Planning Framework

A companion to the vision and priorities
outlined in Queen's Bicentennial Vision

Queen's UNIVERSITY

Realizing the Bicentennial Vision

This Planning Framework is a companion to the vision and priorities that are outlined in **Queen's Bicentennial Vision**. By grounding all future planning activities through this shared framework, Queen's will ensure alignment between our ambitions and our priority-setting so that every action taken on the part of the university will contribute to realizing the future described in the vision.

This framework is organized around three interdependent domains which together encompass the full scope of the university's activity: the **academic mission**, the **organization**, and **our community**. It establishes the common standards (principles, expectations, and parameters) that ensure that the plans being developed across faculties, schools, departments, and administrative units are coherent, evidence-informed, transparent, and mindful of the need for measurable outcomes.

ACADEMIC MISSION

The academic mission defines the heart of Queen's identity and purpose. Planning in this area is expected to ensure that teaching and research are excellent, well-integrated, interdisciplinary, inclusive, and globally relevant. All academic plans should reflect Queen's role as a leader in generating knowledge and preparing students to thrive in a complex world.

Research and Innovation

→ Safeguard academic freedom as a defining condition of research integrity, creativity, and public confidence.

→ Prioritize a focused set of globally relevant research themes where Queen's has or can build international leadership.

→ Emphasize interdisciplinary approaches and meaningful connections between foundational research and real-world impact.

→ Define measurable goals for research output, funding success, and external partnerships.

→ Embed research and mentorship into graduate and postdoctoral training.

→ Reflect a diversity of perspectives in our research environments.

→ Protect research security through awareness of geopolitical realities.

→ Enable high-impact research and minimize barriers in our infrastructure and administrative systems.

→ Co-produce research with community, Indigenous, and industry partners, as appropriate.

→ Employ and maintain knowledge mobilization, innovation translation, and commercialization mechanisms where relevant.

Teaching and Learning

→ Align academic programs with our research strengths and institutional mission.

→ Include leadership development, equity, and global citizenship in learning outcomes.

→ Embed inclusive pedagogies and diverse worldviews in curricula, including Indigenous and global perspectives.

→ Support teaching excellence and innovation through faculty development and recognition.

→ Embed experiential, work-integrated, and interdisciplinary learning in all programs.

→ Expand access and enhance learning quality with digital and hybrid delivery methods.

→ Integrate innovation literacy and entrepreneurial thinking across academic offerings.

→ Include lifelong learning opportunities in academic programming.

ORGANIZATION

Queen's is expected to operate as a high-performing, mission-aligned institution. Organizational planning should build the systems, structures, and governance mechanisms that enable academic excellence, operational resilience, and strategic clarity.

Resource Stewardship and Financial Sustainability

→ Link budget decisions to institutional priorities and long-term goals.

→ Support collaboration, innovation, and strategic growth through institutional structures.

→ Create financial models that are flexible, performance-informed, and scalable.

→ Prioritize transparency, simplicity, and strategic alignment in financial processes.

→ Diversify revenue through new programs, research funding, partnerships, and philanthropy.

→ Assess major investments for sustainability.

→ Incorporate resilience planning, including scenario modeling into financial strategies.

Governance and Policy

→ Align decision-making systems so they are clear and responsive.

→ Embed continuous review and improvement processes into governance structures.

→ Advance timely, accountable decision-making, supported by clear authority structures in governance.

→ Centre inclusion, transparency, and Indigenization in governance renewal.

→ Empower innovation through policy frameworks that support effective unit-level action.

→ Encourage experimentation and institutional learning through pilot projects.

→ Support planning with data-informed tools and performance dashboards.

→ Update collective agreements through collaborative processes with faculty and staff to enable nimbleness within the institution.

→ Enable strategic agility, faculty rejuvenation, and innovation across units through academic and hiring processes.

Organizational Structures

→ Reflect institutional priorities and facilitate cross-disciplinary collaboration through academic structures.

→ Accommodate interdisciplinary initiatives in governance models.

→ Support Indigenous-led governance and community-engaged models where possible.

→ Enable cross-unit collaboration through joint appointments and shared platforms.

→ Adopt advanced digital solutions to streamline administrative systems.

→ Advance digital pedagogy, hybrid delivery, and lifelong learning infrastructure.

→ Strengthen international engagement through mobility, joint programs, and global partnerships.

Infrastructure

→ Provide flexible and collaborative academic spaces.

→ Support high-impact and data-intensive work through investments in research infrastructure.

→ Integrate digital technologies to support research, teaching, and operations.

→ Meet the diverse needs of campus and community partners through inclusive infrastructure.

→ Strengthen connectivity across Queen's locations in Kingston, around the world, and online through infrastructure investment.

→ Promote compliance with the university's identity/brand standards and presence (in person and online).

→ Prioritize technology adoption that enhances teaching, research, and operations; draw from global best practices in digital transformation strategies.

→ Identify and overcome barriers to technology use, including cultural, structural, and governance-related obstacles.

→ Leverage existing tools and platforms to improve quality of life for students, staff, and faculty; support new innovations through proof-of-concept pilots.

OUR COMMUNITY

People are the foundation of Queen's success. Planning related to students, staff, faculty, alumni, and partners must enable meaningful contributions to institutional goals through equity, inclusion, sustainability, and academic excellence.

Students

→ Align enrolment growth at the undergraduate level with institutional capacity; concentrate growth in areas of academic strength and strategic priority.

→ Guide enrolment growth at the graduate level by the need to support Queen's research mission and sustain excellence in graduate education.

→ Prioritize excellence, potential, and diversity through transparent, mission-aligned student recruitment strategies.

→ Design student support systems to promote belonging, wellbeing, and success for a diverse student population.

→ Consider affordability, housing, and accessibility as core components of student success.

Staff

→ Recognize staff as key contributors to research, student success, and institutional change.

→ Align staff roles and resourcing with institutional priorities to support strategic goals and high-impact operations.

→ Align career advancement pathways with institutional priorities and evolving roles.

→ Implement succession planning strategies to prepare high-potential staff for future leadership roles and ensure continuity in critical positions.

→ Support role-specific skills, interdisciplinary collaboration, and career mobility through professional development opportunities.

→ Engage employee groups in shaping inclusive and adaptive workplace environments.

Faculty

→ Align faculty recruitment and renewal with institutional priority areas and our overall commitment to academic excellence, high standards, and inclusive hiring practices.

→ Support faculty as they adapt to evolving expectations in research, teaching, and engagement across all career stages.

→ Enable faculty collaboration across units through academic structures and mechanisms such as joint appointments.

→ Support peer development, faculty vitality, and sustained academic leadership through mentorship networks.

→ Uphold high academic standards and enable faculty innovation in our responses to emerging opportunities.

Alumni

→ Recognize and engage alumni as lifelong partners of the university in mentorship, philanthropy, and institutional strategy.

→ Foster meaningful connections between alumni and the academic, research, and community life of Queen's.

→ Welcome alumni voices in shaping Queen's identity and global presence.

→ Champion opportunities for lifelong learning and professional growth, ensuring alumni can thrive in their careers.

Partners

→ Integrate partnerships with Indigenous, community, industry, and global organizations into academic and research strategies.

→ Enable community and industry partners to contribute to experiential learning, co-curricular programming, and professional preparation.

→ Engage external collaborators in research co-production, knowledge mobilization, and innovation initiatives that align with institutional priorities.

→ Support academic mobility, joint programming, and institutional visibility on the world stage through global partnerships.

→ Guide partnership development by long-term goals for impact, equity, and relevance to societal needs.

→ Prioritize partnership models that reflect principles of reciprocity, cultural respect, and sustainable engagement.