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UNIVERSITY COMMUNICATIONS

**As Kate Johnson has demonstrated in her three years at Queen's University, the role of the chaplain entails much more than tending to the spiritual needs of the community. See story on Page 4.**






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**EDITOR**

Andrew Carroll  
613-533-6459, ext. 36459  
andrew.carroll@queensu.ca

**ASSISTANT EDITOR**

Mark Kerr  
613-533-6000 ext. 77473  
mark.kerr@queensu.ca

**ADVERTISING COORDINATOR**

Peter Gillespie  
613-533-6000 ext. 75464  
advert@queensu.ca

www.queensu.ca/gazette

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**QUEEN'S UNIVERSITY VICE-PRINCIPAL (UNIVERSITY RELATIONS)**

Michael Fraser

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# Investing in learning spaces

BY COMMUNICATIONS STAFF

Principal Daniel Woolf has announced that Queen's will invest \$3 million in the renewal of its classrooms over a period of three years to enhance the teaching and learning environment.

"Classrooms are a vital part of the student learning experience and having high-quality, modern facilities contributes positively to student engagement and success," says Principal Woolf. "While we won't be able to tackle all of our classroom renovation needs in three years, this investment in Queen's academic spaces is an important first step that will allow the university to address some of its highest priorities for classroom renewal."

The investment of \$1 million per year will be used to upgrade some of the 126 centrally-booked classrooms at Queen's.

Alan Harrison, Provost and Vice-Principal (Academic), says that renovations will happen in a variety of classroom types, ranging from large lecture-style rooms to smaller seminar rooms and active learning spaces.

"Queen's has already seen the success of its new active learning spaces pilot project in Ellis Hall, which has proven very popular with faculty and students alike, and which shows the benefit of classroom renewal," says Provost Harrison. "Facilities renewal and deferred maintenance are a challenge for many universities in Ontario, including Queen's. While more funding will be needed over the longer term, this investment will help revitalize a number of teaching spaces at Queen's and improve the teaching and learning



Queen's University is investing \$3 million for classroom renovations over the next three years to enhance the teaching and learning environment for students.

environment for those who use the spaces."

According to Peter Wolf, Associate Vice-Provost (Teaching and Learning) and Director of the Centre for Teaching and Learning, the funding will allow investments in classroom technology, furniture, air quality, lighting and finishes.

"The majority of the funds available will be used for major overhauls of the highest priority classrooms," he says. "A thorough review and inventory of Queen's classroom space has already been

done and the data collected will help prioritize those renovations. The goal is to ensure that classroom renewal plans are informed by best practices in teaching and learning."

Suggestions for specific classroom upgrades can be submitted through an online survey ([queensu.ca/fluidsurveys.com/surveys/ctl/classroom-upgrades/](http://queensu.ca/fluidsurveys.com/surveys/ctl/classroom-upgrades/)) no later than March 30. Anyone with questions about classroom renewal may contact Peter Wolf at [peter.wolf@queensu.ca](mailto:peter.wolf@queensu.ca).

The funds will also support more targeted upgrades to a number of classrooms.

"There will be some funding available to make specific upgrades, such as installing new technology or flexible seating, in some classrooms to facilitate effective teaching and learning," Mr. Wolf says. "We are looking for input from the Queen's community to help identify and prioritize these targeted upgrades and I encourage faculty, staff and students to make suggestions."

## Arts and Science advisory committee announced

BY COMMUNICATIONS STAFF

Dr. Susan Mumm has resigned from her position as Dean of the Faculty of Arts and Science, and from her academic appointment at Queen's, effective June 30, 2016.

The Office of the Provost and Vice-Principal (Academic) has announced the membership of the committee that will advise Principal Daniel Woolf on the present state and future prospects of the Faculty of Arts and Science and its leadership.

The advisory committee's composition, which reflects input from the Queen's community, is:

• Alan Harrison (Chair), Provost and Vice-Principal (Academic)

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• Lori Stewart (Secretary), Director, Office of the Provost and Vice-Principal (Academic)

• Benoit-Antoine Bacon, Incoming Provost and Vice-Principal (Academic)

• David Bakhurst, Charlton Professor of Philosophy

• Lorne Beswick, Vice President Campaigns and Community Affairs, Society of Graduate and Professional Students

• Brenda Brouwer, Vice-Provost and Dean, School of Graduate Studies

• Irène Bujara, University Advisor on Equity and Human Rights

• Jeffrey Collins, Associate Pro-

fessor, Department of History

• Tom Harris, Vice-Principal (Advancement)

• Hugh Horton, Associate Dean (International), Faculty of Arts and Science

• Brandon Jamieson, President, Arts and Science Undergraduate Society

• Lynda Jessup, Associate Dean (Graduate Studies and Research), Faculty of Arts and Science

• Steven Liss, Vice-Principal (Research)

• Rebecca Luce-Kapler, Dean, Faculty of Education

• Kathy O'Brien, Associate Vice-Principal (International)

• Sharon Regan, Professor and

Acting Head, Department of Biology

• Jill Scott, Vice-Provost (Teaching and Learning)

• Jenn Stephenson, Associate Professor and Undergraduate Chair, School of Drama and Music

• Steve Tanner, Director, Finance and Administration, Faculty of Arts and Science

• Ann Tierney, Vice-Provost and Dean of Student Affairs

• Paul Treitz, Professor and Head, Department of Geography and Planning

• Martha Whitehead, Vice-Provost and University Librarian

• Kim Woodhouse, Dean, Faculty of Engineering and Applied Science



# Bringing the PEC back to life

Queen's University recently has made progress in its plans to revitalize the former Physical Education Centre (PEC) as a centre for health, wellness and innovation. **Jasmine Toor**, Communications Specialist, spoke with **Alan Harrison**, Provost and Vice-Principal (Academic), to learn what the plan will mean for the university.

**Jasmine Toor:** What progress has been made on the university's plan to revitalize the former PEC building?

**Alan Harrison:** The university has made significant progress. Queen's retained CS&P Architects in fall 2015 to produce a functional program and conceptual design for the revitalized building. The preliminary business case for the project is complete and we have initiated the work that will yield a more reliable cost estimate (known as a class B estimate). Our hope is that the first phase of the project, the demolition of much of the interior, will commence early in 2017. Queen's has raised a significant portion of the total cost of the project, the class D estimate for which is \$87 million.

**JT:** What was the impetus that led to the decision to redevelop the building?

**AH:** A structural assessment by an external consultant found that the building was in excellent shape and thus could provide a considerable amount of additional space at a relatively low cost per square foot, if renovated, in comparison to a newly constructed building. The Queen's Health, Wellness and Innovation Centre affords us a wonderful opportunity to utilize and revitalize valuable space in the heart of campus.

**JT:** What will the revitalized building be used for?

**AH:** The major constituent parts of this project are engineering, innovation and health and wellness. The revitalized building will enhance both the quality of our student experience and the



The revitalization plan for the former Physical Education Centre (PEC) sees the building transformed into a health, wellness and innovation centre. Construction of the former Physical Education Centre (PEC), below, was completed in 1931, offering gymnasiums as well as swimming, diving and water polo facilities.

quality of our research facilities by aligning academic and non-academic uses for the building. Queen's has a longstanding reputation of offering our students an exceptional educational and extra-curricular learning experience. When completed, the project will be a prominent symbol of Queen's as the quintessential balanced academy, the Canadian research-intensive university with a transformative learning experience.

The Faculty of Engineering and Applied Science will be a major occupant of the revitalized building. Undergraduate learning in engineering will be supported by an interactive Learning Commons that will allow more than 500 mechanical and materials engineering students to work individually or collaboratively on projects and assignments in an environment that offers state-of-the-art information and computing technology. Additionally, a number of high-technology, leading-edge



teaching and design studios will each support between 75 and 150 undergraduate students.

Interdisciplinary laboratory space will support more than 20 faculty researchers working on bioengineering, environmental and biomedical research. This laboratory space will allow considerable expansion of interdisciplinary research, primarily but not exclusively in the areas of chemical and civil engineering. The benefits of

this laboratory space will accrue not only to the researchers but also to their graduate students.

**JT:** How does this plan align with Queen's commitment to enhanced health and wellness related facilities?

**AH:** The Wellness Centre is an integral part of the revitalization project. The new Wellness Centre will allow us to co-locate services, so anyone seeking counselling is

**"The Queen's Health, Wellness and Innovation Centre affords us a wonderful opportunity to utilize and revitalize valuable space in the heart of campus."**

**— Provost Alan Harrison**

assured of privacy. By combining health, counselling and accessibility services together in one centrally located and visible location, along with three gymnasiums and other athletic and recreation facilities, the revitalized building will provide opportunities to integrate physical and mental health, connecting them with the student experience.

Furthermore, the new Wellness Centre will be able to provide us with the increased capacity and flexibility to meet the rising demand across the spectrum of wellness services and expand in response to the evolving needs of our student population. This was acknowledged by the 2012 report of the Principal's Commission on Mental Health, which recommended a new and centralized location for student wellness services.

**JT:** How does the revitalization project align with Queen's commitment to innovation?

**AH:** Queen's has committed to increasing the number of new opportunities for experiential and entrepreneurial learning, improving intra-university collaboration through new programs and curriculum innovation, and creating new and innovative ways for students to develop fundamental academic skills. The new engineering space of the building will include an Innovation Hub. This and other space in the refurbished building dedicated to innovation will result in a considerable expansion of the Queen's Innovation Connector (QIC), which will support and allow the development of a core strength of the QIC, which is its interdisciplinary nature.

Students from across the university will have access to the resources, the networks and the mentors that will help transform their ideas into products and services. They will work in diverse teams to address important problems and identify the solutions that will yield benefits not only for our region, but nationally and globally too. The innovation component of the redevelopment plan also aligns with the federal government's focus on innovation as an important component of university research.

**gina karkoulis** B.A., M.Sc.  
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## On a solid foundation

BY ANDREW CARROLL,  
GAZETTE EDITOR

Three years into her time at Queen's, Kate Johnson, the university's chaplain, has created a foundation as solid as the John Deutsch University Centre itself, where her office is located.

While she has introduced a number of new programs for students, including financial and religious literacy workshops, as well as increasing and diversifying the frontline staff available through the office, she continues to look for more ways to support the Queen's community and the many different people who bring it to life.

Arriving at Queen's after nearly 20 years working "in the prison system," Ms. Johnson says she didn't know what to expect at first.

What she has found is hope and opportunity.

"I've never worked with such a hopeful population before," she says. "Students here, even when they're really struggling with things, they typically have a lot going for them. Just the fact that they made it here means they have access to things that other people from difficult backgrounds wouldn't ever encounter. Their lives are in a really hopeful place and it is fun to work with that."

However, at the core of her responsibilities is supporting members of the Queen's community, especially students, when they need it. This includes a lot of counselling, from dealing with grief or family issues to different kinds of marginalization on campus and trauma, including sexual assault.

It's clear that the Office of the Chaplain is a key piece to the wellness puzzle on campus.

Ms. Johnson says that Queen's has provided opportunities to employ creative programming, such as the financial literacy workshops she runs for students.

It's a program that many may not associate with a chaplain but Ms. Johnson says that through her counselling work she quickly realized the need for such support.

Aggravating the situation, she points out, is that some students feel they have to spend to fit in and can quickly become mired in piles of debt. A survey several years ago showed that socio-economic prejudice was the number one student-named prejudice.

"People might ask 'Why is the chaplain doing that?' because it doesn't seem like a religious or spiritual thing at all. There are a bunch of pieces to my logic. One,



In her role as chaplain at Queen's University, Kate Johnson takes part in a wide range of ceremonies including convocation and memorials. However, the Office of the Chaplain also plays a key role in the wellness of the Queen's community offering counselling and a number of helpful workshops.

is that it seemed like financial literacy was really missing for students. It is quite shocking to me how many people are here on student loans and don't know what compound interest is. Many of them have credit cards and don't know what compound interest is," she says. "It seemed to me there was a real need both for basic financial literacy and for real reflection on how your spending affects your life in the long term and whether or not it is a reflection of your personal values. Lots of students are claiming ideals but spending in a way that works against those ideals. So I wanted to encourage them to think about that."

She also wanted to bring that discussion out in to the open. Introduced last year, the program attracted 100 students.

This academic year, 125 students took part in the first term alone. She expects the final number to be near 200.

The other area of education the chaplain is trying to broaden is religious literacy. Many students these days have never been connected to a church and while that is not a major issue in itself, Ms. Johnson points out that they're going to have to deal with religious people at some point in their lives.

**"It seemed to me there was a real need both for basic financial literacy and for real reflection on how your spending affects your life in the long term and whether or not it is a reflection of your personal values."**

— Chaplain Kate Johnson

There needs to be an understanding. Workshops have already been held at the Faculty of Education and more are planned for peer supporters on campus.

It's a program that is aimed at benefiting students as well as the university.

"It's not a huge issue (at Queen's) but as we continue to internationalize the international students are more likely to be religious than domestic students are," she says. "A diversified campus is going to have more religious pluralism so it would be better to have the conversation in advance of the problems developing. And, as I say, I think it will serve them well in the long run in their careers to have a better understanding."

Looking ahead the next step

Ms. Johnson would like to take is increasing inter-generational communication. She is currently looking into ways to foster such contacts for students outside of the classroom, including with retired faculty.

Since becoming chaplain in 2013, Ms. Johnson has worked to expand and diversify the frontline staff available through her office. Currently, along with herself, visitors to the office are able to speak with Steve Hoepfner, a Mennonite pastor, Imam Yasin Dwyer, who specializes in Muslim theology, and Ruth Wood, a minister with the United Church who specializes in Queer positive theology.

"We're a pretty diverse team," Ms. Johnson says with a smile. "I want to make sure the whole campus feels that there is somebody in this office for them. And if there isn't, I also know all the privately-funded missions to campus and many of the clergy and religious leaders elsewhere in the community so I would expect to be able to refer somebody if they didn't find a good fit."

For more information about the Office of the Chaplain and the services that are available visit [queensu.ca/chaplain](http://queensu.ca/chaplain) or send an email to [chaplain@queensu.ca](mailto:chaplain@queensu.ca).

## A boost for online learning

BY COMMUNICATIONS STAFF

Queen's University continues to gain momentum in online learning, thanks to a \$1.5-million funding boost through the Government of Ontario's shared online course funding program, formerly known as the Ontario Online Initiative. The funding will allow the university to develop or redesign 28 online courses.

For the third straight year, Queen's leads the province's universities for the amount of funding awarded through the program, receiving 32 per cent of the total allocated.

"Queen's is very proud of its track record in developing high-quality online learning opportunities for students, which is reflected in our repeated success in the provincial funding competition," says Alan Harrison, Provost and Vice-Principal (Academic). "The university delivers online learning experiences that are informed by best practices, including the integration of explicit learning outcomes and active learning strategies into course design."

The 28 Queen's courses funded this year include Sustainability and the Environment, Cognitive Psychology, First Nations Playwrights, and Design Thinking. Many of the courses will be delivered through Queen's Arts and Science Online and all will be available through the new eCampusOntario online learning hub, which now includes 13,000 online courses offered by universities and colleges across the province.

"This funding will enable further expansion of online learning opportunities for Queen's students, including the development of fully online programs such as the new Bachelor of Health Sciences," says Jill Scott, Vice-Provost (Teaching and Learning). "Queen's was a pioneer in distance education when it became the first university in Canada to offer extension courses in 1889, and continues its tradition of providing flexibility and accessibility in education through online course and program delivery."

Queen's already has more than 140 courses online, as well as five full degree programs. For more visit [queensu.ca/academics/onlinelearning](http://queensu.ca/academics/onlinelearning).

Ontario's shared online course funding program was created to promote the development of online courses and to give students greater flexibility as they pursue their degrees.

## A SparQ for Innovation at Queen's

BY MARK KERR, SENIOR COMMUNICATIONS OFFICER

Queen's students have a bright and welcoming new space on campus to innovate, collaborate and bring their ideas to life.

SparQ Studios, previously located in the Integrated Learning Centre and known as SparQ Labs, opened its doors in Carruthers Hall in December. As Queen's Innovation Connector's makerspace and design studio, SparQ Studios gives students from all disciplines access to the space and many of the tools they need to develop their projects and prototypes.

Francis Campbell (Artsci'17), director of SparQ Studios, says more space is the greatest benefit of the location, which occupies the former Gordon Vogt Studio Theatre. The School of Drama and Music no longer required the theatre with the opening of the Isabel Bader Centre for the Performing Arts.

"We've kept the core of the



SparQ Studios, previously located in the Integrated Learning Centre and known as SparQ Labs, officially opened its doors in Carruthers Hall in December.

makerspace, which is what SparQ Labs really started out as," he says. "But now we have the capacity to nurture a community that is interested in innovation and entrepreneurship."

The main area of SparQ Studios houses a wide array of tools and equipment such as 3D printers, CNC milling machines and laser cutters as well as a co-working space with tables and chairs where students can gather and work together on their projects.

SparQ Studios is equipping a room where students can work on

software development. There's also a conference room and a lounge that can accommodate guest speakers and other public events.

The makerspace and design studio has been open for a short time, but already students and campus groups are exploring the possibilities of the space. Innovate Queen's has held meetings there and computer science students have hosted coding nights as well. SparQ Studios has expanded its program offerings to include more workshops and pitch competitions.

"We want to bring in all of these groups and people and foster a really creative atmosphere," Mr. Campbell says. "Now that we are located right in the middle of campus, students can happen upon the space and get exposed to the ideas of entrepreneurship and innovation."

SparQ began in 2014 when several Queen's students pitched the idea to QIC, who agreed to partner with the students and create the first makerspace on a Canadian university campus. QIC has supported the purchase of equipment thanks to the funding it has received from the Government of Ontario's Campus-Linked Accelerator program. Growing entrepreneurship on-campus and in the community is a key pillar of Queen's strategic mandate. QIC builds on existing strengths to give students access to the resources, networks and mentors they need to transform their ideas into products and services.

## On the road to the 175th

BY MARK KERR, SENIOR COMMUNICATIONS OFFICER

Drumming up support for Queen's 175th anniversary has been anything but arduous, according to David Walker, chair of the executive organizing committee.

"We have been greeted with tremendous interest and enthusiasm everywhere we've gone," says Dr. Walker, who, along with coordinator Mike Blair (Sc'17) and special project assistant Celia Russell, will have met with more than 130 internal and external stakeholders by the end of March.

At every stop on the outreach tour, the executive committee members have asked individuals and groups to consider marking the occasion by hosting their own celebrations or incorporating the 175th anniversary into their existing events and activities. An events calendar on the 175th website – [queensu.ca/connect/175/](http://queensu.ca/connect/175/) – lists all of the events and activities that groups have identified.

In addition, the executive committee has hosted three collective meetings with representatives from campus units or departments and local community groups. These meetings have allowed people to gather and share what they are doing for the 175th anniversary. Dr. Walker says bringing people together in one room has resulted in "cross-pollination," with some groups working together on celebrations.

While units and departments across campus are busy preparing their celebrations, the 175th anniversary executive committee is spearheading some key initiatives as well. Work continues on the 175 moments project, with University Historian Duncan McDowall three-quarters of the way through drafting entries for the moments. The moments will be unveiled this fall on the 175th anniversary website and shared across the university's various publications and social media platforms.

Special events are also planned around University Day on Oct. 16, orientation of the 175th class, Homecoming and the opening of the revitalized Richardson Stadium.

"I'm excited for the 175th anniversary celebrations. The various events and the moments project are going to show Queen's as it is today, where we came from, and offer a glimpse of where we can go in the future," Dr. Walker says.

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## viewpoint

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# Cancer survivors remain a symbol of hope

BY ANNA PLOEG

My personal cancer story, unlike several other tragedies, is one of victory. When I was only three years old I was diagnosed with neuroblastoma.

Neuroblastoma is a rare disease in which a lump or mass caused by uncontrolled or abnormal cell growth is formed by special nerve cells called neuroblasts. Normally, these immature cells grow and mature into functioning nerve cells but in neuroblastoma, they become cancer cells instead. Neuroblastoma most commonly starts in the tissue of the adrenal glands, the triangular glands on top of the kidneys that produce hormones responsible for controlling heart rate, blood pressure, and other important functions. However it can also form in the neck, chest, or spinal cord. It is the third-most common childhood cancer after leukemias and cancer of the central nervous system.

In my particular case, doctors found a tumour the size of an ostrich egg that completely ate my left adrenal gland and malformed my kidney. When I was first diagnosed doctors told my parents that I was most likely at stage three to four of neuroblastoma therefore chemo would be necessary.

My tumour was removed with one surgery and when they tested around the infected area for any signs of residue the doctor declared that I was only at stage one and so we cancelled my chemo. I was on

the track to recovery however I was still regularly tested and scanned until I was 10 years old.

My family and I started to get involved in community Relay For Lives when I was seven and I have been participating as a survivor ever since. I became a symbol of hope to children who are currently still battling the disease. Relay became a way to give back to the Canadian Cancer Society and do my part in trying to eradicate the disease. Getting involved in Relay For Life has been one of the most rewarding things that I have ever done.

I started the initiative at my high school and I am now continuing my involvement on the Queen's Relay For Life executive committee. Along the way I have met some incredible people and have shared my story multiple times in the hope that I will inspire others to get involved and fight back so that no one needs to fear cancer.

Although having cancer and knowing someone fighting cancer makes you feel hopeless and helpless, Relay for Life gives you the opportunity to do something about it and make a difference. I truly believe that what we do creates a lot of change. It gives hope to community members who have been affected by the disease whether it was directly or indirectly. The support system that the Canadian Cancer Society offers for cancer patients is outstanding therefore working directly to help make these Relay for Life events come to life is such a pleasure.

I am thrilled to be on the Queen's executive team this year, working with phenomenal people who share the same passion for finding a cure and raising awareness as I do.

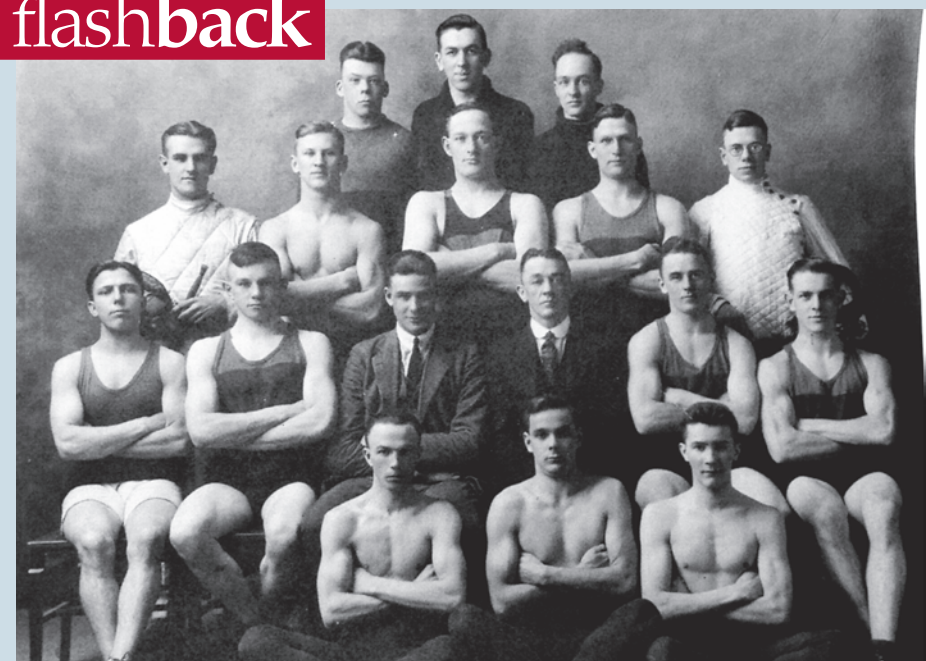
This year's event is taking place Friday, March 11 with our biggest fundraising goal yet of \$75,000. I strongly encourage commu-

nity members, staff and students to participate in this impacting night. You can donate to the Queen's Relay For Life through [convio.cancer.ca/site/TR?fr\\_id=20889&pg=entry](http://convio.cancer.ca/site/TR?fr_id=20889&pg=entry).

Anna Ploeg (Artsci'19) is the Ceremonies Chair for the Queen's Relay For Life.

Related story on Page 8.

## flashback



In honour of the wrestling exploits of Gillian Pegg, FlashBack takes a look at some of the history of the sport at Queen's. This photo shows the 1923 team for Assault-at-Arms, a competition that combined the sports of boxing, wrestling and fencing.

QUEEN'S UNIVERSITY ARCHIVES

# Data collection on student learning, or why I can't paint that door

This article was first published on the website for the Higher Education Quality Council of Ontario ([heqco.ca](http://heqco.ca)).

BY JILL SCOTT, VICE PROVOST  
(TEACHING AND LEARNING)

There is a door in my house – maybe you have one of these too – that cannot be painted. In recent renovations, I had to explain to the workmen that the data on the door is too valuable and must be preserved.



Jill Scott

You may have guessed that the door in question is where we've measured the growth of our children over a dozen years or more.

While this door has nothing to do with learning outcomes, it has a lot to do with data collection. Data collection with toddlers is tricky because you have to chase them around and make them stand still while you make a nick

on the door to mark their height. It's again difficult when they're teenagers, because they roll their eyes and groan at having to stand up tall and straight next to the door, yet again.

And despite best efforts to ensure that these data collection moments happen at regular intervals to provide best comparisons in growth spurts between siblings, tracking for gender difference and other confounding factors, inevitably the timing is inconsistent and has a negative impact on the researcher's ability to draw conclusions.

In the same way that I'm curious about my children's growth, more and more, universities and colleges are interested in measuring the achievement of transferable cognitive skills, such as critical thinking, problem solving and communication. But identifying tools that can accurately measure learning gains is a considerable challenge.

While the Collegiate Learning Assessment is highly validated and uses sophisticated predictive

algorithms to track specific strands of critical thinking, the per-student cost is high, the test takes 90 minutes and requires that each student be sitting at a computer with uninterrupted internet access. The Critical Thinking Assessment Test is less expensive, takes only an hour and requires nothing but a pencil, but it only has one iteration, so students taking it for the second time see the very same test. The VALUE Rubrics (Valid Assessment of Learning in Undergraduate Education), developed by the American Association of Colleges and Universities, can be used to assess skills in existing course assignments, but require lengthy consultations with faculty to align learning outcomes to tasks and student work needs to be assessed by graders who have received rigorous training to ensure inter-rater reliability.

If chasing toddlers to stand them up against the door frame is tough, it is no less difficult to get students to show up and sit a test. Embedding assessment into

courses is one way around this. This is not so difficult in first year, when class sizes are large and the number of instructors is small. But upper-year courses tend to be small and it requires a great deal more time to coordinate with a large number of instructors.

And if teenagers are less motivated to stand up against a door and be measured – "Again, mom?!" – upper-year students are more savvy about prioritizing their time and less motivated to put maximum effort into an assessment. As a result, it can look as though learning gains taper off – like slouching teenagers – in upper years, even if they are actually exhibiting remarkable results in critical thinking in some assignments.

From this description of the challenges of data collection, you might conclude that I am not very keen on assessing student achievement. But you would be wrong. In fact, I'm passionate about demonstrating to all stakeholders – students, parents, tax-

payers and government – that learners are gaining valuable transferable cognitive skills to enable them to succeed in the labour market and pursue meaningful careers, but also to contribute to society and become engaged citizens and lifelong learners.

In a world where time is money, I'm equally concerned to identify sustainable means of assessing outcomes. We cannot be naive about the challenges of developing cost-effective, valid and reliable methods and motivating students to show up and put in their best effort. But we have to start somewhere and now is the right time to make that investment in figuring this out.

Measuring our children's growth has been fun, but we're much more interested in their overall wellbeing once they've left the nest. Likewise, measuring learning gains in postsecondary is the first step to correlating with success in the labour market and life, 5, 10 or 20 years out. In order to do this, we need to start collecting data now.

## Queen's in the news

Highlights of Queen's experts in the media from Feb. 19- March 3

## SPECIAL

**Roel Vertegaal** (School of Computing) was interviewed by CBC's The Exchange, Australia Network News, Station 14 Yahoo! Tech, The Independent (UK), Gizmag, PC Magazine, Fortune Magazine, Wired Magazine, The Mirror UK and numerous other international and trade publications, on his new bendable smartphone ReFlex.



## Newspapers

**Bertrand Malsch** (Business) had his op-ed on Justin Trudeau's policy on energy project developments published in the National Post.

**Kevin Banks** (Law) says that a Niagara company's policy not to hire smokers, "likely to run into legal problems," in National Post, Windsor Star, Vancouver Sun and other Post-media dailies across Canada.

**Sharryn Aiken** (Law) says that comments from Minister McCallum that refugee intake could affect other immigration streams are, "concerning," in the Globe and Mail.

**Louis Delvoie** (Centre for International and Defence Policy) had his column on government right to re-engage with UN Peacekeeping but

options today make it considerably different than in decades past, published by the Kingston Whig-Standard.

**Richard Holt** (Mechanical and Material Engineering) was featured in the Kitchener-Waterloo Record about Canadian start-ups looking to reimagine nuclear power to replace fossil fuels.

**Jill Scott** (Languages, Literatures and Cultures) wrote in the Toronto Star about Queen's testing students' 'soft skills' to gauge how they'll cope in job world.

**David Freedman** (Law) spoke to the Hamilton Spectator after an Ontario judge ruled that a deceased doctor's plan to create scholarships for white, single and heterosexual students as part of his will amounts to discrimination.

**Yuri Levin**

(Business) was interviewed by the Kingston Whig-Standard after Scotiabank provided \$2.2 million towards the creation of new centre at Queen's University.

**Daniel Thornton** (Political Studies) was interviewed by the National Post about how accounting rules give firms control over the bottom line.



**David Skillicorn** (Computing) told the Ottawa Citizen that Apple isn't a defender of your privacy.

**Kerry Rowe** was featured in the Kingston Whig-Standard for being elected to the U.S. National Academy of Engineering.

**Douglas Bland** (School of Policy Studies) had an op-ed in the National Post entitled "Call it what you want — we're still at war."

**Lisa Kerr** (Law)

had her op-ed "Fewer inmates in solitary makes the case for legal reforms" printed in the Globe and Mail.



## Online

**Kim Nossal** (Policy Studies) was interviewed by the Embassy News on military leaders painting a picture of Iraq.

**John Smol** (Biology) commented on the effects of acid rain on lakes on rabble.ca.

**Jonathan Rose** (Political Studies) commented on a proposed Candidate Gender Equity Act; saying it provides incentives for parties to run more women, though no incentive to run in winnable ridings, in Huffington Post.

**Chris Simpson** (Medicine) commented on efforts to overhaul the Canadian Medical Association Journal, on CTVNews.ca.

**Emma Dargie** (Psychology) told Business Insider that the key to a successful long-distance relationship is communication.

**Nicholas Bala**

(Law) wrote in Lawyers Weekly that an appeal granting a new trial in a sex assault case provides new motivation for judges to stick to standardized jury instructions; had his op-ed on the implications of repealing Section 43 of the Criminal Code; the so-called "spanking law" published by Lawyers Weekly.



zanship from dual citizens who are convicted of terrorism, high treason and several other serious offences.

**David Detomasi** (Business) was interviewed by CTV National Network News after the OECD lowered Canadian, global growth projections.

## Radio

**Valerie Michaelson** (School of Religion) spoke on CBC's Ontario Morning about a new video a youth panel created on safe risk and over-protection.

**Gerald Wilde** (Psychology) was interviewed by CBC Radio regarding driver safety and the psychology of risk.

## Magazines

**Christine**

**Overall** (Philosophy) says that difficulty in obtaining tubal ligation for younger women rooted in tendency to continue to define womanhood in terms of reproduction, in Chatelaine.

**Helen Driver** (School of Medicine) contributed to an article on 10 reasons you need more sleep in Best Health Magazine.



## Giving back to Queen's to support further research

**DEBORAH MELMAN-CLEMENT,**  
SENIOR COMMUNICATIONS  
OFFICER, OFFICE OF  
ADVANCEMENT

When Dr. David Pichora became the inaugural holder of the Paul B. Helliwell Chair in Orthopaedic Research, he had the backing of the entire Queen's Department of Surgery – literally.

Funded through a generous donation from the Paul B. Helliwell Foundation, the Helliwell Chair has set up shop in the Human Mobility Research Centre with the ambitious goal of leading research that will transform the

way orthopaedic care is provided.

"We want to take discoveries that have been proven in the lab and bring them into the operating room," says Department of Surgery Chief Dr. John Rudan.

Helliwell Foundation President John Jenah says his foundation was impressed with the work being done in the Human Mobility Lab.

"I've seen some of their technology and it is inspiring," he says. "It's a worthwhile cause with tremendous potential."

The Helliwell Foundation isn't the only one who sees potential in human mobility research. The

foundation's donation was matched dollar for dollar by the surgeons themselves.

"We have always liked the idea of investing in ourselves," says Dr. Rudan. About 10 years ago, the surgeons began an internal investment program. To date they have supported their own research to the tune of almost \$3 million.

"We want other people to believe in us, and the best demonstration of that is to show that we believe in ourselves," Dr. Rudan says. The hope, he adds, is that this vote of confidence proves attractive to like-minded donors. "It takes an awful lot of money to do this research, and it's best if we can find partnerships with people who are also philanthropic in their nature and see the benefits of what we do when we pool our donations together."

Matching donor funds allows the surgeons to support some of their most important – and most expensive – work.

"It gives us the flexibility to take ideas that the world hasn't necessarily embraced yet and create the enabling technologies to take them to the next step," Dr. Rudan says. "It also allows us to



Surgeons take a moment for a photo with John Jenah, President of the Paul B. Helliwell Foundation, centre. From left: Dr. John Rudan, Director, Clinical Research, Human Mobility Research Centre; Dr. Dan Borschneck, Chair, Division of Orthopaedic Surgery; John Jenah; Dr. Richard Reznick, Dean, Faculty of Health Sciences; Dr. David Pichora, Professor of Surgery and Mechanical Engineering, Paul B. Helliwell Chair in Orthopaedic Research.

do more with what we've got, to do it better and faster so that we can stay on the leading edge."

In addition to the Helliwell Chair, the surgeons have matched donor funds to help create the Andy and Margaret Bruce Lectureship and the Smith Chair in Surgical Research. Within the De-

partment of Surgery, the Division of Orthopaedics, which contributed \$500,000 toward the Helliwell Chair, also matched funds to support the Ashworth Lectureship and the Dr. John Kostuik Fellowship. The Department is currently working to fund two additional chairs in surgical research.

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## Researchers receive NSERC Strategic Partnership grants

BY ANNE CRAIG,  
COMMUNICATIONS OFFICER

Two Queen's University researchers have been awarded Strategic Partnership Grants from the Natural Sciences and Engineering Research Council of Canada (NSERC) for their work in improving optical fibre networks and road safety.

Hossam Hassanein (School of Computing) received \$522,500 over three years for his iDriveSense project – a system that integrates sensors already available in vehicles and drivers' smartphones to provide information about the vehicle's location and dynamics.

John Cartledge (Electrical and Computer Engineering) accepted \$433,560 over three years for his research in improving optical networks.

"The support of NSERC is vital to the university," says Daniel Woolf, Principal and Vice-Chancellor of Queen's University. "Our success in this competition reflects Queen's reputation for innovative and leading-edge research in information and communication technologies."

iDriveSense has the potential to reduce traffic accidents and congestion by using real-time information on road conditions, hazards and congestion to help direct traffic. The information could also help personal navigation systems improve route suggestions for individual drivers.

"Crowdsourcing has been shown effective in navigation systems where traffic congestion information is updated by drivers," Dr. Hassanein says. "A cloud-based intelligent trans-



**John Cartledge (Electrical and Computer Engineering) and Hossam Hassanein (School of Computing) recently both received funding from NSERC's Strategic Partnership Grants.**

portation system would analyze the data provided by sensors in vehicles and drivers' smartphones to derive real-time intelligence about current road conditions."

As Dr. Hassanein looks for possible solutions for congestion on roadways, Dr. Cartledge has a similar goal, albeit for the information superhighway. His research into transport systems for elastic optical networks will develop new ways of using the available optical spectrum more efficiently with an eye on increasing the capacity and transmission distance for medium to long range optical fibre networks.

"The rapidly increasing demand for cloud and social media services requires innovative techniques to increase the amount of information that can be transmitted over the global telecommuni-

cations network," Dr. Cartledge says.

NSERC Strategic Partnership Grants support increased research and training in specific areas that could boost Canada's economy, society or environment over the next decade.

"Funding from NSERC and our partners is extremely important to our researchers and to Queen's, which prides itself on being a first-class research institution," says Steven Liss, Vice-Principal (Research). "These grants will increase research activity, further collaboration, and training of highly qualified personnel in fields that will strongly enhance our understanding of information and communication technologies."

For more information on the funding, visit the NSERC website [nserc-crsng.gc.ca/](http://nserc-crsng.gc.ca/).

on to the final competition on March 30. Top prize in the final is \$1,000, with the runner-up receiving \$500. The winner of the final will represent Queen's at the Ontario competition in April. In addition, the presenter selected by the audience of your peers, colleagues, faculty and members of the Kingston community will receive the people's choice award. Graduate students are encouraged to take advantage of this opportunity to share the passion for the work they do and gain valuable skills at the same time. More information on [queensu.ca/3MT](http://queensu.ca/3MT)

To celebrate Queen's University turning 175 the School of Graduate Studies is launching the 175 Research Moments photo contest. Research endeavours create many memorable moments. This can be the moment of discovery, of the emergence a new idea, of a successful experiment (or a failed one), of fruitful collaboration, or of transformative learning. Graduate students and post-doctoral fellows are invited to share their research moment from the lab, the field, from the libraries or archives. The first prize will be \$1,000, second and third prize will be \$500. To learn more go to: [webapp.queensu.ca/sgs/175-research-moments/](http://webapp.queensu.ca/sgs/175-research-moments/)

## Teaming up to conquer cancer

BY ANNE CRAIG,  
COMMUNICATIONS OFFICER

In an effort to honour those lost to cancer and those who are still fighting, Queen's Relay for Life (QRFL) is hosting its annual event at the Queen's Athletics and Recreation Centre.

The event runs on March 11, starting at 7 pm, and QRFL is dedicating the luminary ceremony to first-year student Carley Elle Allison, who died of double lung cancer on March 31, 2015.

"I will be sharing my memories of Carley and my time alongside her," says Carley's boyfriend Ioannis (John) Servinis (Artsci'17). "Carley fought through many adversities, from which she inspired and touched the hearts of many."

The event is a fundraiser for the Canadian Cancer Society, an organization that supports investigators at the Queen's Cancer Research Institute and the Canadian Cancer Trials Group. Participants have the option of participating in a six- or 12-hour relay. At midnight, the track will be outlined with luminaries for loved ones.

"This overnight experience gives hope to community members who have been affected directly or indirectly by cancer," says Anna Ploeg (Artsci'19), Ceremonies Chair, QRFL. "Participants will hear stories from those who battle cancer – survivors, researchers and supporters."

At the event, teams will participate in fun activities, including Zumba, dodgeball, a Jello-eating contest, Harry Potter trivia, and more. While one team member walks the track with a relay baton in hand, the others can enjoy some of the activities.

"The batons have been added this year to symbolize the teamwork required to conquer cancer," says Emma MacLean (ConEd'17), Entertainment Chair, QRFL. "Every year, I look forward the most to the first lap of the track. The initial lap of relay is led by cancer survivors. It is an emo-

**"This overnight experience gives hope to community members who have been affected directly or indirectly by cancer."**

— Anna Ploeg

tional and powerful celebration."

Two weeks after her sixth birthday, Ms. MacLean was diagnosed with a form of blood cancer that now has a survival rate of approximately 90 per cent, due to years of research and financial investments. "I went through two and a half years of intense treatment for acute lymphoblastic leukemia, but in the end my story had a happy ending."

At the age of three, Ms. Ploeg was diagnosed with neuroblastoma. "The tumour was the size of an ostrich egg and ate the left adrenal gland of my kidney," says Ms. Ploeg. Fortunately, doctors were able to surgically remove the tumour from her body, and she has been cancer-free for 15 years. "The support system that the Canadian Cancer Society offers for cancer patients is outstanding, and working to help make the Queen's Relay For Life event come to life is such a pleasure," says the Ceremonies Chair for QRFL.

Under the leadership of co-presidents Melanie Wightman (Sc'16) and Mathieu Crupi (PhD candidate), a QRFL organizing committee was formed in October. The committee, including Ms. Ploeg and Ms. MacLean, has organized two fundraising events per month and several awareness campaigns across campus.

Individuals from the Queen's and Kingston community can donate and register for Queen's Relay For Life website at [convio.cancer.ca/site/TR?fr\\_id=20889&pg=entry](http://convio.cancer.ca/site/TR?fr_id=20889&pg=entry). Every participant registered for QRFL this year will receive the chance to win tickets to see Hedley, Carly Rae Jepsen and Francesco Yates in concert.

## gradstudies

### SGS Notices

The School of Graduate Studies is hosting the Three Minute Thesis (3MT) 2016. This is a university-wide event that provides Master's (thesis or research project) and doctoral students the opportunity to hone their communication skills and share their research with a general audience.

Presenters use one static PowerPoint slide and are evaluated on communication style, comprehension, and engagement. Qualifying heats are scheduled on March 22-24th. The top three presenters plus People's Choice from each heat will receive prizes (compliments of The Campus Bookstore) and will move

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# A boost for business law education

BY CHRIS ARMES,  
COMMUNICATIONS OFFICER

Mohamed Khimji has been named the inaugural David Allgood Professor in Business Law the Faculty of Law at Queen's University announced on Tuesday, March 1.

The Allgood Professorship, the first privately-funded professorship in the history of Queen's Law, is part of an ongoing strategic initiative by the faculty to strengthen its business law programming.

"I'm honoured to be appointed as the inaugural holder of the David Allgood Professorship in Business Law and also to be given the opportunity to lead the design and development of the business law program at Queen's," says Professor Khimji.

"I look forward to working with my new colleagues in enriching the academic program through offering an elevated cur-



Mohamed Khimji will begin his term as the inaugural Allgood Professor in Business Law in July 2016.

riculum designed to facilitate long-term student success and to establish Queen's Law as a focal point for high-level research activity in business law."

Professor Khimji, who will begin his term in July, is currently the

Stephen Dattels Chair in Corporate Finance Law at the University of Western Ontario. He holds an LLB from the University of Bristol and an LLM from the London School of Economics and Political Science.

The Professorship was created

through the contributions of Queen's Law alumni and donors, who raised a \$1.5 million endowment to support the position.

"I'm very pleased with the generous support our alumni have shown in establishing the Allgood Professorship, and equally pleased to be welcoming a scholar of Professor Khimji's renown as the inaugural Allgood Professor," says Bill Flanagan, Dean of Queen's Faculty of Law.

"Building on our existing business law programs, including the Bader International Study Centre program in international business law, the Queen's Business Law Clinic, and the Law'80 Visiting Scholar in Business Law program, Professor Khimji's leadership as a researcher, teacher and mentor is going to vault our entire business law program to the next level."

The professorship is named for David Allgood (Law'74). Mr. Allgood currently serves as counsel

at Dentons in Toronto and was previously the executive vice-president and general counsel for Royal Bank of Canada.

Mr. Allgood is currently a member of the Queen's Board of Trustees and Audit and Risk Committee and served as chair of the Dean's Advisory Council in the Faculty of Law from 2006-2012, remaining on the council in the role of past-chair. He has a long standing connection with Queen's, and has played a tremendous role in teaching and mentoring students in the Faculty of Law.

"It is an incredible honour to have a professorship named for me at my alma mater," says Mr. Allgood. "I have the utmost confidence that Professor Khimji will help solidify Queen's Law's position as a leader in business law education in Canada."

For more on the David Allgood Professorship in Business Law, visit [law.queensu.ca/](http://law.queensu.ca/).

## Queen's Law set to host unique aboriginal law moot

BY COMMUNICATIONS STAFF

The Kawaskimhon "Talking Circle Moot," has been running for over 20 years, moving from university to university, an annual tradition that brings together Canada's top minds in Aboriginal law and negotiations.

Taking place at Queen's University from March 11-13, Kawaskimhon is a moot unlike any other, bringing together Aboriginal scholars and students of Aboriginal law from across the country.

Even the name Kawaskimhon, which means "speaking with knowledge," belies what makes this event distinctive.

Rather than have teams opposing each other against adjudicating judges, teams in the Kawaskimhon moot sit down on opposite sides of a table and negotiate, with one team representing an Aboriginal group, and the other a government agency.

"The interesting thing about this moot is that there's no award, no winning, it's about building a consensus," says the organizer, Hugo Choquette, (Law'05, LLM'10) a PhD in Law candidate. "Most of the time that doesn't happen, which is very realistic, it doesn't happen in real life either."

The true value, he explains, is

in the experience and the perspectives that students gain.

"On the one hand you have students learning lawyering skills and how to represent clients; if you are a student representing First Nations, learning how to address the government, negotiate with them, and vice versa for the students representing the government. But another part of it is understanding how traditional Indigenous principles and views interact with Canadian law," Mr. Choquette says. "Our clients tell us this is what their belief systems are, what their viewpoints are, and this is what they want, but these are things that don't always fit into the framework of Canadian law, and you have to wrestle with that."

Mr. Choquette says he is looking forward to welcoming Aboriginal leaders, scholars and law students from across the country.

"With all of Canada's English-speaking law schools sending at least two team members, and sometimes three or four, plus coaches, elders, and community members, it can be a sizeable group," he says.

The weekend event will also feature a film screening, social events, and opportunities for current and future leaders in Aboriginal law to connect and discuss

the pressing issues of the day.

Mr. Choquette says that the moot is the core of the experience, but the benefits also stem from that connectivity.

"Students get to meet people that are knowledgeable in these issues across Canada; the coaches are leading Aboriginal scholars from across Canada. You also get the experience of being immersed in Aboriginal customs and cultures. You have the elders there, directing things, something that students wouldn't normally find in law school."

With planning and problem creation – another collaborative project, this time between Choquette, other faculty, community members, and even his former students – underway, Mr. Choquette is looking forward to next year's opportunity to host.

"With the recent Truth and Reconciliation Commission report, this is an exciting time to be examining these issues," he says. "I look forward to being part of that national conversation, and helping provide a venue for it."

The event will coincide with Indigenous Graduate and Professional Days at Queen's, a great day for Aboriginal learners to get to know more about what Queen's has to offer across the campus from the Four Directions Aboriginal Student Centre.



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## Fostering Cuban connections

BY ANDREW CARROLL,  
GAZETTE EDITOR

It is an interesting time for Cuba as the process of normalizing ties with the United States continues. The same holds true for those with connections or a study interest to the Caribbean country, such as Queen's University.

Now in its ninth year, the Queen's University-University of Havana Exchange has seen a group of up to 40 Queen's students travel to Cuba and a scholar from the University of Havana visits Queen's to give lectures and speak with students.

This year, however, a pair of visitors will visit Queen's, and that has Karen Dubinsky (Global Development Studies), the exchange program's co-teacher with Susan Lord (Film and Media), very excited.

Economist Laneydi Martinez Alfonso, who recently received a joint doctorate from the University of Havana and the Sorbonne, will be visiting Queen's from March 14-24. With a specialty in Cuban-Caribbean economic relations, Dr. Martinez will be able to provide great insight into this era of change.

"We wanted to invite Dr. Martinez Alfonso because she is an economist and the Cuban economy is undergoing such changes now that we thought that would be the perfect field to bring to Queen's to explain further what is going on," Dr. Dubinsky says. "Nobody knows where these changes are going to lead, so I am really keen to hear what she has to say to everybody about that."

While at Queen's, Dr. Martinez Alfonso will join geography and global development studies classes and will present her research to the Studies in National and International Development (SNID) seminar series.



As part of the ongoing exchange with the University of Havana, economist Laneydi Martinez Alfonso, left, will be visiting Queen's University for 10 days, during which she will provide a number of talks. Musician Aldo Lopez-Gavilan will be performing at the Isabel Bader Centre for the Performing Arts on March 23.

Also arriving at Queen's is pianist Aldo Lopez-Gavilan, who last year accompanied visiting musician Carlos Varela. Lopez-Gavilan will be speaking to cultural studies students about contemporary Cuban music, and will perform a much-anticipated solo concert at the Isabel Bader Centre for the Performing Arts on Wednesday, March 23, starting at 7:30 pm.

As Dr. Dubinsky explains, it is difficult to pin down Lopez-Gavilan's style. But that is part of what makes his performances so captivating.

"One of the reasons I think it will be interesting to hear him, as well as to listen to him musically, is that he's versatile," she says. "He comes from classical training, he's from a well-known classical music family, as so many musicians are, but he's branched out into jazz and what he calls world music."

The opening of relations between Cuba and the US will likely have an effect on the exchange program but Dr. Dubinsky is confident that it will continue to flourish. She points to the continu-

ing focus on reciprocity for nearly a decade now, with both sides benefitting.

"We're both apprehensive and optimistic now that Cuba is changing," she says. "It's interesting to be a kind of participant observer in a place that is not your own but I am really watching these obvious, obvious changes. Every time I go we can see different changes that are taking place."

To further cement the relationship Dr. Dubinsky hopes the program will expand to allow a Cuban student to visit Queen's as well. In connection with this a portion of the proceeds from the concert will go to the Sonia Enjamio Fund at Queen's to support Cuban and Canadian student exchange programs.

Advance tickets for the concert are: Students \$12, Regular \$15, at the door \$20.

All tickets are general admission and can be purchased at the Global Development Studies Department Office, Mac Corry B401, at Novel Idea Books, 156 Princess St., or online at [thislabel.ca](http://thislabel.ca).

## Policy Studies students place third

A team of Queen's students from the School of Policy Studies finished third in the fourth annual CAPP-IPAC National Case Competition, hosted Feb. 27-28 at the University of Ottawa.

The Queen's team, comprising Matthew Chan, Kristi Choi, Mitchell Guerreiro, Kelsey Munroe, and Tyler Brough (alternate), were coached by faculty members Barbara Martin and Eugene Lang. The team finished just behind winners Simon Fraser University and the University of Toronto in a field of 11 teams

drawn from public administration schools across Canada. The student teams presented their policy solutions to a five-member panel of four senior public servants and a senior private sector executive who assessed the presentations and decided the winners.

This year, the teams were asked to provide a policy briefing on a case entitled "The Impending Grey Storm: Mobilizing to Address a Complex, Multi-Dimensional Policy Challenge." The students had five days to research, analyze and present their best ad-

vice on how to address the aging policy challenge facing governments. In making their decision, the judges praised the Queen's team for their proposal's clarity and its interweaving of substance and process.

The student case competition is a flagship event of the Canadian Association of Programs in Public Policy (CAPP) and the Institute of Public Administration of Canada (IPAC). It is intended to showcase the public policy skills and acuity of students engaged in the study of public administration.



Principal Daniel Woolf presents the Steve Cutway Accessibility Award, one of three Tri-Awards, to James McNutt



This year's recipient of the Employment Equity Award is the Young Women at Queen's Employee Resource Group.



The Queen's Human Rights Initiative Award was presented to the Kahswentha Indigenous Knowledge Initiative (KIKI).

## Making a positive impact

BY COMMUNICATIONS STAFF

Queen's community members working toward making the university a safer, more welcoming place were recently recognized at the annual Tri-Awards celebration hosted by the Equity and Human Rights Offices.

Presented by Principal Daniel Woolf, these annual awards are given out to individuals and groups that contribute to the advancement of equity, human rights, accessibility and inclusion within the Queen's community.

The Steve Cutway Accessibility Award was presented to James McNutt, a graduate student who, while currently working on his third degree at Queen's and fourth overall, has created a video taking a closer look at accessibility at the university. The "Video Accessibility Audit Project" aims to heighten awareness of inclusivity and accessibility on campus.

"It's nice to be recognized but

it's secondary to the goal," Mr. McNutt says. "The goal is to have the video used to make changes in the way we manufacture the physical space at Queen's."

The Employment Equity Award was presented to the Young Women at Queen's Employee Resource Group. Formed in 2015, this group aims to provide professional development and mentorship programming specifically for women on campus.

The Queen's Human Rights Initiative Award was presented to the Kahswentha Indigenous Knowledge Initiative (KIKI) which brings together students, faculty, staff and administrators to open up greater discussion about Indigenous languages, history and representation on campus. To achieve this goal the group has organized teach-ins, retreats and other events.

The Tri-Awards are coordinated by the Equity Office, and the Human Rights Office.

# Network ties growing, getting stronger

*Helen Nicholson, Deputy Vice-Chancellor, Division of External Engagement for the University of Otago in New Zealand recently visited Queen's University to further foster ties between the institutions. Otago and Queen's are members of the Matariki Network of Universities, an international group that focuses on research partnerships and undergraduate teaching. Gazette editor Andrew Carroll spoke with Dr. Nicholson about her trip as well as the relationships being built through the Matariki Network.*

**Gazette:** What are your priorities during your visit to Queen's?

**Helen Nicholson:** I decided to visit Queen's as I've heard a lot about it and as part of the Matariki Network it's good to be here. I also am catching up with Kathy O'Brien, Associate Vice-Principal (International), and want to learn more about developing alumni relations because that has come under my portfolio recently and Queen's has a much stronger history of alumni giving than New Zealand. Also I'm here to meet with some of the health science people and talk about research. I suppose that's why the Matariki universities were chosen, because they are similar, it has a similar sort of feel here (to the University of Otago) – a small city and a big university.

**Gazette:** What has the experience been like for Otago as a member of the Matariki Network



**Helen Nicholson, Deputy Vice-Chancellor, Division of External Engagement for the University of Otago in New Zealand recently visited Queen's University to help strengthen ties between the members of the Matariki Network of Universities.**

of Universities?

**HN:** It's interesting. I think the Matariki Network is only just beginning to become something with a life. Over the last couple of years we've taken part in the research themes – all seven of the research themes, one per university. For the last two years we've been working on an indigenous program, which takes place in June this year, a two-week program where students and staff from across the Matariki Network will come and work together. We've also been involved in a global citizenship program and there's a meeting for that in Uppsala (University in Sweden) in

April. We, our students and staff have been working with Uppsala's students and staff to think about what global citizenship means and, if we can come to a common understanding, what does that then mean for the university and what should we be doing and what could we be doing.

We've been welcoming people from other Matariki universities to Otago and we provide funding for our staff to go to Matariki universities. Until last year that was only for academic faculty but we're now broadening it out so we fund our senior administrators to travel as well. I think that has been really

useful. I think those sort of things are a really tangible benefit of being in a network that trusts each other and is willing to share their data, warts and all, but then to learn from each other as to how we can improve. It has a lot more potential but it is beginning to feel that it is a network.

**Gazette:** With Principal Daniel Woolf's recent visit to Otago and your arrival here there must be a boost for ties between the two universities. How would you describe that relationship?

**HN:** We've just had the meeting of all the executive board of the Matariki Network – the presidents and principals or vice chancellors – and that was preceded by an alumni event for four of the universities – Queen's, Uppsala, Durham and (Otago). I think going into it there was some skepticism as to why would we do this. But in fact it was a very positive evening and I think particularly being in New Zealand where (Queen's has) alumni who would rarely see the principal otherwise. It was an opportunity for them to meet the heads of their universities but what was interesting was watching them network with each other. So alumni from a given university who might feel isolated on the other side of the world were able to start networking with people who have gone to Durham or Otago and feel more at home in the community.


The meeting of the heads of

the universities was a very positive meeting and under the banner of Partnering for a better World it was good to see that all of the vice-chancellors, presidents and principals got on and were willing to share and, I think, have a much stronger relationship than they had before the event. I think it has strengthened the ties and it has raised the visibility of the Matariki Network. It was a useful meeting.

**Gazette:** Can you tell me a bit about the University of Otago's strengths and what it offers to students potentially looking at taking part in an exchange?

**HN:** It's the oldest university in New Zealand and it's the most research-intensive university as well. It's research-led and aims for excellence in teaching and research but the other thing we are trying to do is educate young people to become members of a community. It's the only truly residential university in Australasia. It's very similar to Queen's and 80 per cent of our domestic students don't come from the area. They come from all over the country. So when they come together, and they come to residential colleges, they make friends for life.

It's in a small town and we are very close to nice scenery and beaches and skiing. It's a small town that really has a great town-gown relationship. It's a multicultural society and it's safe, it's fun and it's student focused.



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During his visit to the University of Otago in New Zealand, Principal Daniel Woolf signed a Memorandum of Understanding between the seven universities in the Matariki Network of Universities. Back row: Dartmouth President Philip Hanlon; Principal Woolf, University of Tübingen President Bernd Engler and Durham University Dean of Internationalisation Danny Donoghue. Front row: University of Western Australia Senior Deputy Vice-Chancellor Dawn Freshwater, Otago Vice-Chancellor Harlene Hayne and Uppsala University Vice-Chancellor Eva Åkesson.

## Paintings that change the mood of meetings

*The Artists Among Us is a series of profiles of Queen's staff members who pursue artistic endeavours in addition to their work at the university. The Gazette will feature staff members on an occasional basis and welcomes suggestions. If you have ideas of people to profile, please contact Wanda Praamsma at wanda.praamsma@queensu.ca*

**BY WANDA PRAAMSMAS,  
COMMUNICATIONS OFFICER**

Sheena Graham's neighbour in Gananoque inspired her to start painting almost two decades ago. Sheena would wander over to Heather's studio for a chat and watch her paint. She admired Heather's work and one day said: "I wish I could do something like this."

Heather immediately responded: "You can. Set up a vase of flowers and just paint what you see."

After some hesitancy, Sheena started painting at home, gathering as many tricks and tips from her neighbour, already an accomplished artist.

"Heather has been a huge inspiration and mentor to me," says Sheena, who works as administrative assistant to Caroline Davis, Vice-Principal (Finance and Administration). "I never imagined I could do something like this, but when I began painting, I realized that once I jump out of my comfort zone, many things are possible. You can do a lot more than you think you can."

Sheena has since painted hundreds of pieces and has held shows of her work at various locations in Kingston and Gananoque. She currently has works on display at the Wellington Street Art Gallery in Toronto.

Mostly painting in acrylics, Sheena has taken a few courses but prefers to teach herself and learn from anyone who inspires her. Much of her work is figurative – flowers, fruit and animals, often with whimsical and quirky flourishes – but in recent years, she has veered into the abstract, and deeper into her love of colour and texture.

"People see so many different things in my abstract work, and I love that. There are so many interpretations," says Sheena, who uses all sorts of tools and substances – knives, forks, wall putty – to build depth in her work.

\*\*\*

Sheena began working at Queen's in 1997 in the Office of the Vice-Principal (Advancement). She later moved into Richardson Hall for a position with Diane Kelly, former legal

counsel for the university, before taking her current role with Ms. Davis. She now provides administrative support for Ms. Davis, as well as Kim Murphy, Director, Risk Management, and others in the office.

With her paintings lining the walls in the VP suite, and several in and around her cubicle, Sheena has received much support and encouragement from Queen's staff members, something she's very grateful for and believes has helped her gain confidence in her work.

"I've been told that having one of my paintings in an office can change the atmosphere of certain meetings, for the better," says Sheena, who generally looks to create uplifting artworks, pieces that evoke a feeling of happiness. "Having so many of my paintings around my desk encourages conversation ... sort of acts as an ice-breaker, puts people at ease,



Paintings by artist and Queen's staff member Sheena Graham can be found in the Office of the Vice-Principal (Finance and Administration) where she works.

and I believe makes our office more welcoming and approachable."

• • •

A mother of three boys,

Sheena says, sometimes, it's her insomnia at night that allows her plenty of time to paint, even with a full-time job. "Painting makes me feel alive. I never feel tired.

**"Having so many of my paintings around my desk encourages conversation ... sort of acts as an ice-breaker, puts people at ease, and I believe makes our office more welcoming and approachable."**

— Sheena Graham

It's almost like something takes over," she says.

During the evenings, too, Sheena can lose herself in a painting for long stretches of time. Often, her youngest son, 11-year-old Noah, will come into the studio with her, and they will paint for many hours. Sometimes it's Noah who stops to ask if, perhaps, they should go to bed.

To see more of Sheena's paintings, please contact Sheena directly at sgraham522@outlook.com.

# C<sup>D</sup>

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## eventscalendar

### Wednesday, March 9, 9 am-4 pm Principles of Project Management

This workshop will focus on the technical and people factors that influence project success. Participants will learn how to plan projects, monitor progress and achieve desired results using tools and techniques to develop task lists, resource requirements and realistic project schedules. In addition, there will be a discussion on some of the people issues such as gaining cooperation and commitment, and leading effective project meetings. (Departmental fee: \$50; part of the Administrative Professionals @ Queen's certificate program) Mackintosh-Corry Hall, Room B176

### Thursday, March 10, 9-11 am Positive Space

The Positive Space program at Queen's brings visibility and support to queer communities at the university. Members of the Queen's community can become program participants by attending a Positive Space information session. The session includes an exploration of language and discussion of scenarios, to assure a shared level of familiarity with queer issues, local resources and discrimination policies. At the end of the session, those who wish to become participants can register and receive a sticker to post. Mackintosh-Corry Hall, Room B176

### Thursday, March 10-Friday, March 11 I@Q Undergraduate Research Conference

Join students and faculty from departments across Queen's at our 10th annual showcase of independent or course-based undergraduate research. At the Queen's Learning Commons in the Stauffer Library.

### Thursday, March 10, Noon-1 pm Policy Speaker Series - Jean-Baptiste Litrico

The term "design thinking" is attracting a lot of attention among managers today. Underlying this trend is the realization that the tools and methods developed by designers to create objects, can also be fruitfully utilized to design or improve organizations. The objective of this presentation is to provide a brief introduction to what a "design thinking" approach can mean for managers, and how it may complement the more traditional decision-making approach that has long been taught in business schools. Robert Sutherland Building, Rm 202.

### Thursday, March 10, Noon-1 pm Lunch & Learn: Financial Tips with Carol Ann Budd

Looking for advice on managing your money? Looking for effective ways to manage your credit card debt? This session will give you some tips on managing your money for today and saving for tomorrow. Mackintosh-Corry Hall, Room B176

### Thursday, March 10, 1:30-3 pm onQ Training

Are you new to onQ (Brightspace by D2L)? This introductory training session will lead you through the basics within Queen's new learning management system. In this hands-on workshop, we will be covering the necessary tools to get you started. This session will be repeated on Thursdays in Ellis Hall, Room 333 throughout the Winter 2016 term.

### Friday, March 11, 11:30 am-1:30 pm Dr. Bonita Lawrence and Faith Nolan Meet and Greet

Chat informally with Dr. Bonita Lawrence and Faith Nolan who have done solidarity work in Prison for Women and in jails and penitentiaries. Light lunch provided. Four Directions Aboriginal Centre.

### Saturday, March 12, 8 am-5:30 pm Social Innovation Bootcamp 2016

This inspirational day of social innovation skill-building will help you turn your ideas for impact into action. During the hands-on two part workshop learn how to rapidly develop and test ideas before launching and then develop the knowhow to turn that knowledge into viable social business models! Participants will leave knowing how to use design thinking to tackle problems, develop impactful and effective solu-

tions, with a clear sense of how their business goals and social impact objectives support each other. Online registration is open! Any questions can be sent to [csi@queensu.ca](mailto:csi@queensu.ca). Held at Goodes Hall.

### Monday, March 14, Noon-1 pm Lunch & Learn: Foundations of Positive Parenting

This practical and interactive session provides participants with the principles and tools of positive parenting focused on children's skills in social development and well-being. Participants will also get an opportunity to review and discuss strategies for bringing positive parenting into the home. Mackintosh-Corry Hall, Room B176

### Thursday, March 17, Noon-1 pm Policy Speaker Series - Kim Richard Nossal

Canada's defence procurement policies remain deeply problematic, with hundreds of millions of dollars wasted in delays, cost overruns, and failed or deferred competitions. The Conservative government of Stephen Harper promised to fix defence procurement when it came to office in 2006, but left office in 2015 with defence procurement in even worse shape. Now it is the Liberals' turn: Justin Trudeau's government has also promised to fix the mess. This talk will offer some suggestions about how the Trudeau government can avoid the Harper Conservatives' fate. Robert Sutherland Building (formerly Policy Studies), Rm. 202

*If you have an upcoming event, you can post it to the Calendar of Events at [eventscalendar.queensu.ca/](http://eventscalendar.queensu.ca/), or contact [andrew.carroll@queensu.ca](mailto:andrew.carroll@queensu.ca).*

### ACROSS

- 1) Library unit
- 6) Raccoon's relative
- 11) Id's complement
- 14) Asian capital
- 15) Cook's apparel
- 16) Well-used pencil
- 17) Factory outputs
- 19) Gambling cube
- 20) Soap and water results
- 21) Roman setting
- 23) Pre-landing period
- 27) Atones
- 29) Renders 26-Down
- 30) \_\_\_ duck (Chinese dish)
- 31) Severely
- 32) Bleated like a sheep
- 33) Geologic time division
- 36) "\_\_\_ have to do for now"
- 37) Survives without help
- 38) Alternative on a test
- 39) Balmoral Castle's river
- 40) Bundled, in the hayfield
- 41) Take by force
- 42) Like an ear-piercing sound
- 44) Auspicated
- 45) Companies selling stock, e.g.
- 47) One way to be accused
- 48) Keep a subscription
- 49) Withhold wages from
- 50) Broke bread
- 51) Official approval
- 58) Third word of "America"
- 59) They work from hands to mouth
- 60) Songs-and-skits show
- 61) Aliens, briefly
- 62) Have a funny feeling
- 63) Alabama or Arkansas

### DOWN

- 1) Broad figure?
- 2) Solo of sci-fi
- 3) "30" to an editor
- 4) Cut roughly, as limbs
- 5) To begin with
- 6) Ace of clubs?
- 7) "Mr. Holland's \_\_\_" (1996 film)
- 8) Pendulum's path
- 9) Wobbly walker, perhaps
- 10) Unappetizing
- 11) Jeopardizing
- 12) Culpability
- 13) Does as one's told
- 18) Things belonging to us
- 22) Cato's X
- 23) Wildly enthusiastic
- 24) Maternally akin
- 25) Perpetuity
- 26) \_\_\_ and void
- 27) Check one's total
- 28) \_\_\_ out a living
- 30) Jury box denizens
- 32) Partners of whistles
- 34) European blackbird
- 35) In dire straits
- 37) Weather condition, sometimes
- 38) New driver, typically
- 40) Milwaukee team
- 41) Backyard cooking devices
- 43) Quality of a color
- 44) Dungeons and Dragons beasts
- 45) Hopping mad
- 46) "\_\_\_ Off" (1996 film)
- 47) From bad to \_\_\_
- 49) Wears
- 52) Born as
- 53) Great noise
- 54) Had a meeting
- 55) One of the Gabors
- 56) Acorn, essentially
- 57) Football holder

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### THE END IS NEAR

By Janet W. West

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Sudoku and Crossword solutions on Page 15

## athleticsand recreation

# Pegg wrestles to bronze at nationals

BY COMMUNICATIONS STAFF

### Wrestling

Queen's University's Gillian Pegg claimed the bronze medal at the CIS national wrestling championship in St. Catharines on Saturday, Feb. 27, defeating Carmella Fleurant from Brock University in the 82kg-category.

After splitting her matches in the opening round robin – a win over Dana Campbell from Lakehead and falling to Kiera Prior from Saskatchewan – Pegg drew Carmella Fleurant from Brock who also had gone 1-1 in her round-robin pool.

Fleurant was no match for Pegg as the OUA gold medalist added a CIS bronze to her collection.

In the overall race, the Brock University men's and women's wrestling teams were crowned

2016 CIS National Champions.

Earlier, Pegg claimed the gold in the 82kg-class at the OUA Wrestling Championships, leading Queen's to a fifth-place finish in the women's team event. Over her sports career at Queen's Pegg has also won numerous All-Canadian honours in rugby.

### Track and Field

The Queen's Gaels track and field team took home a ninth-place finish on the women's side and a 12th-place standing on the men's side.

Taylor Sills had one of the best finishes over the Feb. 27-28 weekend for the Gaels as she competed in the 3000m finishing in sixth place in a time of 10:15.97 giving the Gaels three team points. Lindsay Kary finished closely behind in 13th. In the 60m hurdles Mary Ollier gave the Gaels another

three points as she placed sixth in a time of 8.89.

On the men's side Jeff Archer had a ninth-place showing in the 3000m in a time of 8:34.81 and the men's 4x400m team of Nate Niederman, Matt Corolos, Ewan MacKenzie and Steve Wilkins-Reeves finished eighth in a time of 3:33.063.

### Swimming

Steven Lee finished with a seventh-place standing in the 50m breaststroke leading the Queen's swim team at the CIS Championship Feb. 27-28 in Quebec City.

After qualifying in the 50m breaststroke by finishing 10th in the preliminary in a time of 28.76, Lee was off to the A final in hopes of finding his way to the podium. A strong effort from Lee saw him claim seventh in a time of 29.32. Lee also took part in the B final in

the 100m breaststroke event taking first place in that race in a time of 1:04.42, which would have been the seventh-best time compared to those competing in the A final. Lee had qualified for the B final after finishing 12th in the qualifying race in a time of 1:02.59. Lee also finished the 200m breaststroke in a time of 2:19.26 for 26th place but did not qualify for the finals.

On the women's side Jenny Zhang had her best swim of the day in the 50m butterfly finishing 29th in a time of 29.16. She also had a 32nd-place swim in the 100m butterfly but did not qualify for finals in either event. Briar Tedesco swam the 200m freestyle in 2:11.18 good for 35th place, her best standing on the day, but was unable to qualify for a finals.

Lee picked up 27 points for Queen's earning the men's team a 19th-place finish overall.

## Get moving

Life seems to consistently tempt us to sit more and move less. Fortunately, there are plenty of options to foster physical activity and exercise habits, whether you are working in an office setting or have fallen victim to a sedentary way of life. Here are some tips to get active:

- **Create a standing workstation:** Talk to your manager about getting an adjustable standing workstation or make it yourself with a box and/or some books.
- **Phone time = walk time:** Every time your phone rings, get up and walk around in your office.
- **Meeting time = standing time/ walking time:** Movement increases productivity, which may help convince your colleagues and supervisors to conduct meetings while standing or walking.
- **30-minutes challenge:** Set an alarm to alert you every 30 minutes. As soon as the alarm goes off, complete two minutes of physical activity.

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 Snoring & Sleep Apnea Treatment  
 Jaw Joint Treatment (TMJ) ~ Hygiene Services



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## fortherecord

### Appointments

#### Faculty of Health Sciences

- Ashley Waddington, Assistant Professor, Obstetrics & Gynaecology, Jan. 1, 2016
- Peggy De Jong, Assistant Professor, Medicine, Cardiology, Jan. 1, 2016
- Nishardi Waidyaratne-Wijeratne, Assistant Professor, Psychiatry, Jan. 1, 2016

### Nominations

#### Brockington Visitorship, Chancellor Dunning Trust Lectureship, George Taylor Richardson Memorial Fund, Robert Sutherland Visitorship, Rosen Lecture Series

The Provost's Advisory Committee for the Promotion of the Arts invites nominations for the Brockington Visitorship, the Chancellor Dunning Trust Lectureship, the George Taylor Richardson Memorial Fund, the Robert Sutherland Visitorship and the Rosen Lecture Series. In order to encourage the broadest possible range of nominations, any person or group within the Queen's community is eligible to make a nomination. The deadline for submission is March 31, 2016. Please send one electronic copy of submission to provost@queensu.ca

#### Terms of reference

**Brockington Visitorship** — "To invite a person of international dis-

tinction to come to Queen's University to deliver a public lecture and to meet formally and informally with faculty and students."

**Chancellor Dunning Trust Lectureship** — "The Chancellor Dunning Lecturer will be expected to deliver a public lecture that promotes the understanding and appreciation of the supreme importance of the dignity, freedom and responsibility of the individual person in human society."

**George Taylor Richardson Memorial Fund** — "This fund provides grants to support public performances and exhibitions for the benefit of the Queen's and broader Kingston communities."

**Robert Sutherland Visitorship** — "The purpose of the Robert Sutherland Visitorship is to enable dialogue and inspire action around race-related, equity, and justice issues in order to shape our citizens of tomorrow."

**Rosen Lecture Series** — "The purpose of the series is to enable the wider community to better understand the living and vital tradition of Judaism, its relationship to other religious traditions and its role in the development of contemporary civilizations, and to explore the historical role played by Jews and Jewish thought."

### Membership of the Rosen Lecture Series Subcommittee

The Provost's Advisory Committee for the Promotion of the Arts invites applications for the following elected positions on the Rosen Lecture Series Subcommittee:

- 1 Faculty (2-year term)
- 1 Student (2-year term)

The deadline to submit an application is March 31, 2016. Further information is available on the Rosen Lecture Series Subcommittee webpage.

### 2016 Award for Excellence in Graduate Student Supervision

The School of Graduate Studies invites nominations of faculty members for consideration for the 2016 Award for Excellence in Graduate Student Supervision. The purpose of this award is to recognize those outstanding supervisors who demon-

strate excellence in advising, monitoring and mentoring their graduate students. Two awards will be presented at the fall 2016 convocation: one in the Social Sciences and Humanities, and one in Life Sciences, Natural Sciences and Engineering. Award nomination forms and guidelines are available from the Office of the Dean, School of Graduate Studies (deansgsr@queensu.ca) or at www.queensu.ca/sgs. Nomination packages should be submitted to the Dean, School of Graduate Studies, Queen's University, Gordon Hall 425, 74 Union St., Kingston, Ont. K7L 3N6 by 4 pm on Thursday, May 26, 2016.

### 2016 Distinguished Service Awards

Queen's faculty, staff and retirees are invited to nominate candidates for a Queen's Distinguished Service Award. Inaugurated by the Univer-

sity Council in 1974, this award recognizes individuals who have made the university a better place through their extraordinary contributions. Recipients become Honorary Life Members of the Council.

Recent changes to the University Council By-laws now enable Queen's employees and retirees to nominate recipients, who will be recognized at the University Council Annual Dinner on Saturday, Nov. 5, 2016.

The guidelines, nomination form and additional information are available at [queensu.ca/secretariat/university-council/distinguished-service-awards](http://queensu.ca/secretariat/university-council/distinguished-service-awards). Please submit nominations to the University Council Executive Committee, care of the University Secretariat, by Friday, April 29, 2016 at 4 pm. Contact the University Secretariat at [ucouncil@queensu.ca](mailto:ucouncil@queensu.ca) or 613-533-6095/613-533-6095.

## humanresources

### Job postings

Details regarding job postings – internal and external – can be found at [queensu.ca/humanresources/jobs](http://queensu.ca/humanresources/jobs). Applications for posted positions are accepted by email only to [working@queensu.ca](mailto:working@queensu.ca) before midnight on the closing date of the competition.

■ **Competition:** 2016-056  
**Job Title:** Research Accounting Officer (USW Local 2010)

**Department:** Faculty of Health Sciences

**Hiring Salary:** \$60,770 (Salary Grade 9)

**Hours per Week:** 35

**Appointment Terms:** Continuing Appointment

**Closing Date:** 16-Mar-2016

■ **Competition:** 2016-055  
**Job Title:** Editor (USW Local 2010) Department: McGill-Queen's University Press

**Hiring Salary:** \$50,405 (Salary Grade 7)

**Hours per Week:** 35

**Appointment Terms:** Continuing Appointment

**Closing Date:** 16-Mar-2016

■ **Competition:** 2016-054  
**Job Title:** Plumber Steamfitter (CUPE 229)

**Department:** Physical Plant Services

**Hourly Rate:** 33.40

**Hours per Week:** 37.5

**Appointment Terms:** Continuing Appointment

**Closing Date:** 16-Mar-2016

■ **Competition:** 2016-052  
**Job Title:** Manager, Financial Services

**Department:** School of Medicine, Faculty of Health Sciences

**Hours per Week:** 35

**Appointment Terms:** Continuing Appointment

**Closing Date:** 14-Mar-2016

■ **Competition:** 2016-051

**Job Title:** Director, Financial Services  
**Department:** Faculty of Health Sciences

**Hours per Week:** 35

**Appointment Terms:** Continuing Appointment

**Closing Date:** 14-Mar-2016

■ **Competition:** 2016-049

**Job Title:** Program Manager (USW Local 2010)

**Department:** Smith School of Business

**Hiring Salary:** \$50,405 (Salary Grade 7)

**Hours per Week:** 35

**Appointment Terms:** Continuing Appointment

**Closing Date:** 13-Mar-2016

### Successful Candidates

**Job Title:** Manager, Finance  
**Department:** Division of Student Affairs

**Competition:** 2015-184

**Successful Candidate:** Rosanne Gandl Black

■ **Job Title:** Ethics and Office Assistant (USW Local 2010)

**Department:** University Research Services

**Competition:** 2015-266

**Successful Candidate:** Elizabeth Heinrichs

■ **Job Title:** Manager, Business Coaching Group

**Department:** Smith School of Business

**Competition:** 2015-282

**Successful Candidate:** Dan Dolan

■ **Job Title:** Plumber (CUPE 229)

**Department:** Physical Plant Services

**Competition:** 2015-206

**Successful Candidate:** Jeffrey Cross

■ **Job Title:** Staffing/Human Resources Assistant

**Department:** Faculty of Health Sciences

**Competition:** 2015-321

**Successful Candidates:** Joel Gillis (Faculty Health Sciences Office Ops)

## books

*Thinking Outside the Box* - Edited by **Keith Banting (School of Policy Studies), Richard Chaykowski (School of Policy Studies), and Steven Lehrer.**

Thomas Courchene (Professor, Department of Economics and the School of Policy Studies, Senior Scholar, Institute for Research on Public Policy; Fellow, Institute of Intergovernmental Relations) is the author or editor of numerous books and has published hundreds of academic papers on a wide range of Canadian public policy issues. *Thinking Outside the Box* honours his outstanding contributions to Canadian public policy thinking and practice.

Research papers included in the volume span several of the key areas in which Dr. Courchene has made significant contributions, including federalism, macro-economic policy, the unique constitutional challenges that pose difficulties for policy in Canada, and economic well-being.

An introduction by Gilles Paquet reflects on Courchene's unique contribution to Canadian public policy. Courchene also provides an introductory essay, reflecting on his policy thinking over the course of his career.

Contributors include: on federalism and economic policy, Robin



Boadway, Serge Coulombe, Jean-François Tremblay, Katherine Fierlbeck, Bryne Purchase, Michael J. Prince, Donald J. Savoie, and Lisa M. Powell; on economic policy, Pierre Fortin, Peter Howitt, Alex Ripley and Stephen Clarkson; on Canada's constitutional challenges, David Cameron and Kathy L. Brock; and on economic inequality, Miles Corak, Brian Murphy and Michael Veall, and Michael G. Abbott and Charles M. Beach.

**PUZZLE SOLUTIONS**

THE END IS NEAR By Janet W. West

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2	6	1	3	7	4	8	5	9
8	9	5	2	1	6	4	3	7
1	7	4	6	8	5	9	2	3
9	8	3	1	4	2	6	7	5
6	5	2	7	9	3	1	4	8



**KING'S CROSSING**  
OUTLET CENTRE

Don't Outspend...

# OUTSHOP!

		JONES NEW YORK		la Vie en Rose
		TOMMY HILFIFIGER		
George Richards BIG & TALL MENSWEAR				
				
				
	<i>Now open...</i>		<i>Opening soon...</i>	
		<b>LCBO</b>		

**97 - 101 DALTON AVE.**  
JUST OFF DIVISION, SOUTH OF THE 401  
**MON - FRI 10-8, SAT - SUN 10-6**