

Alignment Between the Themes Identified through Consultation and the Contents of the Queen's Bicentennial Vision

OVERVIEW. The key themes that emerged from the consultation related to the development of Queen's Bicentennial Vision were captured in an accompanying document and were used to inform the development of the Bicentennial Vision. The alignment between the content of the Bicentennial Vision and those themes is provided in what follows. In addition, themes included in the Bicentennial Vision that were not captured during the consultation are also provided.

ALIGNMENT BETWEEN THEMES ARISING FROM CONSULTATION AND THE BICENTENNIAL VISION. The following sections describe each of the key themes that emerged from the consultation and how they were integrated into the Bicentennial Vision document. In cases where integration was minimal, reasons why are provided.

1. Research Excellence and Interdisciplinarity

Consultation indicated a desire for research to be organized around broad, interdisciplinary themes, supported by cross-faculty structures such as institutes and joint appointments.

Bicentennial Vision content: The Vision embeds interdisciplinarity at the core of its research strategy. It commits to building global leadership in a targeted set of research areas, removing barriers to collaboration, and using tools such as joint faculty appointments, shared research platforms, and partnerships with community and industry. The Planning Framework explicitly calls for interdisciplinary research linked to real-world challenges, co-produced with external partners, and supported by inclusive environments.

2. Humanities, Arts, and Social Sciences (HASS) Inclusion

The feedback expressed concern over the perceived marginalization of HASS and urged investment in HASS based on its role in areas such as AI ethics, social equity, and citizenship education.

Bicentennial Vision content: While the Vision does not single out disciplines, its principles and structures apply to HASS as much as any other academic area. The focus on leadership in strategic research areas leaves scope for HASS-led initiatives, such as embedding global citizenship, equity, and ethical leadership into all programs, or integrating humanities perspectives into innovation and AI-related research. The Vision's commitment to purpose and achievement in the student experience, and to curricula that include diverse worldviews, offers an institutional framework in which HASS can thrive.

3. Indigenization, Equity, Diversity, Inclusion, Accessibility, and Anti-Racism (I-EDIAA)

Consultation identified I-EDIAA as a moral and institutional imperative, requesting stronger Indigenous engagement, accessible infrastructure, and inclusive policies.

Bicentennial Vision content: Goal 5 explicitly commits Queen's to leadership in Reconciliation, inclusion, and sustainability. This commitment includes integrating Indigenous knowledge into academic life, strengthening partnerships with Indigenous communities, and embedding accessibility into infrastructure, pedagogy, and student services. The Planning Framework weaves

I-EDIAA into hiring, governance renewal, and program design, making it a cross-cutting priority rather than a siloed initiative.

4. Budget Model and Financial Sustainability

The feedback obtained through the consultation indicate that the current budget model discourages collaboration and innovation, and called for transparent funding tied to long-term priorities.

Bicentennial Vision content: The Vision makes financial sustainability a central institutional goal. It proposes budget processes that are transparent, flexible, and aligned with academic objectives. Examples include revenue diversification through new academic models, philanthropy, and research partnerships, as well as resilience planning with scenario modeling. The emphasis on aligning resources with mission-based priorities directly addresses the concerns about making short-term decisions that misalign with longer-term objectives of the institution.

5. Program and Structural Innovation

The feedback highlighted program renewal, work-integrated learning, AI literacy, Indigenous worldviews, and experiential opportunities as key to offering strong and relevant academic programs.

Bicentennial Vision content: While leaving program-level decisions to academic governance structures, the Vision outlines clear expectations for all programs to integrate leadership, equity, and global citizenship, and expand experiential and interdisciplinary learning. The Planning Framework supports lifelong learning, alternative credentials, hybrid delivery, and curriculum innovation, enabling the introduction of co-op models or shared core courses that reflect consultation priorities.

6. Graduate and Undergraduate Experience

Consultation highlighted the need for stronger graduate funding, research integration for undergraduates, and wellness supports.

Bicentennial Vision content: Goal 3 frames the student experience as transformative, with academic challenge, personal growth, and strong graduate outcomes. The Vision commits to balancing graduate and undergraduate growth, considering affordability and housing in decision-making, and embedding belonging and well-being into campus life. The emphasis on integrating students into research aligns with calls for earlier and deeper academic engagement.

7. Institutional Culture and Change Management

The consultation highlighted siloization, opaque decision-making, and insufficient recognition of staff as barriers to positive campus culture.

Bicentennial Vision content: The Vision addresses cultural change through governance renewal, inclusive planning, and recognition of staff as critical partners in institutional success. It promotes a high-performance culture, accountability, and professional development, while embedding collaboration into academic structures. Though not a standalone goal, cultural transformation is positioned as an outcome of these systemic reforms.

8. Technology, Hybrid Learning, and Infrastructure

The feedback indicated support for hybrid delivery for access and outreach, and better use of digital tools to improve teaching and space efficiency.

Bicentennial Vision content: The Vision positions digital transformation as a strategic enabler across teaching, research, and operations. It commits to hybrid pedagogy, modern research infrastructure, and fully leveraging digital platforms to improve accessibility and user experience. Planning requirements include removing cultural and governance barriers to technology use and piloting innovations that enhance learning quality.

9. Reputation, Rankings, and Strategic Growth

The feedback was divided on international rankings, but supported strategic growth tied to strengths and research alignment.

Bicentennial Vision content: The Vision targets a place among the top 120 global universities and top 5 in Canada, while cautioning against growth for its own sake. It links expansion to academic strengths, selective hiring, and mission-aligned research areas, balancing visibility with capacity to deliver excellence.

10. Governance, Policy, and Public Accountability

The consultation indicated a desire for more responsive governance, stronger public engagement, and metrics for non-traditional research and social impact.

Bicentennial Vision content: Governance reform is a major component of the Planning Framework. The Vision calls for inclusive, data-driven decision-making, clear authority structures, and continuous review. It also emphasizes engagement with Indigenous, community, and global partners, and the use of transparent metrics to track progress, including areas of societal contribution beyond traditional measures.

ADDITIONAL THEMES INTRODUCED IN THE BICENTENNIAL VISION. The previous section outlined themes identified from the feedback obtained through consultation and explored how the Bicentennial Vision captures those themes. The consultation process provided a strong foundation for the Bicentennial Vision, but the Vision also includes several forward-looking priorities that were not prominent in the feedback. These additions reflect strategic foresight, national and global trends in higher education, and institutional priorities essential for long-term success.

1. Alumni as Strategic Partners

The Vision elevates alumni engagement beyond philanthropy, positioning graduates as active partners in mentorship, advocacy, and global networking. By systematically integrating alumni into institutional goals, Queen's can strengthen its reputation, expand opportunities for students, and ensure sustained philanthropic and professional support worldwide.

2. Succession Planning and Staff Leadership

Recognizing that a high-performance culture depends on skilled and adaptable staff, the Vision introduces a deliberate focus on workforce renewal, leadership development, and succession planning for critical roles. These measures address anticipated retirements across the sector, safeguard institutional expertise, and align staff capacity with evolving strategic priorities.

3. Philanthropy as a Strategic Driver

Philanthropy is framed in the Vision as a targeted, mission-aligned investment mechanism that supports students, research, and priority initiatives. This approach ensures that donor contributions directly advance institutional priorities and maximize long-term impact.

4. Selective, Globally-Focused Research Leadership

Rather than distributing resources broadly, the Vision commits to concentrating investment on a small number of research areas with the potential for global leadership. This selective approach is designed to enhance competitiveness, improve funding success, and secure Queen's place among internationally recognized leaders in specific fields.

5. International Partnerships and Mobility

The Vision places operational emphasis on expanding joint programs, academic mobility, and deep research collaborations with global partners. These initiatives will extend Queen's reach, broaden perspectives for students and faculty, and embed the institution within influential international networks.

6. Commercialization and Innovation Translation

Acknowledging the importance of translating research into societal and economic benefits, the Vision calls for stronger innovation ecosystems, strategic partnerships, and support for commercialization where appropriate. These efforts position Queen's to contribute meaningfully to Canada's innovation economy while diversifying revenue streams.

7. Governance Renewal for Agility

The Vision outlines concrete steps to clarify collegial governance and update governance models capable of supporting interdisciplinary initiatives. By streamlining decision-making while preserving transparency and academic integrity, Queen's aims to become more responsive to emerging opportunities and challenges.

8. Lifelong Learning Infrastructure

Expanding Queen's educational mission beyond traditional degrees, the Vision commits to developing pathways for lifelong learning, alternative credentials, and hybrid programs. This initiative addresses the growing demand from professionals for ongoing education, strengthens alumni engagement, and opens new avenues for outreach and revenue generation.

9. Technology as a Strategic Enabler Across All Functions

The Vision identifies technology as a driver of transformation across teaching, research, operations, and governance. By removing barriers to adoption and piloting innovative solutions, the Vision seeks to improve efficiency, user experience, and global accessibility.

10. Institutional Metrics

To enhance accountability and agility, the Vision commits to transparent, data-driven performance tracking through institutional metrics. These tools will enable evidence-based decision-making, allow quick adaptation in response to changing conditions, and increase transparency regarding progress towards achieving the Vision.

11. Brand and Identity Consistency Across Physical and Digital Spaces

The Vision calls for coordinated design standards and branding across all campuses and digital platforms, ensuring a unified Queen's identity. This consistency will strengthen recognition, support recruitment and partnerships, and reinforce the university's national and international reputation.