



Queen's
UNIVERSITY



Bicentennial Vision

**A shared direction for
our university community**

Land Acknowledgment

Queen's University is situated on the territory of the Haudenosaunee and Anishinaabek.

Ne Queen's University e'tho nón:we nikanónhsote tsi nón:we ne Haudenosaunee táhnon Anishinaabek tehatihsnonhsáhere ne onhwéntsa.

Gimaakwe Gchi-gkinoomaagegamig atemagad Naadowe miinwaa Anishinaabe aking.

This territory is included within the Dish With One Spoon Wampum Belt Covenant, an agreement among Indigenous nations to share and care for the lands and waters of the Great Lakes region. The university's history and presence on these lands are inseparable from the ongoing realities of colonialism. These lands are living repositories of Indigenous knowledge, law, memory, and responsibility that long predate the institution and continue to shape the present and future. As an institution devoted to education, Queen's recognizes its responsibility to honour these histories and to advance truth and reconciliation through research, teaching, learning, and respectful relationships.

As Queen's looks toward its bicentennial, the university recognizes that acknowledging the land and its history is only a beginning. Truth and reconciliation require sustained efforts to confront and transform the colonial systems that continue to structure higher education. Guided by the principles of the Kahswéntha / Two Row Wampum—peace, friendship, and good minds—Queen's commits to this work with humility and accountability, and to co-creating futures in partnership with Indigenous peoples and communities.



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OUR BICENTENNIAL VISION

A shared direction for our university community

We will integrate focused research excellence, transformative teaching, and an unparalleled student experience within a community defined by personal scale, deep connection, and global engagement. This distinctive culture will empower our students, scholars, and partners to advance knowledge, cultivate leadership, and develop solutions to the complex challenges facing Canada and the world.

A Message from the Principal and Vice-Chancellor

As we approach Queen's bicentennial in 2041, we find ourselves in a period of profound change and deep responsibility as higher education confronts shifting public expectations, global uncertainty, rapid digital transformation, and a renewed imperative to serve society more inclusively and sustainably. In that context it is essential to be clear about the purpose which guides our work, the values that define us, and the obligations which flow from them.

Despite — or perhaps because of — the uncertain future that lies ahead, history should be our guide in this process. Since its founding in 1841, Queen's has navigated periods of profound change by remaining anchored in a clear sense of purpose and responsibility to society. An ongoing orientation to public service has shaped both our reputation and our activities, and our strong tradition of fostering student leadership as well as the distinctive character of our close-knit community are best understood in relation to it. That orientation has provided a firm foundation through generations of change, and it must continue to guide us in the years ahead.

The Bicentennial Vision is informed by a clear sense of the role Queen's is called to play in an increasingly complex and interdependent world. It affirms the values that have guided Queen's throughout its history and sets forth our aspirations for the future. It is grounded in our identity as a university of personal scale and global reach, where deep relationships, collaboration, and an exceptional student experience shaped by connection and care are integrally connected to research, teaching, and partnerships that extend far beyond our campus and contribute to national and global knowledge and leadership. This distinctive combination positions us to lead with focus, integrity, and impact in a complex world.

On this foundation, the vision sets a clear direction for the years ahead. It calls on us to integrate research, teaching, and the student experience more fully, to focus our efforts on areas of strength where we can achieve sustained excellence, and to act in ways that reflect our values.

Our commitments to academic freedom, truth and reconciliation, inclusion, sustainability, and ethical leadership are inseparable from our pursuit of excellence and must shape not only what we do, but how we do it.

The vision also reflects the insight and imagination of those who know this university best. Through wide and thoughtful consultation, members of our community of students, staff, faculty, alumni, and external partners helped to shape its direction and content. I am deeply grateful to all who contributed to this process. Their engagement reflects what is most enduring about Queen's — the capacity of individuals, joined by a shared sense of purpose, to imagine and build a better future.

As we look ahead, I hope this vision provides both clarity and confidence. It invites us to reflect carefully, to act with integrity, and to uphold the work of education as a vital force for the common good. At the same time, it challenges us to preserve what is distinctive about Queen's while adapting thoughtfully to a changing world, ensuring that we enter our third century as a university worthy of its history and ready to face the challenges of its future.



Patrick Deane
Principal and Vice-Chancellor
Queen's University



Our Identity as the Foundation for Our Future

Queen's stands as one of Canada's most distinguished institutions of higher learning: a place where academic excellence, research leadership, and a deeply connected community have shaped generations of leaders and innovators for nearly two centuries. We are a university of personal scale and global reach, meaning that our moderate size creates an environment where students, staff, and faculty know one another, collaborate closely, and engage in learning and research through deep and accessible relationships. At the same time, we extend our reach globally through the opportunities, intellectual culture, and infrastructure of a world-class university. Our campus is alive with energy arising from a student experience that is as connected as it is formative and shaped by creativity, belonging, and lifelong friendship. Our faculty and staff strengthen this community through mentorship, research, teaching, and civic engagement, while our highly engaged alumni networks extend that spirit worldwide. Together, these connections unite people across generations through a shared experience that is academically rigorous, deeply personal, and distinctly Queen's.

As we approach our bicentennial in 2041, we take pride in being recognized globally for our excellence, community, and leadership — strengths arising from a culture rooted in connection and belonging. This is not simply a feature of our past; it provides the foundation for us to remain at the forefront of Canadian university research and education. Grounded by this identity, we will lead through the profound shifts postsecondary education will face in the decades ahead. Demographic changes, funding pressures, shifting societal expectations, technological disruption, demand for lifelong learning opportunities, and geopolitical uncertainty are already reshaping our environment. These forces will challenge every institution, but they also provide extraordinary opportunities for those who act with foresight and purpose. We will be among those who seize these opportunities to shape a better future, guided not by trends or pressures alone, but by who we are.



The Bicentennial Vision is based on broad consultation across the university and reflects our collective ambitions and commitments to one another as Queen's approaches its third century. It articulates the shared principles and commitments that will guide the choices ahead, preserving our core identity while enabling us to adapt, lead, and inspire. It sets a clear direction: to focus effort and investment on the research and teaching strengths where we can make meaningful and lasting contributions; to integrate research, teaching, and the student experience so students are engaged in discovery and prepared to lead; and to nurture a culture of belonging, creativity, ethical leadership, and shared purpose grounded in our commitments to academic freedom, truth and reconciliation, inclusion, sustainability, and global responsibility. In doing so, we will sustain the personal scale that defines us and extend our global reach in transformative ways to shape a future that is worthy of our history.

The Bicentennial Vision answers four fundamental questions:

- Queen's in 2041: Who will we be as we enter our third century?
- Guiding commitments: What core principles and objectives will unite us in preserving our distinctive strengths and pursuing new directions?
- Institutional enablers: What key capabilities and supports must be in place to move the whole university toward our shared goals?
- Our path forward: What steps will we take to translate our ambitions into action and impact?



Queen's in 2041

In 2041, Queen's is recognized as one of Canada's preeminent research-intensive universities, distinguished by our leadership in areas of focus and excellence where we make national and global impacts. Acting as one connected institution, we unite bold research, transformative learning, an unparalleled student experience, and an inclusive community to address the world's greatest challenges and develop graduates who lead. Our work is defined by depth, excellence, and focus, turning ideas into outcomes that matter. We are a university where excellence and values are inseparable, and where students, staff, and faculty collaborate in discovery, innovation, and service. Rooted in our personal scale and deep sense of community and in dialogue with Indigenous ways of knowing and being, we embrace diverse worldviews and global partnerships to serve society through meaningful discoveries, transformative education, and partnerships that shape a better world.



In 2041, Queen's stands among the world's most distinctive universities as:

A thriving community where connections enable excellence

Our personal scale fosters deep connections across students, staff, and faculty through mentorship, collaboration, and shared purpose that cultivates academic and personal excellence.

An environment that shapes leaders

Our student experience is defined by leadership as a shared practice grounded in learning, service, and community, equipping graduates with the knowledge, creativity, purpose, and integrity needed to lead ethically and with impact in a complex world.

A culture based on social responsibility

Our commitments to truth and reconciliation, Indigenization, inclusion and sustainability guide how we learn, teach, and collaborate, shaping our community and actions as a university connected to the world.

A research leader distinguished by focus and excellence

Our personal scale enables interdisciplinary research communities to shape areas of strength through sustained academic relationships.

A partner committed to reciprocal, meaningful collaboration

Our distinctive community extends through global partnerships grounded in integrity and shared knowledge that translate discovery and learning into innovative solutions to complex global challenges.

A global network defined by creativity, integrity, and impact

Our spirit continues through generations of graduates, scholars, and partners whose leadership and service strengthen communities in Canada and around the world.



Our Commitments

We will achieve our aspirations by shaping our actions through six commitments that connect people with purpose. Each commitment represents a defining strength of Queen's and a step in a shared progression from people to action. Together, they express how we will sustain our identity as a university of personal scale while achieving our aspirations.

Guiding Commitments

Our excellence depends on realizing the full potential of our people, work, and reach. These commitments guide how we grow and excel by deepening our strengths, amplifying our impact, and extending our influence in the world.

Strengthen our community

We commit to sustaining and enhancing our distinct culture of connection by fostering deep belonging and broad collaboration within and beyond the university. This means nurturing powerful, lifelong connections through our student experience, mentorship, interdisciplinary partnerships, and global networks. These relationships transcend the volatility in higher education, providing a resilient foundation that drives leadership, creativity, and impact.

Values-based excellence

We commit to upholding our legacy of high standards while broadening our definition of excellence to align with our values. This means recruiting and supporting students, staff, and faculty whose diverse voices, experiences, and ways of knowing are essential to our collective pursuit of discovery. By embracing the full expression of excellence, we deepen the intellectual rigour that defines us.

Integrate research, teaching, and the student experience

We commit to fully embracing Queen's identity as a research-intensive university by deeply integrating research, teaching, and the student experience. This integration brings discovery into learning environments, strengthens mentorship, and harnesses our community to connect ideas, people, and perspectives. As a result, our research and teaching gain greater global visibility, and we prepare graduates who lead in a rapidly changing world with knowledge, creativity, and purpose.

Focus on our strengths

We commit to focusing our research and teaching on a clearly defined set of thematic areas where we can lead and be recognized globally. Concentrating our efforts will bring together scholars, students, and partners across disciplines, break down silos, foster new partnerships, and enable broad and deep scholarship. This focused approach will deepen our impact, sharpen our global identity, and establish us as a leader in aligning excellence and collaboration to meaningfully address complex challenges.

OUR COMMITMENTS



Institutional Enablers

Our excellence depends on our ability to act as one university through cross-institutional alignment and collaboration. This is particularly true in a highly disruptive environment where our success depends on agility and collaboration. These commitments guide how we will work together to achieve our ambitions.

Act in alignment

We commit to aligning the distinct strengths of our faculties, schools, departments, and administrative units with our shared ambitions. This involves clarifying priorities, establishing coordinated planning frameworks, and creating clear communication channels to maintain coherence across the university, while preserving the autonomy that defines each part of Queen's. By fostering alignment, we enhance our collective focus and agility, enabling us to seize opportunities and expand our influence locally, nationally, and globally.

Collaborate to lead change

We commit to fostering a culture of trust, openness, and shared purpose that empowers our students, staff, and faculty to collaborate, learn from one another, and lead together. This involves collaborating across teaching, research, student support, and administrative services to seamlessly integrate academic and operations, and investing in professional growth and recognition. Through these actions, we strengthen our adaptability and leadership, advancing knowledge and impact while reinforcing our core values.

Our Path Forward

This vision provides a shared foundation for decision-making across the university. It establishes the principles that guide our choices, the ambitions that focus our efforts, and the shared purpose that unites discovery, learning, and engagement for global impact. Implementation will not follow a single path, but will advance through cycles of alignment, action, and reflection as faculties, schools, and portfolios translate the vision into focused strategies and tangible outcomes.

This work will be supported by the shared priorities, which describe our near-term institutional priorities, and the planning framework, which will sustain coherence as conditions change. These will ensure that the vision guides us in every decision we make to move closer to the university we aspire to be.

Our Bicentennial Vision calls us to act with purpose, courage, and collaboration. It affirms who we are and what we aspire to become as a university shaped by community, discovery, and responsibility. By working together with integrity and imagination, we will continue to build on our distinctive strengths and fulfill our promise to Queen's future generations.



OUR SHARED PRIORITIES

Translating the Bicentennial Vision
into action across the university

The priorities are organized into two complementary categories:

Strategic Priorities

The specific actions we will pursue now to make measurable progress toward the future described in the vision.

Foundational Priorities

The institutional capacities and conditions we must strengthen to support these actions and to prepare the university for future initiatives as priorities are renewed.



Realizing the Bicentennial Vision

Grounded in the vision's core commitments and informed by our existing plans, our shared priorities reflect the institutional focus required to navigate shifting educational, technological, and societal landscapes while advancing our long-term aspirations.

These priorities will shape planning, alignment, and decision-making. They support coherence across faculties, schools, and units, provide a shared framework for guiding investment, foster collaboration, and advance a culture of excellence and belonging. As circumstances evolve, the priorities will be reviewed and refreshed to ensure continued alignment with the vision and ongoing progress toward our ambitions.



Strategic Priorities

The strategic priorities are focused, near-term actions that will move us meaningfully toward realizing the ambitions in our vision. Each initiative targets a clearly defined outcome and will be pursued with a commitment to maintaining high standards of excellence, enhancing our reputation and ranking, advancing truth and reconciliation, equity, and inclusion, fostering a culture of belonging, building purposeful long-term partnerships, and attending to the changing landscape of higher education, technology, and work.

Concentrate our research where we can lead nationally and globally

While maintaining a breadth of inquiry appropriate to our mission as a research-intensive university, we will focus on transdisciplinary research areas where we can make distinctive long-term contributions that shape entire fields. These areas will be identified by refining our [Strategic Research Plan](#), which currently acknowledges strengths in advanced materials, health and well-being, sustainable societies, just futures and cultural expression, next-generation computing, and basic science, and emerging strengths in Indigenous knowledges, creative technologies, the ethics of emerging technologies, and policy for sustainability, health, and Canada's sovereign future. Our strengths will be enabled through research institutes that evolve with the skill and creativity of our researchers, strategic hires in areas that may span administrative boundaries of existing teaching programs, and the direction of our resources to leverage external funding and partnership opportunities. We will also create pathways for all students to contribute meaningfully to research, developing as leaders in discovery, creativity, and innovation to strengthen our global position as a research university.



Integrate digital, data, and AI fluency into our academic mission

All academic programs will integrate digital literacy, data analysis, and responsible AI use so graduates can lead effectively in technologically complex environments by understanding how to use these tools thoughtfully, ethically, and creatively. Our goal is not only technical proficiency but the ability to make principled decisions in a world shaped by automation, information complexity, and emerging technologies.



STRATEGIC PRIORITIES



Embed mentorship and leadership development in our student experience

Every student will have opportunities for meaningful mentorship and leadership development to build the confidence, judgment, resilience, and capacity needed to contribute ethically in complex academic, professional, and civic settings. We will strengthen and better coordinate mentoring, advising, and peer-development practices so students engage with others who extend their thinking, support their growth, and challenge them to develop as leaders across their student experience.

Provide all students access to a signature leadership experience

Every student will have access to a substantial project, research contribution, placement, or creative work that requires them to take real responsibility, exercise judgment, and lead in situations where their decisions play a consequential role. Embedded across the academic mission, this signature experience will prepare graduates to address interdisciplinary, societal, and global challenges with skill and integrity.

STRATEGIC PRIORITIES

Mobilize our leadership in global sustainable development

We will mobilize our leadership in sustainable development by supporting research, teaching, partnerships, and operations that address pressing social, economic, and environmental challenges. We will build on our recognized strength in advancing the UN Sustainable Development Goals by enabling people across the institution to connect scholarship, community engagement, and innovation to areas where we contribute meaningfully to local and global wellbeing.



STRATEGIC PRIORITIES



Align enrolment, programs, and resources for academic excellence and long-term sustainability

We will align enrolment, program mix, and resource allocation with institutional capacity and areas of strength so that academic quality, research intensity, and financial sustainability reinforce one another. This alignment will allow us to focus on the programs and priorities where we can be exceptional and support growth in areas essential to our future, including graduate education, postdoctoral researchers, STEM programs, international engagement, and flexible, professionally oriented learning.

Modernize systems, strengthen collaboration, and improve decision-making

We will modernize administrative systems, streamline policies and processes, enhance digital infrastructure, and improve data-informed decision-making to strengthen the university's ability to adapt, collaborate, and deliver on its priorities. By replacing outdated systems and fragmented processes, we will enhance agility and effective stewardship across the institution.

Foundational Priorities

The foundational priorities translate the vision's six core commitments into the capacities and conditions we must strengthen across the university. Unlike the strategic priorities, which are specific actions we will undertake, these imperatives outline broad practices, institutional capabilities, and ways of working that must be reinforced in the near term to support both current priorities and the new initiatives that will emerge as our priorities are refreshed. Together, they provide the underlying foundation that enables sustained progress toward the vision.

Strengthening our community

A resilient and connected community is essential to how we lead, work, and learn. By reinforcing the relationships and partnerships that unite us, we create the conditions necessary for progress toward our vision.

- Cultivate an inclusive and supportive campus culture where every student, staff, and faculty member knows they belong.
- Foster a shared sense of purpose and pride in our mission, strengthening the connections that unite our diverse community.
- Strengthen respectful and reciprocal partnerships with Indigenous communities, Kingston and its surrounding region, and partners across Canada and around the world to advance truth and reconciliation, inclusion, sustainability, and shared prosperity.
- Collaborate with government, industry, non-profit, and academic partners to co-develop innovative responses to societal challenges, such as workforce renewal, demographic change, sustainability, sovereignty, and social resilience.
- Mobilize our research, creativity, and expertise to generate insight, inform policy, and drive innovation that benefits people and communities locally and globally.
- Engage alumni and friends of Queen's as mentors, advisors, and ambassadors who extend the reach and reputation of the university's mission and values.



FOUNDATIONAL PRIORITIES



Values-driven excellence

Excellence is sustained by renewing the talent and perspectives that shape our community. By broadening who can contribute, we reinforce the conditions for discovery, creativity, and impact.

- Recruit and retain exceptional students, staff, and faculty whose achievement, potential, and diverse perspectives expand our capacity for discovery, creativity, and innovation, aligning recruitment with areas of strength and emerging societal needs.
- Foster a culture of values-driven excellence that sets high expectations, celebrates achievement, and encourages bold, innovative thinking that advances understanding and delivers meaningful impact locally and globally.
- Ensure that our excellence is continually renewed by a diversity of ideas, experiences, and talents through equitable access to learning, research, and employment opportunities.
- Honour and advance our commitments under the [Yakwanastahente'ha Aankenjigemi: Extending the Rafters report, Scarborough Charter, NSERC Dimensions Charter](#), and related frameworks that embed access and belonging as essential to excellence.
- Broaden pathways to participation and success for students and professionals of all ages and backgrounds through flexible, responsive, and accessible educational programs that reflect evolving societal and workforce needs.
- Advance inclusive research practices that reflect reciprocal relationships and diverse ways of knowing.

FOUNDATIONAL PRIORITIES

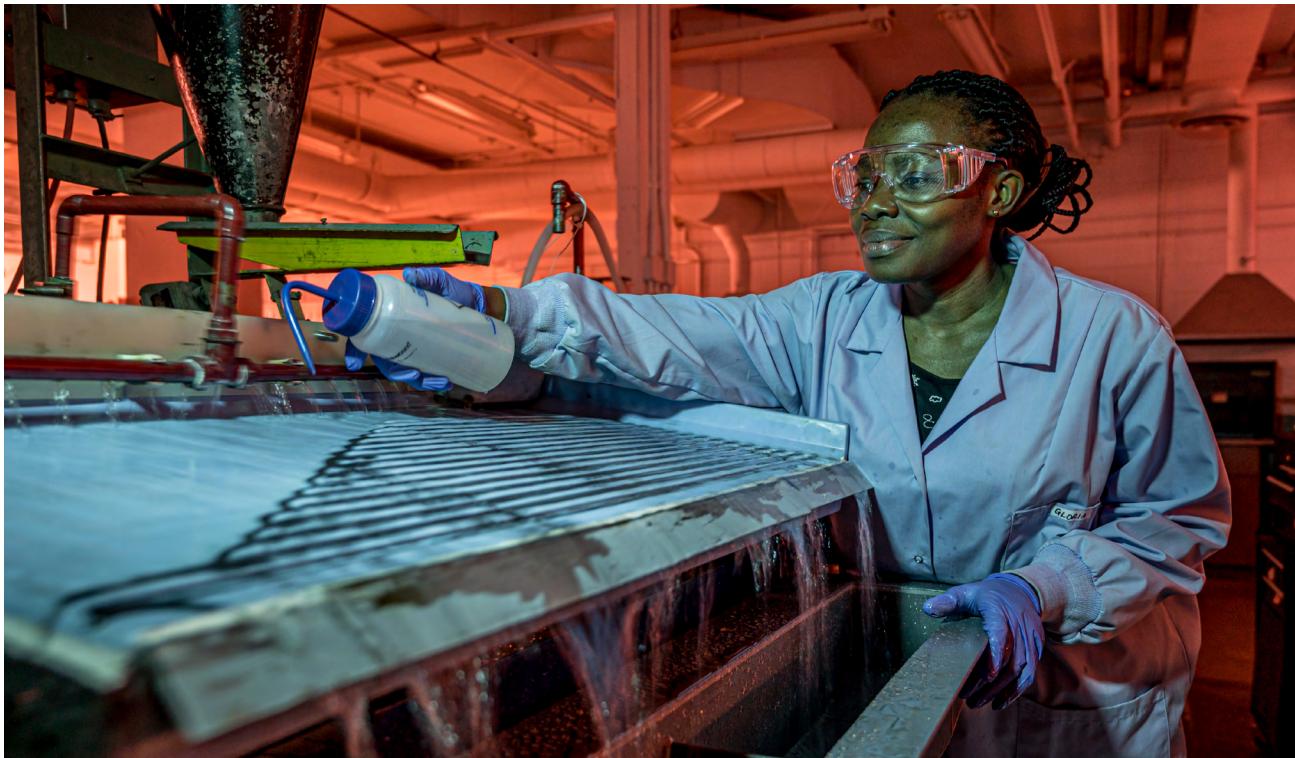
Integrating research, teaching, and the student experience

A deeply integrated academic culture where research, teaching, and the student experience inform one another is essential to sustaining excellence. Strengthening these connections builds the conditions for inquiry, creativity, and innovation to thrive.

- Enhance the integration of research and teaching across the university to create academic environments that foster mentorship, creativity, and collaboration across fields and roles.
- Ground programs at all levels in inquiry and innovation, reflecting our research strengths and emerging areas of excellence.
- Cultivate a culture of shared learning where students, staff, and faculty contribute to a continuum of discovery that enriches research and teaching.
- Strengthen institutional supports for experiential and applied learning opportunities that connect academic study with community, industry, and global contexts.
- Leverage our research strengths and partnerships to guide the design of applied programs and credentials that support innovation, entrepreneurship, and workforce renewal.
- Equip students and researchers with the critical and ethical literacies needed to engage responsibly with evolving knowledge systems, interdisciplinary inquiry, and digital change.



FOUNDATIONAL PRIORITIES



Focusing on our strengths

Focusing on our strengths requires strengthening the capabilities, relationships, and systems that support world-leading scholarship in our areas of greatest potential. By deepening these capacities, we create the conditions for sustained research excellence, collaboration, and global impact.

- Deepen capacity in data-intensive discovery as a foundation for innovation across research domains, ensuring that data security, privacy, and sovereignty are embedded in research practices.
- Bolster research supports and systems to exceed national standards for research inputs by increasing success in Tri-Agency, CFI, and international funding programs and expanding interdisciplinary and partnered research.
- Expand our innovation and partnership ecosystem by connecting students, faculty, entrepreneurs, and external partners to translate discovery into social and economic benefit, and by mobilizing knowledge through international collaboration across the university's areas of strength.
- Promote leadership in national and global research facilities and partnerships to advance our reputation and influence in our areas of research strengths.
- Maintain and strengthen the conditions to achieve national and global recognition for research excellence and impact through growth in high-quality, open scholarship, commercialization and startup creation, and national and international honours.
- Develop the underlying capacities to secure our place among the top 120 universities globally and top five in Canada in relevant rankings.

FOUNDATIONAL PRIORITIES

Acting in alignment

Achieving alignment across the university depends on the systems and practices that support coherent planning, evidence-informed decision-making, and shared responsibility. Strengthening these foundations ensures that our choices reinforce one another and advance our collective goals.

- Build robust data and analytics systems to support evidence-based decision-making and strategic investment.
- Promote shared responsibility for financial and strategic sustainability across all levels of the university.
- Develop diversified and resilient revenue streams through new partnerships, philanthropic initiatives, and innovative educational offerings that are aligned with our ambitions and values.
- Maintain a balanced, transparent financial framework that supports innovation and growth.
- Assess and support sustainable business models for continuing education, professional programs, and online learning to reduce reliance on traditional funding sources.
- Advocate collaboratively with sector partners and governments for funding models that reflect the true costs and societal value of postsecondary education in Canada.



FOUNDATIONAL PRIORITIES



Collaborating to lead change

Our ability to lead change depends on how we collaborate, learn, and respond together in a shifting higher-education environment. Strengthening shared purpose, communication, and coordinated action builds the conditions for agility, innovation, and continuous improvement.

- Strengthen leadership capacity across academic, research, and administrative roles by equipping leaders with the skills to manage digital transformation, data-informed decision-making, and change in complex environments.
- Empower faculty and staff to contribute to continuous improvement through innovation, teamwork, and professional development.
- Promote transparency, trust, and accountability through open and participatory processes.
- Encourage cross-functional collaboration to break down silos and enhance collective problem-solving.
- Develop governance and planning processes that are adaptive, data-informed, and responsive to emerging challenges without sacrificing academic quality.
- Embed continuous improvement by monitoring progress on strategic priorities through transparent benchmarking, clear metrics, and evidence-informed evaluation and feedback.
- Leverage artificial intelligence, advanced analytics, and disciplined risk management to enhance institutional planning and service delivery with informed human oversight.

Review and Renewal

The priorities in this document provide shared direction for decision-making and coordinated action across the university in alignment with the Bicentennial Vision and attentive to changing opportunities and challenges. To maintain their relevance and effectiveness, the priorities will be reviewed and updated on a five-year schedule, or earlier if external developments warrant. This cycle of review ensures that the priorities remain adaptive and durable expressions of our mission and values, advancing our ambitions through the collective contributions of our community.





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