



Queen's
UNIVERSITY

ANNUAL REPORT

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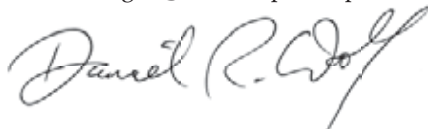
INTRODUCTION

ANNUAL REPORT FISCAL 2009-10

It has been exciting and gratifying to return to Queen's as Principal, almost 30 years after graduating. Since I began my term in September 2009, I have immersed myself in the Queen's community, on and off campus, to gain, from many perspectives, a thorough understanding of the challenges and opportunities ahead.

With this input and against the background of our current financial situation and the Canadian post-secondary landscape, I offered my vision of possible directions for Queen's in *"Where Next?"* released in January 2010. This document launched our ongoing academic planning process, which continued with recommendations from six faculty members developed with input from staff, faculty, students and alumni. In 2011 we aim to have an academic plan that will guide us toward the best possible future for our university. In the meantime, the community continues to distinguish itself and this report highlights some of our achievements. These stories exemplify the exceptional contributions that so many of our staff, faculty, students and alumni are making to Canada and to the world.

My inaugural year has been filled with many memorable moments and I look forward to meeting more of the people whose spirit, imagination and dedication contribute to making Queen's a special place.



Daniel Woolf, Principal and Vice-Chancellor

The 2009-10 year was an eventful one for our community and campus. We welcomed Professor Daniel Woolf as 20th Principal and Vice-Chancellor on September 1. Principal Woolf's knowledge of Queen's and its unique position among Canadian universities, and his leadership and vision is guiding us through the financial impacts of the worldwide recession and setting us on a firm footing for the future. We are on a path that will see us emerge stronger and more focused.

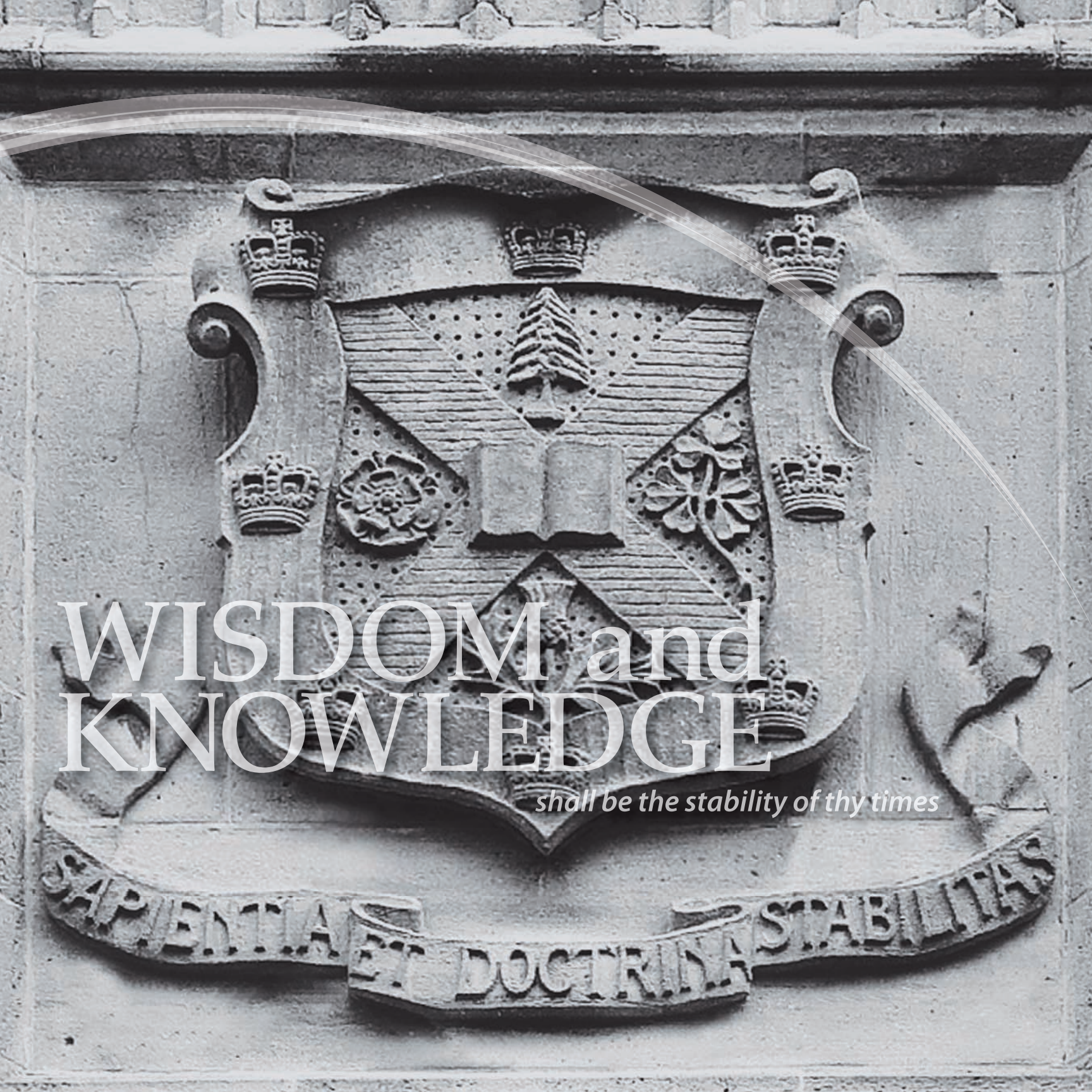
The campus was revitalized this year with the opening of the Queen's Centre. Over 10,000 visitors passed through the doors on opening day and since then it has steadily had 4,500 daily users. An outstanding athletics and student life facility, this new hub of activity exemplifies that indefinable characteristic that binds us all: a synergy of mind, body and the infallible Queen's spirit. Thank you to everyone involved in making the Queen's Centre a reality.

This Annual Report shares only a few of the outstanding accomplishments that take place every day in the classrooms, labs, libraries and hallways of Queen's. I am grateful for people's hard work and dedication as displayed in the pages of this Report and found in all corners of the campus.



William L. Young, Chair, Board of Trustees





WISDOM and KNOWLEDGE

shall be the stability of thy times

SAPIENTIA ET DOCTRINA STABILITAS

QUEEN'S BY THE NUMBERS FALL 2009

ENROLMENT

Undergraduate (<i>full-time</i>)	14,491
Graduate (<i>full-time</i>)	3,532
Other (<i>includes part-time, Post-Graduate Medical, Theological College and School of English</i>)	4,454
Grand Total	22,477

International/visa students (included in above figures)

Undergraduate	797
Graduate	616
Grand Total	1,413

Source: Report to Senate 2009

FACULTY AND STAFF

FACULTY	
Full-time, excluding clinical medicine	846
Full-time clinical medicine	291
Other teachers and researchers (<i>primarily part-time</i>)	1,436
STAFF	
Operating budget funded	1,933
Other funding including research	611
STUDENTS	1,951
Grand Total	7,068

REVENUE BY BUSINESS SEGMENT 2009-10 (\$ THOUSAND)

Operating	\$ 400,160
Ancillary	\$ 74,149
Capital	\$ 20,639
Trusts and Endowments	\$ 71,974
Research	\$ 153,024
Consolidated	\$ 14,770
Grand Total	\$734,717

Faculties and Schools

- Faculty of Engineering and Applied Science
- Faculty of Arts and Science
- School of Business
- Faculty of Education
- School of Graduate Studies
(*includes Schools of Policy Studies and Urban and Regional Planning*)
- Faculty of Health Sciences
(*includes Schools of Medicine, Nursing, and Rehabilitation Therapy*)
- Faculty of Law
- School of Religion



QUEEN'S PEOPLE ARE...

MAKING DISCOVERIES INSPIRING OTHERS

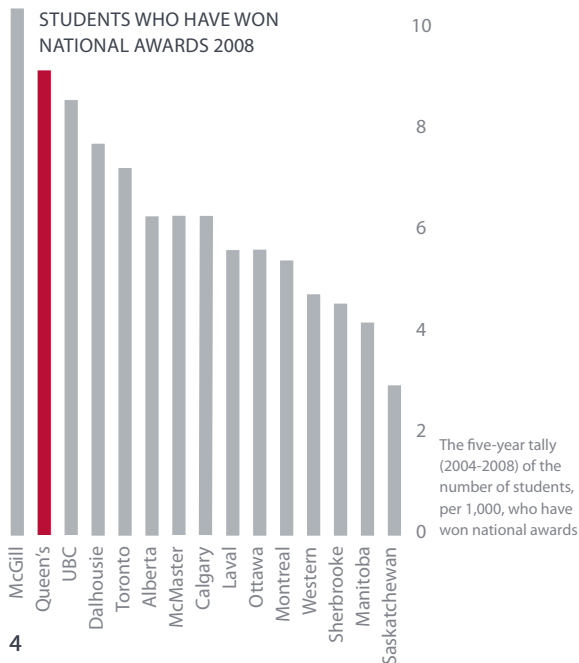


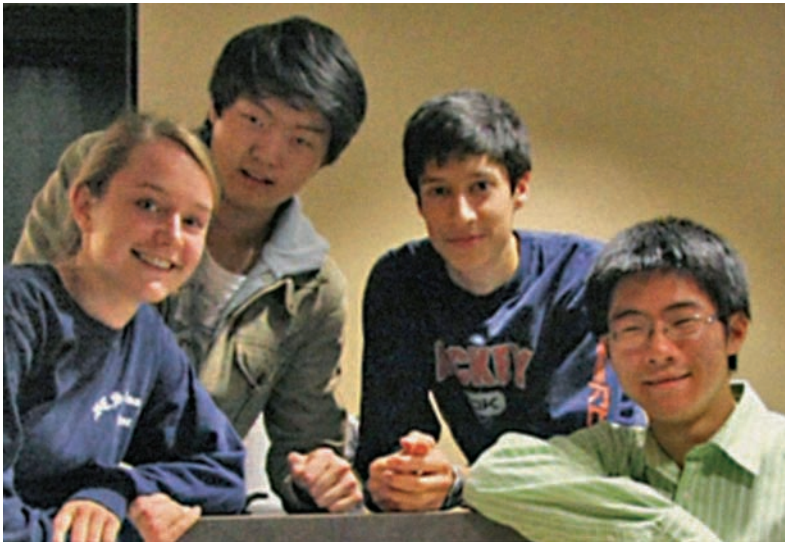
SOUND ADVICE FOR IMPROVING HEALTH OF CANADIANS

TIFFANY CHUI, MBA '10

The Health Council of Canada's Health Innovation Award competition challenged college and university students to propose ways of renewing and sustaining Canadian health care. Tiffany Chui, MBA '10 earned second place in the contest with her report titled "Improving Emergency Room Wait Times and Patient Quality Care with Mashup Technologies."

Tiffany Chui suggested an integration of current technologies such as global positioning systems, e-Health and social media networking with 911 dispatch systems could facilitate a better flow for communication. Dispatchers could be equipped to send triage patients to the nearest hospital with the shortest wait time for their given condition.





LIVING CITIES COMPANY

A local not-for-profit started by students Nathan Putnam and Marlaina Meinzinger is having a big impact on campus and in the Kingston community. Born of a vision to feed and support urban populations in a sustainable manner, Living Cities Company helped Queen's launch a vermicomposting program in its residences in fall 2009, making it the first university to do so.

The program successfully converted 400 kilograms of waste from landfills and will be expanded to more floors in residence during the 2010-11 academic year. Beyond vermicomposting, Living Cities Companies runs an urban farming initiative that uses city spaces to grow fresh organic produce, a rain barrel program, and a number of educational programs.



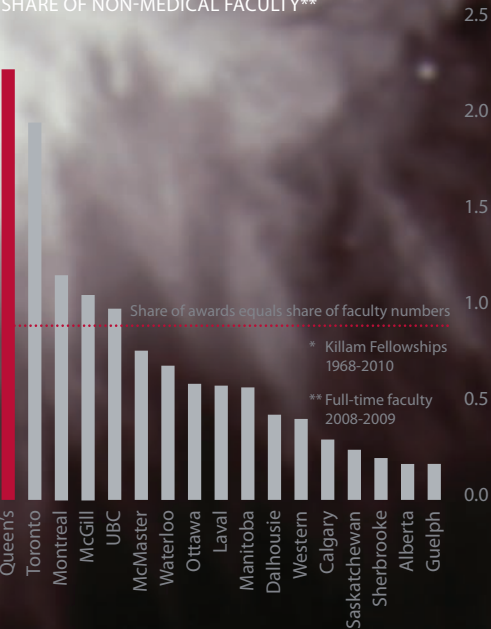
Gordon and Patricia Gray Chair in Particle Astrophysics
Director, Sudbury Neutrino Observatory (SNO)
Gerhard Herzberg Canada Gold Medal for Science
and Engineering, 2003
Co-recipient, Benjamin Franklin Medal in Physics,
2007 Officer of the Order of Canada, 2007
NSERC/CFI/NOHFC/NRC/Industry
Canada/FEDNOR/Province of Ontario/US Department
of Energy/UK:PPARC

2010 KILLAM PRIZE

Physics professor Art McDonald is one of five Canadian researchers to receive the \$100,000 Killam Prize for outstanding achievement in the field of natural sciences.

A world-renowned expert in nuclear and particle physics, Dr. McDonald's scientific achievements span more than four decades. He returned to Canada from Princeton University in 1989 to head up Queen's Sudbury Neutrino Observatory (SNO), the world's deepest underground research facility. SNO has attained unparalleled accuracy in the study of neutrinos, the smallest known particles in existence and has revolutionized our understanding of the fundamental building blocks of the universe.

KILLAM FELLOWSHIPS* RELATIVE TO
SHARE OF NON-MEDICAL FACULTY**



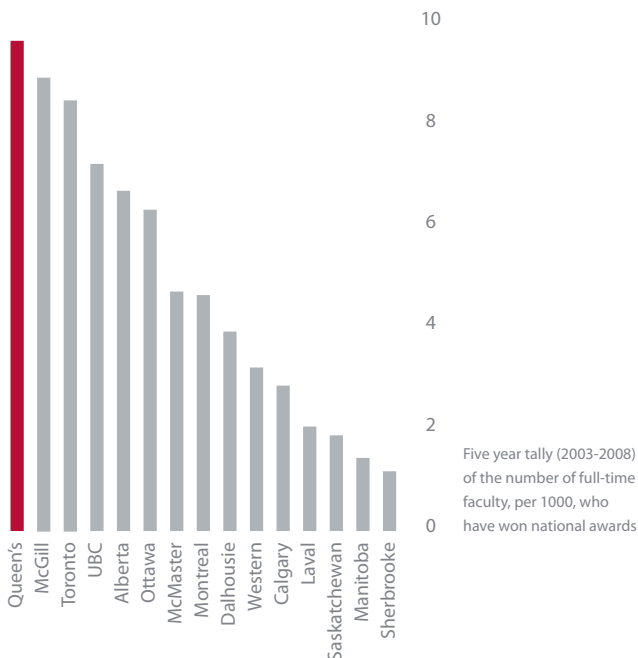


FIRST QUEEN'S TRUDEAU SCHOLAR

Erin Tolley, a PhD candidate in the Department of Political Studies, is exploring the factors that contribute to the disparity in the proportion of visible minorities living in Canada and the proportion who are elected to Parliament. Some of the factors include media coverage, the recruitment process and candidates' political strategies. She will receive up to \$180,000 over the next three years.

The Trudeau Scholarships are among the most coveted awards of their kind and were established in 2001 as a living memorial to honour former Prime Minister Pierre Elliott Trudeau.

AWARDS TO FULL-TIME FACULTY 2008



ARCTIC RESEARCH RECEIVES \$1 MILLION BOOST

Queen's was awarded a \$1 million TD Bank Financial Group Graduate Fellowship in Arctic Environmental Issues. The fellowship, focused on training a new generation of world-class Arctic researchers, will foster graduate student involvement in examining the impact of environmental change in the Arctic.

Biology professor John Smol, a Canada Research Chair in Environmental Change and a world-renowned Arctic researcher, will mentor graduate students working in the new program. Dr. Smol was named Canada's top scientist in 2004 when he won the Gerhard Herzberg Canada Gold Medal.



PHILIP JESSOP

Department of Chemistry
Canada Research Chair in Green Chemistry
Technical Director, GreenCentre Canada

Professor Philip Jessop was one of eight outstanding Canadian scientists and scholars to be named a new Killam Research Fellow for 2010.

The fellowship is among Canada's most distinguished research awards, and it will help fund Dr. Jessop's research on "switchable chemistry," which examines materials that can change their properties on command in order to reduce the environmental impact of human activities.



AHMED HASSAN

Assistant Professor, School of Computing
RIM/NSERC Industrial Research Chair in Software Engineering
of Ultra Large Scale Systems

RIM and NSERC awarded Computing Professor Ahmed Hassan a \$5 million Industrial Research Chair in Software Engineering of Ultra Large Scale Systems.

With this funding Dr. Hassan, a pioneer in the field, will improve the reliability and quality of very large software systems like those used for BlackBerry, e-commerce and health care. It is cutting-edge research that will advance our communications technology sector, enhance the way that millions of people connect, and build Canada's reputation for research excellence.





TWO PROFESSORS NAMED TOP TEN FINALISTS IN TWO BEST LECTURER COMPETITION

Eleanor MacDonald (Political Studies) and Virginia Walker (Biology), both nominated by students, were selected from a large nomination pool of 690 candidates as two of Ontario's top ten lecturers in TVO's annual Best Lecturer competition. Professor Kip Pegley (Music) was also among the top twenty finalists.



STUDENT HONOURED FOR HER WORK WITH AUTISTIC CHILDREN

Fourth-year psychology student Nicole Enser's work with autistic children and cancer patients has earned her this year's Queen's Civic Responsibility Award and \$2,500. The award is presented to a Queen's student who has made outstanding contributions to help improve the relationship between students and the citizens of Kingston.

Nicole's volunteer work includes being the race director of the Autism Partnership's fundraising run/walk, an active member of the AMS Kaleidoscope program, and mentoring students at a local elementary school. She also volunteered at the Quinte Thousand Islands Cancer Lodge and the Kingston General Hospital's pediatric and geriatric departments, and launched an afterschool program called Awesome Possums, a playgroup for children with autism.



YOUNG CANCER RESEARCHER RECEIVES INTERNATIONAL AWARD

Jamaica Cass was the only Canadian university recipient of this year's Minority Scholar in Cancer Research Awards. The award, presented by the American Association of Cancer Research, allowed Jamaica, a masters student in Microbiology and Immunology, to attend the AACR's annual meeting in Washington, D.C., the largest cancer conference in the world.

Jamaica was also the only Canadian invited to speak at a symposium for undergraduate cancer researchers at the event. Scholars are chosen based on their qualifications, references from mentors, and an estimation of the professional benefit to the recipients.



FINANCIAL HIGHLIGHTS

For Queen's University, 2009-10 was the first year of a multi-year budget planning framework moving towards elimination of the operating deficit. The economic environment continued to be challenging, and, despite improved investment performance, the university completed its fiscal year with a deficiency of revenue over expenses of \$14.7 million. The deficiency was due largely to continued cost pressures related to salaries and benefits (primarily pension) and an unrealized loss on derivatives. This was a considerable improvement over the 2008-09 deficit of \$51.2 million.

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, 2010, with comparative figures for 2009

	2010	2009	% change
	(millions of dollars)	(millions of dollars) (restated)*	
CONSOLIDATED STATEMENT OF OPERATIONS			
Revenue	\$ 734.7	\$ 624.2	17.7%
Expenses	739.8	686.9	7.7%
	(5.1)	(62.7)	
Unrealized (loss)/gain on derivatives	(9.6)	11.5	-183.5%
Deficiency of revenue over expenses	\$ (14.7)	\$ (51.2)	-71.3%
CONSOLIDATED STATEMENT OF FINANCIAL POSITION			
Assets	\$1,567.7	\$1,337.4	17.2%
Liabilities	859.2	688.2	24.8%
Net assets	\$ 708.5	\$ 649.2	9.1%
NET ASSETS			
Endowments	\$ 527.3	\$ 466.2	\$13.1%
Internally restricted	442.9	433.9	2.1%
Unrestricted	(261.7)	(250.9)	-4.1%
	\$ 708.5	\$ 649.2	9.1%

*The 2009 figures have been restated as a result of changes in accounting policy and other items as detailed in Note 3 to the audited consolidated financial statements.

OUR LEARNING ENVIRONMENT

FOSTERS COLLABORATION CONNECTS PEOPLE PROMOTES INNOVATION NURTURES IDEAS

ISABEL BADER CENTRE FOR THE PERFORMING ARTS

More than 250 Queen's and Kingston community members joined benefactors Drs. Isabel and Alfred Bader, and his son Daniel, at a groundbreaking celebration on October 1 for the new Isabel Bader Centre for the Performing Arts.

The Isabel Bader Centre for the Performing Arts will provide needed recital, theatre, screening and rehearsal space for Queen's and Kingston. It will also serve as the new home for the departments of Drama, Art, Film and Media, and the School of Music.

The Centre is projected to cost \$63 million. The Baders donated \$18 million, the provincial and federal governments will contribute \$15 million each and the City of Kingston has provided \$6 million.



A HOME FOR THE SCHOOL OF MEDICINE

Construction on the new medical school building started in October with a groundbreaking ceremony attended by Senator Hugh Segal, MPP for Kingston and The Islands John Gerretsen, Arts'64, Law'67, Kingston Mayor Harvey Rosen, Law '75, and members of the Kingston community.

The groundbreaking marked the start of a nearly two-year long project to construct the state-of-the-art building that will bring together medical education, research, small group teaching, simulation and integrated science labs.

The federal and provincial governments have each provided \$28 million toward the \$77-million complex. The federal funding is part of the Knowledge Infrastructure Program and the matching provincial funds come through the 2009 Provincial Budget.



Canada  Ontario

Canada

 Ontario



SIDNEYEVE MATRIX

Assistant Professor, Film and Media

Innovative. Relevant. Stimulating. That's how students describe Dr. Matrix's Media and Pop Culture course, which attracts more than 650 students from dozens of programs and departments on campus. Using game show style "clickers," students vote during each lecture giving them the opportunity to see what their peers think about current trends in advertising strategies, social networking, television programming, magazines and news media, music videos and the like. Unprompted, students rave about the relevance of the course, its interactivity, and its innovative use of technology.



WHERE NEXT?

In January Principal Woolf released his vision document, *Where Next?*, as the first step in an extensive academic planning process.



RICHARD ASCOUGH

2009 Chancellor A. Charles Baillie Teaching Award

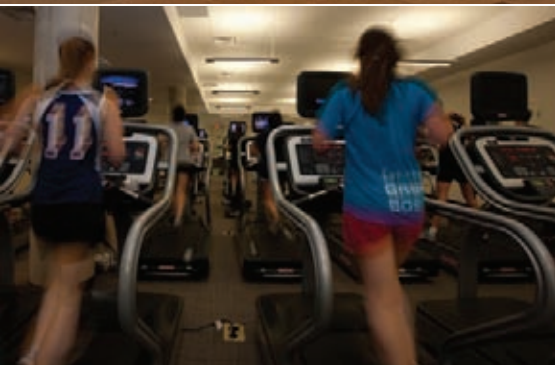
Dr. Ascough, an associate professor in the School of Religion, is the recipient of the 2009 Chancellor A. Charles Baillie Teaching Award. The award recognizes graduate or undergraduate teachers who have had an outstanding influence on the quality of student learning at Queen's.



QUEEN'S CENTRE OPENS

When the doors opened for the first time to the Queen's Centre at 6 am on December 1, 2009, 100 students were standing outside waiting to come in. By the end of that first day, 10,000 people had come through the doors. Since that first day the centre has quickly become all that was envisioned for the facility – the hub of campus life where student clubs meet, ideas are exchanged, sports are played and lifelong friendships are formed.

The completion of the Queen's Centre is a significant milestone in Queen's history. It represents the generosity and spirit of Queen's students, whose \$25.5 million commitment to the project helped make it possible and represents the largest donation by any student group in Canadian history.



NAMING OF ROBERT SUTHERLAND HALL



A plaque unveiling and celebration on October 3 paid tribute to Robert Sutherland, the university's first black student, graduate and lawyer, as well as its first major benefactor. The plaque was mounted in Robert Sutherland Hall – the building named for Mr. Sutherland (c1830-1878) after a student-led initiative last winter received unanimous support from then-principal Tom Williams, Queen's Board of Trustees and the Queen's community.

Robert Sutherland had a highly successful academic career at Queen's between 1849 and 1852, winning 14 academic prizes. He got his start in civic life participating in the student society and went on to study law, becoming North America's first black lawyer.

His bequest in 1878 of \$12,000, then equal to the university's annual operating budget, saved Queen's from being annexed to the University of Toronto.

GOODES HALL EXPANSION

Queen's School of Business is undertaking a \$40 million expansion to Goodes Hall. The new wing will include classrooms equipped with the latest teaching technology, breakout rooms designed to foster group discussion and teamwork, two new research centres, and over 50 additional faculty offices.

The expansion will also see the addition of student offices and common areas, a multi-purpose room for conferences, guest speakers and corporate recruiting events. Once complete the new wing will be LEED-certified, a designation that certifies that the building is energy efficient and constructed with sustainable building practices.





THE QUEEN'S SPIRIT

CREATES A BOND HONOURS OUR PAST KEEPS US CONNECTED

2009 VANIER CUP CHAMPIONS

Before a crowd of 18,628 at University Laval's PEPS Stadium the Queen's Gaels won their eighth national championship title and fourth Vanier Cup Victory with a 33 to 31 win over the Calgary Dinos. Queen's earned Vanier Cup titles in 1968, 1978, 1992 and now 2009.

Gaels' quarterback, Danny Brannagan, BCom '09, earned the Ted Morris memorial trophy as the game MVP by completing 17 of 33 passes for 286 yards.

COMMERCE STUDENTS BRING HOPE FOR THE HOLIDAYS

Commerce students provided a brighter holiday season for underprivileged families in the Kingston community through their first-annual Holiday Hope Campaign. The initiative raised gifts and donations to benefit more than 50 families.

The student-lead initiative was run in partnership with Kingston Children's Aid Society. As part of the campaign, Commerce students formed groups – whether it was with housemates, friends, or committee members – and were given information about the family members' ages, clothing sizes and holiday wishes to provide their sponsor families with a memorable holiday experience.



STUDENTS' WORK BENEFITS LOCAL ORGANIZATIONS

Queen's students often go beyond campus boundaries in an effort to participate in and contribute to the local community. Masters students from the School of Rehabilitation Therapy's Occupational Therapy program did just that for their end-of-term practicum projects, which were done in partnership with 28 agencies and organizations in and around Kingston.

Each student spent 175 hours working with a community organization on strategies to help individuals who have difficulty performing their occupations due to physical and mental health, or other challenges.

This year's projects tackled issues like bullying, behavioural disabilities, accessible customer service, healthy living, and healthy aging for seniors. Local organizations that benefited from the students' work include The Boys and Girls Club of Kingston, Kingston School of Dance, Dawn House, H'Art School of Smiles, and Almost Home.



JEFF BATCHELOR

Canadian Olympic Snowboard Team
Vancouver 2010

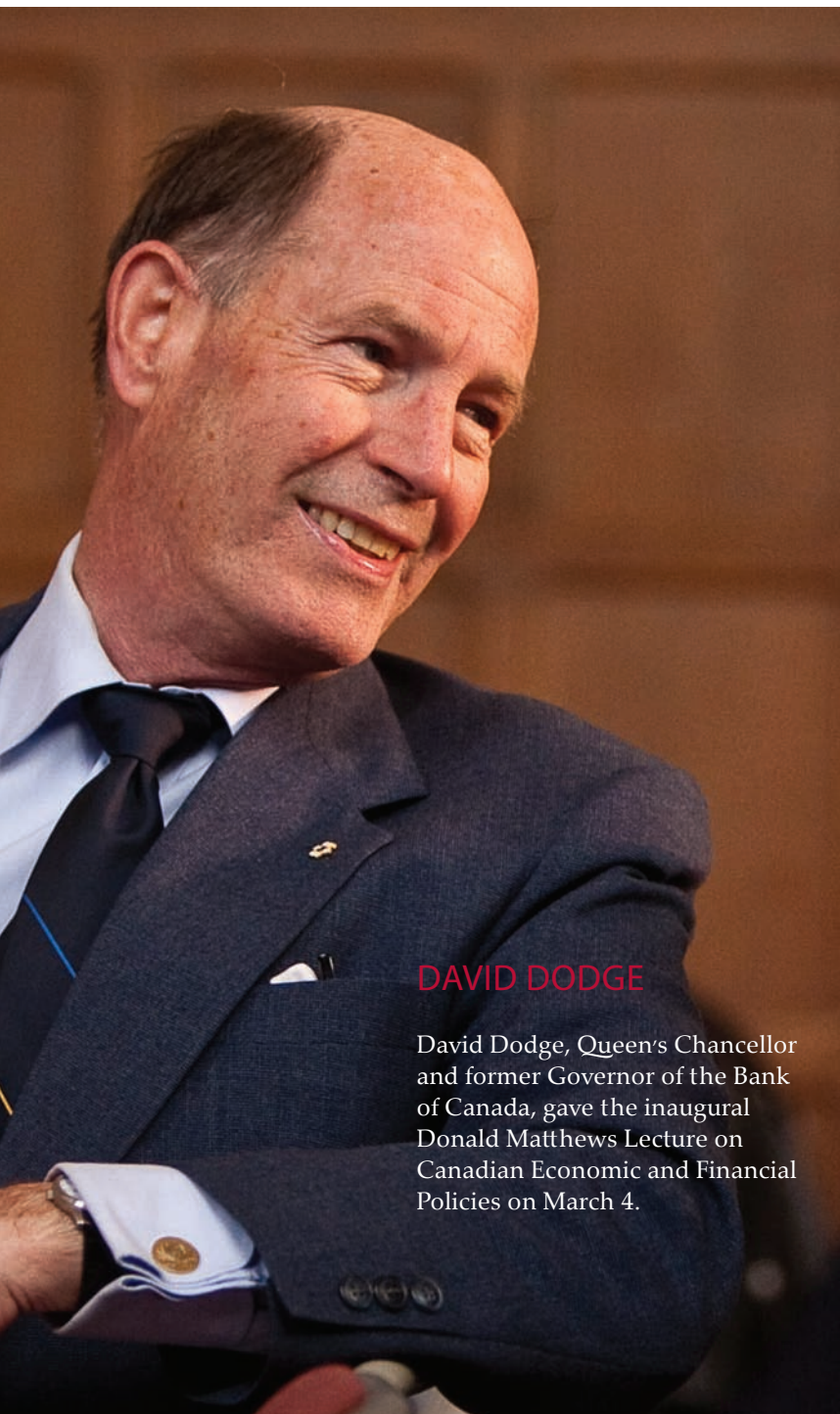
Commerce student Jeff Batchelor participated in his first Olympic Games as a member of the Canadian Olympic Snowboard team in the Vancouver 2010 Olympics. He secured his spot with a silver medal performance at a World Cup snowboarding event in Stoneham, Quebec in January. Jeff turned in two top-five finishes in Olympic qualifiers, which earned him priority selection for the Canadian Olympic Snowboard team.

STUDENTS CARRY OLYMPIC TORCH

Three Queen's students had the honour of carrying the Olympic torch as it made its way from Athens to Vancouver for the 2010 Winter Games.

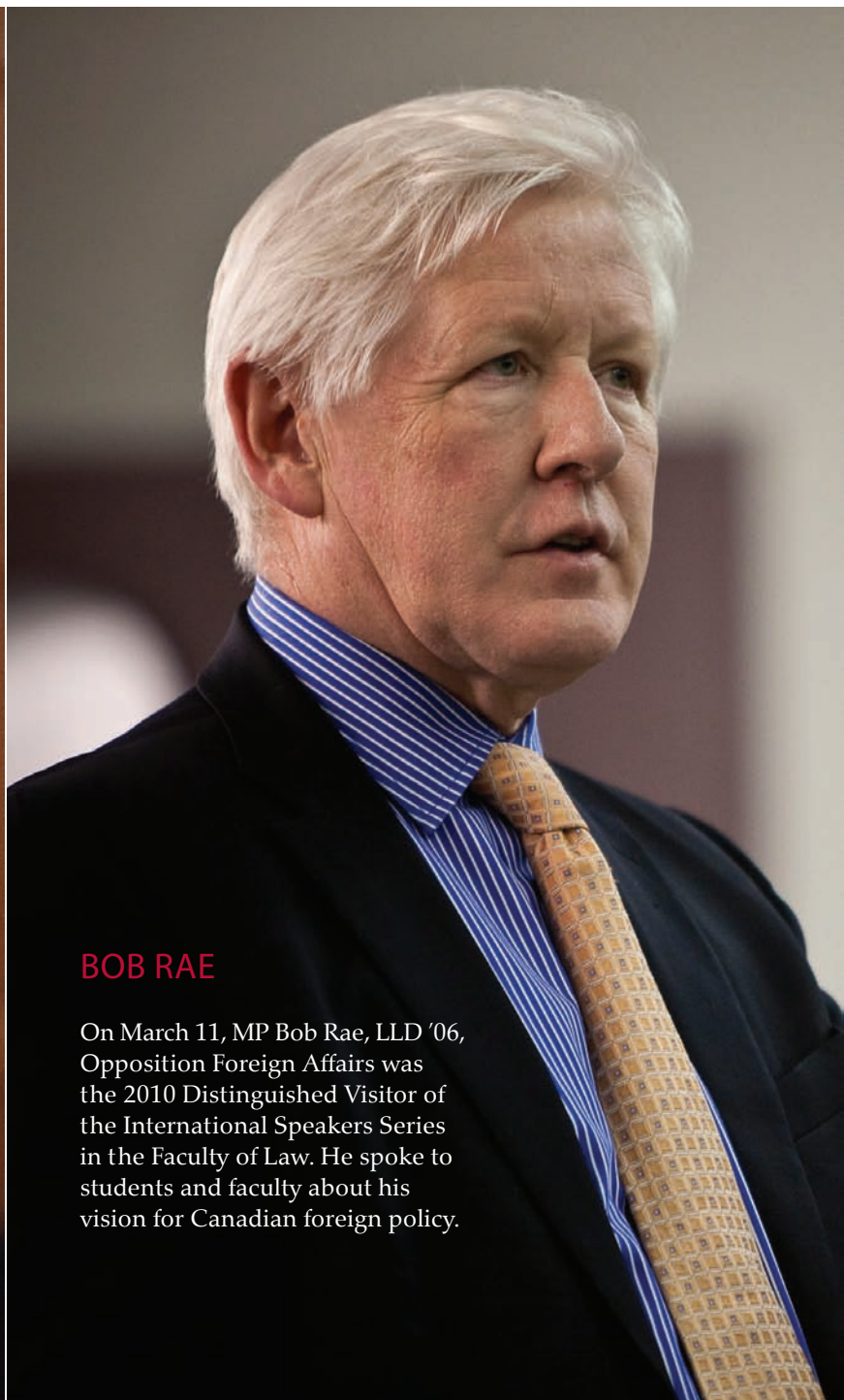
Third-year medical student Daniel Abramowitz, Electrical and Computer Engineering graduate student Siavash Khallaghi, and Queen's Student Alumni Association President Colin McLeod (ArtSci '10) participated as torchbearers in the Eastern Ontario portion of the Olympic relay on December 15.





DAVID DODGE

David Dodge, Queen's Chancellor and former Governor of the Bank of Canada, gave the inaugural Donald Matthews Lecture on Canadian Economic and Financial Policies on March 4.



BOB RAE

On March 11, MP Bob Rae, LLD '06, Opposition Foreign Affairs was the 2010 Distinguished Visitor of the International Speakers Series in the Faculty of Law. He spoke to students and faculty about his vision for Canadian foreign policy.





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