





2010-11 FISCAL YEAR





With the introduction of a Provost at Queen's, the role of the Principal has become more externally focused. This gives me additional opportunities to interact with people around the world and to talk about the spirit of Queen's, its students, faculty, staff and alumni, and the exciting initiatives we are pursuing to support our community, and enhance our distinctive teaching and learning environment.

One of my first tasks as Queen's Principal was to initiate an academic planning exercise. At the November 2010 meeting of Senate it was determined that a task force, nominated and selected by Senate, would continue to develop the academic plan. The task force started meeting in January 2011 with the goal of presenting a plan to Senate in the fall of 2011. The plan will be the foundation of our academic path ahead and will be used as a map to ensure all students benefit from an exceptional educational experience that gives them the support and tools they need to go out and make a difference in the world.

Implementation of the principles and "pillars" in the academic plan will be led by the Provost's office in conjunction with the Deans and Department Heads, and I am very pleased to welcome our new Provost, Alan Harrison, back to Queen's as he takes on this critical role (see p 7). I would also like to thank our inaugural Provost, Bob Silverman, for his commitment and dedication during his year in that office. Working with the Vice-principals, Provost Harrison will be moving the university further towards more coherent and integrated resource planning—highly necessary in a time of scarcity and financial constraint.

Queen's, like most institutions, and indeed the world, is in a state of constant change. This can be challenging but it also presents an opportunity for growth, initiative, innovation and achievement. This report features just a few of the many stories of those who are inspiring outstanding achievement in learning, personal development and public service.



Daniel Woolf, Principal and Vice-Chancellor



As global economic uncertainty continues to challenge governments, organizations and institutions, including Queen's, the stories in this Annual Report help remind us that the individuals who make up our community are the core of what this university is about. They have an incredible capacity to imagine and innovate and make a difference in the world around them.

Under the strong leadership of Principal Woolf and his skillful administrative team, the University is charting a course that will enable us to build on our core strengths and shape a 21st-century institution that continues to focus on the high quality of the student experience for which we are renowned.

I have every confidence that the Queen's of the future will continue to reflect the unique spirit and acclaimed excellence revealed in the pages of this Annual Report.



William L. Young, Chair, Board of Trustees





ENGINEERING STUDENTS *design* CLASSROOMS OF THE FUTURE

As part of their first year course, engineering students designed lecture halls and classrooms for the proposed new Teaching Space Complex. It was an opportunity that not only provided real world experience, but also 'real campus' experience as they put their skills to work to design a learning space for future students.

"Even though we don't have all of the technical skills at this point in our education career, this class challenge demonstrated how powerful our minds can be when we come together and collaborate," says student David Hodgson. www.queensu.ca/teachingbuilding

Professor Jonathan Rose is an Associate Professor in the Department of Political Studies where he teaches about electoral systems, politics and political communication. Passionate about teaching, he is the Chair of the Teaching Space Complex Building Committee.





Chair IN TEACHING AND LEARNING


Dr. Lindsay Davidson, an orthopaedic Surgeon and faculty member in the Department of Surgery concluded her term as Queen's University Chair in Teaching and Learning in 2011, a position she held since 2008.

FACULTY OF EDUCATION PROGRAM IMPACTS TEACHING IN BANGLADESH

Bangladesh Ministry of Education officials took part in the educational leadership development program at Queen's in February and March 2011. Groups of math teacher educators and Ministry of Education officials, totaling 65 people, came to Queen's for professional development.

International programs offered by the Faculty of Education are improving the quality of teaching in Bangladesh. The Faculty of Education has been collaborating with Bangladesh on its Teaching Quality Improvement in Secondary Education Project (TQI-SEP) since 2009.



A close-up portrait of Dr. Alan Harrison, a middle-aged man with short, graying hair and a light beard. He is smiling warmly at the camera. He is wearing a dark suit jacket, a light-colored dress shirt, and a patterned tie. The background is a soft, out-of-focus indoor setting with warm tones.

DR. ALAN HARRISON

Provost and Vice-Principal (Academic)

In March 2011 Dr. Alan Harrison was appointed to the position of Provost and Vice-Principal (Academic). In this role Alan will be responsible for the development, maintenance and management of academic activities in the university, building and maintaining an appropriate complement of distinguished faculty and working with Vice-Provosts, Associate Vice-Principals, Deans, University Registrar, the University Librarian, Directors and Department Heads in pursuit of Queen's institutional mission. As chief academic and operating officer, Alan will also be responsible for the academic budget and planning.

Provost Harrison is a professor of economics, having graduated with a PhD from the University of Essex in England. He spent a year at Queen's in the mid 1970s in the Department of Economics as a visiting scholar.

To learn more about the role of the Provost, please visit:

www.queensu.ca/provost

DEAN OF *health sciences*
WINS INTERNATIONAL PRIZE

Dr. Richard Reznick, Dean of the Faculty of Health Sciences, was awarded the 2010 Karolinska Institutet Prize for Research in Medical Education for his work in surgical education.

The Prize recognises high-quality research and promotes long-term improvements of educational practices in medical training.

Professor Reznick's primary research into surgical education has focused on performance-based assessment, technical skill acquisition and simulation, all with the aim of improving practice. He participated in the development of a checklist that today is used globally to reduce surgical complications.





Professor Brian Frank, Electrical and Computer Engineering, winner of the Golden Pillar Award (Engineering Society)

TEACHING *awards* UNIVERSITY-WIDE AWARDS

Christopher Knapper Award of Excellence in Teaching Assistance (Alma Mater Society)

Jon Gaboury, English; Eric Keske, Chemistry

Frank Knox Award (Alma Mater Society)

Bill Newstead, Chemistry; Grahame Renyk, Drama

2010 Alumni Award for Excellence in Teaching (Queen's University Alumni Association)

David Strong, Engineering and Applied Sciences

2010 Chancellor A. Charles Baillie Teaching Award (Centre for Teaching and Learning)

Mark Weisberg, Law

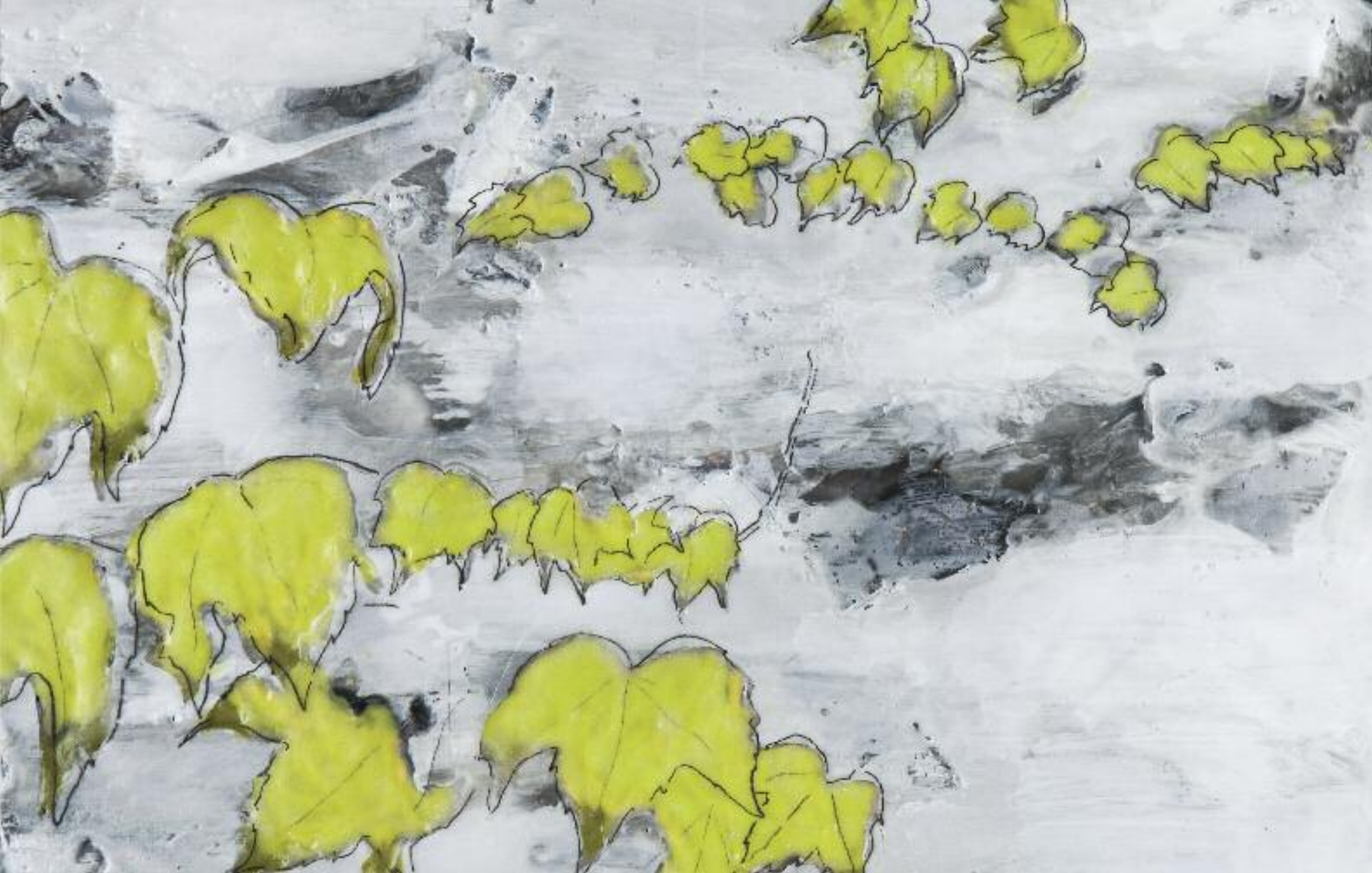
Society of Graduate and Professional Students Teaching Assistant/Teaching Fellow Excellence Award (Society of Graduate and Professional Students)

Usman Mushtaq, Civil Engineering

Award for Excellence in Graduate Student Supervision (School of Graduate Studies)

Audrey Kobayashi, Geography; Roderick Lindsay, Psychology

For the full list of Teaching Awards visit: queensu.ca/ctl/awards.html



**UNDERGRADUATE STUDENTS .
HOST CHINA *symposium***

Studying at Fudan University in Shanghai inspired several Queen's undergraduate students to create a China symposium, which took place in March 2011. The symposium featured a wide range of Queen's faculty members who participated in seminars and panel discussions to give participants different perspectives on China.

"The Global Development Studies Semester in Shanghai program opened our eyes to development in China and dispelled many of the myths we believed prior to studying abroad. We are now more sensitive to the issues in China and the country's impact on Canada and the rest of the world," says Jonathan Kong, chair of "The People's Republic: China's Future Path."





STUDENT NAMED TOP 20 UNDER 20
FOR *sustainability* WORK

Yan Yu, a fourth year biology student received the Top 20 under 20 Award from Youth in Motion for his innovation and achievement.

In his second year, he started Queen's Students against Wasting Food (QSAWF), a group dedicated to reducing dining hall food waste. As an intern at the Main Campus Residents' Council, he lobbied to establish a sustainability coordinator position. In that role, Yan created the MCRC Green Team, a group of students who work to decrease food waste, run a campus cleanup crew, grow vegetables in windowsill gardens and coordinated the first residence worm-composting system in Canada.



STUDENTS SKIP A MEAL FOR JAPAN

More than 800 students participated in a fundraising initiative for the earthquake and tsunami relief efforts in Japan in April 2011.

The student-led effort resulted in 834 students signing up to have a meal automatically deducted from their meal plan account. Queen's Hospitality Services donated a portion of the students' meals to the Red Cross Society in Japan.

EXPERIENCING

university life

The Enrichment Studies Unit at Queen's University focuses on enriching the lives of elementary and secondary students through its SEEDS (grade 7-8) and EMC (grade 9-12) programs.

Throughout the year, approximately 3,000 students were on campus experiencing university life at Queen's while taking part in hands-on experiments and activities, interactive lectures, guest speakers, discussions and video presentations.

Enrichment Studies courses are taught primarily by Queen's graduate students, giving them the opportunity to gain valuable teaching and outreach experience.





PHD STUDENTS EARN PRESTIGIOUS VANIER SCHOLARSHIPS

Christina Guzzo and Mohsen Omrani each received a Vanier Canada Graduate Scholarship for their demonstrated leadership skills and high standard of scholarly achievement. The Vanier is one of Canada's most prestigious scholarships for doctoral students, providing \$50,000 in funding per year for three years.

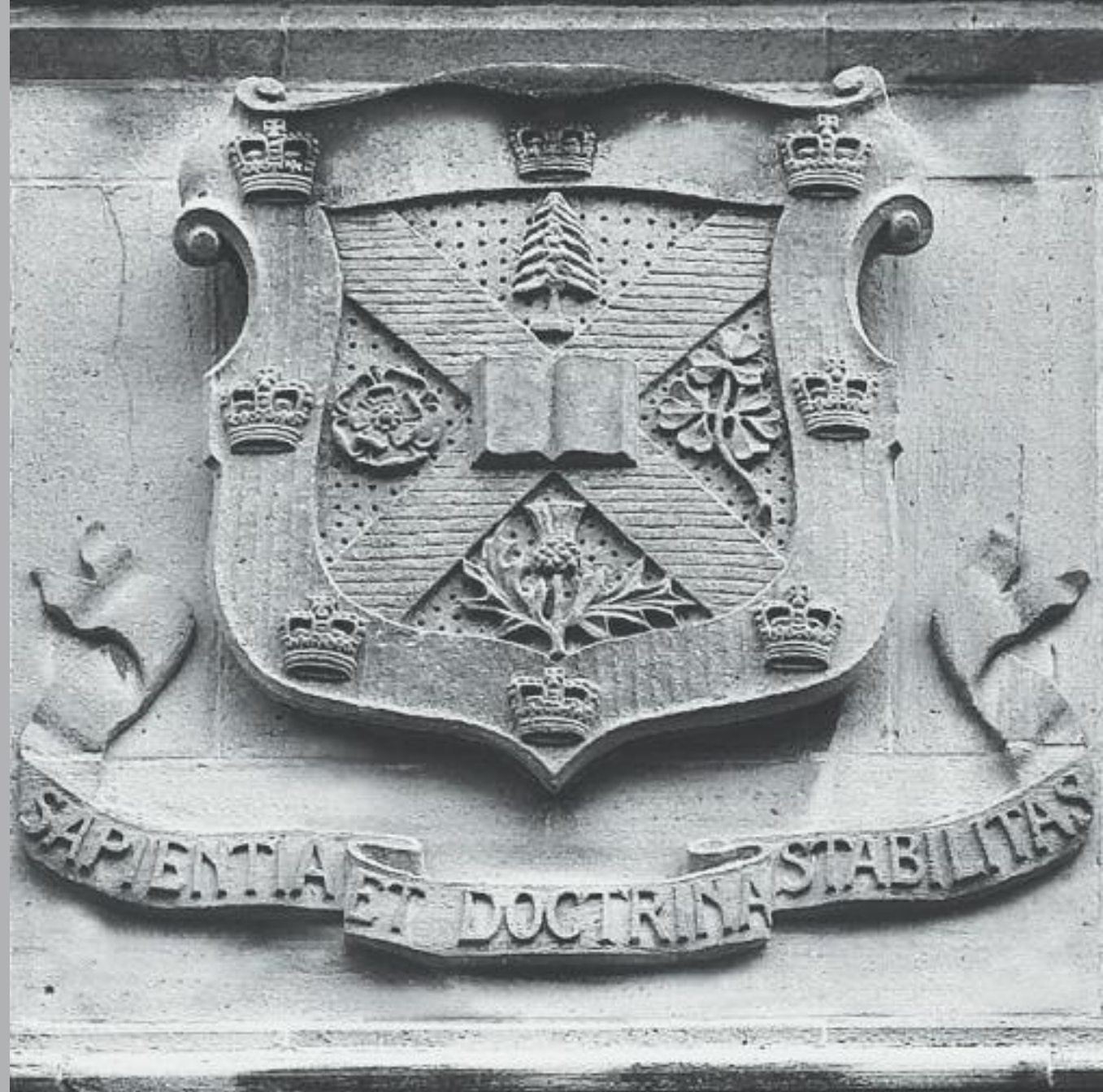
Christina's research is focused on trying to characterize how HIV affects the normal cell-to-cell communication in the immune system. Mohsen's research focuses on how the nervous system controls multi-joint movements.

FINANCIAL HIGHLIGHTS

FISCAL OUTLOOK

The economic turmoil of 2008 and 2009 and related losses in the university's investment portfolio, coupled with the challenges associated with the university's unfunded pension plan liability, and the debt required to fund capital expansion, have generated significant fiscal pressures for Queen's. To address these pressures, in 2009-10 the university implemented a multi-year budget planning framework to move towards elimination of its operating deficit. Looking ahead, Queen's will continue to address financial challenges with careful planning and conscientious, realistic decision-making.

Audited Financial Statements for Queen's University are available at www.queensu.ca/financialservices/reports.html



Queen's University
CONSOLIDATED FINANCIAL HIGHLIGHTS
 Year ended April 30, 2011, with comparative figures for 2010

	2011 (millions of dollars)	2010 (millions of dollars)	Increase/ (Decrease)
CONSOLIDATED STATEMENT OF OPERATIONS			
Revenue	\$ 742.5	\$ 734.6	7.9
Expenses excluding unrealized gain/(loss) on derivatives	751.2	739.6	11.6
	(8.7)	(5.0)	
Unrealized gain/(loss) on derivatives	4.3	(9.7)	14.0
Deficiency of revenue over expenses	\$ (4.4)	\$ (14.7)	10.3
CONSOLIDATED STATEMENT OF FINANCIAL POSITION			
Assets	\$ 1,701.6	\$ 1,565.4	136.2
Liabilities	970.5	856.9	113.6
Net assets	\$ 731.1	\$ 708.5	22.6
NET ASSETS			
Endowment	\$ 557.7	\$ 527.3	30.4
Internally restricted	403.6	442.9	(39.3)
Unrestricted	(230.2)	(261.7)	31.5
	\$ 731.1	\$ 708.5	22.6



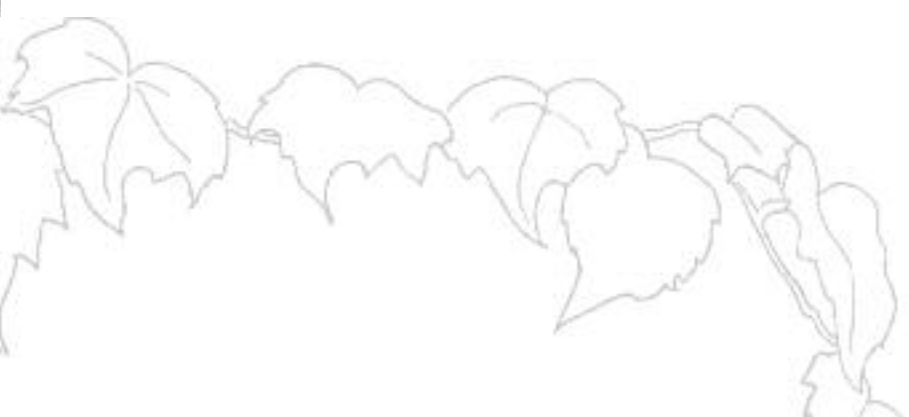


CBC SPORTS DAY IN CANADA COMES TO QUEEN'S

Queen's and Kingston were chosen by CBC Sports, ParticipACTION and True Sport as the inaugural hosts of 'Sports Day In Canada' on September 18, 2010.

Students, alumni, faculty, staff and Kingston-area sports teams and clubs wore their team jerseys and came out to cheer on the Gaels on national TV.

CBC Sports broadcasted a Queen's-McGill exhibition game live from the Athletics and Recreation Centre (ARC) in celebration of the 100th anniversary of Queen's women's basketball.





QUEEN'S TAKES *gold* IN WOMEN'S SOCCER

The Gaels took top place in the 2010 Canadian Interuniversity Sport women's soccer championships, defeating Wilfrid Laurier 1 to 0.

This is the Gaels' second national championship title. They won their first in 1988.

Overall the Gaels finished with a 19-3 record and were the No. 1 ranked team in a Coaches' Poll.



ALUMNUS AND FORMER PROFESSOR NAMED GOVERNOR-GENERAL

Alumnus and former law professor David Johnston (Law'66, LLD'91) became Canada's Governor-General in September 2010.

After receiving his law degree from Queen's in 1966, he taught in the Faculty of Law for two years before moving to academic positions at University of Toronto, Western University and McGill University. He was Principal and Vice-Chancellor of McGill from 1979 to 1994, and President and Vice-Chancellor at the University of Waterloo from 1999 until he became Governor-General.





ALUMNI AMONG TOP 40 UNDER 40

Three Queen's alumni have been named among the Top 40 Canadians under 40 on the Caldwell Partners' 2010 list.

LEONARD BRODY, ARTSCI'93
President of Clarity Digital Group and its website examiner.com

NATASHA SHARPE, NSC'93, MA'95
Chief Credit Risk Officer at Sun Life Financial Inc.

STEVE SOUSA, MBA'11
President and Chief Operating officer of SaskTel International



QUEEN'S *loves* U

Following a difficult year, Queen's students spearheaded an initiative to bring all members of the Queen's community together. The idea, which began as a Facebook page dubbed "Queen's Loves U," evolved into a full day of events and activities that took place on April 7, 2011.

In Goodes Hall, the International Learning Centre, Stauffer Library, the Queen's Centre and other locations, community members wrote open letters that were displayed in a public area during exams, then bound and turned into a book for the University Archives.



QUEEN'S *great* CLIMATE DEBATE

FIRST OF ITS KIND IN CANADA

Some of the country's leading experts on climate change and one of Canada's highest-profile climate change skeptics took part in a debate on campus about the science behind climate change and how Canada should respond.

The resolution was debated in two-fold: that without deep reductions, humanity's emissions of greenhouse gases will very likely cause climate change with severe, worldwide impacts in this century; and that Canada should embark immediately on a program of deep reductions in its own emissions.

Panelists included John Smol, Matthew Bramley, Lawrence Solomon and Bruce Parly. Dr. Smol and Dr. Bramley argued on the "yes" side, while Mr. Solomon and Professor Parly argued for the "no" side.

WHO IS SHE?

PHOTO: KRISTEN RITCHIE



WHO IS SHE? CAMPAIGN RAISES FUNDS FOR THE BAN RIGH CENTRE

In September 2010 the Ban Righ Centre launched its “Who is She?” campaign. The initiative gave people the chance to honour a woman who has made a difference in their lives. Well-known participants in the project included former Kingston and the Islands MP Flora Macdonald and respected journalist Mary Lou Finlay.

The Ban Righ Centre supports mature women studying at the university through programming, resources and support.



ONQ ARRIVES ON CAMPUS

onQ, Queen's new employee magazine, premiered in September 2010. Published monthly during the academic year, the magazine profiles people, programs and practices, and highlights points of interest on and about Queen's. www.queensu.ca/news/onq



**FAMILY PHYSICIAN AND RESEARCHER
RECEIVES INTERNATIONAL *award***

Dr. Ruth Wilson, a family physician with the Queen's Family Health Team, was one of only two recipients of the WONCA Five-Star Doctor Award in 2011 – the highest award for doctors from the World Organization of National Colleges, Academies and Academic Associations of General Practitioners/Family Physicians.

The Award is given to doctors who have made a significant impact on the health of individuals and communities through personal contributions to health care and the profession. Wilson was chair of Queen's Department of Family Medicine 1991-2001. During her tenure, the Department established a program to send faculty to help train family doctors in Bosnia and Herzegovina after the war there and created the Centre for Studies in Primary Care at Queen's. She also conducts research in the areas of women's and aboriginal health.



PHOTO: NASA


ALUMNUS ANDREW FEUSTEL SHOWS QUEEN'S SPIRIT IN *space*

Queen's alumnus Andrew ("Drew") Feustel, PhD'95, was a member of the six-man crew that blasted off from the Kennedy Space Center on May 16, 2011 on space shuttle Endeavour's final flight.

The 14-day mission was the second trip into space for the 45-year-old native of Lake Orion, Michigan, who has trained continually during his 11-year NASA career.

While in space, Dr. Feustel wore a white t-shirt with the Queen's logo emblazoned across the chest, a gift from his alma mater.





David Thomson

THREE PROFESSORS NAMED TO ROYAL SOCIETY OF CANADA

John McGarry (Political Studies), Guy Narbonne (Geological Sciences and Geological Engineering), and David Thomson (Mathematics and Statistics) were named fellows of the Royal Society of Canada (RSC).

Dr. McGarry is recognized internationally as one of the world's leading authorities on conflict resolution, power sharing and federalism. Dr. Narbonne is a paleontologist who is internationally recognized for his research on the origin and early evolution of animals. Dr. Thomson is a mathematician whose invention of multi-taper spectrum analysis – a way to analyze data that provides statistically stable estimates – has enabled advances in space physics, climate, seismology, neuro informatics, and electrical engineering.

The RSC is an institution devoted to recognizing excellence in learning and research. Election to the academies of the RSC is the highest honour a scholar can achieve in the arts, humanities and sciences.

ART HISTORY PROFESSOR AWARDED FULBRIGHT SCHOLARSHIP

Art history professor Lynda Jessup was one of a dozen Canadians to be awarded a prestigious Fulbright Scholarship in 2010.

With the scholarship Professor Jessup will study at the Rockefeller Archive Center in New York State researching how Canadian art exhibitions were used as an instrument of foreign and domestic policy from 1936 to 1974.

The Fulbright program is an educational movement based on the principle of scholarly exchange between the United States and various countries from around the world. The Canada-U.S. Fulbright Program works to enhance mutual understanding and promote Canada-U.S. relations by supporting research on contemporary public policy issues relevant to Canada, the United States, and the relationship between the two countries.

CELEBRATING *inquiring* MINDS

Five years ago, Associate Professor Vicki Remenda (Geological Sciences and Geological Engineering) and Jackie Druery (Queen's University Library) set out to create a venue to showcase undergraduate research. The result was Inquiry@Queen's (I@Q), a program that helps undergraduates discover the satisfactions of well-conducted research through a variety of resources and events.

This year marked the 5th annual Inquiry@Queen's Undergraduate Research Conference, allowing students from all disciplines to present their work. Thirty-five students participated in the first conference in 2006 and about 100 took part this year. Dr. Remenda says the uniqueness of the program explains its increasing popularity.



SAFE WATER RUNS DEEP

Researchers from Queen's have partnered with Endetec, the global sensor platform of Veolia Water Solutions and Technologies to commercialize Queen's water testing technology on a global scale.

This groundbreaking technology – based on fibre optic sensors – is faster and more effective than traditional manual methods of water monitoring. It's important technology that's already in place in cities around the world, ensuring drinking water is safe and protecting lives.

In 2010, Endetec, based on technology developed by chemist Stephen Brown and a team of Queen's and industry researchers, received \$2.5 million from the provincial government to expand its Kingston-based product development.





supporting **OUR TROOPS**

Bringing together a network of researchers from across Canada, Queen's University and the Royal Military College of Canada have partnered to lead an initiative to advance military and Veteran health research in Canada. Using a collaborative and interdisciplinary approach, the network will explore the unique physical, mental and social health issues associated with military service, and provide unprecedented understanding and support for nearly one million Canadian Forces personnel, Veterans and their families.

Dr. Alice Aiken (r), a professor in the School of Rehabilitation Therapy, is Director of Canadian Institute for Military and Veteran Health Research, and Susan Marlin (l), Associate Vice-Principal (Research), is Co-Chair of the Implementation Committee.



BY THE NUMBERS

FALL 2010

ENROLMENT

Undergraduate (full-time)	14,951
Graduate (full-time)	3,580
Other	5,352
(includes part-time, Postgraduate Medical, Theological College and School of English)	
Grand Total	23,883

International/visa students (included in above figures)

Undergraduate	801
Graduate	643
Grand Total	1,444

FACULTY, STAFF AND STUDENT EMPLOYEES

FACULTY

Full-time, excluding clinical medicine	819
Full-time clinical medicine	282
Other teachers and researchers (primarily part-time)	1,441

STAFF

Operating budget funded	1,944
Other funding including research	749

STUDENTS

Grand Total	7,254
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REVENUE BY BUSINESS SEGMENT 2010-11 (\$ THOUSAND)

Operating	\$ 402,070
Ancillary	\$ 79,402
Capital	\$ 20,466
Trusts and Endowments	\$ 68,122
Research	\$ 154,581
Consolidated Entities	\$ 17,826
Grand Total	\$742,467



Greg Black is Manager of Visual Design and Photography for Queen's University. Building on his previous roles at Queen's in graphic design and art direction he captures life on campus and is responsible for many of the captivating images found in institutional publications, including the Annual Report.

See more of Greg's work @QueensSnapshot on Twitter.



Graphic Design for the Annual Report was done by Rhonda Monette, Queen's Marketing and Communications

Christine Jamieson is a Kingston-based artist and graphic designer working in Marketing and Communications at Queen's University.

Christine's style of art often combines her illustrations with more abstract emotional gestures of colour. Her use of rich tones and texture give the artwork unique dimension and depth. The series of paintings featured on the cover and throughout the Annual Report are Christine's interpretation of the iconic Queen's ivy through the seasons, against the beautiful limestone buildings of campus.



Kingston, Ontario
Canada K7L 3N6
www.queensu.ca