research intensity and excellence in education
• SRP to be consistent with the overall values of the academic community, including both teaching and research
• Both processes will be informed by the other to foster an integrated set of plans and aspirations for the university

Going Forward

• Process for the Strategic Research Plan approved by Senate in January 2011
• Anticipated completion in 12 to 14 months with broad community consultation throughout
• Research Community Committee selection completed and planning underway for first meeting

Your Support is Important

• Our commitment
  • Enhancing Queen’s reputation, leadership as a research intensive university, excellence in teaching at the undergraduate and graduate levels
  • to keep the Queen’s community informed
  • to encourage feedback throughout the process
  • to provide a truly strategic plan that identifies and embraces our research strengths today and our opportunities for tomorrow