



**City of Kingston
Report to Council
Report Number 19-303**

To: Mayor and Members of Council
From: Lanie Hurdle, Interim Chief Administrative Officer
Resource Staff: Holly Wilson, Manager of Intergovernmental Relations
Date of Meeting: November 5, 2019
Subject: Queen's University Community Consultation

Executive Summary:

On July 1, 2019, Queen's University introduced Dr. Patrick Deane as its 21st Principal and Vice-Chancellor succeeding Principal Daniel Woolf. The announcement of Dr. Deane's appointment follows a thorough search process launched earlier this year. A Joint Board - Senate Principal Search Committee assessed candidates from across Canada, and some from overseas, before recommending Dr. Deane to the Board of Trustees. Dr. Deane was previously the President and Vice-Chancellor of McMaster University, but is also familiar to Queen's. Before moving to Hamilton in 2010, he served as Vice-Principal (Academic) at Queen's from 2005 to 2010.

Principal Deane has launched a conversation with campus and community stakeholders on a renewed vision for Queen's. Principal Deane is speaking to Council on his priorities for the university and the importance of a strong university-community relationship.

Recommendation:

This report is for information only.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

**Lanie Hurdle, Interim Chief
Administrative Officer**

Consultation with the following Members of the Corporate Management Team:

Peter Huigenbos, Acting Commissioner, Community Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required
Brad Joyce, Acting Commissioner, Corporate Services	Not required

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Options/Discussion:

On July 1, 2019, Queen's University introduced its next Principal and Vice-Chancellor. Dr. Deane is the 21st Principal and Vice-Chancellor, succeeding Principal Daniel Woolf. He was previously the President and Vice-Chancellor of McMaster University, but before moving to Hamilton in 2010, he served as Vice-Principal (Academic) at Queen's from 2005 to 2010. As a former president of McMaster, Principal Deane championed a distinctive and engaging student learning experience, enhanced collaborations with local and global communities, and worked to strengthen the university's reputation as a top research-intensive institution.

Originally from South Africa, Dr. Deane earned his baccalaureate at Johannesburg's University of the Witwatersrand, before immigrating to Canada where he completed a master's degree and PhD in English at the University of Western Ontario. He went on to serve as a faculty member at the University of Toronto, and then the University of Western Ontario, where he became Chair of the English department. In 2001, Dr. Deane moved to the University of Winnipeg where he was appointed Vice-President (Academic) and served as acting-president from 2003 to 2004.

On October 15, 2019 Principal Deane launched his first of four open forum meetings to discuss the university's vision for the future. Part of this consultation is the university having a broader conversation about what matters to the institution and its communities. He is appearing before Council to talk more about his priorities for the university, and the importance of a strong university community relationship. Principal Deane will be holding three additional open forums on:

- November 11, 2019 from 4:30 p.m. – 5:30 p.m.
(Stirling Hall – Auditorium B) 64 Bader Lane
- January 14, 2020 from 4:30 p.m. – 5:30 p.m.
(Duncan McArthur Auditorium) 511 Union Street West
- February 27, 2020 from 12:05 p.m. – 1:00 p.m.
(Location TBD)

Existing Policy/By-Law:

Not applicable

Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

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Financial Considerations:

Not applicable

Contacts:

Holly Wilson, Manager of Intergovernmental Relations 546-4291 extension 1402

Other City of Kingston Staff Consulted:

Not applicable

Exhibits Attached:

Exhibit A - Principal Deane letter to members of the Queen's Community – September 24, 2019



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September 24, 2019

To all members of the Queen's University community:

I am delighted to be back at Queen's and looking forward to the coming years and the many challenges and achievements that undoubtedly lie ahead of us. To feel the excitement of this moment, one doesn't have to believe that exponentially accelerating change is moving the world towards some sort of technological singularity. Higher education—not only in Ontario, but more broadly around the world—is in the midst of a very significant transformation. Internationalization, experiential learning, equity, inclusion and reconciliation, new teaching methods facilitated or stimulated by technological innovation, as well as a new generation's insistence on the obligations which both educators and the educated owe to humanity and the planet: all of this infuses our work with urgency and excitement.

A more immediate and urgent consideration is the revision to postsecondary funding presently being implemented in Ontario. One consequence of this will be a focus on certain fixed employment and economic outcomes—results not antithetical to universities' larger mission, certainly, but also nowhere near a full accounting of that mission as we understand it. The challenge we will face in negotiating these changes is to ensure that while we address public expectations as articulated by government, we do not lose sight of our larger and more profound goal. That is to foster human talent through cultivation of the mind and the creative spirit, and through research to advance what we know about ourselves and the world we inhabit.

We are also at the end of Queen's most recent planning initiative, the *Strategic Framework 2014-2019*. That document was intended, in former principal Woolf's words, "to strengthen the university and make it more resilient in the turbulent times ahead," and in the context of the challenging circumstances I have just described, we can be grateful for that preparation. As we enter this new and profoundly challenging phase, we are solidly positioned, academically and financially—which is certainly a necessity if we are indeed to be resilient. Yet we will need to be much more than that. We will also need to be bold, determined and ambitious for Queen's.

What we need to be and what we need to do are two different things. The latter is secondary to the former: strategic planning—the usual way in which organizations decide what they are going to do—is useful in organizing day-to-day activities around identified goals; but, in the absence of a clearly-articulated, far-reaching and aspirational vision for the University, conventional planning will yield only predictable and mundane outcomes.

We need to be self-excelling, to be led daily more by our values and conception of what Queen's University is and what it exists to do, and less by the demands and imperatives of our day-to-day transactions.

Universities are out of the habit of talking about such things. Public discourse favours a largely instrumental view of universities which can sometimes have the effect, on campus, of constraining any conversation that looks beyond our immediate economic or social impact. In our institutions, I would observe that in this era of mass higher education, process frequently trumps principle, conformity outweighs individual need, and a culture of measurement has taken hold which dismisses or trivializes anything that cannot be quantified. Most within the universities would vehemently assert that education is not industry, but the truth is that over the last decade both institutions and people within them have accepted the application of an industrial model to an activity that is fundamentally about nurturing humanity rather than producing commodities.

All of this is to say that before Queen's can decide on what will follow the *Strategic Framework 2014-2019*, we need to have a broader conversation about what matters to this institution, what it exists to do, beyond teaching, research and service, and how it can excel itself according to those criteria. While I said at the start that we need to be ambitious, ambition itself is not enough. We need to be excited and compelled by goals and aspirations that confer a higher value on our day-to-day activities and speak to our passion and convictions.

The purpose of this letter is to let you know that I am initiating a conversation with the entire university community about the issues I have outlined here. The conversation will not be confined to campus, but will draw in the Bader International Study Centre, Queen's alumni and friends, as well as our immediate and broader communities.

Four open forum meetings are scheduled, the first being held on October 15th. I will also use every other possible opportunity to advance the conversation when I meet with individuals and groups throughout the year.

I hope very much that you will seek out opportunities to participate and advance the discussions. Next Spring, I intend to report to you on the conversation, to articulate the highest aspirations of our university community as they have been expressed or emerged through the process, and to indicate in broad terms a possible strategy for achieving them.

I look forward to the conversation,

Patrick .