

The 175th Anniversary of Queen's University in 2016-2017

FINAL REPORT

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175
YEARS

Prepared for: The Senate of Queen's University

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1 Introduction

A) SCOPE

This report summarizes the celebration of the 175th Anniversary of Queen's University, assesses the celebration in relation to objectives, and provides insight that will be useful to planners of similar events.

B) AUDIENCE

This report is intended for those interested in learning about the anniversary celebration process, its events, activities and initiatives. It is expected that planners of similar celebrations will find this report helpful in developing an engagement philosophy and for idea generation of events and activities. Additional reports, including associated reports, meeting agendas and minutes, photographs and other background materials in electronic and hard copy formats will be on file in the Queen's University Archives.



2 Background

A) PLANNING TO PLAN

In 2012, at the request of Principal Daniel Woolf, a six-member preliminary planning group consisting of Queen's community members was tasked with developing the initial plan for the 175th anniversary celebrations. The group produced the document, "Queen's University's 175th Anniversary in 2016: Planning to Plan Guidelines," which was endorsed by the Senate on Nov. 27, 2012. Included was a directive to establish the Queen's University 175th Anniversary Working Group to be an advisory committee to the Principal on the celebration of Queen's 175th anniversary. The group tasked the advisory committee to consider:

- What should Queen's aim to achieve with the 175th anniversary?
- How should Queen's organize to plan the 175th anniversary?

It also recommended that:

- The level of celebration be in proportion with the anniversary (neither 150 or 200) and be in keeping with budgetary considerations
- Events to be limited to 2016 (Subsequently updated to include events during 2016-17 to coincide with Canada's 150th anniversary and the academic year)
- Overall marketing of the 175th anniversary should promote Queen's generally
- Existing events should be expanded and utilized to promote the anniversary
- A few signature events should be executed
- A focus should be put on small, meaningful, events at the grass-roots level
- Queen's cultural heritage should be celebrated
- Athletics and Recreation should hold faculty, student, and staff sporting events
- A legacy initiative of some sort should be developed in concert with the initiative campaign.

B) INITIAL PLANNING

In 2013, Principal Woolf appointed David Walker, former Dean of the Faculty of Health Sciences, to chair the 175th Anniversary of Queen's University in 2016-17 and create a process for the celebration. Rico Garcia, Artsci'14, was hired as student coordinator. In 2014, Michael Blair, Sc'17, took over the position. Also in 2014, Celia Russell was hired as director/special project assistant to coordinate 175th anniversary office initiatives.



3 Guiding philosophy

The success of the 175th anniversary celebrations, recognizing Queen's founding in 1841, is the result of a resource-efficient strategy supported by a modest promotional budget, allocated for use over a three-year period. The goal was to showcase the diversity of Queen's through activities, initiatives, celebrations and events taking place in 2016 and 2017.

Although most events and activities were concentrated during the 2016-17 academic year, any that fell within these two years were branded or labelled as being part of the celebrations. Extending the celebrations into 2017 also ensured overlap with other anniversaries, including Canada's 150th anniversary, and recognition of the 175th anniversary of Queen's first day of classes on March 7, 2017.

The approach taken to achieve the celebration objectives was to meet with a vast diversity of stakeholders and offer to promote their events planned during the anniversary year through various Queen's communications channels.

Between August 2014 and July 2016, David Walker, chair of the 175th Anniversary Committee, Mike Blair, student coordinator, and Celia Russell, special projects assistant (or a subset of these three), met with nearly 150 internal and external stakeholders, including colleague institutions, retirees, alumni, the City of Kingston, and the City of Kingston Police, to discuss anniversary planning and encourage them to co-brand or enhance their existing events, activities and initiatives. Many groups created new activities to take advantage of the milestone opportunity to reflect on Queen's excellence and its contribution to society. During these outreach efforts, the trio learned that many partners, such as the Department of Classics (175), School of Nursing (75), Kingston as First Capital (175) and Town of Perth (200), were celebrating milestones of their own. The strategy proved successful, with more than 300 special events, new initiatives and the "supersizing" of existing activities featured during the anniversary – a tapestry highlighting Queen's diversity, excellence and contributions to society.

In the interests of inclusivity, no single launch was planned. Instead, the milestone was celebrated at major events such as the orientation of Queen's 175th class in September 2016, the Oct. 1-2 Initiative Campaign close weekend and a tree dedication outside Summerhill to mark the signing of the Royal Charter on Oct. 16, 1841.



4 Committees

175th Anniversary Executive Committee (2013-2017)

The 175th Anniversary Executive Committee first met June 18, 2013. Chaired by Dr. Walker, its membership consisted of Queen's stakeholders and was responsible for the oversight of the anniversary planning process. The executive committee consisted of internal representatives from the following areas:

- Office of the Principal
- Marketing
- Communications
- University Secretariat
- Office of the Rector
- Office of Advancement
- Government and Institutional Relations
- Division of Student Affairs
- Queen's University Alumni Association

Regular, usually monthly meetings took place until August 2017, around the conclusion of the celebrations. Committee members derived the guiding philosophy, shared updates on progress made toward planned celebrations and resolved questions of interpretation of the anniversary mandate.

175th Anniversary Advisory committee (2013-2014)

Chaired by the Hon. Peter Milliken, Artsci'68, the 175th Anniversary Advisory Committee consisted of internal and external stakeholders. It met three times (the final meeting was jointly with the 175th Anniversary Network of Representatives) to provide advice and ideas, and contributed to objectives and success measures. The executive committee then took these ideas, which formed the basis of a communications plan and then proceeded to engage individuals and organizations to create events or co-brand existing events to take place during the anniversary year.

The executive committee served to act on the following objectives framed by the advisory committee:



5 Objectives

- To celebrate Queen's unique legacy, contributions and role at the national and international levels and raise the profile of the university
- To contribute to the future vision for the university
- To enhance and strengthen relationships with the City of Kingston and constituent stakeholders, including alumni
- To promote and celebrate the close of the Initiative Campaign.

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Success Measures

- Enhance the national and international profile of the university
- Demonstrate Queen's role as a nation builder
- Highlight excellence – people, innovation, discovery, leadership
- Reflect Queen's global reach
- Encourage and reflect student engagement
- Tangibly contribute to and highlight the Initiative Campaign and future Advancement priorities
- Undertake shared initiatives with the City of Kingston and the community
- Involve, celebrate and recognize First Nations, Métis and Inuit
- Involve high-school students
- Engage and energize all constituent stakeholders.

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Subcommittees

In December 2014, several subcommittees consisting of executive committee members and campus specialists were created to expedite the work of the executive committee. Apart from the Moments Curation Committee, which completed its work in early 2016, these operated during 2015. Meetings were held on an as-needed basis. Except for the Student Working Group steered by M. Blair, D. Walker was ex-officio on all.

Marketing and Communications

- Ensured items and deliverables in the Marketing plan and the Communications plan are moving forward
- Ensured execution of items and deliverables take place in a timely manner.

Athletics and Recreation

- Review options, identify preferred opportunities for collaborative ventures with Athletics and Recreation
- Examine the cost out of these opportunities.

Events/Launch

- Review the coordination/timing of key events during the anniversary year, such as Homecoming and the opening of the new Richardson Stadium.

175 Moments

- Developed a collection, vetting and gap analysis strategy.

Moments Curation group

- Reviewed submissions, assisted the University Historian with the writing and compiling of the Moments.

Honorary Degrees in 2016

- In 2016, to recognize the 175th, all honorary degree recipients were distinguished Queen's alumni. This committee assisted faculties and other nominators through research on potential nominees, with a view to quality and diversity.

AMS Student Working Group

- An ad-hoc committee of Alma Mater Society Assembly, consisting of AMS staff and students. The committee linked with the 175th Anniversary Executive Committee via M. Blair, and consulted with faculty society presidents and the Society of Graduate and Professional Students on their plans for the 175th.



8 Benchmarking

To assist with scope and planning advice the executive committee commissioned a benchmarking report, which featured research on how other universities celebrated milestones, big and not-so-big. Brown University (250 in 2015) and the University of King's College, Halifax (225 in 2014), were consulted for advice on planning. Brown University's successful web-based historic timeline project informed the 175 Moments project, the centrepiece of the 175th anniversary website. Others drew on Queen's expertise for their own planning. McGill's Gérald Cadet, Director of Bicentennial Planning and responsible for developing and coordinating the strategy for activities and events for the anniversary in 2020, consulted with Dr. Walker and Ms. Russell about Queen's 175th in May 2016. Leanne Stepnow, Senior Project Manager for Hart House Toronto's 100th Anniversary, also contacted Queen's for planning advice (August 2017).



9 Consultation: Network of Representatives (2015-2016)

At outreach meetings leading up to the celebration launch, stakeholders internal and external to Queen's were invited to join the Network of Representatives, which met four times. At each meeting, a sampling of members would provide updates on their 175th activities and events. Members also received updates on the anniversary process. With a membership of ultimately 150, the committee fulfilled its purpose by engaging, inspiring and providing opportunities for networking and cross-fertilization. Their efforts resulted in more than 300 co-branded faculty, department and unit events and activities, several of them multidisciplinary in nature. Principal Daniel Woolf attended and spoke at two of the four meetings, where he recognized the enthusiasm, mammoth effort and investment of time by those planning 175th events and activities.



Timeline overview

Date	Activity
November 2012	Senate directive to begin planning.
June 2013	First meeting of the 175th Anniversary Executive Committee and establishment of the mandate.
January 2014	First meeting of the 175th Anniversary Advisory Committee – brainstorming meeting facilitated by Queen's Executive Decision Centre.
September 2014	WordPress 175th Anniversary website launched. WordPress anniversary events calendar created.
January 2015	175 Moments curation and writing process begins.
April 2015	First meeting of the Network of Representatives.
March 2016	Official release of the 175th Visual Identity by Principal D. Woolf.
May, July, September 2016	All-alumni honorary degree recipients at Spring and Fall Convocation.
September 2016	Orientation Week: Welcoming of Queen's 175th class; record-breaking Guinness Q – world's largest human letter Relaunch of Queen's online Events Calendar Launch of the official 175th Anniversary website and the 175 Moments, featured as the website centrepiece Reopening of George Taylor Richardson Memorial Stadium
Oct. 14-16, 2016	Homecoming Weekend; premiere of QUAA Global Oil Thigh video.
Oct. 16, 2016	University Day: Presentations to St. Andrew's Presbyterian Church on Queen's 175th Anniversary, recognizing the integral role the church played in the founding of the university. Tree planting outside Summerhill to recognize the 175th anniversary of the signing of Queen's Royal Charter.
Nov. 17-19, 2016	Queen's hosts the annual general meeting of the Royal Society of Canada.
March 7, 2017	175th anniversary of Queen's first-class day; special commemorative Senate meeting including participation of Queen's and Kingston Aboriginal communities, upon whose grounds Queen's sits.
March 9, 2017	Book launch: <i>Queen's University Volume III, 1961-2004: Testing Tradition</i> by University Historian Duncan McDowall.
May 20, 2017	Special re-convocation ceremony in Hong Kong: Justice Kin Kee Pang, Arts'70, received the first Queen's honorary degree conferred outside of Canada – part of a special weekend of events deepening ties with alumni and partners in the Asia-Pacific region.
May-July 2017	175th anniversary capstone event: New Eyes on the Universe Exhibit, a special exhibit featuring the discoveries of the Sudbury Neutrino Observatory (SNO), the recognition of this work with a Nobel Prize in Physics in 2015 for SNO, Director Arthur McDonald, and the facilities and experiments of SNOLAB.

A) MARKETING OBJECTIVES AND GOALS

The marketing strategy focused on celebrating Queen's unique legacy, contributions and role at the national and international levels, to raise the profile for Queen's, raise the level of campus engagement and pride in the institution and contribute to the future vision for the university. Specific goals were to:

- Enhance and strengthen relationships with the City of Kingston and constituent stakeholders
- Develop a unique and memorable visual identity and associated guidelines
- Co-brand existing events and initiatives
- Create unique opportunities to engage with and celebrate Queen's history
- Develop 175th anniversary website featuring 175 moments from Queen's history and direct traffic to it through social media and digital promotion.

Campus communicators

In the summer of 2015 communications and marketing staff throughout the university were asked to fill out and submit an activity template, recording their faculty or office's commitment to its 175th anniversary activities in order that they could be added to the planning framework and the promotional schedule being developed by the 175th anniversary office. Campus communicators also belonged to the Network of Representatives.

Visual identity: the logo

The 175th graphic was developed by Queen's Marketing with two executions: use with the Queen's logo (preferred version) and use without the Queen's logo (for special circumstances). Quarterly network meetings were hosted for staff across campus responsible for marketing and communications to encourage early adoption of the 175th visual identity and branding of events. All material produced in-house featured the 175th graphic prominently, including the view books, annual report, Queen's website and admission presentations.

Visual identity: banners

The campus was decorated with banners and 3M building skins. Pole pennants lined University Ave, welcoming visitors to campus. Four buildings on campus – Grant Hall, Stauffer Library, Sutherland Hall and Watson Hall – featured 18 to 27-foot-tall building skin murals applied to each building's façade, flanking the east, west, north and south of campus. 175th anniversary stand banners were distributed to faculties, units and departments for use at their special events and in their offices. Marketing lent out extra banners as required. A booth was hosted during an orientation week sidewalk sale where the 175th anniversary was promoted, and buttons, pins and pocket protectors (a Queen's alumnus' invention!) were handed out. 175th anniversary pole banners lined downtown Kingston streets. Pole banners recognizing the 75th anniversary of the local United Way and Queen's 175th in 2017 were featured at the intersections of Union Street and Sir John A. Macdonald Boulevard, and Union Street at University Avenue.

Initiatives

- Amazing Race Canada filmed on campus under the 175th banner and broadcast in August 2016
- Advertising in *Queen's Alumni Review*, *Kingston Whig-Standard*, *Profile Kingston*, *Maclean's*, *Globe and Mail* and K-Rock Centre
- Entire issue of *Kingston Life* magazine dedicated to 175th anniversary
- *Queen's Alumni Review* dedicated to 175th anniversary
- Launched 175th website with 175 moments as anchor content – link from homepage via 175 graphic
- Social media campaign to promote individual moments and drive traffic to 175th website – Page views increase by more than 1,400 per cent on average following each Facebook and Twitter post. Social media is top referral for site (28 per cent of traffic).
- #queens175 social media hashtag introduced and promoted
- Snapchat geofilter to celebrate university's birthday – 9,500 views in a single day.
- Happy Birthday, *Queen's* video pushed out on Facebook university's birthday – 70,000 views,
- 1.9 reactions, 96 comments (2nd best performing video in *Queen's* history).

B) COMMUNICATIONS OBJECTIVES AND GOALS

The goal of the communications plan was to build overall awareness of the 175th anniversary and communicate about the seminal events through direct and indirect communication, using its channels and resources including the *Queen's Gazette* website, the *Gazette* newspaper, and the *Queen's Gazette Today* email. University Communications worked closely with other units within the University Relations portfolio to distribute information and key messages through their channels, including the newsletter to community stakeholders issued by Government Relations, and the print and online editions of the *Queen's Alumni Review*.

Every effort was made to drive readers to the 175th anniversary website. The 175th anniversary website served as the main source of information about the events and activities that occurred during the celebration as well as being the main vehicle for showcasing the 175 moments in *Queen's* history.

Faculties and units were responsible for communicating and promoting the 175th anniversary events and activities in their areas using their channels.

Objectives

- Identify *Queen's* past and future role as a nation builder
- Enhance the national and international profile of the university
- Highlight the excellence of faculty, students and alumni both past and present
- Promote the exciting future of *Queen's*, consistent with the strategic framework, the strategic research plan, and the Third Juncture, Principal Daniel Woolf's vision document.

Communications plan implementation

The communications plan for the Queen's 175th anniversary was executed in three distinct phases:

Phase 1 January 2014 until December 2015

This phase of communications focused on building awareness of Queen's 175th anniversary among internal and external stakeholders. Due to budget constraints for marketing during this period, existing communications vehicles were vital for telling the Queen's 175th story. Regular progress updates and features appeared on the Queen's Gazette online, the Gazette newspaper, and the Queen's Alumni Review. The profile of the anniversary was also raised internally through a section on the MyQueensU portal that linked back to the 175th anniversary website.

Phase 2 January 2016-September 2016

Following the initial phase, communications ramped up in anticipation of the launch of the anniversary celebrations in September 2016. Communications fed into the increased marketing activity during this phase with targeted media pitches and releases, all with the goal of generating more awareness for external stakeholders. This phase concluded with the official announcement of the anniversary and the activities planned for the year ahead.

Phase 3 October 2016-September 2017

The final phase of communications for the 175th concentrated on sustaining the excitement generated during the launch. During this phase, an opportunity to once again tell the Queen's 175th story and celebrate the leaders of yesterday, today and tomorrow was embraced. The close of the anniversary celebrations offered Principal Woolf an opportunity to reflect on the anniversary and share his vision for the university as it moves towards its 200th anniversary.



12 Activity and event highlights

Queen's 175 Moments

Beginning as a side project focused on highlighting interest facts about the university, the Queen's 175 Moments project blossomed into the primary source of content for 175th marketing and social media initiatives and centrepiece of the celebration; so much that other groups created their own 175-themed initiatives.

The process began by soliciting suggestions for seminal moments in Queen's history from Queen's community members. Advancement helped with the engagement project by distributing "Please take a moment to give us your moments!" cards at several branch and other events throughout the 2014-15 academic year. Gazette and Alumni Review stories helped to promote digital submissions. More than 250 submissions were received. A curation committee led by M. Blair, developed selection criteria for the moments. An iterative approach was taken in selecting the final 175 Moments, with

various considerations and review taken to ensure a representative diversity of content in the finished product. University Historian Duncan McDowall researched and wrote the moments, with Marketing providing the associated collateral for a variety of media and coordinating the editing process. The finished product was designed not to be a definitive history but rather representative of important signposts in the history of Queen's; good and bad, celebratory and sombre, foundational and cultural.

The moments were the centerpiece 175th anniversary website developed by Queen's Marketing, which launched in November 2016. From January to July 2017, one or two moments were promoted each week on social media (Facebook and Twitter) leveraging key dates/holidays and topical content and promoted through both social and traditional media to drive traffic to the website. University Affairs featured the "Herbert Kalmus invents Technicolor" moment in its 50 fun facts about Canada's campuses, to mark Canada's 150th in June 2017.

www.universityaffairs.ca/feature-50-little-known-facts-canadian-universities-text

The Guinness Giant Q

On Sept. 6, 2016, Queen's University celebrated its 175th anniversary breaking the Guinness World Record for the largest human letter. A total of 3,373 participants (previous record was 2,166) consisting of Queen's staff, faculty and students and Kingston community members – formed a giant Q, measuring approximately 240' wide and 159.5' tall, for the win, smashing the previous record of 2,166!

As participants entered the field, they were given a keepsake t-shirt, managed by Queen's Marketing. Mike Reid, MC for 98.9 The Drive, hosted the event, keeping participants entertained with facts on Queen's 175-year history and marking the five-minute record count with a song by and tales of Queen's alumni, The Tragically Hip. Queen's and the Kingston community came together to celebrate the record-breaking victory, dancing the oil thigh, posing for photos and taking in this moment in Queen's history.

Tweets from this event were some of the university's best: the #1 tweet had 68,574 impressions, 12-per-cent engagement, 261 retweets and 520 likes. Video pushed out on Facebook following event had 110,000 views, 2,500 reactions and 153 comments, Queen's best-performing video to date.

QUAA: Global Oil Thigh and Food Drive

To celebrate the 175th, the Queen's University Alumni Association (QUAA) produced Global Oil Thigh video featuring members of the Queen's community around the world singing the traditional school song the Oil Thigh. Alumni, students, staff and faculty were asked to submit videos by Sept. 1, 2016, with the master video being launched on Homecoming weekend, Oct. 14-16.

The QUAA Kingston Branch demonstrated its new mandate to support students and contributing to the anniversary year by organizing a food drive for the AMS Food Bank. At its 2016-17 events, the branch asked attendees to donate 175 units of a specific non-perishable food item. If, by chance, the goal was not reached, the branch made up the difference.

Big Data Series

Conceived by a multi-disciplinary team, the Big Data series events explored three Ds: define, describe, debate. With the aim to invite discussion between faculties, schools, departments, the events were accessible to students, faculty, staff and the wider Kingston community. The series celebrated Queen's contributions to Big Data innovations, nationally and internationally, and how these contributions shape the historic and future role of Queen's in fostering such open dialogue within the university and in the City of Kingston.

Science Rendezvous

Facilitated by Education professor Lynda Colgan, Mathematician and artist George Hart led a team in the construction of an original tricolour polyhedral sculpture to commemorate the 175th and celebrate the Mathematics Midway at the 2017 Queen's Science Rendezvous on Saturday, May 13, 2017.

Testing Tradition

The third volume of Queen's official history, *Queen's University Volume III, 1961-2004: Testing Tradition* by University Historian Duncan McDowall was published in June 2016 by McGill-Queen's University Press. The timing, coordinated with the 175th, was appropriate for the launch of book that sought to create a conversation about the past and future of Queen's.

The Nobel Prize

Art McDonald was awarded the 2015 Nobel Prize in Physics "for the discovery of neutrino oscillations, which shows that neutrinos have mass." The momentous honour provided ample opportunity to celebrate the tireless efforts of Dr. McDonald and his team at SNO Lab, as well as research at Queen's in general. Numerous stories on the Nobel and SNO were presented through the Alumni Review, social media, and the Queen's 175 Moments.

New Eyes on the Universe – SNOLAB exhibit at the Agnes

In May 2017, the Agnes Etherington Art Centre featured a special exhibit featuring the discoveries of the Sudbury Neutrino Observatory (SNO), the recognition of this work with a Nobel Prize in Physics in 2015 for Arthur McDonald, and the facilities and experiments of SNOLAB. Coordinated by Marketing, the event attracted numerous tourist and school groups and increased foot traffic to the gallery.

Initiative Campaign closing events

June 24, 2016 at the annual staff BBQ. The main donor celebration on campus took place on Oct. 15, Homecoming weekend at the Isabel, followed by regional celebrations in Vancouver (Nov. 24), Calgary (Nov. 26) and Toronto (Nov. 30).

Queen's 175th & Perth 200th

Queen's University and the Town of Perth, Ontario recognized their shared founding father, William Morris with the installation of two identical plaques. The Perth plaque,

at the corner of Gore and Herriott streets, was dedicated May 22, 2016. On Nov. 5, 2016, Queen's unveiled the Queen's plaque fittingly at the front entrance of Morris Hall, the student residence building named in his memory. William Morris helped to establish the Perth Military Settlement in 1816 and was a leading force in the founding of Queen's College. He worked to secure the institution's royal charter in 1841 and served as the first chair of Queen's Board of Trustees from 1840-42.

Homecoming and University Day 2016

University Day 2016 fell on the same weekend as Homecoming. In addition to the regular excitement of Homecoming, campus partners presented special 175th-themed events. On Sunday, Oct. 16, Principal Woolf, along with university, community and government representatives, recognized the 175th anniversary of the signing of Queen's royal charter with the planting of a scarlet oak tree in the Snodgrass Arboretum on the Summerhill grounds.

St. Andrew's Presbyterian Church

On the morning of Sunday, Oct. 16, Principal Daniel Woolf and University Historian Duncan McDowall attended a 175th anniversary service at St. Andrew's Presbyterian Church. They presented a special framed St. Andrews Moment, recognizing the church's integral involvement in the founding of the university.

Richardson Stadium

On Sept. 17, Queen's celebrated the opening of a revitalized Richardson Stadium on West Campus. A generous \$10 million pledge from two alumni and a \$5 million one from the Richardson Foundation gave the university's stadium renewal plans a major boost.

175yearsofservice.com

The Alma Mater Society launched an initiative to catalogue volunteer services provided by Queen's students and alumni during the anniversary year. The goal was to record 175 years' worth of service, approximately 1.4 million hours, to recognize the contribution of Queen's students to the Kingston community and beyond. As of May 2017, over 400,000 hours were recorded.

Honorary Degree recipients

To recognize the 175th anniversary, on Sept. 30, 2014, Senate approved a motion that would restrict the awarding of honorary degrees for the calendar year 2016 to Queen's alumni, with the exception of an honorary degree or degrees awarded because of a royal visit. The motion stemmed from a proposal by the 175th Anniversary Executive Committee that honorary degree recipients in 2016 shall be distinguished Queen's alumni.

Royal Society of Canada annual meeting

Distinguished scholars, artists, and scientists from across Canada met in Kingston Nov. 17-19 for the annual general meeting of the Royal Society of Canada (RSC), hosted by Queen's.

Phase III: Review

At the conclusion of the anniversary year, the executive committee reviewed the celebrations according to the goals established by the advisory committee. In addition to the assessment presented below, measures of engagement and participation are listed under Measurable Outcomes in the appendices.

To celebrate Queen's unique legacy, contributions and role at the national and international levels and raise the profile of the university.

The storied history of Queen's University was on full display for all members of the Queen's community and far beyond through the Queen's 175 Moments project. With an emphasis on historical moments both proud and regrettable, the character of Queen's, warts and all, was a centrepiece for the 175th. The Moments explored the idea of a small Kingston academy pulling more than its weight on the national stage, serving as a place to forge an ever-changing Canadian identity.

Queen's global Oil Thigh, promotion of the Nobel Prize, and celebration of prominent Queen's alumni who were recipients of honorary degrees were also notable 175th initiatives that served to raise the profile of the University, domestically and abroad.

To contribute to the future vision for the university.

The affirmation of the student experience as a defining characteristic of Queen's was complemented with a renewed focus on research at Queen's, with the awarding of the Nobel Prize in Physics to Dr. Art McDonald. This vision is aligned with the strategic priorities adopted by the Board of Trustees and supported by the incredible success of the Initiative Campaign, which concluded in October 2016.

The anniversary year also saw the future of Queen's manifest in the form of construction projects and philanthropy. The opening of a revitalized Richardson Stadium, the naming of the Smith School of Business and Dan School of Drama & Music, along with the ground breaking for the Innovation and Wellness Centre on Union Ave, each marked crucial investments in Queen's.

To enhance and strengthen relationships with the City of Kingston and constituent stakeholders, including alumni.

Relations with the City of Kingston and all constituents of the Queen's community were the focus of the engagement work lead by Dr. Walker. In the years leading up to the anniversary, over 150 stakeholder meetings were held with the intention to communicate the goals of the anniversary and request participation in the events. As a result of this outreach effort, over 300 co-branded initiatives were associated with the 175th. Special care was also given in the planning of Homecoming and the opening of the new Richardson Stadium to engage members of the Kingston community.

The full list of events associated with the 175th Anniversary, found in the appendices, represents the diversity of people and ideas featured by the celebrations.

To promote and celebrate the close of the Initiative Campaign.

The remarkable success of the Initiative Campaign was recognized throughout the anniversary year in the form of special events for donors and marketing efforts promoting the tangible benefits of the campaign.

The 175th anniversary can be measured in many ways, but one of the most palpable successes was the groundswell of spirit and campus engagement that was created by the anniversary celebrations.

This type of community building on campus and in the Kingston community created a sense of pride and celebration, and everyone who engaged with the anniversary became Queen's brand ambassadors, and that in and of itself is a success.

14 Appendices



Appendix A:
Planning to Plan Guidelines



Appendix B:
Consultation



Appendix C:
175th anniversary
briefing note to stakeholders



Appendix D:
175th Identity Guide and Assets



Appendix E:
Queen's 175 Moments



Appendix F:
175th Anniversary committee lists



Appendix G:
175th anniversary calendar events



Appendix H:
Stakeholder activity reports



Appendix I:
Measurable outcomes – Social Media



Appendix J:
Queen's Annual report



Appendix K:
(e)Affect commemorative issue



Appendix L:
Queen's Alumni Review special issue



Appendix M:
Final budget statement



Appendix N:
Communications plan



Link to 175th-anniversary-tagged Gazette articles
www.queensu.ca/gazette/tags/175th-anniversary