Queen's Bicentennial Vision

INTRODUCTION

Queen's University has been a leader of Canadian higher education for nearly 200 years. Our identity has been shaped by our national legacy, our integration with the Kingston community, and a campus scale that enables meaningful connection and collaboration. This enduring position reflects our ability to evolve in response to society's changing needs while staying true to our core values. From our roots as a small religious college, we were amongst the first universities in Canada to broaden its academic mission beyond the liberal arts by establishing programs in fields such as commerce, engineering, and medicine and by defining research excellence and global impact as institutional imperatives. Amid this ongoing evolution, Queen's has remained dedicated to fostering leadership, advancing innovation, and cultivating a strong sense of community and civic responsibility. As we near 200 years of impact, we are proud that Queen's continues to be recognized globally for its excellence, community, and leadership. Our future is grounded in this strong foundation and our ambition to lead in a changing world.

We are home to world-class researchers, engaged educators, dedicated staff, and students who are challenged to think critically and act intentionally. Our researchers have made groundbreaking contributions, including Nobel Prize-winning discoveries in particle astrophysics at the Sudbury Neutrino Observatory and major advancements in cancer therapeutics and clean energy technologies. Our faculty are also recognized for their pedagogical innovation, with 3M National Teaching Fellows and award-winning educators shaping the future of learning. Our students lead cutting-edge projects, whether they are designing solar vehicles, launching social ventures, or championing equity and sustainability initiatives at and beyond Queen's. These accomplishments are enabled by the leadership and commitment of our staff, who are essential in creating the supportive, inclusive, and high-performing environment that facilitates excellence across teaching, research, and student life.

Our moderate size fosters close student-faculty engagement rarely found at large research institutions, while still offering the research infrastructure and intellectual culture of a world-class university. More than 300 student-run clubs, volunteer initiatives, and co-curricular organizations offer rich opportunities for connection and personal growth, making Queen's one of the most vibrant university communities in Canada. This deeply immersive and tightly connected student experience has helped cultivate one of the largest and most engaged alumni networks in the country. Simultaneously, Kingston's size creates space for meaningful community involvement and real impact. Here, students do not just study in the community, they become part of it. This immersive experience for students studying in Kingston sets Queen's apart from larger, urban research institutions. These elements are not ancillary, but integral to the Queen's experience.

As we approach our bicentennial in 2041, we recognize that the world is changing in ways that challenge long-held expectations of higher education. Chronic underfunding, shifting demographics, global pressures on international enrolment, and the rapid transformation of research and learning through emerging technologies are reshaping the landscape in which Queen's must operate. These realities cannot be met by incremental adjustment - they demand bold, institution-wide transformation. The Bicentennial Vision responds to this demand by

prescribing substantive change across our academic offerings, financial models, organizational systems, and engagement with the world. In doing so, it aims to secure Queen's long-term sustainability by redefining how the university fulfills its mission of advancing knowledge, preparing students for lives of impact, and addressing the world's greatest challenges while retaining our identity as a university defined by academic distinction, global engagement, transformative leadership, and inclusive excellence.

Achieving the institutional goals of this Vision will require more than incremental adjustment. It will demand bold, coordinated transformation across academic, research, and operational domains. The Bicentennial Vision therefore serves not only as a guide for decision-making and planning, but also as a mandate for change that will reshape how Queen's teaches, researches, governs, and engages with the world. It begins by outlining our long-term aspirations and thematic priorities, followed by the institutional frameworks that will support them. Together, these components provide the clarity of purpose and the resolve for transformation needed to navigate an evolving higher education landscape and secure Queen's pace as a defining university in Canada and beyond.

OUR VISION

Building on our legacy and guided by the values outlined above, Queen's will be Canada's defining research university by uniting academic excellence, world-class research, close community, and enduring leadership to solve the world's greatest challenges. In this Vision, research, teaching, and the student experience are intertwined. Discovery reshapes learning, excellence inspires leadership, and student creativity amplifies impact to collectively solidify how Queen's prepares graduates and advances knowledge for global good.

To realize this vision, we must sharpen our focus, evolving with the rapidly changing higher education landscape. We will do this by directing our defining strengths of academic rigour, student leadership, and a strong values-based community toward areas where we can lead, drive innovation, and prepare graduates to navigate and shape a complex world. Excellence must guide our academic ambitions and our commitment to fostering and advancing the full range of talent within our community.

The eight goals below define the strategic focus of the Bicentennial Vision. They are institutional imperatives designed to guide deliberate choices, concentrate resources, and position Queen's to lead in the ways that matter most.

1. Queen's will be Canada's benchmark for academic excellence.
We will uphold the highest standards of scholarship, foster a strong academic culture, and remain committed to making a real impact while staying true to our values and identity. These qualities will attract and support top students and scholars from around the world who are drawn to our reputation for excellence.
- Establish Queen's as Canada's leading university for academic quality and research excellence.
- Recruit talented people from around the world with a focus on excellence, potential, and diversity using transparent plans focused on alignment with institutional priorities.
- Create academic environments that enable excellence in teaching and research, support high-level student learning, and encourage collaboration by minimizing administrative barriers.
- Leverage the strength of Queen's close-knit academic setting to produce world-class research and scholarship in a community that values mentorship, curiosity, and ethical leadership.

2. Queen's research will lead globally in a focused set of strategic areas.
We will focus on research in areas where Queen's can lead internationally. By investing strategically and encouraging collaboration, we will drive breakthrough discoveries that achieve global recognition.
- Identify and invest in a focused set of research areas where Queen's has or can build international leadership.
- Set and exceed national standards for research inputs (funding, infrastructure, and other resources), while achieving global leadership in research outputs, impact, and recognition.
- **Invest in world-class research infrastructure, including major Canadian research facilities, to attract and support top researchers in our signature research areas.**
- **Foster global engagement to enable world-class research partnerships and collaboration.**

3. Queen's will offer a world-class student experience built on purpose and achievement.

We will offer students a transformative university experience that challenges them academically, helps them grow personally and prepares them for success while at Queen's and after graduation. Our goal is to have the strongest graduate outcomes in the country.

- Achieve student satisfaction and success levels ranking Queen's amongst the top universities in the world.
- Ensure every program delivers a strong, interdisciplinary education aligned with global needs and Queen's research strengths.
- Harness emerging technologies to enhance teaching, learning, and research, and to prepare students for life after Queen's.
- Foster an inclusive, engaging, and vibrant environment where students feel a strong sense of belonging, feel their unique needs and well-being are supported, and carry a shared purpose beyond graduation.

4. Queen's will make leadership and innovation a core part of the academic experience.

We will build on Queen's strong history of student leadership by making it a central part of every student's experience. Leadership and innovation will be built into academic programs, research, and university life.

- Ensure that all students take part in learning experiences that build leadership skills.
- Provide clear pathways for students to turn research, ideas, and ambition into real-world impact.
- Strengthen Queen's role as a national example of leadership that is civic-minded, entrepreneurial, and rooted in values.

5. Queen's will lead in Reconciliation, inclusion, and sustainability.

To thrive in a changing world, Queen's must reflect the full diversity of the society we serve. We will advance Reconciliation with Indigenous Peoples, build a more inclusive university, and act as a leader in environmental and social responsibility.

- Strengthen partnerships with Indigenous communities and integrate Indigenous knowledge and leadership into the university.
- Build inclusive systems that draw on a wide range of perspectives and experiences to enable everyone to excel.
- Work with Kingston and surrounding communities to advance Reconciliation, equity, and sustainability, guided by Queen's tradition of civic engagement and public service.

6. Queen's will achieve long-term financial sustainability to support academic excellence.

Building on a strong financial foundation we will have a fiscal framework enabling strategic investment in Queen's academic mission, that supports institutional resilience, and ensures long-term viability in a rapidly changing environment.

- Strengthen financial health by aligning enrollment growth and academic offerings with institutional capacity and strategic priorities.
- Expand and diversify revenue through new academic program models, international engagement, research partnerships, and innovation initiatives.
- Advance philanthropic efforts by focusing on mission-aligned priorities and building strong donor relationships to support students, research, and strategic initiatives.
- Focus on operational efficiencies and technology-enabled service delivery with an emphasis on continuous improvement.

7. Queen's will enhance its global reputation through excellence, impact, and engagement.
We will amplify Queen's global visibility by investing in areas of academic distinction, engaging our alumni and partners around the world, and positioning the university as a leader in education, research, and societal impact.

- Invest in areas with the highest potential to raise Queen's global profile.
- Build international partnerships and visibility through research collaboration, academic mobility, and institutional networks.
- Engage our strong alumni network as advisors, mentors, ambassadors, and advocates for Queen's globally.
- Leverage Queen's distinctive identity and premier brand to deepen recognition, attract global talent, and strengthen influence in key international arenas.
- Secure Queen's place among the top 120 universities in the world and the top 5 in Canada in relevant ranking systems.

8. Queen's will be guided by focus, discipline, and strategic clarity.
We will concentrate our efforts on what we do best and build systems that support lasting excellence while staying nimble in a world that changes rapidly. Our planning and decision-making will be guided by clear priorities, evidence, long-term thinking, and a readiness to adapt.

- Support and invest in staff as critical partners in institutional success through systems that promote professional development, succession planning, and leadership opportunities.
- Use transparent, inclusive planning processes and clear metrics to focus our work and track progress.
- **Clarify collegial governance to support timely, high-quality decision-making without sacrificing academic integrity.**
- Adopt leading practices to use technology as a strategic enabler to improve research, teaching, and university operations.
- Build a culture that expects high performance, embraces accountability, and continuously improves.

PLANNING FRAMEWORK
To support the realization of the Bicentennial Vision, Queen's will adopt a planning framework grounded in three interdependent areas: the academic mission, the organization, and the people who form the university community. Across these domains, all planning efforts must be coherent, strategically aligned with institutional goals, and responsive to evidence and emerging conditions. This framework outlines key institutional expectations that will guide planning within and across units. While it does not prescribe specific initiatives, it articulates the boundaries and priorities that planning processes are expected to address.

This framework is intended to be iterative. Progress toward our goals will be assessed regularly, with results informing the refinement of strategies and priorities. Planning will be guided by principles of clarity, focus, inclusiveness, accountability, and long-term thinking. Queen's will continue its established practice of developing and implementing strategic plans across each of the core areas outlined below. These plans will be developed through transparent processes that include broad consultation and engagement with relevant faculty, staff, students, governance bodies, and other partners. Final plans will be subject to appropriate institutional review and approval processes.

To build confidence in our direction and foster a culture of shared purpose, Queen's will publicly report on progress and ensure consistent alignment between stated goals and institutional actions. Transparent, measurable outcomes will be central to maintaining trust, both within the university and with our broader communities. Successful implementation of this vision will require not only ambition and engagement, but also a demonstrated commitment to delivering on our collective promises.

The 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
- Research plans will prioritize a focused set of globally relevant research themes where Queen's has or can build international leadership.
- Interdisciplinary approaches and meaningful connections between foundational research and real-world impact will be emphasized.
- Measurable goals for research output, funding success, and external partnerships must be defined.
- Graduate and postdoctoral training will be embedded in research activities and supported through robust mentorship.
- Research environments must be inclusive and reflect a diversity of perspectives while mindful of geopolitical realities and imperatives to protect research security.
- Infrastructure and administrative systems will enable high-impact research and minimize barriers.
- Co-produced research with community, Indigenous, and industry partners will be incorporated where appropriate.
- Mechanisms for knowledge mobilization, innovation translation, and commercialization must be maintained and employed where relevant.

Teaching and Learning

- Academic programs will align with Queen's research strengths and institutional mission.
- Learning outcomes must include leadership development, equity, and global citizenship.
- Curricula must reflect inclusive pedagogies and diverse worldviews, including Indigenous and global perspectives.
- Teaching excellence and innovation will be supported through faculty development and recognition.
- Experiential, work-integrated, and interdisciplinary learning will be embedded in all programs.
- Digital and hybrid delivery methods must be used to expand access and enhance learning quality.
- Innovation literacy and entrepreneurial thinking will be integrated across academic offerings.
- Lifelong learning opportunities, including alternative credentials, must be part of academic programming.

The 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
- Budget decisions must be clearly linked to academic priorities and long-term goals.
- Institutional structures are required to support collaboration, innovation, and strategic growth across academic and administrative units.
- Financial models must be flexible, performance-informed, and scalable to meet evolving needs.
- Financial processes must prioritize transparency, simplicity, and strategic alignment.
- Revenue will be diversified through new programs, research funding, partnerships, and philanthropy.
- Major investments are required to be assessed for sustainability.
- Financial strategies must incorporate resilience planning, including scenario modeling.

Governance and Policy
- Decision-making systems must be clear, responsive, and strategically aligned.
- Continuous review and improvement processes must be embedded in governance structures.
- Governance renewal must address the need for timely, accountable decision-making, supported by clear authority structures.
- Equity, transparency, and Indigenous inclusion must be centered in governance renewal.
- Policy frameworks will empower innovation and support effective unit-level action.
- Opportunities for experimentation and institutional learning through pilot initiatives will be encouraged.
- Planning will be supported by data-informed tools and performance dashboards.
- Collective agreements must be updated through collaborative processes with faculty and staff to enable nimbleness within the institution.
- Academic and hiring governance will be reformed to enable strategic agility, faculty rejuvenation, and innovation across units.

Organizational Structures

- Academic structures will reflect institutional priorities and facilitate cross-disciplinary collaboration.
- Governance models must accommodate interdisciplinary initiatives where appropriate.
- Indigenous-led governance and community-engaged models will be supported.
- Cross-unit collaboration will be enabled through joint appointments and shared platforms.
- Administrative systems must be streamlined using modern digital tools.
- Planning must advance digital pedagogy, hybrid delivery, and lifelong learning infrastructure.
- International engagement will be strengthened through mobility, joint programs, and global partnerships.

Infrastructure
- Physical infrastructure must provide flexible and collaborative academic spaces.
- Investments in research infrastructure will support high-impact and data-intensive work.
- Digital systems must support research, teaching, operations, and institutional integration.
- Inclusive infrastructure must meet the diverse needs of campus and community partners.
- Infrastructure investments must strengthen connectivity across Queen's locations in Kingston, around the world, and online.
- Physical and digital infrastructure must promote consistency in campus experience through coordinated design standards and branding that unify the university's presence.
- Planning must prioritize technology adoption that enhances teaching, research, and operations, drawing from global best practices and digital transformation strategies.
- Units are required to identify and overcome barriers to technology use, including cultural, structural, and governance-related obstacles.
- Existing tools and platforms must be better leveraged to improve quality of life for faculty, staff, and students, and new innovations will be supported through proof-of-concept pilots.

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

Students
- Enrolment growth will be aligned with institutional capacity and concentrated in areas of academic strength and strategic priority.
- The balance between undergraduate and graduate students will be planned to support Queen's research mission and enhance graduate education.
- Student recruitment strategies will prioritize excellence, potential, and diversity through transparent, mission-aligned plans.
- Student support systems will be designed to promote belonging, well-being, and success for a diverse student population.
- Institutional strategies will consider affordability, housing, and accessibility as core components of student success.

Staff
- Staff will be recognized as key contributors to research, student success, and institutional change.
- Staff roles and resourcing will be aligned with institutional priorities to support strategic goals and high-impact operations.

- Career advancement pathways will be clearly defined and aligned with institutional priorities and evolving roles.
- Succession planning strategies will be implemented to prepare high-potential staff for future leadership roles and ensure continuity in critical positions.
- Professional development opportunities will be expanded to support role-specific skills, interdisciplinary collaboration, and career mobility.
- Inclusive and adaptive workplace environments will be shaped through active engagement with employee groups.

Faculty
- Faculty recruitment and renewal will be aligned with institutional priority areas and guided by a commitment to academic excellence, high standards, and inclusive hiring practices.
- Faculty will be supported in adapting to evolving expectations in research, teaching, and engagement across all career stages.
- Academic structures will enable faculty collaboration across units through mechanisms such as joint appointments.
- Mentorship networks will be strengthened to support peer development, faculty vitality, and sustained academic leadership.
- Planning processes will uphold high academic standards while enabling faculty innovation and responsiveness to emerging opportunities.

Alumni
- Alumni will be recognized and engaged as lifelong partners of the university in mentorship, philanthropy, and institutional strategy, as appropriate.
- Opportunities will be created to foster meaningful connections between alumni and the academic, research, and community life of Queen's.
- Alumni voices will be welcomed in efforts to shape Queen's evolving identity and global presence.
- Queen's will champion opportunities for lifelong learning and professional growth, ensuring alumni can thrive at through their careers.

Partners
- Partnerships with Indigenous, community, industry, and global organizations will be integrated into academic and research strategies where mutual benefit and alignment exist.
- Community and industry partners will contribute, when possible, to experiential learning, co-curricular programming, and professional preparation.
- External collaborators will be engaged, as appropriate, in research co-production, knowledge mobilization, and innovation initiatives that align with institutional priorities.
- Global partnerships will support academic mobility, joint programming, and institutional visibility on the world stage.
- Partnership development will be guided by long-term goals for impact, equity, and relevance to societal needs.
- Queen's will prioritize partnership models that reflect principles of reciprocity, cultural respect, and sustainable engagement.