



Dean's Report

January 2021

**additional information presented by the Dean at Faculty Board*

Welcome to 2021! The following report includes the most recent news and kudos since our last Faculty Board meeting of 2020 and a more in-depth update on our achievements in implementing our Strategic Plan over the past 6 months. Kudos also go to everyone in our Faculty for working collaboratively to face and overcome the challenges caused by COVID-19.

Arts and Science News and Kudos

- Heather Drouillard (Chemistry) received a Special Recognition for Staff Award for her initiative to administer a multitude of essential functions and services in her department through the COVID-19 pandemic. [Read the announcement.](#)
- Elizabeth Goodyear-Grant (Political Studies), who was awarded the 2020 Faculty of Arts and Science Award for Excellence in Graduate Teaching, has been featured in a story on our website. [Read the story.](#)
- Andrew Evans (Chemistry) is the first researcher from a Canadian university to be honoured with the Harry and Carol Mosher Award. [Read the story.](#)
- Professor emerita Jacalyn Duffin (Philosophy, History) was recently appointed to the Order of Canada, one of Canada's highest civilian honours. [Read the story.](#)
- Graeme Howe (Chemistry) has been recognized by the Province of Ontario with a 2020 Polanyi Prize. [Read the story.](#)
- The Queen's Scholars at Risk committee welcomed their first Artist Protection Fund Fellow, Canan Altinkas (Fine Art). [Read the story](#)
- Four Arts and Science academics have been named Canada Research Chairs (CRCs), a prestigious honour created to promote leading-edge research and attract and retain the world's best researchers. Congratulations to Stéfanie von Hlatky (Political Studies), Grace Adeniyi-Ogunyankin (Geography and Planning, Gender Studies), Laura Thomson (Geography and Planning), and Jacqueline Monaghan (Biology). [Read the story.](#)

Strategic Plan Updates

In the past six months the Faculty has continued to make progress on many of the 50 initiatives outlined in its [Strategic Plan](#). For progress on initiatives previous to June 30, 2020, please see our [Annual Review 2019-20](#).

At this time, we would like to highlight our achievements on the following initiatives that reflect our guiding principles and support our strategic priorities. Our guiding principles are also woven through our strategic initiatives and many of these initiatives support more than one of our strategic priorities, as is indicated by the hashtags below.

Guiding Principles

- Reflecting our commitment to our guiding principle of **Equity, Diversity, Inclusion, and Indigenization (EDII)**, our EDII Implementation Committee has continued its work and we have continued to receive and support several projects through our EDII Fund (Initiative #44). The EDII Fund has supported projects such as an Equity Conference scheduled to take place virtually in March 2021, the new Queen's University

Association for Queer Employees (QUAQE), academic research, student scholarships, and more.

In October 2020, the Faculty announced the appointment of Dr. Anita Jack-Davies as **Assistant Dean, EDII** - the first assistant deanship of its kind at the Faculty and at Queen's, and one of only a few similar positions across the country. Dr. Jack-Davies is currently working on an EDII needs assessment for our Faculty that involves introductory meetings with Department Heads and Chairs of Departmental EDII Committees.

We have also created an **EDII Curriculum Committee** to ensure that EDII is incorporated into pedagogical and curricular based initiatives, which supports our initiative to establish a process to ensure degree level expectation, learning outcomes, and assessments thereof include: a) global /non-western / Indigenous perspectives; and b) content pertaining to identify, difference and social justice (Initiative #13).
#StudentExperience #SupportFASPeople

In addition, this year we look forward to launching **Pre-doctoral Fellowships in Black Studies**, based on the successful Pre-doctoral Fellowships for Indigenous Students which will be offered again this year, as well as the new Bachelor of Arts Honours **Major and Medial in Indigenous Studies** and Bachelor of Arts **General/Minor in Black Studies**. We have also begun work on recruiting for the **Chair in Black Studies**. Recently, FAS convened a diverse committee made up of junior and senior faculty, as well as faculty from a range of disciplines, including the sciences, to review Expression of Interest (EOIs) for the **Queen's National Scholar (QNS) in Black Studies**.

There have also been numerous success stories on how faculty and staff have adopted their courses and services in unique ways to make them more accessible and a variety of initiatives undertaken by faculty and staff that incorporate EDII over the past six months. Stay tuned as we plan to share these stories over the course of the term.

- We have supported **continuous learning and professional development**, as well as **financial sustainability**, through increased enrolment in Arts and Science Online and the successful delivery of an executive education pilot program for individuals in law enforcement to study prevention of organized crime (Initiative #39). In addition, **global engagement** has been fostered by several of the strategic priorities outlined below, such as the development of MITACS clusters. We have also reflected our guiding principle of ensuring **transparency, accountability, and fairness** through communication and supporting faculty and staff in the transition to remote work. Our Dean's Community Assembly, which has brought together staff from across the Faculty and generated input and feedback through thought exchanges, is an example of this communication and support. It also highlights the importance we place on listening to our people.

Strategic Priorities

- To support **collaborative research**, the Faculty has surveyed best practices and developed programs to support team-based research that will be implemented this year. In addition, programs to support interdisciplinary research have been developed and will be implemented this year (Initiatives #21 and #24). A team is currently working to support smaller Insight Development grants for the February 2021 application deadline and a team will be brought together to work to apply for New Frontiers in Research Fund Exploration grant for the August 2022 deadline. #ResearchProminence
- In addition, to develop an internal communications process as well as facilitate research promotion, work has begun on a **research communication plan** (Initiative #27). Terms of reference for a research liaison group have been developed in consultation with the Office of the Vice Principal (Research) (OVPR) and will be introduced this term. We are also now working with the OVPR to develop a Research

Communications and Advisory Group to be established this year. #ResearchProminence
#SupportFASPeople

- The Faculty continued to provide **grant writing support** from research project advisors and it has created bridge-funding programs to support students intended to be funded by Tri-council grants that are unsuccessful (Initiative #46). In addition, to formalize Faculty's approach to providing **institutional support** as part of funding application packages, a "menu" of standardized options for institutional support for grants has been developed (Initiative #47). This formal process is designed to increase efficiency, consistency and fairness around requests for institutional funding support for research.
#ResearchProminence #SupportFASPeople
- To enrich the student experience, support our people, and engage our community, the Faculty has expanded our **community partnerships and engagement** to deliver experiential learning (Initiative #2). The Experiential Learning Team generated over 50 new partnerships in summer 2020 and has offered a corresponding number of projects to departments interested in enriching their curriculum with relevant contextual experiences. This winter, the Team is also developing a database of partner contacts (Initiative #8), investigating the value of and interest in an engaged (global and local) citizenship program (Initiative #3) and it is evaluating FAS student satisfaction with Queen's University Internship Program (Initiative #7).
#StudentExperience #SupportFASPeople
- To improve **teaching support** available to faculty members and teaching assistants (TAs), support professional development, and facilitate the transition to remote teaching, the Faculty provided faculty members, staff, and graduate students with new training sessions and materials (Initiative #16). It offered on-demand assistance to support teaching online and provided live exam support to students and instructors. In addition, several reports were completed on the state of TA training at Queen's and in the country, resulting in recommendations for improvement. Throughout the move to remote delivery, when it came to materials, timetabling, exams and choosing how to deliver courses, the Faculty kept equity and accessibility as top priorities. This term, workshops will continue, and plans are being made for workshops for faculty who are interested in EDII, governance positions, and departmental representation.
#SupportFASpeople #StudentExperience
- There has been significant progress on the initiative to produce a **digital academic calendar** which will, when complete, deliver a "seamless" registration experience. The digital academic calendar supports the development of the Faculty's digital infrastructure (initiative #28) and will enrich the experience for both current and prospective students, as well as support our people working on and with the calendar. FAS is now working with the vendor and the software has been adopted as an enterprise solution. The FAS calendar will be the pilot and the launch date is set for 2021. To further support the development of the Faculty's digital infrastructure, as well as respond to the COVID-19 situation, the Faculty has also expanded **access to Student Services via digital platforms** (Initiative #29) and is "test driving" several platforms for advising and events. A research initiative will be conducted over the winter term to determine the effectiveness of various delivery methods and platforms for advising information.
#StudentExperience #SupportFASpeople
- To enrich the student experience and support experiential learning and collaborative curriculum, the Faculty launched four new **ASCX courses** this year: ASCX101: Learning and Working in a Digital World for first years (and a non-credit, mini-version pilot course was offered in summer 2020 to incoming students); ASCX200 and 300: The Dean's Changemaker Challenge courses; and ASCX400: Interdisciplinary Projects

(Initiatives #6, 10, 11, 12). The first-year course is designed to smooth the transition to university life, and the 200 and 300 level courses challenge students to start their own venture and conclude with a pitch competition for seed funding. These have involved seven alumni mentors and we received a \$50,000 donation which paid for the seed money for winning pitches, the remainder of which has been allocated for seed funding in ASCX300. The 400-level course offers students the opportunity to address a problem presented by a community client and is offered to students in our faculty who work in mixed teams with students from Engineering and Applied Science, Commerce, Law and Rehabilitation Sciences.
#StudentExperience

- To support the expansion of **online offerings and programs** (Initiative #11) and provide continuous learning opportunities, as well as engagement with our alumni, our Life After ArtSci event was delivered virtually in November with a significant increase in global alumni participation. In addition, ASO provided increased access to online courses and degree plans - enrolments increased in the summer by approximately 50 per cent, which supports both the student experience and continuous learning. Also in support of continuous learning and access, the number of new students admitted to distance studies increased by 57 per cent. #StudentExperience
- To support collaborative research and global engagement, as well as enrich the student experience, the Faculty has continued development of **Mitacs Globalink and Accelerate clusters** (Initiative #22). Many of the 22 graduate and undergraduate Globalinks student placements in China, Mexico and the United States that were approved in 2020 have been extended to take place in 2021. We have 13 applications in the most recent round of the MITACS Globalinks competition, the largest number from a faculty at Queen's, and we provided the necessary matching funds to make many of these proposals successful. The Faculty was able to secure most of the awards for Queen's for the special MITACS Rapid Response funding opportunity in the summer of 2020, for which it also provided the necessary matching funds, and 40 graduate and undergraduate students have been provided with funding to carry out research in almost every department in the Faculty. #ResearchProminence #StudentExperience
- The merging of the Arts and Science councils (Initiative #45) facilitated significant cross-disciplinary discussions about graduate student success, which led to the formation of a **Working Group on Graduate Student Funding and Supervision** that will report their findings in early 2021. A **Working Group on Supporting International Graduate Students** will also be established this year. Based on the results of these two working groups, as well as information gathered from institutional reports, data, and stakeholder outreach, we will develop a project plan for 2021 to support the development and implementation of strategies to improve **graduate student community and engagement** in the Faculty (Initiative # 49). #SupportFASPeople #ResearchProminence #StudentExperience
- The Faculty explored opportunities for developing **Individual Development Plans** for graduate students (Initiative #50) by establishing pilot plans with approximately 30 students and 23 supervisor faculty members from across our departments. Students in the pilot plans will be providing insight into their experience and recommendations for improvement before we make these available to all graduate students in the Faculty of Arts and Science in 2021. #SupportFASPeople #ResearchProminence #StudentExperience
- To create an **on-campus academic spring/summer term, credit/non-credit** (Initiative #9), and support continuous learning as well as financial sustainability, the Faculty has reviewed several strategies with respect to summer institutes and a funding call is forthcoming. The Faculty also successfully delivered the

Certificate in Crime Prevention mentioned above in the section on Guiding Principles (Initiative #39) and it is planning to offer the program again in 2021. #StudentExperience

- The initiative to **update regulations** to be more transparent and responsive to provide remedies for students (Initiative #33) has involved a review of several critical elements of appeal regulations in consultation with Undergraduate Chairs, ASUS, the Office of the Ombudsperson, Legal Counsel and the Student Services Advisory Committee. A report will be submitted to Faculty Board this term highlighting the potential changes and a notice of motion will follow. There are still plans to re-draft the regulations in accessible language and to develop a student-friendly guide. #StudentExperience #SupportFASPeople
- To build and maintain an environment of **engaged participation in collegial governance** in the Faculty (Initiative #15), and support professional development, we have hired a project manager and laid out a series of options for how to streamline and improve staffing. With the administrative hubs the team will be able to better design strategies to train and promote our staff, who support all our people, every day. #SupportFASpeople #ResearchProminence #StudentExperience
- In order to build and sustain **healthy learning and working environments** that foster community, mental health, and well-being, a “Thrive@FAS” program for staff and faculty is being developed (Initiative #34) with input from the Community Assembly mentioned above and in consultation with central services such as Student Affairs (Student Wellness Services, Four Directions Indigenous Student Centre, the Queen’s University International Centre, and the Faith and Spiritual Life team) as well as the Human Rights and Equity Office. Professional development guidelines are being developed for staff and faculty. In addition, a leadership development program for managers is being developed in coordination with the Human Resources (HR) Organizational Development and Learning team. This past fall, the Faculty also engaged Francoise Mathieu to facilitate a session for faculty and staff on mental health and wellbeing while working remotely. Intercultural awareness training for faculty, staff, and students and support for new faculty cohorts hired through the EDI program have been connected to the work of the EDII Implementation Committee (Initiatives #17 and 19). An inventory of current offerings in intercultural awareness training is currently being created in cooperation with the Organizational Development and Learning team and the Human Rights and Equity Office. #SupportFASPeople
- While a number of initiatives supporting the strategic priority of transforming our spaces are still on hold due to the pandemic, work to **increase FAS Indigenous teaching and gathering spaces** on campus has continued (Initiative #37). Planning for the construction of a new Indigenous Outdoor Gathering Space outside the Welcoming Room in MacIntosh-Corry Hall is currently underway and construction will aim to be finished by the end of 2021 (supported by a \$300,000 USD donation from Bader Philanthropies in 2019/20). We are also currently finalizing the creation of a new fundraising case that outlines a variety of Indigenous initiatives on campus that donors could support philanthropically. We are investing in a new aquatic research facility at the Queen’s University Biological Station that is supported by significant philanthropic contributions. #TransformFASpaces #SupportFASPeople #StudentExperience
- To secure adequate and appropriate space required to support the Faculty’s academic mission and enhanced collaboration (Initiative #38), **visioning exercises** were completed for the departments of Physics, Engineering Physics and Astronomy, Chemistry, and the School of Computing.

The outcomes of these visioning exercises have been presented to the Provost and Vice-Provost Finance and Administration. #StudentExperience #SupportFASPeople #TransformFASSpaces

- Last but not least, to support financial sustainability, the Faculty has explored different ways to **engage with non-traditional donor communities** (Initiative #41). The Advancement team has created a new women’s alumnae engagement strategy as a way to build a robust, multi-generational pipeline of women seeking a deeper and more profound connection with the Faculty (including a new Faculty Women’s Advisory Council) and is continuing to expand alumni and donor relationships into global markets with priority on Hong Kong and mainland China regions with the future goal of growth in philanthropy from these targeted markets. The Advancement team is also building a robust engagement and philanthropic strategy for parents of Faculty of Arts and Science students, a group that has not traditionally been engaged in the past. Communications and engagement will begin at the beginning of their Queen’s journey until long past graduation, with the goal of increased philanthropy to FAS from this targeted group. In the summer and fall of 2020, the team planned and coordinated three virtual town halls for parents in support of this strategy. #SupportFASPeople