

The Queen's University 175th Anniversary Working Group

According to the report prepared by Principal Woolf's Preliminary Planning¹ group, the establishment of a Queen's University 175th Anniversary Working Group (*QUAWG*) should be endorsed by Senate before the end of 2012.

The *QUAWG* mandate will be to:

- Create a sense of the anniversary occasion which, while raising Queen's profile across Canada and internationally, is in proportion with the anniversary (neither 150th nor 200th) and is in keeping with current budgetary considerations at Queen's.
- Emphasize the future orientation of Queen's (in the context of the Queen's Campaign) while acknowledging past achievements as well as its historical and current relationship with Kingston.

QUAWG will include a Chair and a Coordinator as well as a small group chosen by the Chair to assist in planning. Several advisory committees will be created to ensure representation of the Queen's and Kingston community including students, alumni, faculty, staff, librarians, retirees, councilors, and local partners.

The *QUAWG* Chair's responsibilities should include, but not be limited to:

- The oversight in general and in particular of the development and execution of plans and timelines for the celebration of the 175th Anniversary, including the organization and administration of committees, budget, and programming.
- Establishing such volunteer sub-committees and task forces as required to carry specific plans to completion, developing the Coordinator's responsibilities and overseeing the Coordinator.
- The maintenance of close communications directly and through committee reports with ancillary stakeholders, organizations and groups within and without Queen's whose participation and/or cooperation may contribute to the program
- Acting as official spokesperson for the university on matters concerning the 175th anniversary.

In addition to engaging as broad a field of constituents and stakeholders as possible in the planning for this event, the Queen's University 175th Anniversary Working Group will produce progress reports for the Principal who will relay key updates to Senate.

Motion:

THAT Senate endorse the establishment of the Queen's University 175th Anniversary Working Group, to be an advisory committee to the Principal on the celebration of Queen's 175th anniversary.

¹ John Burge (Co-Chair), Faculty Representative
Irene LaFleche (Co-Chair), Staff and Senate Representative
Sue Bates, Alumni Representative
Sarah Jane Dumbrille, Board of Trustees Representative
Judy Griffiths, Office of Advancement Representative
Nick Francis, University Rector and Student Representative

Queen's University's 175th Anniversary in 2016

— Planning to Plan Guidelines —

This document was prepared at the request of Principal Daniel Woolf by:

John Burge (Co-Chair), Faculty Representative
Irene LaFleche (Co-Chair), Staff and Senate Representative
Sue Bates, Alumni Representative
Sarah Jane Dumbille, Board of Trustees Representative
Judy Griffiths, Office of Advancement Representative
Nick Francis, University Rector and Student Representative

October 16, 2012

What Queen's should aim to achieve with the 175th anniversary

The upcoming 175th anniversary of the founding of Queen's University in 2016 is a "golden" opportunity to further establish and promote the success of our students, faculty, staff and alumni both past and present. As an institution renowned for its respect of tradition, enthusiastic spirit and justified sense of pride, 175 years of ongoing activity is a significant milestone. Finding ways to mark this event with both celebration and reflection will help to foster a deeper connection to our history and thereby ensure we understand our responsibility to the future and continue to raise the university's profile within the Kingston community, across Canada and on the international stage.

The Advancement Office anticipates that 2016 will be the year that successfully brings to a close the "Initiative Campaign" as we meet our goal of raising \$500 million. As this is the largest fundraising and renewal campaign ever undertaken by the university, the anniversary marks a timely opportunity to connect the anniversary to ongoing efforts of philanthropy and appreciation of donors. In the same way that the "Initiative Campaign" builds upon the Queen's "Spirit of Initiative" brand, the 175th anniversary could also reinforce this message by incorporating the same references such as, "Celebrating the initiative that has shaped Queen's for 175 years."

In marking the 175th anniversary, Queen's University should have two specific goals that can be used to broadly influence the planning process: First, the entire university should work together with a heightened sense of mutual cooperation and respect between the various constituencies such that the university's students, faculty, staff, administration, unions, trustees and alumni can share cooperatively in celebrating our strengths and achievements; Second, priority should be given at all times to strengthening the relationship between the university and the City of Kingston in all planning decisions. For example, the location of the university on the beautiful waterfront of Lake Ontario, within walking distance of a vibrant downtown business and entertainment area, is as easy to take for granted as it is to undervalue the importance of Queen's as an educational, cultural and economic driver within the Kingston area. Efforts directed towards embracing these two goals will do much to strengthen the university's own internal relationships and our standing within the broader community.

How Queen's should organize to plan the anniversary celebrations

In recognition of budgetary constraints and fiscal responsibility, it is our belief that the 175th anniversary should aim to be both a meaningful and cost-effective celebration. The success of the anniversary will greatly depend on the creativity of the events planned and the commitment to engaging our community as a whole. This will ensure that the anniversary is filled with imaginative moments that will characterize the Queen's spirit for what it truly is.

175 years is an important enough milestone and opportunity that the University needs to allocate resources for a planning committee. This committee should be a combination of paid or reassigned staff members and volunteers and be closely connected to the Office of Advancement as they have expertise in marketing, communication, fundraising and event planning.

In the tradition of collegiality, the anniversary planning committee should seek out extensive consultation with all stakeholders. As we have learned ourselves through the preliminary planning exercise of preparing this document, the composition of the actual anniversary planning committee should include representation beyond the major stakeholder groups of students, alumni, faculty and staff. For example, there are organizations and groups that do not always fit into a major stakeholder category, but would have significant interest and add value through participating in the anniversary. These groups include, but are not limited to: Librarians, Retirees Association of Queen's, Queen's University Council, etc.

Acknowledging that the anniversary brings with it an array of opportunities for Queen's, we recommend that the planning committee consider how local partnerships in Kingston could be formed for the planning of this celebration. The success of this event will depend greatly on the creativity of the events planned and by engaging as large a community as possible in both the planning and the realization. With sufficient time and encouragement to think imaginatively, the university will generate inspiring and perhaps even unusual events that will capture the excitement of university life at Queen's.

Recommendations for planning and implementation

Once the university establishes an actual Anniversary Planning Committee, it will then be the responsibility of this committee to solicit ideas and schedule events that are designed and coordinated to involve as many participants as possible. To provide a starting point for the Anniversary Planning Committee, a list of general principles and guidelines has been recommended below.

Events Limited to 2016: Of all the issues discussed by this committee, we were in complete agreement that the anniversary celebrations should be limited to the calendar year of 2016. The 150th-anniversary celebrations of the founding of Queen's extended over 1991-92 in what was arguably a more significant anniversary (sesquicentennial certainly has a nicer ring to it than dodransbicentennial). With the 200th anniversary of the birth of Sir John A. MacDonald in 2015 and Canada's own bicentennial in 2017, it would be optimal to limit the time frame for the Queen's 175th-anniversary celebrations to scheduling events between January and December 2016, thereby avoiding any sense of competition with the celebrations of other important anniversary milestones.

Overall Marketing of the 175th Anniversary: Queen's should use this anniversary as an opportunity to further establish the university's brand by celebrating the success of its current students and alumni as well as highlighting the achievements of both past and present faculty. What makes Queen's special should be articulated repeatedly with a consistent message and integrated advertising approach across as many platforms as possible. The anniversary should be an opportunity to increase alumni support and underscore the value of a Queen's degree to current and future students. A well-planned, national advertising and marketing campaign will need to be clearly articulated and carried out. A potentially simple but effective marketing strategy could focus on, "*175 years...175 Moments.*"

Utilize Existing Events: Building on the strengths of existing events will help to keep costs low. Also, by relying on the past experiences of staging already established annual events, the university will ensure that all 175th-anniversary events are well planned and attended. Anticipating that Queen's will once again schedule fall reunions on campus by 2016, this is a significant opportunity to expand these kinds of alumni gatherings to reflect the importance of the 175th anniversary year. The Grant Hall Society, especially the Kingston dinner and the Campaign Closing Celebration, could be events of increased or special significance in 2016. Given the strength of Queen's alumni branches, anniversary events could be organized across Canada and in major centres around the world.

Schedule a Small Number of Major Events: Ideally, a small number of major events should be planned for 2016 to showcase Queen's University and to promote our

academic mission and place in Canadian history. The following is a list of possible suggestions that is by no means exhaustive:

- **Royal Visit:** For the 150th anniversary, Their Royal Highnesses, The Prince and Princess of Wales (Charles and Diana) visited Queen's University on October 28-29, 1991. Efforts should begin immediately to try to make a Royal Visit a reality as this kind of event would give a strong focal point to the entire year of celebration.
- **Visit by Government Representatives:** Invitations should be extended to municipal, provincial and federal representatives of government.
- **Academic Conferences:** While it is not possible to schedule the Congress of the Sciences and Humanities Annual Meeting at Queen's in 2016 due to the 2014 and 2015 Congresses being already held in Ontario, the scheduling of other academic conferences at Queen's during 2016 should be encouraged.
- **National Athletic Events:** Queen's now has one of the best athletic resources amongst Canadian universities. Holding two, if not more, Canadian Interuniversity Sports National Championships (at least one in the spring and one in the fall of 2016) should be encouraged, especially in areas where Queen's own teams have excelled recently.
- **Queen's Spirit Day:** A campus-wide event held during the term that is a day-long celebration for current students, faculty and staff. This day could also be expanded to include alumni participating across the globe. This event could include a massive BBQ with cake.
- **Faculty, Staff and Retirees Events:** In recent years the university has not held gatherings such as the pancake breakfast that in the past was used to kick-off the start the Queen's Campus Appeal. It would be worth investigating holding these kinds of events again in 2016 which should attract a high level of interest.

Small Events that Capture the Creativity and Spirit of Queen's: On a grass roots level, all academic units, including even the smallest departments, should be encouraged to hold at least one event that marks the 175th anniversary. These need not be big events but should be somewhat out of the ordinary and could be connected to an alumni reunion for the department. The kinds of events that we imagine could include:

- Plan a visit or series of visits by alumni who return to a faculty or department to make a presentation and meet with current faculty and students.
- Hold a debate between prominent faculty members, students, alumni or invited guests.
- Invite departments or units to find intriguing ways to reflect the number, 175, in their own events. For example, design a 175-year commemorative crest that could be incorporated into all sport team uniforms in 2016.

Embracing Culture: Queen's University has a vibrant but often hidden cultural scene and the 175th anniversary is a great opportunity to highlight the importance that culture plays in all our lives.

- Invite existing cultural organizations like the Queen's Quarterly and Agnes Etherington Art Gallery to consider giving prominence in 2016 to programming and editorial decisions that connect directly to Queen's University.
- Connect with existing arts groups in Kingston (theatre companies, symphony, etc.) to also consider programming in 2016 that connects directly to Queen's University.
- Invite alumni artists, actors, authors, musicians, filmmakers and other past members of the fine arts community, back to campus for a celebration of creativity that would make for great programming in the Isabel Bader Performing Arts Centre.

Athletics and Recreation: As mentioned earlier, the new Athletic and Recreation Centre is a real jewel for the campus and is well used by students, faculty, staff and members of the Kingston community. The student-run intramural activities that already occur every year are well organized and enable students of all abilities to participate in team and individual sports. In the spirit of fun and engagement, the 175-anniversary would a great opportunity to hold faculty and staff sport competitions. While many of these competitions could involve team sports (a weekend volleyball tournament), individual sports such as a campus-wide squash tournament (potentially involving students) would be a great way for athletes young and old to engage in an activity that they enjoy. These kinds of events would require a number of dedicated volunteers but with the use of resources like Facebook and a dedicated website, it is anticipated that some of the competitions might take on a life of their own and be repeated in subsequent years.

A Legacy Initiative: Recognizing that the "Initiative Campaign" will be concluding in 2016, a separate 175th-anniversary fund-raising campaign would likely run into donor fatigue. As a committee though, we still feel that it is possible to have a specific "175-anniversary Legacy Campaign" that focuses attention within the all-encompassing area of student support and engagement. Considering that one of Queen's more distinctive characteristics is the number of students who are involved in student-run clubs and organizations, we propose that donations be solicited to create a large bursary endowment fund in support of student clubs. While the administration of such a fund would need to be clearly defined, we anticipate that the interest generated annually by the endowment would be distributed by the AMS to student clubs through a separate application process every fall. While there are well over 300 clubs in any given year, and not every club may require additional funding, there is a potential angle of marketing that could tie together the concept of creating an endowment to fund 175 student clubs for the 175 years that Queen's has been educating students: *175 Years, 175 Student Club Bursaries*. The current AMS has indicated strong support for this initiative and provided assurance that there are many student clubs that would benefit greatly by even a modest level of support. This kind of legacy project should attract small one-time donations from many

alumni who remember their own past involvement in student clubs and should not be seen to be in competition with other appeals for support.

Timeline of planning steps from 2012 to 2016

Before the end of 2012, the University Senate should pass a motion to endorse the establishment of a 175th-Anniversary Planning Committee.

Once established, the Anniversary Planning Committee should send out a call for proposals in early 2013 with a first-stage planning deadline for submissions set for the fall of 2013. Many larger faculties, such as the Faculty of Arts and Science, will likely need to have their own Anniversary Planning Committee to help solicit ideas and coordinate activities. This first stage of planning will likely focus on the approval and scheduling of large events. A tentative anniversary celebration schedule should be published in early 2014 accompanied by a call for a second round of proposals or comments. Having a second round of submissions will enable groups to potentially piggy-back onto the already approved activities or for new submissions to be submitted that are inspired by what has already been programmed. The second call for submissions will not require as long a window for the preparation and approval of applications. The final schedule should be completed and published before the end of 2014 so all of 2015 can be used to plan an effective marketing and publicity campaign prior to the launch of the anniversary celebrations in 2016.