



Queen's
UNIVERSITY

Principal's Commission on the Future of Public Policy at Queen's University

**FINAL REPORT:
An Ambitious Vision for
Public Policy at Queen's**

January 29, 2018

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1 EXECUTIVE SUMMARY

The Principal's Commission on the Future of Public Policy (PCFPP) at Queen's recommends a new strategic priority and transformative approach to fulfilling this academy's social accountability in the realm of public policy, and to enriching the student learning experience and research enterprise. This commitment to policy relevance and impact is important in the way that Queen's has always understood the need to be of "service to Canada", but also because senior levels of government expect a return on their investment, namely, students ready for the real world of policy and research that helps solve real world problems. In the Commission's view, being a lead academic contributor to public policy is critical to Queen's reputation and national standing.

As a result of its consultations, the Commission observes that public policy is becoming more important, not less, over time. Canada and the world are experiencing disruptive changes and facing profound challenges. Contemporary policy challenges are not only domestic, they are international and global in dimension. Everyone in Canada has a stake in good public policy, but policy making is becoming more and more complex. Governments are opening up the policy making process, but with a premium placed on new and innovative solutions to very challenging, indeed 'wicked,' problems.

There is a real interest in bridging the gap between policy decision-makers and the academic community writ large. Queen's can play an important role in this regard. The university has significant strengths in public policy. But it cannot be complacent. The academic public policy space is now very competitive. Queen's should up the ante.

THE PROPOSAL

We recommend that public policy be elevated to a pan-university priority and organized and resourced accordingly. In the Commission's view, Queen's should take public policy relevance and impact to the next level – a 'next generation' approach to how a university can leverage its academy-wide strengths – across disciplines, in research clusters, and in knowledge, ideas and advice to policy-makers.

To drive this change and enhance its capability and impact on public policy, the Commission recommends the establishment of the Queen's School of Public Policy and Global Affairs (QSPPGA).

The purpose of the School would be to:

- Prepare students across multiple disciplines and programs for leadership in next generation public policy and governance (Teaching and Learning).
- Generate new knowledge and innovative solutions on complex policy issues (Research and Innovation).
- Distill research findings, foster public dialogue and engage policy-makers. (Knowledge Sharing and Outreach).

These goals would be achieved by:

- Strategic coordination of existing university teaching programs and creation of new teaching and learning programs (diplomas, certificates, e-learning) for a wide range of students and disciplines, including professional development.
- Supporting and linking existing and novel policy research Centres and Institutes.
- Serving as a hub and catalyst to identify, involve, coordinate and communicate policy-related research and expertise across the academy.
- Creating a navigation and outreach function that facilitates effective linkage between the assets of the university and government (at the municipal, provincial, federal and international levels).

It is the Commission's view that the School will require a critical mass of faculty who have the School as a primary or significant commitment, who are physically located in the School, and who collectively cover domains of strategic importance in the public policy realm. The suggested mechanism is by joint appointments with cognate departments from across the university. Some joint positions might be time-limited and competitive.

The resources required include:

- An Executive Director
- A Deputy Director (programs)
- A senior administrative staff member
- A minimum of 10 full-time equivalent tenure or tenure track faculty members
- Adjunct faculty matched to program needs
- Distinguished Fellows as ambassadors and assets
- Support staff

GOVERNANCE

The Commission recommends that the Queen's School of Public Policy and Global Affairs be situated within the Faculty of Arts and Science and report directly to the Dean of the Faculty. The Executive Director would be a senior public policy advisor to the Principal's office. The Executive Director would also liaise directly with the Vice-Principal, Research and Innovation. There would have to be a close, ongoing relationship with the Vice-Principal, University Relations.

A new Queen's Policy Council would be established to facilitate coordination and to advise the Executive Director and the QSPPGA on the activities of the School and to build linkages with other entities across campus. The advice would be of a general nature and not, in effect, acting as a management board for the School. Membership of the Council would be drawn from both outside Queen's (e.g., public sector, the business community, the not-for-profit sector) and from within the university.

IMPLEMENTATION

The Commission recommends that an Implementation Advisory Task Force be created under the leadership of the Provost. The Task Force would have the simultaneous roles of guiding transformation and facilitating the search for an Executive Director of QSPPGA, to be appointed by spring 2019.

ACCOUNTABILITY

The Implementation Advisory Task Force should identify performance and success indicators for the School, and progress on achievement should be included in annual and budget reports to the Provost and Principal.

The Provost should undertake a full review of the new school, its progress, structure, performance and financial integrity in year four of its first five-year mandate.

ADVANCEMENT

The PCFPP recommends that the vision identified be incorporated immediately into the university's advancement strategy with the goal of realizing significant philanthropic support for the mission of the School.

2 WHAT THE CHANGING PUBLIC POLICY LANDSCAPE MEANS FOR QUEEN'S

2.1 OBSERVATIONS FROM COMMISSION CONSULTATIONS

In the course of its work, the Commission spent considerable time talking to people inside and outside of government about the future of public policy in Canada and how best the academy can contribute to the field and, of course, given its mandate, the Commission paid close attention to the place of Queen's University itself in the public policy domain. Among others, Commissioners spoke to public policy decision-makers at the political and public service level, to business people, and to stakeholders in the not-for-profit and charitable sectors. The Commission also engaged with faculty, students, administrators and alumni of Queen's, and talked to some of those involved in public policy at other academic institutions and in the think tank community.

The Commission summarized the learning from its consultations in a May 2017 report entitled *Interim Report: What We've Heard*. If there was one overarching observation that was consistently emphasized, it was that the public policy landscape has changed markedly – in Canada and around the world. Stakeholders described a public policy environment characterized by 'fast and furious' change. The practice of policy-making and governing, and the issues dominating the public agenda are all increasingly dynamic and complex. The Commission found six observations to be particularly consequential.

Observation #1: If anything, public policy is becoming more important, not less important, as time goes on. The public policy challenges facing Canada and the world are daunting in their depth, breadth, and complexity, and they affect every aspect of Canadians' quality of life, security, and well-being. To name but a few, we must address the challenges of globalization and widespread income inequality; climate change; the mass movements of refugees; demographic changes such as an aging population in advanced economies like Canada and a burgeoning youth population in the developing world; the threat of terrorism; the on-going possibility of nuclear confrontation; accelerating technological change (e.g., artificial intelligence) with dramatic implications for the nature of work; and the legacy of past injustices, most particularly in relation to Indigenous people and communities. All of these, and more, point to the vital role of public policy in helping Canada secure a prosperous, inclusive and sustainable future.

Observation #2: The great public policy challenges of the future are not just local or domestic, they have international or even global dimensions. Virtually every one of the previously mentioned issues requires multilateral or global responses. Even issues that appear to be largely domestic often have international dimensions. Take the pressing need in Canada for reconciliation with, and respect, for Indigenous peoples; this is not an issue for this country alone. Many countries face the same urgent challenges. Canada can learn from others and, if we do it right here, perhaps we will be in a position to help show others a way forward.

Observation #3: Public policy is no longer the exclusive purview of government. For businesses with foresight, for the prudent not-for-profit or charitable organization, for Indigenous peoples and other diverse communities, for a prescient civil society as a whole, public policy must be increasingly front and centre in decision-making. For all of these actors, expectations for engagement and the ability to shape public policy continue to grow, bringing a level of intensity and scrutiny to deliberations and decisions that was unseen decades ago. Public policy establishes the enabling environment and affects everyone's ability to operate and succeed. In short, public policy matters.

"...a lot of our social contracts that we've had for decades are not going to be as relevant as they have been. We're going to have to invent new ways to deal with that."

Dominic Barton,
Small country, big impact.
Feb 2017

“All of the really interesting issues are multi-department and they’re multi-disciplinary. So good public policy is always going to be about bringing disciplines together.”

Michael Wernick, Clerk of the Privy Council, March 2017

“The pace of change has accelerated in recent years, and we’re facing many significant new challenges, including increasing public expectations, a greater desire from the public to participate in the government decision-making process.”

Steve Orsini, Secretary to Cabinet Ontario, 2017

“To achieve meaningful and lasting results for the people we serve, governments need to work in new and inventive ways with a greater focus on what works and what doesn’t. Innovation can do more than just drive strong economic growth. It has the potential to solve the big challenges that we face as Canadians.”

FPT Declaration on Public Sector Innovation, November 2017

Observation #4: Public policy making is becoming more, not less complex. The policy landscape is more open, fast-paced, and competitive. The policy problems are often ‘wicked’ and cut across traditional disciplinary and departmental boundaries.

At the same time, the evolution of communications technology has shortened news cycles and has led to 24/7 scrutiny of issues by formal and informal media. We are witnessing the increased use of social media, both for legitimate purposes and for manipulation and control. We see the ability of people to nestle into communications echo chambers (only dealing with like-minded others). We have unprecedented access to information of all sorts and quality. Today, politics is local and global simultaneously, and issues can reverberate instantaneously across the country and the globe. Short-term issues management can crowd out more substantive deliberation. All of this has made thoughtful public policy processes more challenging.

And peoples’ expectations of policy making are changing. New technologies offer opportunities to deliver services in new ways, to change skill sets quickly, and to provide a much larger tent for those wanting to be part of the conversation about public choices. There is a demand, rightly, for multiple voices to be heard in the policy making process. Every citizen is his or her own potential data and policy analyst.

At the end of the day, policy-makers have to be able to make sense out of this complex, fast-moving and often chaotic environment. They need to distil key trends, facts and evidence. They need to discern the ‘public interest’ and move to solutions, and they need help in doing so.

Observation #5: Governments themselves are opening up. Public and private organizations alike increasingly seek collaborations and partnerships with other sectors to find solutions and deliver services. Traditionally, both the Province of Ontario and the Government of Canada, and of course municipal governments, have made extensive use of partnerships with other organizations to deliver services (e.g. health care, education, infrastructure, workforce development, etc.). Increasingly, governments are looking to partners not just to deliver services but to help develop interventions, and they are opening up policy development and program design more generally.

Governments are actively exploring new ways of designing and delivering policies and programs. Open policy development is being built on digital platforms such as social media, cloud-based collaboration platforms, and crowdsourcing opportunities. These tools provide many new ways – beyond traditional consultation processes – to enter the public policy arena.

Digital technology and the internet have also altered citizens’ expectations regarding how they obtain information, how they expect to acquire services, how they want to be involved on issues that concern them, and how they want their views solicited. This is reflected in demands for greater transparency, faster governmental responses to emerging issues and crises, more opportunities for input to and direct participation in public policy processes. These heightened expectations are changing governmental approaches to public engagement and stakeholder relations, data and information disclosure, communications and media relations, and prompting the need for surge capacity within government as well as accelerated response/turnaround times from the public sector.

Observation #6: New challenges put a premium on new solutions and innovation. Canada’s governments have an increasingly urgent need for new ideas and innovative solutions to address both long-standing issues, such as homelessness and income insecurity, and newly emerging ones, such as climate adaptation and mitigation and sustainable infrastructure.

The Commission also heard a great deal about the importance of delivery and managing, in order to get results. Having a good policy idea is no longer enough. Policy advisors have to be able to outline how a policy or program could be implemented, what results will be achieved, and how the policy/program will be managed to ensure those results are achieved effectively and efficiently.

2.2 BRIDGING THE GAP BETWEEN POLICY MAKERS AND ACADEMICS

In its deliberations, the Commission explored the relationship between policy-makers and academics, which has often been characterized as two solitudes. The Commission asked how the push toward more open government and the appetite for injecting new ideas and evidence into the policy process might be re-shaping this relationship and how best the academy might respond to new opportunities.

There were days when public policy was made in a political 'bubble' with options and advice provided primarily by the public service. Today, elected officials are open to advice from many sources. There is no monopoly on advice. That said, there will always be a need for capable public servants to filter and interpret advice coming from all quarters: that is, to help make sense of the overwhelming input into the policy making process and, yes, to still provide advice.

Across the board, the Commission found interest in greater engagement with scholars. Policy makers see the academy as a vital partner and contributor to public policy issues; indeed there is a desire to reap a policy dividend from the substantial investments governments are making in universities and university-based research. They respect the academy's ability through its faculty, researchers and students, to think about issues in a deep, analytic way. Importantly, they see the academy as the source of the next generation of public and private sector leaders, whether at the political or civil service level, or in other organizations with public policy responsibilities and interactions.

In turning to the academy, policy-makers emphasized a number of real world realities:

- The importance of cross-sectoral, inter-jurisdictional and inter-disciplinary approaches to public policy issues. This presents an enormous challenge to universities and colleges traditionally structured in discipline-focused silos.
- The need for timely, relevant, and accessible advice. To be sure, 'relevance' and 'accessible' are in the eyes of the beholder. Governments have their own political and policy agendas and want contributions that address those agendas. Often, however, the Commission heard that input from academics was hard to use. Most valuable are inputs that succinctly summarize and interpret the significance of new knowledge and research findings.

There were also important 'take-aways' with respect to how universities could help develop the skills and competences needed for the future workforce, within government and more broadly:

- The need for continuous learning and professional development. While some capabilities are needed on 'Day One' (e.g. critical thinking skills; the ability to distill and interpret large amounts of varied, disparate information; communications skills, particularly the ability to write well), other more specialized skills may be acquired along the way (e.g. financial management, human resources management, information technology, data analytics, and risk management) as individuals advance along a career path. Learning does not end at students' graduation.
- The value of experiential learning whether in the form of co-op assignments, practicums, or internships, by taking a hands-on approach to addressing policy issues, or hearing directly from practitioners who have worked 'on the inside' and undertaken public policy processes themselves.
- The value of enhanced understanding of public policy among intermediaries and other stakeholders, including those working in municipalities; governmental agencies, boards, and commissions; business, professional, trade or labour associations; and not-for-profits.
- The need for constant updating and reinvention of curricula in the face of technological change. A current preoccupation by many inside and outside government was the need for data analytic skills and an understanding of artificial intelligence and its potential impacts.

“Queen’s University has a proud tradition of service to the nation and an important legacy of connecting the university to policy.”

A final observation from government was that it often found it hard to navigate through the seas of academia. Universities are complex and decentralized institutions, and scholars are highly independent and self-directed. Some stakeholders indicated difficulty in navigating university structures and/or the absence of services to help the senior decision-makers find faculty or adjuncts who might be able to provide public policy input. The converse is also true. Governments are even larger, more complex, certainly stove-piped, and opaque. The issue, posed by many, is whether this navigational complexity can be managed in a simple way through the use of sea charts (to keep the analogy going) with less reliance on ‘catch as catch can’ and ‘fingers to the wind’.

The responsibility for opening up the interface between the academy and policy-makers does not just lie with universities. Those seeking the knowledge, insights and counsel of Canada’s scholars, can meet the institutions half-way. For instance, they can share anonymized data, and information and statistical analyses (as is now happening with greater frequency in the ‘open data’ era). They can consistently include academics and policy researchers in discussions laying out the major challenges policy decision-makers face today, and hear from academic leaders the trends and insights that are emerging from academic research. They can create more opportunities for academics to serve in-house as visiting scholars. They can also participate more fully in similar discussions and events taking place on campus. Overall, the regularity and intensity of interaction should increase.

Funding programs, particularly those of the federal granting councils, can be adjusted to incent government-academic collaborations, interdisciplinarity, and explicit consideration of policy implications. As an example, the Commission points to the recent *Science Review* conducted by the federal government, which focused largely on the role of the federal granting councils as interlocutor between the government and academia. Here too, ‘stove pipes’ continue to impede much needed progress on the potential for government-academy collaborations across myriad policy challenges.

2.3 QUEEN’S IS EMINENTLY POSITIONED

Queen’s University has a proud tradition of service to the nation and an important legacy of connecting the university to policy. It has contemporary standing as one of the top universities in the country, with deep expertise across multiple fields of endeavor, and a very strong base upon which to build.

For an institution of its size, Queen’s University has great breadth of academic enquiry. It has faculties/schools in all major areas that public policy touches today and will touch increasingly in the future. The university has research capacities in many disciplines that are central to the public policy field, and has others that can move to centre stage. And there is the acknowledged strength of graduate education in the existing School of Policy Studies – and the strong demand for its graduates. This suggests an ability to meet the changing demand for the education and professional development that is a channel for knowledge transfer to the practitioner community. (A list of Queen’s assets related to public policy and global affairs is provided in Appendix B).

Queen’s also has extensive links to the top echelons of governments in Canada, the business community, and civil society more generally via its alumni.

And Queen’s has global reach. It has always seen itself – and indeed has served – as a top national institution with the standards and expectations that this entails. In many areas of education, research and knowledge sharing, Queen’s performs well at the global level. Given the priority of internationalization in the Queen’s Strategic Framework, public policy is a natural platform for advancing Queen’s interests with an increasingly broad array of domestic and international stakeholders.

2.4 BUT SUCCESS IS NOT GUARANTEED

Public policy is an increasingly competitive academic field in Canada. For many decades, Queen's had carved out a leading position as a 'go to' place for policy research and advice. It has had distinguished scholars, a leading policy school, and recognized centres of excellence.

But many others have entered the field – for example the University of Toronto and the University of Calgary within the last ten years, UBC and McGill just recently. All felt that as premiere post-secondary institutions they needed to be present in the field, enriching student learning and research opportunities.

Some might say that for the past decade or more, Queen's has taken the university's tradition of policy relevance and influence for granted. Unlike its peers, Queen's may not have seen how critical this field is in the contemporary context and how important it is reputationally to any university that is looking to be of national consequence.

As a mid-sized university located outside both the provincial and national capitals, Queen's must work harder to get and keep the attention of public policy decision-makers. Without this attention, the expertise and other resources available within the academy can be overlooked; their opportunity to contribute to and have impact on the public policy arena is therefore diminished.

To be competitive, and to achieve greater impact, Queen's should not be complacent or wait for the world to come to its door. Queen's is advised to become considerably more proactive in seeking out opportunity, and more entrepreneurial in developing innovative solutions to contemporary challenges. Whether on-campus in simulation environments or on-site supporting decision-makers, Queen's should step up its efforts to make its presence known, to connect its scholars and students to the leading public policy debates, and to ensure policy makers and intermediaries such as think tanks, are aware of all that Queen's has to offer. Fortunately there are also numerous new digital channels through which Queen's scholars can now make their research and ideas known to a wide policy audience, such as IRPP's new online policy magazine, *Policy Options*, and the *Conversation*, and open access news forum for academics to highlight their research and comment on public affairs.

The Commission is of the view that all these opportunities should be pursued, but that doing so requires an ambitious new vision for the institution's collective efforts, as well as different structures, resourcing, and approaches that support achievement of that vision.

"To be competitive, and to achieve greater impact, Queen's should not be complacent or wait for the world to come to its door."

3 AN AMBITIOUS NEW APPROACH TO PUBLIC POLICY AT QUEEN'S

Canada and the world are experiencing disruptive changes and facing profound challenges. Good public policy matters more than ever. Policy makers are seeking evidence, ideas, and innovative solutions; they are looking for a 'policy dividend' from their extensive investments in post-secondary research and education. This calls for a new approach to how Queen's undertakes its educational mission – one that puts more emphasis on leveraging the university's extensive assets in service of informing and addressing public policy challenges, one that puts greater focus on interdisciplinary and multidisciplinary collaboration, and one that consistently links local, national and global dimensions.

3.1 ELEVATE PUBLIC POLICY AS A STRATEGIC PRIORITY

The Commission recommends that public policy be elevated to a truly pan-university strategic priority – and organized and resourced accordingly. The strategic objective of Queen's must be to look for ways to unleash the capacity of the entire university, not just a single school. Queen's has numerous assets upon which to build (see Appendix B). But there is significant untapped opportunity before the university – across disciplines, in research clusters, and in knowledge sharing and advice to public policy decision-makers.

In the Commission's view, Queen's should take public policy relevance and impact to the next level – a 'next generation' approach to how a university can leverage its strengths in order to contribute to solving problems of local, national and global importance.

Queen's should set its sights on being the academic leader in Canada for policy relevance and influence. It should contribute to solving problems of national and global importance; develop outstanding leaders with public policy fluency and perspective; create new knowledge that advances societal objectives; and serve as a forum and conduit for policy debate and advice.

In achieving these objectives, Queen's should be outward-facing, networked, take a global perspective and aim to be 'best in class'.

To succeed in realizing this vision, the Commission calls for enhancing three core functions:

- *Teaching and Learning*: Prepare students across multiple disciplines and programs for leadership in next generation public policy and governance.
- *Research and Innovation*: Generate new knowledge and innovative solutions on complex policy issues.
- *Knowledge Sharing and Outreach*: Distill research findings, foster public dialogue and engage policy-makers.

"Queen's should set its sights on being the academic leader in Canada for policy relevance and influence."

3.2 ACHIEVING THIS VISION WILL REQUIRE A FUNDAMENTAL SHIFT

The Commission believes that an ambitious approach to public policy at Queen's will require a shift in attitudes as much as new faculty, functions and reporting relationships. It will require a shift in how the university views its public policy vocation. It will also require a shift in how a Queen's public policy entity serves the university's strategic objectives, for example with respect to internationalization and student experience, and how it could be of service to the university as a whole.

From viewing public policy as the job of one academic unit, off to the side, to an important dimension of the research, teaching, and service responsibilities of the whole university, bringing the full suite of Queen's resources and capabilities to the public policy domain:

- From having isolated and disconnected pockets of policy-related work across campus to the creation of a campus-wide public policy network and to fostering and connecting policy research clusters.
- From a small, public policy academic unit dedicated largely to its core academic programs to one that would also be of service to the rest of the university as a catalyst, hub and navigator for scholars and students, centres and institutes, across multiple departments.
- From viewing public policy as perhaps a 'soft' endeavor, inconsistent with the university's pursuit of research excellence, to one that requires the highest standards of research and teaching rigour and one that focuses on some of the toughest challenges scholars and students could possibly tackle.
- From a largely passive, responsive approach on the part of university leadership to a highly strategic and active stance in the public policy domain.

4 IMPLEMENTING THE COMMISSION'S PROPOSALS

The Commission believes that there are a number of key ingredients for success.

4.1 CLEAR VISION AND LEVEL OF AMBITION

The Commission strongly recommends that the university make a clear statement of strategic intent and level of ambition. It is important both to send a signal to internal and external stakeholders, and for branding purposes to attract talent. The individuals of the calibre required to achieve an ambitious public policy mandate will not be attracted without an institutional commitment to its importance to Queen's and the resources necessary to generate momentum for the proposed new approach.

4.2 ORGANIZATION

In the Commission's view, the advancement of public policy at Queen's requires a new, robust organization with highly permeable boundaries between it and the rest of the university, stakeholders, and society beyond campus. As a result, the Commission recommends that the university establish the Queen's School of Public Policy and Global Affairs (QSPPGA). The functions of the existing School of Policy Studies would be absorbed into the QSPPGA.

The School would take the lead in driving forward the university's public policy agenda. It would have core responsibility for teaching and learning related to public policy, including the current Master of Public Administration Program (MPA), the Professional Master of Public Administration Program (PMPA), and new initiatives such as the proposed Indigenous Policy and Governance Program. It would participate in, and in many cases lead, the strategic coordination of existing university teaching programs and the creation of new teaching and learning programs (e.g., diplomas, certificates, e-learning) for a wide range of students, including professional development for those already in the workforce.

The School would place an emphasis on public policy research and innovation. It would have an active research and publications program. It would support and link existing policy research Centres and Institutes and, over time, consider the possibility of establishing or facilitating the creation of new research institutes in areas where there are policy research gaps and Queen's has expertise. The School should also act as a catalyst and hub for research clusters and networks of students and scholars from across the university who wish to work together on policy related challenges. At the same time, the university would ideally make research funds available for multidisciplinary research collaborations on critical cross-cutting issues, such as the recent CanInfra Challenge that sought ideas for transformational sustainable infrastructure.

The Commission recommends that the School be charged with building a navigation service that would help those outside the university with particular policy interests to link up with faculty, researchers, and students with like-minded interests. In other words, a service would be provided to connect Queen's scholars with policy discussions and to enable governments, businesses and others to tap Queen's policy expertise. This would be a university-wide service, not limited to the School per se.

Relatedly, the Commission also suggests that the School be charged with developing an outreach function to, in effect, market Queen's policy assets to governments at the local, provincial, federal and international levels, as well as to the business and not-for-profit sectors. It should seek to help scholars to distil their research findings and to produce syntheses and insights that can be incorporated into products that are relevant and accessible to decision-makers. It could also provide seminars and webinars for scholars and students wishing to learn how to engage with, and write for, a policy audience. Again, this would be a university-wide service.

"The School should also act as a catalyst and hub for research clusters and networks of students and scholars from across the university."

THE CONVERSATION

Unlock the knowledge of researchers and academics to provide the public with clarity and insight into society's biggest problems.

“The new Policy Innovation and Collaboration Zone at Ryerson University is leveraging student-centred teams to deliver policy solutions to complex, real-world challenges using an open, team-driven, collaborative approach to design.”

Transforming the Ontario Public Service for the Future, 2017

Finally, the new School would also be tasked to pursue innovative ways of bringing policy makers and scholars together to tackle public policy challenges through vehicles such as policy innovation labs. Such a function would dovetail nicely with the goals of the university’s new Wellness and Innovation Centre. For example, the collaborative space and tools of the new Centre could be used for activities such as the recent CanInfra Challenge. As noted earlier, there is strong interest and demand in both the provincial and federal governments for policy innovation and for opening up policy development and program design processes.

4.3 GOVERNANCE

The university will have to consider how public policy is represented at the highest strategic and operational levels of the university. We recommend that the new School be situated within the Faculty of Arts and Science and report directly to the Dean of that Faculty. The Commission believes that the leader of the School should have a robust relationship with the Principal, the Provost, and the Vice-Principals. We suggest, in fact, that the Executive Director of the School be, in effect, a senior academic public policy advisor to the Principal and his or her office. Consideration could be given to whether there should be representation on the Provost’s Committee of Deans, even if only as an observer/advisor. In parallel, the Commission also advocates that the Executive Director liaise directly with the Vice-Principal, Research and Innovation, on matters of public policy research.

The Commission suggests that a Queen’s Policy Council be established to provide advice and connections to the School on an ongoing basis. The Council would be made up of faculty from different departments, centres and institutes to help build linkages and lines of communications. It would also include members from outside Queen’s such as government, the business community, and the not-for-profit sector to promote a strong two-way exchange between the School and the outside world. The Council can help make the School a university-wide resource.

Looking to the future, the Commission encourages the university to think longer-term – particularly to the next university’s strategic planning process – and build in explicit references to public policy.

4.4 FINDING THE RIGHT LEADERSHIP

As the university moves forward, a pressing requirement will be to find an Executive Director for the School. In recent years, the existing School of Policy Studies has seen significant turnover in Executive Directors. The current Executive Director has stepped in and has provided strong leadership. But it is recognized that his tenure ends in June 2019.

We recommend that Queen’s seek a new Executive Director of the School to be in place by spring 2019. The Executive Director should have national stature, academic credibility and strong partnership, strategy, and executive management skills. The Executive Director will have to build productive relations across the university and, importantly, with governments and other policy actors.

In addition, we recommend the appointment of a Deputy Director (Programs) for the School – in effect, a second-in-command. The Deputy Director would be responsible for the new navigation and outreach functions, as well as for pursuing innovative ways to address public policy issues, such as the idea of a policy innovation lab noted above.

4.5 RESOURCING

Clearly, if the new approach to public policy at Queen's is to be successful, it will have to be resourced properly. The proposed School of Public Policy and Global Affairs will require additional faculty, appropriate levels of support staff, and adequate funding to undertake its additional responsibilities.

The Commission recommends that Queen's utilize the upcoming faculty renewal process as one mechanism by which to establish a critical mass of faculty, primarily dedicated to public policy research and education, and to support cross-appointed faculty from cognate departments.

Some, but certainly not all, of the resources that will be required to address academic functions will come from traditional sources. However, the Commission believes there may be opportunity for the Queen's School of Public Policy and Global Affairs to generate additional tuition and other revenues from non-traditional courses (such as certificate and diploma programs, and professional development courses). Resources will also be required to support the proposed new navigation and business development functions.

The university should review and address the funding of the existing (and any new) policy research Centres and Institutes. In addition, the university should consider allocating research dollars to support policy research clusters, perhaps through a challenge fund to which scholars could apply. The criteria could include the need to demonstrate a focus on a societal challenge, inter- or multi-disciplinarity, student involvement, and engagement with external stakeholders. In this regard, the Commission took note of the emphasis the university's Strategic Research Plan has placed on collaborative, interdisciplinary, and cross-faculty initiatives and the relevance of its research themes to public policy, e.g., 'Understanding and Sustaining the Environment and Energy Systems' and 'Securing Safe and Successful Societies'. In the same vein, the university could look to designate more University Research Chairs to scholars whose work has public policy relevance and to take policy relevance into account when pursuing Canada Research Chairs and new endowed Chairs.

The Commission also believes there may ultimately be significant opportunity for philanthropic support for public policy at Queen's (such as endowments, chairs, and policy innovation funds). It recommends that advancement opportunities be built into the business model for the School and that its needs be included in the next capital campaign.

4.6 CREATING INCENTIVES

Recruiting faculty in ways that support the interdisciplinary, international, research-intensive thrust of the Commission's recommendations may require innovative approaches to the university's performance evaluation, management and recognition processes. A pan-university approach to public policy will have to overcome both the centrifugal forces inherent in the university environment and discipline-specific incentive structures. At a minimum, policy-related work should be recognized and encouraged as part of Queen's faculty's service responsibilities.

“...while Queen’s can harken back to its proud tradition of 175 years of service to the country, success will hinge on defining a 21st Century brand.”

4.7 BRANDING QUEEN’S AND PUBLIC POLICY

It is the Commission’s view that Queen’s should brand itself as the academic leader in Canada for public policy relevance and influence. This is a position Queen’s held for many decades. However, while Queen’s can harken back to its proud tradition of 175 years of service to the country, success will hinge on defining a 21st century brand that takes into account the changing public policy landscape and integrates public policy relevance into everything the university does:

- Preparing critical minds for leadership in municipal, provincial, national and global affairs.
- Generating new evidence, insights, and solutions on real world problems.
- Nurturing a next generation of scholars with the aptitude and ability to contribute to public and global affairs.
- Actively bridging the gap between policy makers and academics and creating opportunities for public dialogue and debate.
- Seeking to have a positive impact on real challenges facing Canada and the world.

The new brand will only be credible if corporate identity is matched by action. Queen’s will need to dedicate more time to interaction with decision-makers, incorporating deep immersion in the issues with which they are grappling, going ‘inside the room’ as public policy processes evolve, stimulating hands-on student engagement on these issues, maintaining a commitment to innovation, and demonstrating willingness to adapt institutional processes to reflect Queen’s commitment to public policy across the university.

Implementing this new vision will require significant internal and external communication, to ensure that potential students, alumni, faculty, collaborators, public and private sector partners understand that Queen’s is elevating public policy in an unprecedented way. This will require going beyond conventional communications and marketing activity. It means establishing an ongoing presence with key stakeholder groups, undertaking opportunity development, and proactive presentation of proposals for Queen’s engagement in research, advisory service, and professional development.

The name is, of course, part of the brand. As indicated above, the Commission suggests that the new School be called the Queen’s School of Public Policy and Global Affairs. The proposed name would:

- Promote the Queen’s brand and signal a pan-university approach. It would underscore that the new School is a platform for the whole university rather than a stand-alone entity.
- Put the focus squarely on the public interest and encompass a full spectrum of issues of national and global concern (e.g., from the environment to national security to public health).
- Capture the role of government, governance, and democratic institutions and the full spectrum of functions from policy development to public administration to delivery. It speaks to citizenship, and service to, and engagement of, citizens. And it covers policy research and the multiple ways in which citizens, the media, and stakeholders interact to shape the public agenda.
- Recognize the transboundary and global nature of public policy and academic research, as well as Queen’s international and global aspirations.

A note on why the Commission suggests the use of the term ‘school’. The Commission considered other options, such as ‘college’, ‘academy’, ‘institute’, and ‘faculty’. Each has pros and cons. That said, ‘school’ is easily recognizable as an entity associated with higher education, particularly in the Canadian public policy realm, and conveys the notions of teaching and learning, research and advisory services/knowledge-sharing. In addition, the Commission views the ‘School of...’ terminology to be understandable within the Queen’s environment, and consistent with the stature accorded to other prominent entities that fit well within the university’s framework (e.g., School of Medicine, Smith School of Business).

4.8 PERFORMANCE/ACCOUNTABILITY

The School should undertake a review of current Canadian academic accreditation requirements for its current MPA and PMPA programs and make recommendations to the Provost regarding achieving accreditation. It should also assess whether these programs, given their breadth, would be better designated as degrees in public policy rather than public administration.

The Implementation Advisory Task Force should identify performance and success indicators for the School and progress on achievement should be included in annual and budget reports to the Provost and Principal.

The Provost should undertake a full review of the new school, its progress, structure, performance and financial integrity in year four of its first five-year mandate.

5 RECOMMENDATIONS TO THE PRINCIPAL

To implement an ambitious approach to elevating public policy at Queen's, the Commission invites the Principal to consider the following recommendations:

LEVEL OF AMBITION

- 5.1 Elevate public policy to a strategic, pan-university endeavour, creating the governance and operational linkages that will ensure that an integrated approach is taken to pursue the research, teaching and learning, and advisory service opportunities that exist both within and outside Canada. The Commission also recommends that these linkages ensure that public policy at Queen's is undertaken in ways that are consistent with the university's Strategic Framework and that public policy figures prominently in the next strategic plan.

ORGANIZATIONAL STRUCTURE

- 5.2 Create a Queen's School of Public Policy and Global Affairs, through which Queen's can build upon, strengthen, and expand its public policy strengths and reach. The School would assume and expand upon the functions of the existing Queen's School of Policy Studies; broadening the suite of education and training offerings; supporting and developing research clusters, centres and institutes; and developing new capacity at Queen's to engage stakeholders on and off campus in generating innovative solutions for contemporary public policy issues in Canada and abroad.
- 5.3 The School would report to the Dean of Arts and Science. The Commission also recommends an operationally-focused relationship to the Vice-Principal Research and Innovation, and for the head of the School to serve the Principal as a Senior Public Policy Advisor. The School would have to have a strong, ongoing relationship with the Vice-Principal, University Relations. Consideration could be given to whether there should be representation on the Provost's Committee of Deans, even if as an observer/advisor.
- 5.4 Provide a mandate for the Queen's School of Public Policy and Global Affairs that focuses on integrating public policy relevance into the three core functions of an academy:
 - *Teaching and learning*: preparing critical minds for leadership in public policy.
 - *Research and innovation*: Generating new evidence, insights, and ideas that can help address public policy challenges, encouraging more inter- and multi-disciplinary research collaborations.
 - *Knowledge sharing and outreach*: Enhancing engagement and exchange with policy-makers, translating research results into practical, actionable advice.

NAME OF THE SCHOOL

- 5.5 The Commission recommends that the new entity be named the Queen's School of Public Policy and Global Affairs. As noted earlier, the Commission believes this name embodies the key characteristics of Queen's public policy brand: it incorporates the Queen's name, emphasizes Queen's aspirations for public policy leadership, and underscores the global dimensions of contemporary public policy and Queen's internationalization objectives.
- 5.6 Create an Implementation Advisory Task Force under the authority of the Provost to lead a three-month implementation planning process through which the university can act in a timely manner to pursue the opportunities outlined in this report. The Advisory Task Force should be asked to develop a prospectus for the new Queen's School of Public Policy and Governance, an action plan to June 2019 and a leadership profile for a new Executive Director. It is expected that the Task Force will report to the Principal regularly on progress related to specific implementation milestones.

LEADERSHIP RECOMMENDATIONS

- 5.7 Recruit and hire a top-notch candidate to serve as the Executive Director of the School, with a strong emphasis on credibility in academic functions (teaching and learning, and research), combined with strong communications, partnership, engagement and strategy skills. The Executive Director would also require the ability to provide leadership to other members of the new School's senior management team, and to mobilize interest and collaboration across campus.
- 5.8 Appoint a Deputy Director (a 'second in command') to lead the all-important outreach, networking and navigation functions of the new School.
- 5.9 Provide the Executive Director and the Deputy Director with the appropriate resources and mandate to build a pan-institutional public policy network, encourage and strengthen research clusters and networks, broaden the new School's suite of program and course offerings, and work in collaboration with the University's Institutional Relations, Marketing and Communications, and Advancement functions to achieve significantly higher levels of outreach and engagement with external stakeholders.

ACADEMIC RECOMMENDATIONS

- 5.10 Mandate leadership of the School to continue current efforts to develop new academic courses and/or programs to address the needs of a) undergraduate students with minor or elective interests in public policy, b) first entry graduate students seeking more interactive experiences in their degree program, and c) practitioners seeking professional development to keep their knowledge and skill sets current in an ever-changing workplace.
- 5.11 Mandate the leadership of the School to develop and introduce new approaches to further enhance experiential learning, provide new opportunities for public policy research, and utilize new methodologies for developing innovative solutions to contemporary public policy issues, such as a policy innovation lab approach.

It is the Commission's view that none of the preceding developments need affect the 'one-year' nature of the current Queen's MPA.

- 5.12 Mandate leadership of the School to nurture the development of additional research clusters, support existing Institutes and Centres, and build stronger interdisciplinary linkages between the Queen's School of Public Policy and Global Affairs and cognate departments, to capitalize on the emerging strengths of Queen's.

- 5.13 Establish policies and procedures for the School that will enable regular reviews of research clusters, institutes, and centres to ensure the most effective operations and identify opportunities for new groups to capitalize on institutional strengths in particular areas.
- 5.14 Ask the School to introduce new 'high-engagement' approaches to generating innovative public policy solutions and implementation strategies in conjunction with senior decision-makers in public sector organizations. These approaches should include, but need not be limited to, design thinking and a Queen's policy innovation lab space.
- 5.15 Provide for explicit inclusion of Indigenous issues and programs in core functions of the School to reflect the university's contribution to national and international efforts associated with reconciliation and the full participation of Indigenous people and communities in society.

BUSINESS DEVELOPMENT

- 5.16 Mandate the leadership of the new School to develop and introduce a navigation and 'opportunity development' function, to seek out opportunities for engagement, input and influence. This function will help connect external stakeholders with public policy expertise (faculty, adjuncts, fellows) across Queen's, identify and catalyze the Queen's School of Public Policy and Global Affairs to develop innovative solutions through which to address public policy challenges, develop events and other communications tools through which public policy knowledge can be shared beyond the campus, and explore opportunities for improved financial sustainability (in conjunction with the university's Advancement group).

RESOURCING

- 5.17 Establish a critical mass of faculty with a primary commitment to, and physical location in the School, by various means, including by utilizing the forth coming pan-institutional faculty renewal process. The critical mass for a public policy faculty is estimated to be a minimum of 10 full-time equivalent tenure or tenure track faculty members. Joint appointments with cognate departments across the university are recommended as the most functional and desirable mechanism to optimize expert scholarly assets. This will require close collaboration with the Provost to determine the best way(s) to recruit and hire faculty with the capacity and potential to contribute to public policy research and debate, both within the Queen's School of Public Policy and Global Affairs and cognate departments. Some positions might be time-limited and competitive.
- 5.18 In this regard, the university will want to develop appropriate incentives and budgetary processes through which faculty with public policy interests can make contributions to academic and other functions within the Queen's School of Public Policy and Global Affairs and cognate departments.

In concert with this strategy, the Commission encourages the Principal and Provost to review the existing budget model, and recognition, reward and compensation systems to ensure that faculty pursuing group-based, interdisciplinary research are appropriately recognized. The Commission places particular emphasis on incenting research related to public policy, including, but not limited to, that undertaken in research clusters. The incentives could be financial or academic credits such as reduced teaching loads.

- 5.19 Work with Queen's University Advancement and University Relations to develop new opportunities for philanthropic support for public policy at Queen's, including inclusion in annual and capital campaigns, and a dedicated policy innovation fund to support novel research or translational strategies through which new ideas and insights can be implemented and tested.

PERFORMANCE AND ACCOUNTABILITY

- 5.20 Develop measures and indicators through which the university can assess, over time, the relative degree of success in implementing recommendations associated with elevating and increasing the Queen's presence in the field of public policy. To that end, a number of the measures and indicators should be applied to the institution as a whole, not just the public policy school although the degree of engagement by different units should be considered within the measures and indicators. Queen's will need to determine and gather baseline data on the preferred indicators at the outset of implementation, so that longitudinal comparisons can be made after a sufficient time period has elapsed for the university's plan to have generated results, both internally and externally.
- 5.21 When the university's Strategic Framework is next reviewed, ensure that public policy is explicitly recognized as an institutional priority. Elevation of public policy is intended to reflect the Commission's view that this area of service to society and academic enrichment is a university-wide endeavour rather than the purview of just one academic unit.

6 CONCLUSION

Extensive consultations, along with Commission members' own experiences, make it clear that the public policy world has changed dramatically in recent decades. If Queen's University wants to remain a vital, credible part of a new, increasingly crowded landscape, its approach needs to change. In the Commission's view, the way forward for Queen's is to elevate public policy as a cornerstone of the university's academic and societal mission.

To achieve this, we recommend the establishment of the Queen's School of Public Policy and Global Affairs that prepares students to be the next generation of public policy leaders; that generates new knowledge in public policy through intensive research, that links existing and new policy research Centres and Institutes; that serves as a catalyst and hub for policy-related research across the university; that builds a policy navigation service and provides an opportunity outreach function; and that considers innovative ways to bring the Queen's academy and policy decision-makers together to tackle real challenges.

Ultimately, the goal should be for Queen's to have a much greater influence on public policy.

7 ACKNOWLEDGEMENTS AND THANKS

The Commission extends its deepest appreciation to the many individuals and groups that participated in the consultation process – either through meetings and phone calls, or by email and web-based submissions. Our discussions were highly engaging, gave the Commission deep immersion into the considerations that govern the contemporary world of public policy and its practitioner base, and revealed the depth and breadth of the challenges facing those working in or affected by public policy... which is virtually everyone! We particularly appreciated your candour and your heartfelt suggestions for improvements to public sector-academy interactions. The Commission sincerely hopes that our deliberations and both the Interim and Final reports have done justice to the texture and quality of your engagement.

The Commission also extends its appreciation to staff members at Queen's University who supported our work in myriad ways – from setting up and organizing meetings, to digging out and compiling information, to pointing us toward useful external (and internal) reports, and sharing vital information about university policies and processes. Your efforts have informed our deliberations and contributed greatly to the quality of the final result.

The Commission would like to extend particular thanks to Kathy Wood, for her dedicated research and writing support, and to Anne Martineau, for helping keep the Commission organized and on track. The Commission could not have completed its task without Kathy and Anne's collaboration, energy and professionalism.

And finally, the Commission wishes to thank Principal Daniel Woolf for creating the Commission and giving us permission to probe the deepest reaches of the 'public policy question' on Queen's behalf. We hope that our work provides the impetus for action on this file at Queen's University, but also delivers value to those interested in the public policy landscape more generally in this country.

8 Appendices

COMMISSION MEMBERSHIP

CHAIR

Michael Horgan, Senior Advisor at Bennett Jones LLP
Former Deputy Minister of Finance, Government of Canada

VICE-CHAIR

Margaret Biggs, Matthews Fellow in Global Public Policy, School of Policy Studies
Former President of the Canadian International Development Agency (CIDA)

COMMISSIONERS

Kevin Costante, School of Policy Studies
Former Deputy Minister, Government of Ontario

Jeannie Dempster, Former Vice-President, Public Policy Forum

Bridget O'Grady, Manager, Treasury Board of Canada Secretariat
Member of University Council

Peter Wallace, City Manager, City of Toronto
Former Secretary to Cabinet and Head of the Ontario Public Service

Bob Watts, Adjunct Professor, School of Policy Studies
Former Assistant Deputy Minister for the Government of Canada

Cam Yung, Queen's University Rector

EX-OFFICIO MEMBERS

Michael Fraser, Queen's University Vice-Principal (University Relations)

David Walker, Executive Director, Queen's School of Policy Studies

BIOGRAPHIES

Michael Horgan (Chair)

Michael Horgan is a senior advisor with the law firm Bennett Jones LLP, where he advises clients on a range of economic, financial sector, energy, and environment issues. Before joining Bennett Jones, Mr. Horgan enjoyed a 36-year career in the public service of Canada, where he served as Deputy Minister of four departments, including the Atlantic Canada Opportunities Agency, Indian and Northern Affairs, and Environment Canada. He retired from the public service in April 2014 after five years as Deputy Minister of Finance.

As Deputy Minister of Finance, Mr. Horgan led the department responsible for federal fiscal and tax policy, the legislation and regulation of the financial sector, tariff policy, international economic and financial relations, and major transfers to Canada's provinces. He provided strategic advice to the government on a wide range of economic and financial issues, and he led the preparation of six federal budgets.

Much of Mr. Horgan's career has been spent on energy and environment issues for successive governments. Over the years, he has had extensive dealings with the oil and gas sector, and he was the federal government's chief negotiator for the Mackenzie Valley Pipeline. As Deputy Minister of Indian and Northern Affairs, Mr. Horgan helped negotiate the Kelowna Accord and worked on such issues as First Nations education, residential school reconciliation, treaty rights and land claims, and Aboriginal economic development.

Mr. Horgan has also held the positions of G7/G20 finance deputy for Canada and executive director for Canada, Ireland, and the Caribbean on the board of the International Monetary Fund. He has served on a number of Crown corporation boards, including those of the Bank of Canada, the Canada Mortgage and Housing Corporation, the Canada Deposit Insurance Corporation, Enterprise Cape Breton Corporation, and Export Development Canada.

In addition to his position with Bennett Jones, Mr. Horgan sits on the boards of a number of not-for-profit organizations, including the Canadian Ditchley Foundation, the Centre for Studies in Living Standards, the Gairdner Foundation, the Ontario Brain Institute, and the Perimeter Institute for Theoretical Physics. He is a recipient of the Prime Minister's Outstanding Achievement Award and the Queen's Diamond Jubilee Medal.

COMMISSIONERS

Margaret Biggs (Vice-Chair)

Margaret Biggs is currently chairperson of the Board of Governors for the International Development Research Centre (IDRC) and Matthews Fellow in Global Public Policy at Queen's University. Ms. Biggs served as President of the Canadian International Development Agency (CIDA) from 2008-2013 and was responsible for overseeing Canada's international development and humanitarian assistance efforts worldwide. Previously, Ms. Biggs served as deputy secretary to the cabinet, and assistant secretary, priorities and planning, in the Privy Council Office (Government of Canada).

Ms. Biggs has represented Canada in numerous international fora and served as Canada's alternate governor to the World Bank, international executive co-chair of the China Council on International Cooperation on Environment and Development. Ms. Biggs is chair of the International Advisory Committee of United Nations University's Institute on Water, Environment and Health, chair of the board of World University Services Canada and on the board of the Canadian Partnership on Women and Children's Health.

Ms. Biggs is a graduate of the University of British Columbia and the Norman Patterson School of International Affairs at Carleton University.

Kevin Costante, Artsci'78, MPA'79

Having retired after 35 years with the Ontario and Saskatchewan public services, Kevin Costante joined Queen's School of Policy Studies in November 2014, as an adjunct professor. Prior to joining the School of Policy Studies, Mr. Costante had served for two years as deputy minister of government services, associate secretary of the cabinet, secretary of management board, and chair of the Public Service Commission in the Ontario Public Service. From 2009 to 2012, Mr. Costante was Ontario's deputy minister of education.

First appointed a deputy minister in 1999, Mr. Costante also served in that role in the Ministry of Northern Development and Mines, Cabinet Office (Policy), the Ministry of Community and Social Services, and the Ministry of Training, Colleges and Universities. Prior to joining the Ontario Public Service in 1988, he worked nine years in the Saskatchewan Public Service in the Department of Education, the Department of Advanced Education, and the Department of Finance (Treasury Board).

Mr. Costante attended Queen's University and has a BA (Honours) degree and a Master of Public Administration degree (1979). He lives in Toronto and is also on the board of directors of several not-for-profit organizations.

Jeannie Dempster, Artsci'93, MPA'01

Ms. Dempster possesses more than 20 years of federal government experience, including advisory positions in all three primary central agencies and in ministers' offices. In her role as a director at the Canada Mortgage and Housing Corporation, amongst other achievements, she led the policy team responsible for the creation of the Investment in Affordable Housing, a multilateral, multi-year policy and funding agreement between federal and provincial/territorial governments. More recently at the Public Policy Forum, she has led several projects spanning public policy issues as varied as cybersecurity, cross-sector career mobility, and social innovation. Her focus on projects promoting good governance practices have included, for example, health-care governance and Crown corporation governance.

Ms. Dempster has both a BA (Honours) degree and a Master of Public Administration degree from Queen's University. Her wide-ranging experiences to date have included significant work in policy development and analysis, as well as honing skills in leadership, strategic planning, and project management. Ms. Dempster also recently undertook an interchange assignment with the federal government, as executive director of the Canadian Science Review Secretariat.

Bridget O’Grady, Artsci’03, MPA’05

Since graduating from Queen’s School of Policy Studies with a Master of Public Administration degree in 2005, Bridget O’Grady has enjoyed a rewarding public sector career spanning the federal, territorial, and international spheres. Ms. O’Grady currently works as a manager within the Office of the Comptroller General at the Treasury Board of Canada Secretariat in Ottawa. Prior to that, she held a number of positions over a decade-long career at the Office of the Auditor General of Canada, where she was responsible for conducting and managing performance audits across a variety of sectors, ranging from national security to health care to Canada’s North. During that time, Ms. O’Grady spent two years living and working in Whitehorse, Yukon, where she contributed to advancing a culture of accountability in her role as a manager in the internal audit function. She also served as Canada’s representative at the Australian National Audit Office, where she worked to share best practices and support collaboration between those jurisdictions.

Ms. O’Grady is strongly committed to lifelong learning, as evidenced most recently by her participation in the Comptrollership Leadership Development Program (Government of Canada, 2016); other in-house development programs spanning her career to date; as well as the Interuniversity Consortium for Political and Social Research at the University of Michigan (2008).

A current member of Queen’s University Council, R.S. McLaughlin Fellowship recipient (2003), Gold Medal recipient (Bachelor of Arts Honours, History, 2003), and Chernoff Family Award recipient (1999-2003), Ms. O’Grady is a proud alumnus whose ties and sense of service to Queen’s University runs deep. She credits her career progression and professional success in large part to her Queen’s University education, and is aiming to bring her personal and professional perspectives to bear on the work of the commission, in order to ensure the continued success of the School of Policy Studies at Queen’s University and its place as a training ground for leaders of today and tomorrow.

Peter Wallace

Peter Wallace is currently the city manager for the City of Toronto, Canada’s largest city and the sixth largest government in the country. As the city manager, Mr. Wallace has overall responsibility for more than 53,000 staff, an operating budget of about \$12 billion, and a 2015-24 capital plan of \$32 billion.

Mr. Wallace’s career in the public service spans over more than 30 years. He became secretary of the cabinet, head of the Ontario Public Service, and clerk of the executive council on December 17, 2011. Before his appointment as secretary of the cabinet, Mr. Wallace was deputy minister of finance for three years. He also served as deputy minister of energy. Earlier, he was deputy minister and associate secretary of the cabinet with responsibility for policy in cabinet office.

Mr. Wallace began his public service career in 1981 after completing a BA (Honours) in Political Economy and a Master of Public Administration from the University of Toronto.

Bob Watts

Bob Watts has been involved in many major Indigenous issues in Canada over the past 20 years and led the process, with support from across Canada and internationally, to establish Canada’s Truth and Reconciliation Commission, which examined and made recommendations regarding the Indian Residential School era and its legacy. He was interim executive director of the commission and was a member of the team that negotiated the historic Indian Residential Schools Settlement Agreement.

His current activities include working with Mediate BC to recommend ways for Aboriginal communities to respond to changes to the Canadian Human Rights Act and working on the Siting Process with the Nuclear Waste Management Organization. He is an adjunct professor and fellow in Queen’s School of Policy Studies and a frequent speaker on Aboriginal issues.

Mr. Watts is also a former CEO of the Assembly of First Nations, served as the chief of staff to the Assembly of First Nations’ National Chief Phil Fontaine, and is a former assistant deputy minister for the Government of Canada. He is a graduate of the John F. Kennedy School of Government at Harvard University and fellow at the Harvard Law School. Mr. Watts is from Mohawk and Ojibway ancestry and is a member of the Six Nations Reserve.

Cam Yung, Artsci'16

Cam Yung is currently the Rector at Queen's University. Mr. Yung was born and raised in Calgary, Alberta. He is currently completing his studies in biology. Before being elected Rector, Mr. Yung focused his efforts in Queen's residences, serving as a floor representative, a Residence Facilitator, the Vice-President of Judicial Affairs for the Residence Society, and as a Residence Don. This year, Mr. Yung is also volunteering his time for the Alma Mater Society's FoodBank as the Sustainability Coordinator.

EX-OFFICIO MEMBERS

Michael Fraser

Michael Fraser, Vice-Principal (University Relations), joined Queen's in May 2013 after more than 20 years of experience in the public affairs and communications field, including a variety of positions in both the federal and provincial governments. He has served as a chief of staff and senior communications advisor to federal cabinet ministers, members of parliament, and a provincial premier, and has a wealth of experience in developing and executing strategic communications and issues management, stakeholder engagement, and policy development. His portfolios have spanned government, public and media relations, and internal and external communications.

As VP (University Relations), Mr. Fraser oversees the Communications, Marketing, and Government and Institutional Relations departments at Queen's. This portfolio works to enhance the overall reputation of the university and supports its vision and academic mission in a variety of ways. It tells Queen's stories through the Queen's Alumni Review and the Queen's Gazette, serves as a resource for members of the media, and strives to build Queen's profile both nationally and internationally. The portfolio is also tasked with developing Queen's name and reputation through the stewardship of relations with governments at all three levels, higher learning institutions, which includes a special emphasis on improving relations with the Kingston community.

Mr. Fraser holds a degree in Economics from Glendon College and a Master of Business Administration degree from the Rotman School of Management at the University of Toronto, where he was also a junior fellow of Massey College.

David M. C. Walker, Meds'71, MD, FRCPC

David Walker is currently Stauffer-Dunning Chair and Executive Director of the Queen's School of Policy Studies. He is a professor in the departments of Emergency Medicine and Family Medicine, and the Queen's School of Policy Studies.

A native of Great Britain, Dr. Walker attended Harrow School then immigrated to Canada in 1965. He graduated MD from Queen's University in Kingston in 1971, was certified in internal medicine and was awarded fellowship in the Royal College of Physicians and Surgeons in 1975.

A career in academic emergency medicine at Queen's, Kingston General and Hotel Dieu Hospitals led to roles as associate, vice-dean, and, from 1999-2010, dean of the Faculty of Health Sciences, and CEO of the Southeast Academic Medical Organization (SEAMO).

Dr. Walker has been president of the Canadian Association of Emergency Physicians, president of the College of Physicians and Surgeons of Ontario, and chair of the Council of Ontario Faculties of Medicine. He has served government (by order in council) as chair of the Expert Panel on SARS and Infectious Disease Control, as inaugural board chair of the Ontario Agency for Health Promotion and Protection, and as advisor to ministers of health in Ontario on policy areas concerning public health and aging.

At Queen's, Dr. Walker chaired the Principal's Commission on Mental Health and the coordination and planning for the university's 175th anniversary.

Dr. Walker and his wife Emily share six adult children and, currently, nine grandchildren.

QUEEN'S ASSETS RELATED TO PUBLIC POLICY AND GLOBAL AFFAIRS

For an institution of its size, Queen's University has great breadth of academic enquiry and has faculties in all major areas that public policy touches today and will touch increasingly in the future, from health sciences to law to economics and beyond. The university has research capacities in many disciplines that are central to the public policy field, and has others that can move to centre stage. And there is the acknowledged strength of graduate education in the existing School of Policy Studies, and the strong demand for its graduates.

In addition, Queen's University has a diverse range of centres and institutes that contribute to policy discussions and practice, as well as numerous policy relevant conferences, chairs, and named lectures. This appendix outlines many of these activities. It is not an exhaustive list but it highlights the breadth and depth of Queen's assets related to public policy and global affairs.

QUEEN'S CENTRES AND INSTITUTES

CENTRE FOR THE STUDY OF DEMOCRACY AND DIVERSITY

An interdisciplinary Centre aimed at advancing research and teaching within the areas of democracy and diversity. The Centre seeks to bring the theoretical and practical knowledge of diverse scholars, practitioners, methodologies, and disciplines to bear on the unique strengths and challenges posed by diversity in democratic societies.

CENTRE FOR INTERNATIONAL AND DEFENCE POLICY (CIDP)

Established in 1975, the Centre's mandate is to conduct research in matters of national and international security, and international relations. It supports teaching in the field of security and defence, and through its publications and the activities of its members, contributes to public debate on Canadian foreign and defence policy, and issues of international peace and security.

INSTITUTE OF INTERGOVERNMENTAL RELATIONS (IIGR)

The Institute of Intergovernmental Relations at Queen's University is Canada's premier university-based centre for research on all aspects of federalism and intergovernmental relations, both in Canada and in countries around the world. The Institute is interdisciplinary in orientation, drawing on the latest research in political science, economics, philosophy, law, and sociology.

QUEEN'S INSTITUTE FOR ENERGY AND ENVIRONMENTAL POLICY (QIEEP)

The mandate of QIEEP is to facilitate research into policy issues regarding energy and the environment, topics on which the work of academic researchers has relevance to policy formation, and where knowledge mobilization and knowledge translation present interesting challenges. In the ten years since its inception, Queen's Institute of Energy and Environmental Policy (QIEEP) has tracked and aided the Ontario transition from a jurisdiction heavily reliant on electricity from coal to one that leads the country in generation alternatives. QIEEP has also taken a role in understanding the energy and environmental vulnerabilities of Canada's Northern and Arctic communities and the rollout of alternative energy technologies.

MULTICULTURALISM POLICY INDEX (MCP)

The Multiculturalism Policy Index is a scholarly research project that monitors the evolution of multiculturalism policies in 21 Western democracies. The project is designed to provide information about multiculturalism policies in a standardized format that aids comparative research and contributes to the understanding of state-minority relations.

JOHN DEUTSCH INSTITUTE FOR THE STUDY OF ECONOMIC POLICY

Promotes research and discussion of Canadian economic policy issues and fosters training in, and understanding of, such issues.

SURVEILLANCE STUDIES CENTRE (SSC)

Surveillance of many kinds is growing rapidly throughout the world and the Surveillance Studies Centre (SSC) at Queen's University is committed to high quality research to follow such developments. The Centre is a multi-disciplinary and international research centre that facilitates collaboration between its members and beyond, advancing the Surveillance Studies field through workshops, lectures and seminars, empirical work, a visiting scholar program, publishing, community outreach, liaising with policy and activist groups, and student training.

HEALTH POLICY COUNCIL

The Health Policy Council is a collaborative group of health policy experts at Queen's that work to advance knowledge, develop and disseminate policy, and enhance learning. In particular, they provide and enable accessible policy advice to the public and private sector, communicate policy proposals to a wide audience, engage with health system stakeholders in advancing health system reform, provide a respected forum for health policy discussion and participate, as appropriate, in academic teaching programs at Queen's.

CENTRE FOR HEALTH SERVICES AND POLICY RESEARCH (CHSPR)

Established in 2001 as a successor to Queen's Health Policy (QHP). CHSPR enhances the credibility and capacity of Queen's to understand and contribute to health services research, health program evaluation, and health policy analysis.

THE BEATY WATER RESEARCH CENTRE

Water-related issues are a driving force for economic growth, social well-being and a healthy population in Canada and around the world. This critical interest is reflected in the diversity of water-related research and education initiatives at Queen's University, Royal Military College of Canada and its partner organizations. The Water Research Centre is an inter-disciplinary research Centre dedicated to furthering these interests and is committed to fostering an environment that encourages collaborative research spanning both traditional water-related disciplines, as well as non-traditional and emerging disciplines.

HUMAN MOBILITY RESEARCH CENTRE

The Human Mobility Research Centre is a leader in pioneering innovative treatments for damaged bone and joint tissues. The combined expertise of the Centre's researchers has fuelled significant advances in repairing and reconstructing bone, cartilage, and other tissues that are critical to mobility. Focusing on practical challenges identified by clinical faculty, the Centre employs a unique multidisciplinary approach in the development of innovative treatments for bone and joint disorders, drawing on students and faculty from the faculties of Engineering and Applied Science, Arts and Science, and Health Sciences, working together in integrated multi-disciplinary research teams.

CANADIAN INSTITUTE FOR MILITARY AND VETERAN HEALTH RESEARCH (CIMVHR)

CIMVHR advances military and veteran health research in Canada. It explores the physical, mental, and social health issues associated with military service, and supports Canadian Forces personnel, veterans, and their families.

CENTRE FOR LAW IN CONTEMPORARY WORKPLACE (CLCW)

Established in 2010 and the first of its kind in Canada, the Centre's activities include: research, curriculum development, teaching, dialogue, and outreach on the role of the law in the contemporary workplace.

THE MONIESON CENTRE FOR BUSINESS RESEARCH IN HEALTHCARE

Established in 1998, The Monieson Centre creates opportunities for academics, business leaders, and policymakers to develop research-based solutions to real-world questions.

SOUTHERN AFRICAN RESEARCH CENTRE (SARC)

Contributes to regional cooperation and development in Southern Africa through basic research, training, and capacity building, the delivery of Canadian expertise and policy inputs, and the planning and development of academic and applied research and development projects.

PROMOTING RELATIONSHIPS AND ELIMINATING VIOLENCE (PREVNet)

A national network of Canadian researchers, non-governmental organizations (NGOs) and governments committed to stop bullying.

CANADIAN FRAILITY NETWORK (CFN)

A non-profit corporation dedicated to improving the care of frail older Canadians by increasing frailty recognition and assessment, increasing evidence for decision making, and advocating for change in the health and social care systems to ensure that the needs of this vulnerable population are met.

QUEEN'S UNIVERSITY INDUSTRIAL RELATIONS CENTRE (IRC)

Queen's University Industrial Relations Centre is a leading provider of premium professional development programs in labour relations, human resources and organization development. IRC programs are designed for busy practitioners, delivered by subject matter experts, and grounded in adult learning principles.

FEMINIST LEGAL STUDIES QUEEN'S

Feminist Legal Studies Queen's is a research group located at Queen's University in Kingston, Ontario, Canada. Its goals are to expand awareness and development of scholarship in feminist legal studies, by enabling development at Queen's, and by fostering formal links with scholars working in related areas within Queen's University, in other universities in Canada and internationally, and within the legal profession.

The group encourages participation by members of the Queen's community, and hosts a Speakers Series, as well as annual symposia.

INTERNATIONAL CENTRE FOR THE ADVANCEMENT OF COMMUNITY BASED REHABILITATION (ICACBR)

ICACBR is an organization committed to mainstreaming disability and advancing the concept of community based rehabilitation (CBR) practice in partnership with women and men with disabilities and their communities around the world. All of ICACBR's activities are directed towards achieving international excellence in CBR education, policy, service delivery and research.

THE CENTRE FOR SOCIAL IMPACT

The Centre for Social Impact at the Smith School of Business educates students and fosters outreach, research and advocacy on issues of social impact. It does this by: fostering education in the fields of responsible leadership and social impact; supporting research and providing advice in our key focus areas; providing support for our local communities; being a global advocate on issues of responsible outreach, research and advocacy on issues of social impact.

CPA CENTRE FOR GOVERNANCE AND ACCOUNTABILITY

The goal of the Centre is to improve corporate governance in Canada through a variety of research and teaching programs. The Centre is the first in Canada to have as its primary mission, research in the area of governance. One of the Centre's key initiatives is to assist Canada's not-for-profit sector to build strong governance practices.

QUEEN'S COLLABORATION FOR HEALTH CARE QUALITY (A JOANNA BRIGGS INSTITUTE CENTRE OF EXCELLENCE)

The goal of the Queen's Collaboration for Health Care Quality is to build a vibrant, sustainable, pan-Canadian community of practice focused on evidence generation and evidence use for patient care quality. Originally established in 2004 as the first North American Centre, the Queen's Joanna Briggs Collaboration (QJBC) became a founding partner in an academic-policy consortium together with the Canadian Patient Safety Institute (CPSI) and Accreditation Canada and supported by the Canadian Institutes of Health Research.

QUEEN'S NURSING AND HEALTH RESEARCH

Queen's Nursing and Health Research (QNHR) is a team of nurse investigators who collectively, and in collaboration with practice and academic partners, lead and facilitate comprehensive research programs embedded within a cycle of practice – knowledge creation and/or synthesis - translation – evaluation. The team has identified three clusters of research: populations with complex health conditions; practice environments; and health care quality.

CENTRE FOR STUDIES IN PRIMARY CARE

The Centre for Studies in Primary Care (CSPC) is the research arm of the Department of Family Medicine at Queen's University. The CSPC conducts high-quality research that is focused on the improvement of primary health care practice delivery and education, at the local and national level.

QUEEN'S RESEARCH CLUSTERS

UNDERSTANDING AND SUSTAINING THE ENVIRONMENT AND ENERGY SYSTEMS

Human well-being is dependent upon healthy environments, understanding the impact of human activities upon ecosystems, the adoption and development of renewable energy sources and sustainable energy systems, and the implementation of informed energy and environmental policy. Queen's researchers across multiple disciplines are providing new insights into global climate change, human interactions, urbanization, and industrial activity, and Queen's is emerging as a national leader in connecting this research to policy-making, provincially and nationally. Themes include: the workplace environment and occupational health; the biology, geography, and policy of ecosystem management; and developing environmentally sustainable technologies.

SECURING SAFE AND SUCCESSFUL SOCIETIES

Securing safe and successful societies in the 21st century and beyond is a defining research focus at Queen's. Scholars from a range of sub-disciplines at Queen's study the methods and outcomes of efforts to secure human, financial, political, and physical assets. When catastrophic natural events — like tsunamis and earthquakes — and human events associated with political change occur, our security is threatened. Internet developments also bring risks and opportunities. Queen's researchers frame how these events will affect both individuals and society. Themes include: supporting democratic, economically viable systems of governance through active engagement in public policy; improving the quality and effectiveness of information, including the security of communications tools, with particular focus on networks and telecommunications; contributing to the secure design of infrastructure, with a focus on security of water and large resource extraction processes.

EXPLORING HUMAN DIMENSIONS

How can we understand the nature of humanity? How can we affect human health?

These questions have propelled the rise of interdisciplinary research around improving human health and well-being. Exploring human dimensions cuts across several faculties, schools, and departments at Queen's — from the social sciences and humanities to the health sciences. In exploring the human mind, Queen's researchers ask profound, fundamentally human questions and develop critical insight into the working of society and culture. By studying the dynamics of human behaviour, they provide a foundation for exploring the social dimensions of populations and communities and the study of learned systems of understanding. In the exploration of health, wellness, disease, and aging, increasing emphasis is being given to key and emerging ethical questions that arise in the relationships among life sciences, biotechnology, health, politics, law, and philosophy.

QUEEN'S IN THE ARCTIC

Through studies in biology, computing science, education, engineering, law, environmental studies, medicine, geography, and policy studies, Queen's commitment to the arctic takes many forms: from the groundbreaking pan-Arctic work to local multidisciplinary and multi-institutional work; from the Aboriginal Access to Engineering Program and decades of community work in the James Bay Lowlands and the Kitikmeot of Nunavut, to Queen's University Arctic Research Community which integrates new field stations in the Northwest Passage with existing southern facilities, and conducts discussions on capacity building with territorial governments.

QUEEN'S POLICY CONFERENCES AND PROFESSIONAL DEVELOPMENT

QUEEN'S INTERNATIONAL INSTITUTE ON SOCIAL POLICY (QIISP)

The annual Queen's International Institute on Social Policy (QIISP), which was established in 1995, brings together senior policy-makers and leading researchers to review recent research findings and to discuss major directions in social policy. It is organized by the School of Policy Studies with support from the Governments of Canada, Ontario, the Region of Peel and the City of Toronto. Distinctive features of QIISP include: a focus on research, knowledge transfer and informed debate; participation of senior policy-makers from all levels of government in Canada, as well as from the voluntary sector; an international perspective, with speakers coming from international organizations, universities and research organizations from around the world; and contributions from leading Canadian researchers from universities, think tanks and government agencies.

QUEEN'S TRADE POLICY INSTITUTE

The annual Queen's Institute on Trade Policy, first offered in 2009, is designed to support mid-career officials in acquiring the skills and perspectives needed to develop trade policy approaches and trade negotiation strategies, to provide them the opportunity to think strategically about 21st century trade policy and its relationship to domestic policies, and to provide networking opportunities with their counterparts in federal and provincial departments with trade-related responsibilities. The Institute is organized in consultation with the Trade Negotiations and Agreements Branch of Global Affairs Canada and is delivered by trade policy specialists, both academics and former senior negotiators with the specific objective of developing trade policy expertise within the public service.

KINGSTON CONFERENCE ON INTERNATIONAL SECURITY (KCIS)

The Kingston Conference on International Security (KCIS) is a leading international event featuring high-level security and defence experts from Canada and abroad. Held in Kingston, Ontario, the conference is co-organized by the Centre for International and Defence Policy at Queen's University, the Canadian Army Doctrine and Training Centre, the US Army War College's Strategic Studies Institute and the NATO Defense College. The partners jointly identify thematic priorities each year, following a careful analysis of emerging trends. The program is developed with the military community in mind and examines the implications of international security trends for the armed forces of Canada, the United States, as well as NATO allies and partners.

STATE OF THE FEDERATION CONFERENCE

Now in its third decade, the State of the Federation conference series presented by the Queen's Institute of Intergovernmental Relations (IIGR) examines contemporary federalism and governance challenges facing Canada.

INDIGENOUS PEOPLES AND PUBLIC POLICY CONFERENCE

The future of Aboriginal Peoples, in their relationship with the governments of Canada, is one of the most complex policy questions of our time. In association with its academic program in Indigenous Policy and Governance, the Queen's School of Policy Studies holds a biennial conference on critical policy issues affecting Indigenous people and their communities.

QUEEN'S POLICY FORUM

The Queen's Policy Forum is an annual capstone event that brings together students, scholars, alumni and policy-makers to explore an issue of national public policy importance. In recent years, the Policy Forum has focussed on: The Academy and the Policy World; Open Government, Rethinking Canadian Policy in a Digitized World, and Global Shifts: Opportunities and Risks for Canada.

QUEEN'S NORTHERN RESEARCH SYMPOSIUM

Queen's Northern Research Symposium is an annual one-day event gathering faculty and students – who work in the Canadian North – from all departments across Queen's, e.g. chemical and civil engineering, geography, geology, sociology etc.

APPENDIX B

NATIONAL EXECUTIVE FORUM ON PUBLIC PROPERTY

Queen's School of Urban and Regional Planning is the home of the National Executive Forum on Public Property, which brings together on an annual basis senior executives from all three levels of government in Canada to share experiences and best practices, backed up by research.

QUEEN'S DISTINGUISHED CHAIRS

Stephen J.R. Smith Chair of Strategy and Organizational Behaviour

Stauffer-Dunning Chair in Policy Studies

Jarislowsky-Deutsch Chair in Economic and Financial Policy

Clinical Teachers' Association of Queen's Chair in Applied Health Economics/Health Policy

Borden Chair of Leadership

Bell Canada Mental Health and Anti-Stigma Research Chair

QUEEN'S DISTINGUISHED LECTURES

W. Edmund Clark Distinguished Lecture on Public Policy

Tom Courchene Distinguished Speaker Series (Public policy; Indigenous policy and governance)

Chancellor David Dodge Lecture in Public Finance

J. Douglas Gibson Lecture (International Scholar; Policy studies)

The Donald Gow Memorial Lecture (Canadian public policy)

Kingston International Lecture (International affairs)

The Donald Matthew Faculty Fellowship Lecture (Global public policy)

Kenneth MacGregor Lecture (Federalism)

The John Meisel Lecture Series in Contemporary Political Controversies

The Thomas Plunkett Lecture (Public sector, municipal affairs)

Dr. Duncan G. Sinclair Lectureship in Health Services and Policy Research (Health services and policy)

Sheila Skelton Menzies Lecture (International relations and Canadian foreign policy)

Winkler Speaker Series in Industrial Relations

INTERIM REPORT: WHAT WE'VE HEARD

Principal's Commission on the Future of Public Policy at Queen's University
– [INTERIM REPORT: What We've Heard](#)



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