



**QUEEN'S STRATEGY  
REPORT ON PROGRESS 2023**



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# Message from Principal and Vice-Chancellor Patrick Deane

In the fall of 2019, shortly after becoming Principal, I wrote in an [open letter](#) to our university community that we must be bold, determined, and ambitious for Queen's, but added that ambition itself would not be sufficient. We were also to be excited, compelled by goals and aspirations that would confer a higher value on our day-to-day activities and speak to our passions and convictions.

A year into my tenure as Principal, I released [The Report on the Conversation](#), which reflected on the dialogue I had conducted with stakeholders and members of our institution over that first twelve months. It had been an important process of iterative discussion and debate, ultimately enabling us to think more honestly and critically about obstacles facing the university, and the report candidly outlined areas for development that had the potential to transform Queen's into a truly competitive international university, globally recognized for its impact.

Following the Report, we officially articulated a [new vision, mission, and values](#) for the institution and released our [Queen's Strategy](#) for the future. The Strategy is oriented toward making a positive impact on society and on the world we inhabit, and we have increasingly come to understand that impact within the taxonomy provided by the United Nations' Sustainable Development Goals (UN SDGs). Queen's has successfully used the UN SDGs as a means of channeling our sense of social responsibility, optimism, and unwavering belief in a better tomorrow to support our academic mission.

We have increased our self-awareness and strengthened our global reputation by participating in the [Times Higher Education \(THE\) Impact Rankings](#), based on the UN SDGs, and [in 2023 we ranked third in the world and first in North America](#). This is the third year in a row that Queen's has placed in the top 10 globally, a significant milestone in our transformation as a globally recognized university. Our success in the Impact Rankings has no doubt enhanced Queen's international reputation and alerted the world that Queen's is an institution heavily committed to the local and global good.

This document showcases highlights of our remarkable progress on the [Queen's Strategy](#) to date. All the possibility and potential here at Queen's resides in our people, whose intellectual curiosity, passion to achieve, and commitment to collaboration are great cause for pride. The strategic goals give us purpose, coherence, and direction, and through the shared discourse they provide, enable us to amplify one another's efforts. The following pages confirm that those efforts are bearing fruit, and that we are truly a university for the future.



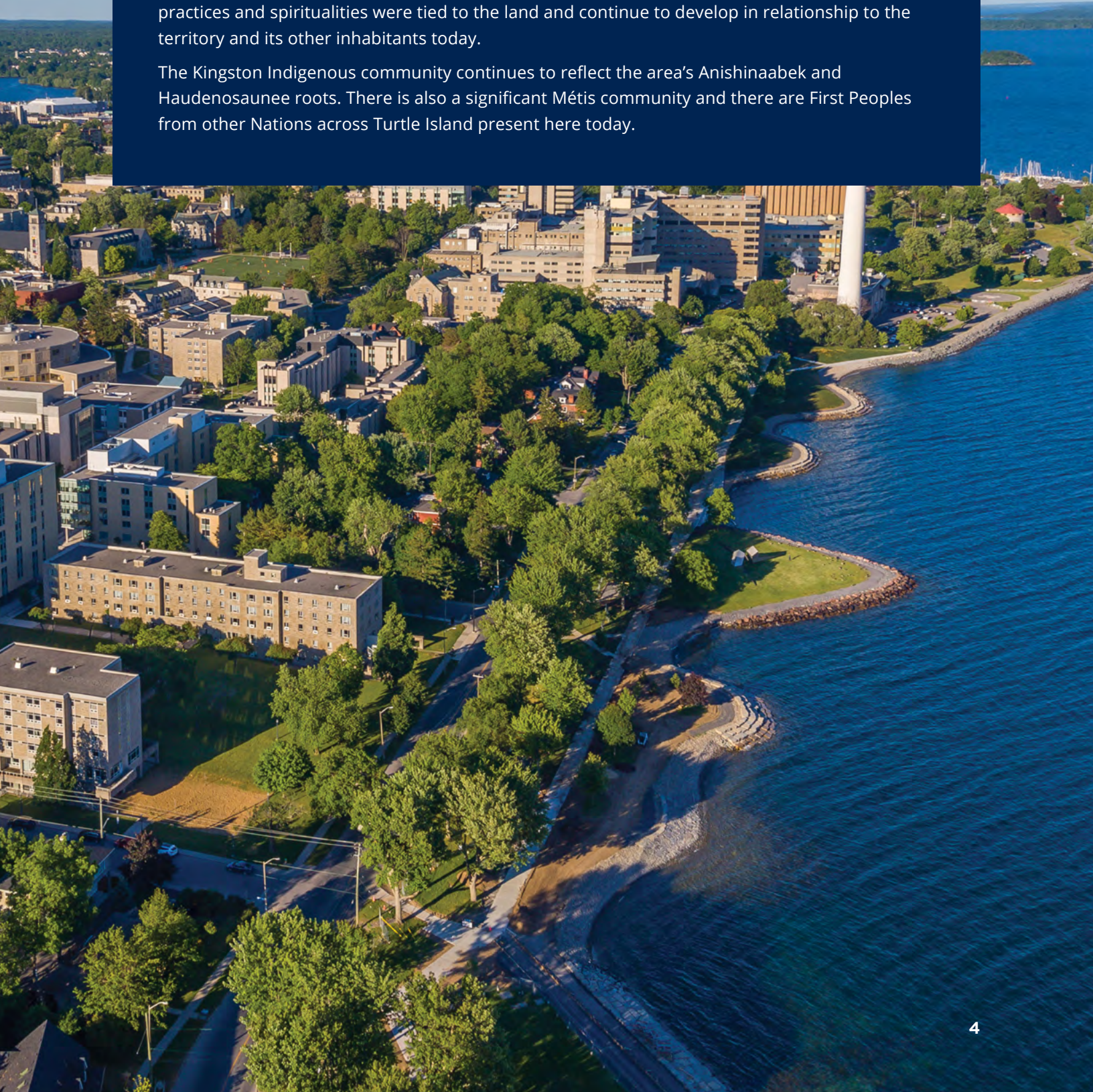
**Patrick Deane**

Principal and Vice-Chancellor  
2023

## Acknowledgement of Territory

Queen's University is situated on traditional Anishinaabe and Haudenosaunee Territory. To acknowledge this traditional territory is to recognize its longer history, one predating the establishment of the earliest European colonies. It is also to acknowledge this territory's significance for the Indigenous peoples who lived, and continue to live, upon it – people whose practices and spiritualities were tied to the land and continue to develop in relationship to the territory and its other inhabitants today.

The Kingston Indigenous community continues to reflect the area's Anishinaabek and Haudenosaunee roots. There is also a significant Métis community and there are First Peoples from other Nations across Turtle Island present here today.



# STRATEGIC GOALS



## Research Impact

Increasing the intensity and volume of exemplary, ground-breaking and interdisciplinary research, whether fundamental, applied, or driven through community partnership.



## Student Learning

Advancing highly effective pedagogies, leveraging new technologies, and reconceiving educational programs of all levels and types so as better to prepare students to have impact in their chosen careers and throughout their lives.



## Research and Teaching Integration

Enhancing the interdependence of research and teaching, with emphasis on greater integration of research in the undergraduate experience, an increase in the ratio of graduate to undergraduate students, and a program to attract, support, and more effectively integrate postdoctoral fellows.



## Global Engagement

Strengthening Queen's presence globally: developing and implementing a comprehensive, equity-focused and integrated program of global engagement that includes active, strategic partnerships, enhanced student and faculty mobility, and teaching and learning reform oriented toward a pluralistic and culturally relevant global environment.



## Queen's in the Community

Embedding Queen's in the community: building deliberate, strategic, respectful and mutually beneficial engagement with communities outside the university, including Kingston, the region, other organizations and institutions, and national and global networks that share our goals.



## Organizational Culture

Ensuring that at Queen's we live our values, and that our organizational structure, human resources, processes, and culture are properly aligned to fulfill our mission.

# RESEARCH IMPACT

Shaping Our Future





We inspire research and scholarship excellence to advance social impact and sustainability — both within and beyond our community.

Each year, students and faculty at Queen's engage in transformational research, generating new knowledge to help us tackle some of the world's most pressing issues and societal challenges. Many of these challenges are articulated by the United Nations' Sustainable Development Goals (UN SDGs).

Research plays an integral role in both achieving our vision and fulfilling our commitment to have a tangible and substantial global impact.

As a university for the future, we are committed to increasing the intensity and volume of exemplary, ground-breaking, and interdisciplinary research that aligns with the UN SDGs, whether fundamental, applied, or driven through community partnership.

# Funding for High-Impact Researchers

## 2023 HIGHLIGHTS

### Health and Wellbeing

Three Queen's teams secured \$5.71 million from the Canadian Institutes of Health Research to support interdisciplinary and collaborative research to optimize health outcomes during transitions in care and ten Queen's projects spanning from cancer to autism and social determinants of health received \$6.48 million.

### Socially Responsible Technology

New funding was announced from the Canada First Research Excellence Fund to provide York University and Queen's with over \$105 million to advance the Connected Minds project that envisions a future where breakthroughs in technology promote social health and justice for all. The project brings together researchers across eight faculties at York and three faculties at Queen's (Health Sciences, Engineering and Applied Sciences, Arts and Science).

### Pushing Boundaries

Queen's-led programs received \$3 million (also in 2022) through the New Frontiers in Research Fund.

### Upping Capacity and Capability

\$30 million gift received from Bruce Mitchell to support increasing research intensity and graduate student recruitment.

### Making Things Better for All

\$20,000 received from Universities Canada and the International Development Research Centre for two doctoral researchers to support innovative research to improve global health and education.



Queen's researchers Gunnar Blohm and Catherine Donnelly.

## 2021-2022 HIGHLIGHTS

### Inspiring Health

The Queen's School of Rehabilitation Therapy (SRT) released their first research report – [Radical Collaboration for a Healthier World](#) and Queen's received 57 new grants worth a total of \$11.84 million for projects involving SRT faculty.

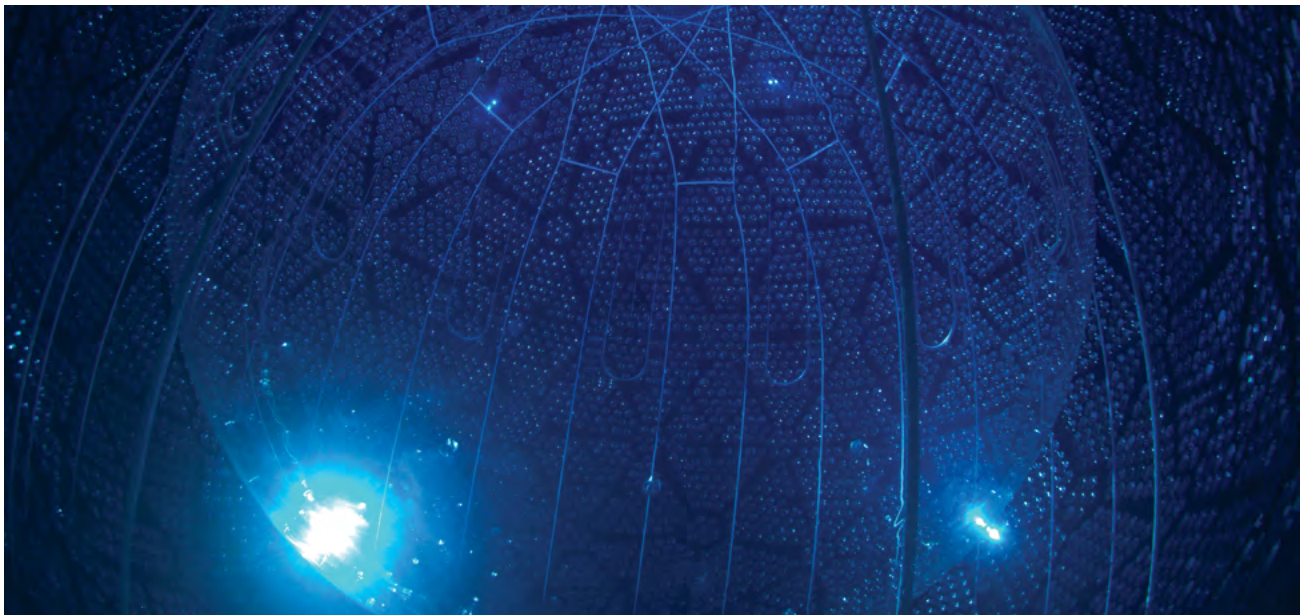
### Shaping the Future

Through the Canada Foundation for Innovation and the John R. Evans Leaders Fund, five projects at Queen's received close to \$700,000 to advance innovative research projects that have an impact on human health, communications technologies, and renewable materials.

### Research for Answers

The Honourable François-Philippe Champagne, Minister of Innovation, Science, and Industry, announced more than \$628 million from the Government of Canada and through the Canada Foundation for Innovation's Major Science Initiatives Fund to support research infrastructure projects at institutions across the country, including at two research facilities affiliated with Queen's:

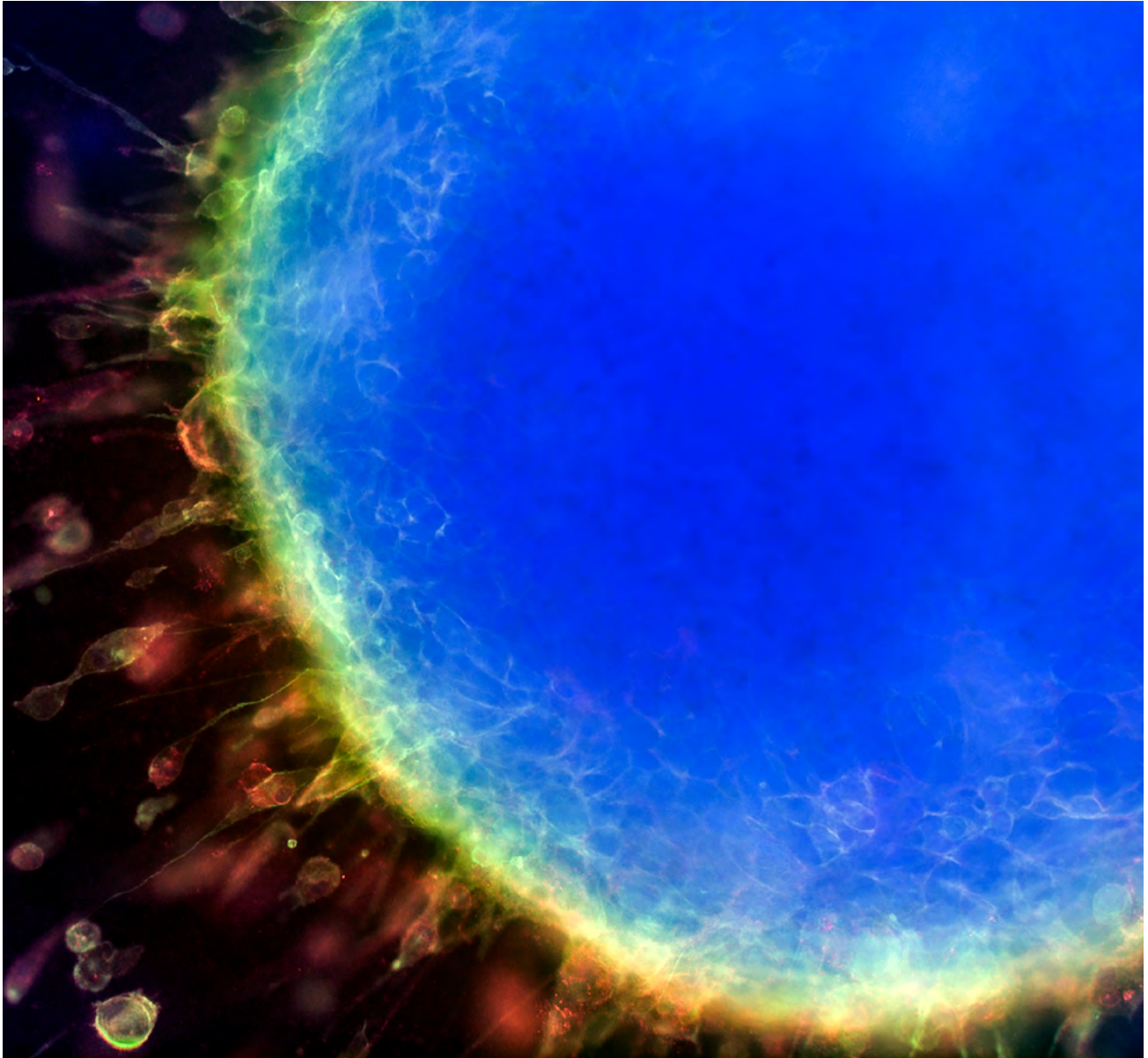
- \$102 million in funding for SNOLAB, an internationally renowned research consortium and ultra-clean facility primarily focused on the study of neutrino properties and sources and the search for galactic dark matter.
- Canadian Cancer Trials Group Operations and Statistics Centre received close to \$20 million. The research supported by this facility develops innovative therapies, advances understanding of cancer resistance, and reduces the burden of cancer treatment.



Art of Research. *Window on a Window to the Universe* by Mark Chen (Physics, Engineering Physics, and Astronomy), SNOLAB.

## Research for a Healthier World

\$30 million was also secured in funding from the Canadian Cancer Society for the Canadian Cancer Trials Group to ensure that their research continues to have a meaningful impact. From the operations centre at Queen's, the Cancer Trials Group has supported more than 600 trials enrolling 100,000 patients from 40 countries on 6 continents through a global network of 20,000 investigators and clinical trial staff.



Art of Research. Microscope slide depicting cancer cell invasion and migration.

## Exciting Innovations

Four Queen's researchers received Early Researcher Awards from the Government of Ontario of \$100,000 each to build new research programs that will investigate topics in machine learning, agriculture, astroparticle physics, and natural products.

## Solving Real-life Issues

\$1.7 million from the Canadian Institutes of Health Research was awarded to three Queen's Health Sciences researchers addressing relevant public health challenges.

## New Knowledge and High-impact Achievements

The New Frontiers in Research Fund: Transformation Stream grant was awarded to Dr. Cathleen Crudden and her team who are working to revolutionize industries worldwide with unique molecular coatings designed to significantly extend the lifespan of vital metals. As one of only seven grants of up to \$24 million announced by the federal government and distributed to recipients over a six-year span, the funding is designed to support large-scale projects involving high-risk, high-reward, interdisciplinary research.



Dr. Cathleen Crudden with her team of Queen's collaborators, lab members, and students.

## Awards Celebrating Research Excellence

Queen's researchers contribute to new discoveries across multiple disciplines, enhancing the culture of research excellence at Queen's and advancing the UN SDGs. Research has the power to improve people's lives locally and globally and Queen's researchers are often recognized for their achievements and contributions within their fields and beyond. For example, in January 2022, five Queen's researchers were named Tier 1 Canada Research Chairs (CRC) – including two new appointments and three renewals – and one Tier 2 CRC.

### Some award highlights include:

In spring 2023, the Vega Medal, a Nobel Prize-equivalent in geography, presented by the King of Sweden, was awarded to Dr. John Smol for his commitment to research about human impact on the environment.



His Majesty King Carl XVI Gustaf of Sweden (left) bestows the 2023 Vega Medal to Dr. John Smol (right).

In fall 2023, the Pearson Peace Medal was awarded to Dr. John McGarry for his outstanding contributions to global peace efforts through his research on conflict resolution in deeply divided societies.

In June 2022, Queen's launched the inaugural Prize for Excellence in Research for early-career researchers. Recipients are nominated by the dean of their faculty/school and must have earned their highest degree in the last ten years. Nominations are reviewed by a selection committee that places emphasis on representing the diversity of the Queen's community and its research. Recipients are awarded a cash prize of \$5,000.



Dr. John McGarry, Canada Research Chair in Nationalism and Democracy, stands in front of a Trident Sun jet at the Nicosia airport. The former airport is the headquarters of UN peacekeepers.

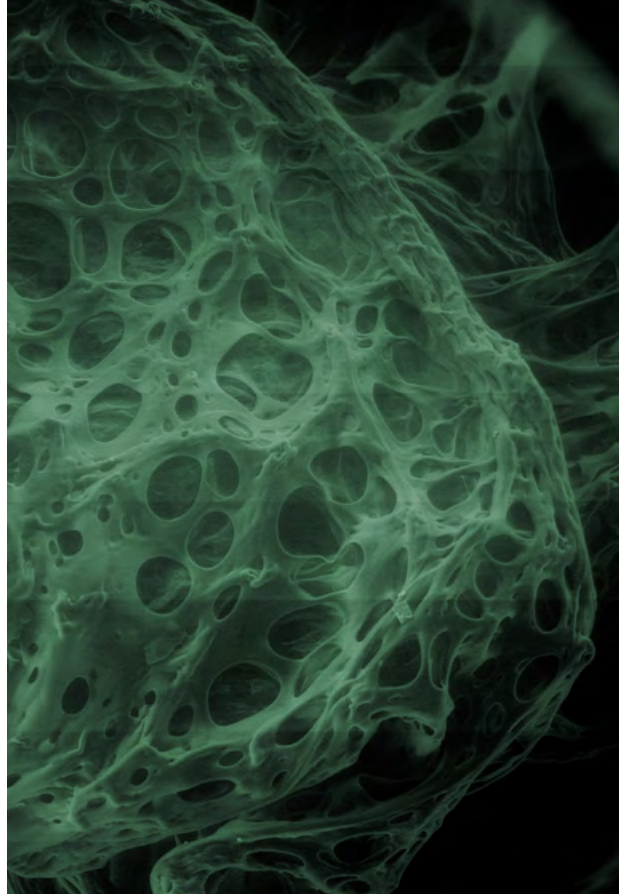
## Initiatives Supporting Research Impact and Alignment with the UN SDGs

The School of Graduate Studies and Postdoctoral Affairs recently launched the [Queen's Public Scholars Program](#) to support graduate students whose research is intended to directly impact local, national, and global communities. Ranging across disciplines, Public Scholars create positive impact and facilitate change through knowledge creation, application, exchange, and/or collaboration with community partners.

Every year, the [Art of Research photo contest](#) showcases unseen moments inside the research process and a video category has been newly introduced to capture research in motion and the breadth, diversity, and impact of research endeavours at Queen's.



Art of Research. BearWatch Project, Gjoa Haven, Nunavut. School of Environmental Studies.



Art of Research. Water-swollen hydrogel particle created in SEM Lab.

The [Research Discovery Network](#) was established to enable interdisciplinary collaborations and spark new engagement with groups in academia, industry, media, and communities from across campus around the world.

The [Indigenous Community Research Partnerships online open education training resource](#) was created with the goal of assisting those new to research in partnerships with Inuit, Métis, and First Nations communities, or who are researchers-in-training. The goals are to operationalize required regulatory policy requirements and research directives; ensure equitable inclusion of Indigenous and Western-oriented knowledge in research systems; and, in the case of Indigenous-specific enquiry, give primacy to Indigenous ways of knowing and doing.

# STUDENT LEARNING

Preparing Our Students





Students bring life to the university, and their success is our success.

The mission of Queen's University is not possible unless students are given every opportunity to expand their knowledge, achieve their goals, and experience the personal growth and development needed to have a positive impact in the world. To that end, our goal is to provide an unrivalled student learning experience that supports critical and reflective thinking, leadership development, engagement, and co-curricular involvement.

Students reflect and engage with the UN SDGs through learning, reflecting, and gaining hands-on experience during their education at Queen's. We want our students to understand their place in the world and their capacity to make a real and positive difference - today, tomorrow, and into the future.

As a university for the future, we will continue to advance highly effective pedagogies, leverage new technologies, and reconceive educational programs of all levels and types to help our students reach their full potential.

## Increasing Access to Quality Education

Queen's commitment to increasing access and enhancing diversity is demonstrated by a series of programs, including Promise Scholars, Commitment Scholars, Karta Catalyst Scholars, and the Principal's Global Scholars.

Designed with the goal of reducing financial barriers and increasing access to Queen's for up to five local, first-generation students, the [Promise Scholars](#) program welcomed its first cohort in 2020 and has continued every year since. The program provides dedicated financial, academic, and career support for students.

In 2021, Queen's welcomed its first [Commitment Scholars](#), a bursary for Black, Indigenous, racialized, and LGBTQ2S+ students, and students with disabilities. The bursary recognizes demonstrated leadership in, and commitment to, racial justice, social justice, or I-EDIAA initiatives in a student's school or community.

The Karta Catalyst Scholars program is a collaborative partnership with the [Karta Initiative](#) that provides access to university for students from low-income rural communities in India. Since 2019, Queen's has pledged to support up to five Karta scholars from under-resourced areas in rural India to study at Queen's.

The [Principal's Global Scholars](#) program provides students who have been forcibly displaced by war, conflict, and political instability with an admissions pathway and funding to complete their degree at Queen's. Through a long-standing partnership with the World University Service of Canada (WUSC) Student Refugee Program, Queen's has welcomed several students to campus. In spring 2023, Queen's and the Local WUSC Committee were recognized with the 2021-22 WUSC Outstanding Contribution to the Student Refugee Program award.



The **Smith School of Business Scholarship for Black Students** and the **Smith School of Business Scholarship for Indigenous Students** was created in March 2022. The scholarships are awarded annually across each of the 13 Smith programs to candidates who self-identify as Indigenous or Black and demonstrate academic excellence, community involvement, and proven leadership experience.

The [Pre-doctoral Fellowships for Indigenous Students](#) program was launched in early 2023 and is intended to support the intellectual and scholarly development of Indigenous doctoral candidates. The Fellowships are open to Indigenous students enrolled in a PhD program and working on doctoral research in the creative arts, humanities, social sciences, or natural and physical sciences at an accredited university other than Queen's.



## Accessible and Inclusive Education for All

Spring 2023: Queen's launched an external [review of academic accommodations and related procedures](#) as part of the university's commitment to removing disability-related barriers and supporting student success.

March 2023: Queen's Engineering Bridge program launched to provide graduates from engineering technology programs at partner community colleges the opportunity to join Queen's Engineering in the Department of Civil Engineering or the Robert M. Buchan Department of Mining.

August 2022: Queen's increased internship access for underrepresented students through the Modular Supports for Underrepresented Individuals to Access Internships and Work Integrated Learning project funded by the provincial [eCampus Virtual Learning Strategy](#).

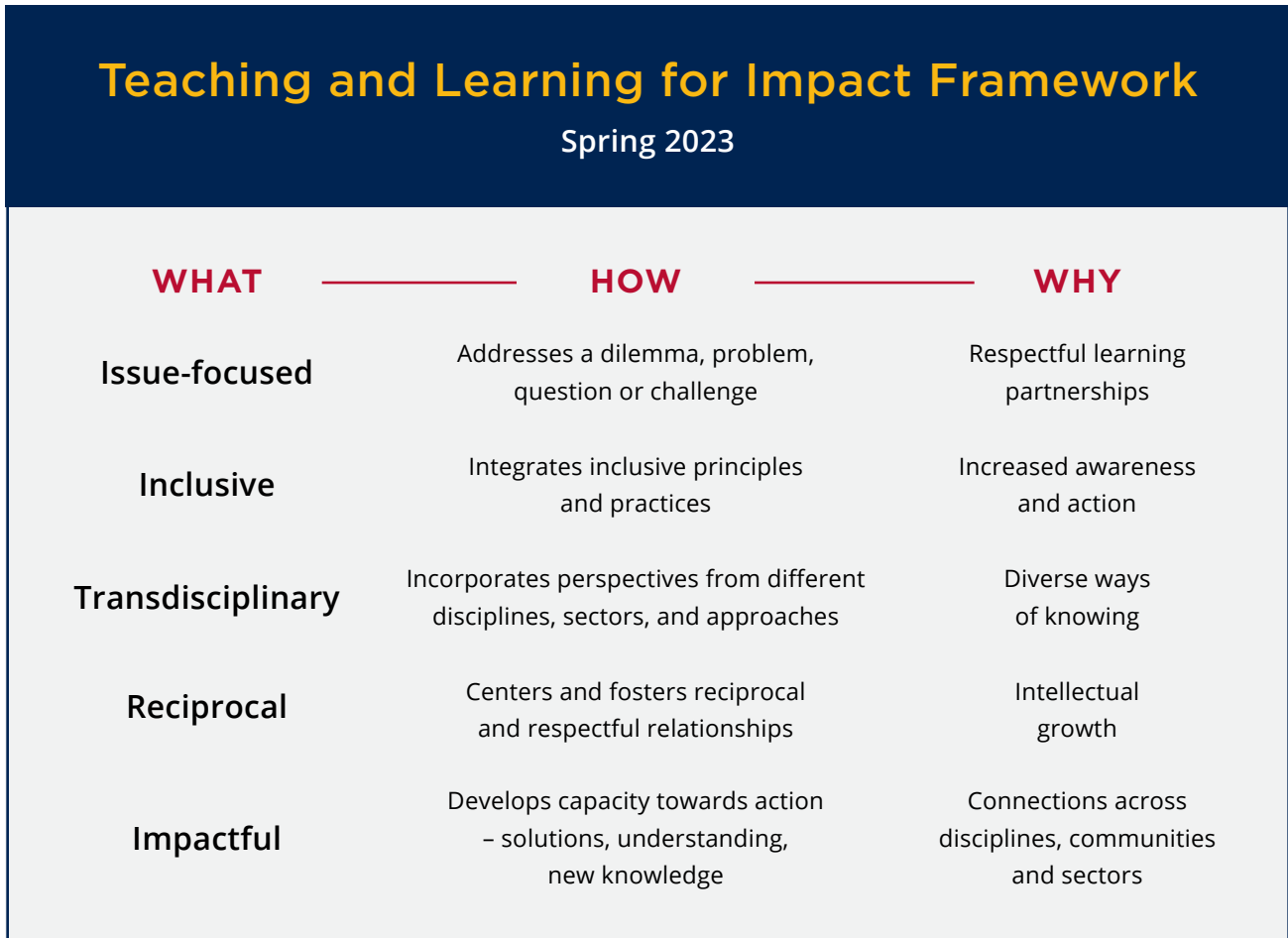


A group of multidisciplinary engineering researchers with expertise in mining and construction applications. Art of Research, Mechanical and Materials Engineering.

# Enhancing Learning for Impact

## Integrating Research

In early 2021, Dr. Klodiana Kolomitro, was appointed Special Advisor to the Principal, Strategic Development, to assist with student learning and research integration. Dr. Kolomitro facilitated the first Principal’s Teaching Retreat, which resulted in the creation of Queen’s Teaching and Learning for Impact Framework in spring 2023.



## Innovative Training

The Centre for Neuroscience Studies received a \$1 million award from the Ontario Micro-credentials Challenge Fund in October 2022. The NeuroTech Micro-Credential Program – the first of its kind in Canada – provides individuals already working in the industry, and those transitioning or beginning a career in neurotech, the opportunity to upscale their skills and improve their understanding of foundational neuroscience and ethics.

## Celebrating Black Studies

Throughout the 2022-23 academic year, the Black Studies program hosted a series of screenings, conversations, and celebrations to mark the inauguration of this interdisciplinary program, for both undergraduate and graduate students.

## Empowering Regional Connections

### Community Collaboration

In August 2022, the Faculty of Education and Kenjgewin Teg on Mnidoo Mnising (Manitoulin Island, Northern Ontario) announced a new partnership to support students in the Master of Education in World Indigenous Studies in Education (WISE). WISE is a progressive MEd that allows students to pursue their research interests without leaving their community, family, or job.

### New Course for the Future

In February 2022, Infection Prevention and Control Canada (IPAC) and Queen's partnered for a new concentration in Master of Public Health. The first of its kind in Canada, the IPAC track combines foundational graduate-level training in public health competencies with technical training and experiential learning in infection prevention and control.



Art of Research, Patient care setting, School of Nursing.

## Strengthening the University Experience

Launched summer 2022: The First-Year Foundation program led by the Student Experience Office in Student Affairs – is a series of online and in-person events and activities to help the incoming class with the academic and social transition to university.

Established in 2021: The Principal's Summer Student Internship Program provides opportunities for students to learn about and assist with matters central to university strategy and operations. In their role as interns under this initiative, students aid the Principal's Office and members of the Senior Leadership Team with projects over the summer months.



Students on Queen's University campus.

# RESEARCH AND TEACHING INTEGRATION

Learning with Purpose



At Queen's University, we embrace the concept of embedding research into all aspects of the student learning experience.

Teaching and learning must be integrated with research activities. We want to create opportunities for all who study at Queen's—whether undergraduates, graduates, or post-doctoral fellows—to apply their passion, curiosity, and problem-solving abilities to society's most significant and urgent challenges. Queen's aims to be a powerful engine of societal change and as with all aspects of our strategy, our research and teaching values support our desire to advance the UN SDGs.

As a university for the future, we strive to enhance the interdependence of research and teaching by increasing opportunities for research in the undergraduate experience. Graduate students are key partners in this pursuit as they provide access through support, mentoring, and teaching of our undergraduates. Achieving our goal will rely, in part, on increasing the ratio of graduate to undergraduate students and by seeking out the best and brightest graduate students and postdoctoral fellows for our programs.

# Transforming Curricula

## Teaching for Impact

The [Principal's Impact Courses](#) are part of a long-term commitment to transform curricula by enhancing already-existing undergraduate courses or developing new courses with the purpose of engaging students in transformative educational processes. This program supports faculty who have innovative teaching and learning ideas that align with Queen's Strategy, including support of the UN SDGs.

Course examples from 2022 include:

- Department of History  
Turtle Island Speaks: What Geography, History and Ecology Tells us About Anishinaabe and Haudenosaunee Histories of Eastern Ontario
- Departments of Film and Media, Engineering, Physics and Astronomy  
Belle Park: Exploring (UN)Sustainable Reality

Course examples from 2023 include:

- Departments of Public Health Sciences and Family Medicine  
Allyship and Community Engagement: Creating change through appropriate and meaningful partnerships for health equity
- Faculty of Law  
Indigenous Law in Context



Principal Deane congratulates one of the undergraduate research fellows.

## Increased Research Opportunities

In 2023 the [Undergraduate Student Summer Research Fellowships](#) expanded to 100 fellowships available and four projects at Bader College. The fellowship value was also increased to \$9800.

In winter 2023, the Office of the Principal piloted the [Principal's Undergraduate Research Leaders \(PURL\)](#) program. The inaugural PURL cohort wrapped up successfully with six students engaged in the initiative. Their work culminated in the creation of a peer-to-peer [Student Guide to Undergraduate Research](#), available for all students interested in deepening their research experience at Queen's.



## Celebrating Teaching Innovation

### Recognizing Impact

The Principal's Teaching and Learning Awards continue to honour colleagues in a range of areas exemplifying a commitment to making an impact in the classroom and beyond.



Recipients of the 2022 International Education Innovation Award. Photo by Bernard Clark.

The School of Graduate Studies and Postdoctoral Affairs launched the Graduate Inclusivity Fellows initiative and eight members of the Queen's graduate community were selected through an open application process for the inaugural year.

# GLOBAL ENGAGEMENT

Broadening Our Perspective



## 3rd in the world 1st in North America

2023 Times Higher  
Education Impact Rankings

Deepening global interconnectedness is driving unprecedented change in what it means to be a leading university. The relevance of a university is measured by the way it fits into this new world context. As global challenges mount, the measure of an institution will increasingly be about the positive impact it has on the world.

While we recognize there is much work to be done, we're on the right track: In 2023 the [Times Higher Education Impact Rankings](#) revealed that Queen's University is first in North America and third in the world among universities advancing the [United Nations' Sustainable Development Goals](#). Queen's is the only Canadian university to achieve three top-10 placements since the rankings began in 2019.

As a university for the future, we will continue to strengthen Queen's impact on a global scale: developing and implementing a comprehensive, equity-focused and integrated program of global engagement that includes active, strategic partnerships; enhancing student and faculty mobility; and capitalizing on teaching and learning oriented towards a pluralistic, culturally relevant global environment.

At Queen's, we are empowering the university community to make a global impact and help to realize the UN SDGs by leveraging our intellectual curiosity and building a thriving knowledge community. [Our newly introduced global engagement plan outlines the specific ways we will achieve our ambitious goals.](#)

## Expanding Global Impact Through International Representation

Principal and Vice-Chancellor Patrick Deane, our global profile, and the international academy:

In June 2021, Principal Deane joined other global university leaders in a virtual forum to celebrate the launch and signing of the [Magna Charta Universitatum \(MCU\) 2020](#).

Then in September 2022, he presided over the MCU anniversary conference at the University of Bologna, Italy. This three-day event saw more than 170 university and higher education leaders from 45 countries assemble to discuss how universities can support society during challenging times. Principal Deane is the current President of the Magna Charta Observatory (MCO) Governing Council which is the oversight body that protects and promotes the MCU. Academic freedom, university autonomy, the UN SDGs and how universities serve society were all topics at the conference. At a panel discussion moderated by Principal Deane, the focus was on how universities can support society in times of crisis.



Attendees at Magna Charta Universitatum Conference in 2022 at the University of Bologna.

Queen's was presented with a Learning Badge at the IAU International conference in Dublin in fall 2022.

Principal Deane accepting the Learning Badge.





In March 2023, Principal Deane travelled to Paris to attend the International Association of Universities (IAU) Board meeting to connect with colleagues from around the world. He also assumed the role of Vice-President (Americas) and will serve as lead on the IAU's strategic priority, "Globally-Engaged and Values-Based Leadership."

International Association of Universities Board Meeting in Paris.

## Realizing the United Nations' Sustainable Development Goals

Tagging of UN SDGs-related courses continues to be a priority and in April 2023, Dr. Heather Aldersey was appointed Special Advisor to the Principal on UN SDGs. Dr. Aldersey's role involves creating an inventory of UN SDGs work by identifying best practices and champions at Queen's, and she will also coordinate and Chair the Principal's Advisory Council on UN SDGs to inform, collaborate, and innovate on the development of a UN SDGs operational framework for the university.

## Global Collaborations

Many new partnerships have formed with academic institutions in various countries such as Indonesia, South Africa, and Vietnam. Queen's also hosted various international guests who engaged leaders, faculty, staff, and students to discuss research, collaboration, foreign policy, and global impact. For example, in early 2023, the German Ambassador to Canada, Her Excellency Sabine Sparwasser visited and, on another occasion Queen's hosted Minister Tokuro Furuya, Deputy Head of Mission, from the Embassy of Japan in Canada.

In fall 2022, Queen's welcomed leaders of the [Matariki Network of Universities \(MNU\)](#) for a two-day itinerary of discussions covering research collaborations, educational and professional development, and the network's priorities for the next five years.

Successful continuance of a 10-year, \$24.5-million collaboration between Ethiopia's University of Gondar (UoG), Queen's Health Sciences' [International Centre for the Advancement of Community Based Rehabilitation \(ICACBR\)](#), and the Mastercard Foundation, to advance the physical, social, and educational inclusion of persons with disabilities in East Africa.

[Collaborative Online International Learning \(COIL\)](#) by Queen's staff involves the co-development of a course module by two or more instructors from different countries or regions, each of whom recognize that valuable learning occurs when students from different places work together on a common area of focus.

## Prioritizing Global Engagement and Experiences

Launched in May 2023 and designed to align with the Queen's Strategy, the [Global Engagement Strategic Plan 2023-2028](#) sets out six objectives for embedding global engagement, and for creating a thriving global community that welcomes diverse ways of knowing and being. The development of this guiding document involved consultation with more than 400 Queen's students, faculty, staff, postdoctoral fellows, and alumni, as well as local and global partners.

The annual [Queen's University International Centre \(QUIC\) Student Photo Contest](#) illustrates the diverse experiences students bring to the university, and what we can gain from seeing through each other's eyes.

In July 2022, Queen's Global Summer was launched. Students participated in a new cross-disciplinary experiential learning program focused on the UN SDGs.

In June 2022, Bader International Study Centre was renamed [Bader College](#) following an extensive consultation process and review of the Canadian and international post-secondary landscape. The name showcases the campus' connections to Queen's and highlights the unique academic experience it provides. The name Bader College also honours donors Alfred and Isabel Bader who gifted the campus to Queen's.



Students in the Queen's University International Centre.

# QUEEN'S IN THE COMMUNITY

Partnering for Change



Through responsible and meaningful community engagement we can tackle the world's most urgent challenges.

As reflected in our global engagement plan, Queen's University is a member of several networks to amplify both our learning and our impact and advance our commitment to the UN SDGs. On a more local level, we are committed to deepening our relationship with local community members through meaningful partnerships with open and honest collaboration. It is in our own backyard where the UN SDGs are perhaps their most pronounced as these goals truly channel our desire to work alongside our community, improving and transforming lives for the better.

As a university for the future, we need to fully embed Queen's in the community: building deliberate, strategic, respectful, and mutually beneficial engagement with communities outside the university, including Kingston, the region, and other local organizations and institutions, while enhancing and extending our national and global connections to realize our shared vision.



## Enhancing Community Engagement

In early 2023, The Office of the Principal and Vice-Chancellor appointed Dr. Wendy Craig, as [Special Advisor to the Principal on Community Engagement](#) in an effort to highlight and enhance community engagement learning and research opportunities at Queen's.

## Transformative Partnerships

With support from the Mastercard Foundation, Queen's partnered with the Weeneebayko Area Health Authority (WAHA) to co-develop a program for training health professionals living along the western James Bay coast. The [Queen's Weeneebayko Health Education Program](#) marked a new approach to educating and supporting Indigenous youth to pursue careers in healthcare and provides a unique model for transforming Indigenous health across Canada.

The program is unprecedented in its scope and approach to health education and nurturing youth. All of this was made possible through a \$31 million investment from the Mastercard Foundation EleV Program, which aims to support 100,000 Indigenous young people on their pathways through education to meaningful livelihoods by 2030.

Closer to home, in Kingston, researchers from Queen's Department of Geography and Planning, the Centre for Advanced Computing and the Office of Indigenous Initiatives in collaboration with municipal partners investigated the community's resiliency during the COVID-19 pandemic. The result was an interactive dashboard, called [Kingston IN Focus](#), that highlights a range of community indicators, including information about the local economy, employment, environment, housing, and cultural heritage.



WAHA Summer Program at Queen's University in August 2022.

- The School of Graduate Studies and Postdoctoral Affairs continued their community-engaged program the [PhD-Community Initiative](#). Each year, interdisciplinary teams of PhD students work with organizations to address an issue of importance, both locally and further afield. Past community partners have included KFL&A Public Health, the Canadian Refugee Sponsorship Agreement Holders Association, ABLE2, Bangladeshi-Canadian Community Services, and the City of Kingston.
- In March 2023, Queen's formed a new partnership, Neighbours Saving Neighbours, with the Frontenac Paramedics and the Heart and Stroke Foundation of Canada. The research will investigate the success of the volunteer program in a rural area and what a scale-up could look like.
- In March 2023, a team of Queen's students won the Mayor's Innovation Challenge with an app focused on food insecurity and food waste in Kingston.
- In spring 2023, Queen's Partnership and Innovation [WE-CAN](#) Project celebrated the ecosystem of women-led businesses with more than 1,300 women achieving their entrepreneurial goals.
- In May 2023 the Queen's School of Nursing, in partnership with Kingston Community Health Centres (KCHC) and KFL&A Public Health announced the Partnership for Well Baby Care, a newborn and early childhood clinic to provide health care to infants who do not have a primary care provider.

## Building Community

The university hosted its first-ever Fall Harvest Alumni Gathering during Homecoming 2022, bringing together alumni, friends, and neighbours for an afternoon of music, street buskers, lawn games and food trucks.

[Science Rendezvous Kingston](#) continues to engage the local community with the largest single-day science festival in the country. Queen's has been the proud host of Science Rendezvous Kingston since 2011. The Kingston event, one of the most successful in Canada, was recognized with national awards in 2020 and 2022.



Community members enjoying the Fall Harvest Gathering.



Science Rendezvous 2022.

## Responsible and Engaged Neighbours

Members of Student Community Relations, part of Support Services and Community Engagement in Student Affairs, teamed up with Campus Security and Emergency Services, Kingston Bylaw, and Kingston Fire to educate students living off-campus about the University District Safety Initiative (UDSI).

In March 2023, Queen's announced it will host the Vanier Cup football championship games in 2023 and 2024, bringing a national spotlight to Queen's and Kingston.

In early June 2023, Queen's welcomed Special Olympics Ontario, a non-profit organization that provides sports and training programs for youth and adults with intellectual disabilities. The 2023 Ontario School Championships, hosted by Kingston Police, welcomed more than 1,100 student-athletes, coaches, and their families to the City of Kingston and to Queen's campus.



Outreach in near campus neighbourhoods, 2022.

## Fundraising for Community Impact

Queen's students and staff gathered household staples and delivered them to Martha's Table, a local non-profit organization that addresses food insecurity in the Kingston community. The haul of more than 1,600 items and \$1,700 in monetary donations was collected through the annual donation drive organized by the [Varsity Leadership Council \(VLC\)](#).

Cure Cancer Classic, a student-run, not-for-profit initiative created in 2005 by a group of Smith School of Business commerce students, has raised more than \$1 million to support cancer research over the past 17 years.

In winter 2023, the women's hockey team provided a boost for the Maddie Project, a non-profit organization supporting youth struggling with depression, anxiety, or other mental health concerns, as well as the Kingston Work Hard, Eat Well (Kingston YMCA) programs during a two-game homestand. At the same time, Queen's volleyball and basketball teams hosted games in support of the We Are One | United Against Racism campaign led by Ontario University Athletics (OUA). On the ice, the Teddy Bear Toss has been a fundraising staple, in partnership with the Queen's University Children's Healthcare Association, and was able to raise \$1,200 for the University Hospitals Kingston Foundation.

In March 2023, the Gaels women's basketball team played their annual Shoot for the Cure game, as they faced the Ottawa Gee-Gees. Through the event, the Gaels raised funds – nearly \$2,500 – and awareness for breast cancer research.

In April 2023, two student-organized events raised more than \$100,000 each in support of cancer research and patients. The Queen's Relay for Life event was held March 31-April 1 and raised more than \$103,000. On the ice a week earlier, a group of Queen's Health Sciences students challenged their physician teachers and supervisors to a game of hockey and help raise more than \$100,000 in support of the Brain Tumour Foundation.

Staff at Queen's continued their annual contributions to the [Queen's United Way Campaign](#), which in 2022 reached its goal of \$475,000. Similarly, in 2021 Queen's reached its goal of \$425,000. Queen's staff, faculty, and retirees are leaders in the community, having the largest workplace and retiree campaign within the region. Staff also contribute their time and energy during the annual United Way Day of Caring, which brings together volunteers from local organizations and local agencies.

A recent report by Deloitte showed that Queen's community members annually raise well over \$1 million to support local causes while students put in thousands of volunteer hours with local agencies and programs.



## Inclusive Spaces and Programs

In September 2022, Queen's Health Sciences EDIIA Office opened a physical office space on the fourth floor of the School of Medicine building.

In spring 2023 Queen's announced a new name for the recently-opened Albert Street student residence, Endaayaan-Tkanónsote, in recognition of the region's Anishinaabe and Haudenosaunee Indigenous communities, on whose traditional territory lands the university resides.



Endaayaan-Tkanónsote courtyard.

The Black Youth in STEM program continues to build momentum in Kingston and the region, offering in-person and virtual free programming. Designed to support children in grades one through nine, the club offers hands-on programming in a Black-positive space, with a focus on making learning fun.

Queen's Athletics & Recreation continues to be a leading camp provider in the Kingston area. Q Camps offers a variety of theme and sports camps for all age groups and skill levels that provide a welcoming and inclusive environment.



Black Youth in STEM program participants.

## Local Cultural Experiences

The Faculty of Education's Sistema Kingston program provides children from the community with an intensive after-school music program that focuses on positive social change through the pursuit of musical excellence. Through free, group-centred music instruction, Sistema Kingston emphasizes inclusivity and teamwork, builds personal persistence, and fosters creativity and personal responsibility in all its activities.

Isabel Bader Centre for the Performing Arts showcases international artists, as well as local performers such as the Kingston Symphony, Sistema Kingston, the Faculty Artists Series, and the Imagine Arts Incubator, which was developed to foster creativity and innovation and to enable professional artists, creators, and educators to explore and collaborate.

The Agnes Etherington Art Centre received a transformational lead gift of \$75 million (USD) from Bader Philanthropies Inc. The funding will help reimagine the Agnes into a museum of the future, igniting a paradigm shift in global museology, where Indigenous and Western world views live side-by-side as equals.



Sistema Kingston at The Isabel.



The Isabel in its scenic setting on the shores of Lake Ontario.



Exterior Composition for Agnes Reimagined, showing the new curvilinear addition (left) in conversation with the heritage Etherington House (right). Rendering by Studio Sang courtesy of KPMB Architects.

# ORGANIZATIONAL CULTURE

Supporting Our Community



Queen's University is an institution that values truth, responsibility, respect, freedom, and wellbeing.

The UN SDGs provide a useful framework for us to reflect upon these values as they are predicated on a fundamental truth that true success is only achieved when all members of a community feel respected, safe, valued, and empowered.

As a university for the future, we will continuously strive to live our values ensuring that our organizational structure, human resources, processes, and culture are properly aligned to fulfill our mission. We acknowledge that this work is ongoing and is part of a reflective process, committed to constant improvement and refinement.



# Appreciating Our Community

## Welcoming Spaces

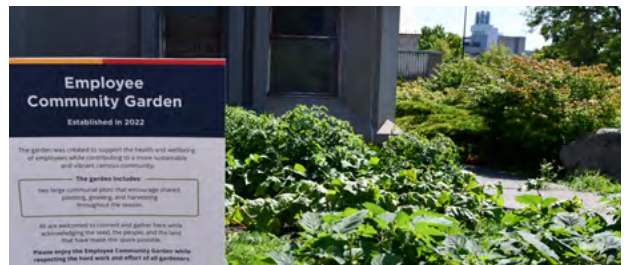
Work is progressing on the new Indigenous gathering space near the south end of Tindall Field. The structure is inspired by traditional designs and will become a place of Indigenous ceremony, learning, and community connection.



Construction progress on the new Indigenous Gathering Space.

## Sustainable Growth

The Employee Community Garden was a 2022 pilot initiative aimed at improving employee health and wellness while contributing to a more sustainable and vibrant campus. The garden is one of many initiatives that operationalizes the Campus Wellbeing Framework.



Inaugural Employee Community Garden.

## Awards and Activities to Celebrate

- Inaugural Faculty of Arts and Science Black Scholars Excellence in Mentorship Awards in April 2023.
- The Ban Righ Foundation's Inspiring Women Awards honour mentors, leaders, and mature learners in the Queen's community.
- Special Recognition for Staff Awards celebrates employees nominated by their colleagues, who have gone above and beyond their day-to-day activities to have a lasting positive impact.
- Distinguished Service Awards recognize individuals who have made Queen's a better place through extraordinary contributions.

- Celebration of Service dinner and ceremony celebrating faculty and staff who have given 25, 30, 35, 40, 45 and 50 years of service to the university.
- Michael Condra Outstanding Student Service Award for Queen's faculty or staff committed to providing outstanding service to students, outside of a teaching role.
- Student Affairs Student Recognition Awards celebrate extraordinary contributions made by student leaders to support their peers, local community members, and initiatives: the Peer Leadership Award, the Equity, Diversity, Inclusion, Indigenization (EDI) Impact Award, and the Brian Yealland Community Leadership Award.
- Educators and staff nominated by students and honoured as Champions for Mental Health because they create supportive environments on campus and in teaching environments by showing compassion, encouraging a sense of belonging, inspiring health-promoting behaviours, and supporting all aspects of student mental well-being.
- Mental Health Week programs and resources.
- Thrive – a week-long series about building positive mental health and wellness through discussion, learning, skill development, and resource sharing.
- Campus-wide activities to commemorate the annual National Day for Truth and Reconciliation.
- Queen's employees and family members free drop-in skating at the Kingston Memorial Centre arranged by Employee Wellness Services.
- Ice Cream and Strawberry Social for employees hosted by The Office of the Principal and Vice-Chancellor.
- Staff and Faculty Summer BBQ hosted by The Office of the Principal and Vice-Chancellor.
- Employee Holiday Celebration, hosted by The Office of the Principal and Vice-Chancellor.



Staff enjoying an ice cream break on Benidickson Field. Photo by Bernard Clark.



Holiday Gathering 2022. Photo by Bernard Clark.

## Leading Change in our Community

In spring 2022, Queen's asked staff and faculty to share their views on workplace culture at the university as part of an [Employee Experiences Survey](#). The Employee Experiences Implementation Advisory Committee was formed in January 2023.

In late 2022 Chancellor Murray Sinclair was formally installed as Queen's 15th Chancellor in a special hybrid ceremony broadcasted online from The Isabel Bader Centre for the Performing Arts.

In spring 2023, restructuring of the Senior Leadership Team began to better reflect and deliver on the Queen's mission, vision, and values, particularly the institution's commitment to Indigenization - Equity, Diversity, Inclusion, Anti-Racism, and Accessibility (I-EDIAA) with the announcement that Stephanie Simpson will begin a new role as Vice-Principal (Culture, Equity, and Inclusion) beginning June 1, 2023.

Earlier in 2023, Human Resources launched a new strategic plan titled Empowering our People. The four-year plan identifies key strategic priorities that the department will work to achieve by 2025 and reflects an extensive consultation process with both internal and external partners.

Student experiences and views were shared in The Shift Survey – a campus climate student survey that was first piloted in 2021, as part of a wide-ranging effort to understand and address overall campus culture and climate, including experiences, perceptions, and behaviours with respect to diversity, and inclusion at the university. It was administered again in early 2023 with a report to be released in fall 2023.

The Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education was created following the 2020 National Dialogues and Action for Inclusive Higher Education and Communities. [In November 2021, Principal Patrick Deane signed the Scarborough Charter](#), committing Queen's to implementation of the Charter's various action items and to full accountability to a sector network of signatory institutions.

[The University Council on Anti-Racism and Equity \(UCARE\)](#) continues to coordinate, monitor, and report on the progress of university-wide initiatives to address racism and promote equity, diversity, and inclusion. The Council helps shape the vision and strategy of the university and serves as a critical voice for diversity and inclusion at Queen's.



Chancellor Murray Sinclair in his Queen's regalia.  
Photo by Dené Sinclair.



Employee Experiences Survey.

## Empowering Our Community

The [Human Rights and Equity Office Learning Challenge](#) provides a set of virtual and self-directed learning opportunities designed to build foundational understandings of I-EDIAA.

The Enhancing Wellbeing and Preventing Burnout Certificate was introduced in early 2023. The certificate features five online courses that cover a wide range of topics related to burnout prevention and wellbeing.

In February 2023, Queen's Health Sciences introduced the Queen's Charter of the Canadian Black Nursing Alliance to advance Canadian Black nurses through empowerment, mentorship, and advocacy.

The **Providing Equal Access, Changing Hunger Market (PEACH)** opened in fall 2022 to distribute untouched food from across Queen's Hospitality Services in a pay-what-you-can format to support individuals experiencing food insecurity.

PEACH Market. Photo by Niki Rae Boytchuk-Hale.



NameCoach – a name pronunciation tool to support equity, diversity, and inclusion – was introduced in fall 2022.

The [Queen's Career Gateway Program](#) creates employment pathways and learning opportunities at Queen's for vulnerable persons within the Kingston community, particularly newcomers to Canada, refugees, and individuals belonging to equity-deserving groups with limited English-language skills. Program participants develop in-demand skills as casual Cleaners, positioning them as viable candidates for future opportunities at Queen's.

Queen's supports the national Commuter Challenge designed to promote active and sustainable commuting. A Roll-in Breakfast has been hosted on campus to provide participants with an incentive to cycle to work.



Queen's  
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OFFICE OF THE PRINCIPAL  
AND VICE-CHANCELLOR

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