

the **gazette**

Queen's University's newspaper of record since 1969 ■ queensu.ca/gazette ■ March 22, 2016

A QUIC VIEW OF THE WORLD



The winning image of the 8th Annual QUIC International Photo Contest was taken by Sean Arruda (MSc'16), capturing a Dene tipi during the few hours of late summer night in the Northwest Territories. A total of more than 200 entries were submitted to the annual contest aimed at engaging students by providing them with a personal opportunity to share their international and intercultural experiences with others. See story and more winning photos on Page 5.

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Task force to respond to TRC report

BY COMMUNICATIONS STAFF

Queen's has struck a task force to address several of the recommendations outlined in the Truth and Reconciliation Commission's (TRC) final report.

"While Queen's has initiatives in place that reflect aspects of these recommendations, it is our responsibility to ensure that our response is comprehensive and cohesive across the university," says Alan Harrison, Provost and Vice-Principal (Academic).

Between the middle of the 19th century up until 1996, 150,000 Indigenous children were removed from their homes and separated from their families to attend residential schools. The legacy of the Indian Residential School system was the focus of the truth telling and reconciliation process led by the commission from 2008-2015. The final report, which has been published by McGill-Queen's University Press, issued several calls to action for post-secondary education institutions in Canada.

"While Queen's has initiatives in place that reflect aspects of these recommendations, it is our responsibility to ensure that our response is comprehensive and cohesive across the university."

— Provost Alan Harrison

Based on the TRC final report, the Queen's task force will formulate a set of recommendations regarding the following:

- The integration of traditional knowledge into existing courses and programs across Queen's.
- Strategies, programs and services at Queen's that support the recruitment, admission, transition, retention and graduation of Aboriginal students.
- Initiatives that could be undertaken to enhance the cultural climate at Queen's for Aboriginal students, staff and faculty.

The task force also has the mandate to draft proposals that go beyond the specific calls to action in the TRC final report. To do so, the task force will consider the broader implications of the TRC final report and examine the best practices at other universities in Canada.



Queen's marked Aboriginal Awareness Week, March 10-19, with a series of events hosted by the Queen's Native Student Association (QNSA) including a Mohawk language luncheon at the Four Directions Aboriginal Student Centre led by Callie Hill from Tyendinaga Mohawk Territory. During the event Ms. Hill talked about the importance of keeping indigenous languages alive and introduced participants to some Mohawk phrases.

UNIVERSITY COMMUNICATIONS

Sexual violence policy approved

BY COMMUNICATIONS STAFF

Queen's University's policy on sexual violence has been approved by its Board of Trustees

"Queen's takes sexual violence very seriously, and I am pleased that the policy has received full endorsement from the Board of Trustees," says Daniel Wolf, Principal and Vice-Chancellor. "I would like to thank the Sexual Assault Prevention and Response Working Group (SAPRWG), the Implementation Team on Prevention and Response to Sexual Violence and all those who provided feedback for their dedication to this issue."

The development of the policy was an iterative process and involved extensive consultation with campus stakeholders. Student involvement, a requirement of the Ontario government's proposed sexual violence legislation, Bill 132, has been considerable, and has included student representatives on both the working group and the implementation team.

"I am very pleased to see that the Board has chosen to adopt the proposed policy. Sexual violence is an undeniable reality. A dedicated policy on sexual violence is an im-

portant step in promoting a cultural shift within university campuses. However, our work must not stop here. Students, faculty and staff all have a role to play in ending sexual violence. I look forward to seeing the positive impact this policy will have in the years to come," says Clare Gummo, Assistant Director of the Sexual Health Resource Centre and a student representative on the Implementation Team on Prevention and Response to Sexual Violence.

The policy aligns with the province's new legislation, passed on Tuesday, March 8, International Women's Day, as well as with recommendations from the working group, input from the implementation team, and best practices across the sector. As Queen's policy was approved before the passage of the act, and before the associated regulations have been finalized, some adjustments may be necessary.

"We do not yet have either the final version of the provincial legislation or the accompanying regulations," says Alan Harrison, Provost and Vice-Principal (Academic). "Given our commitment to this issue, we felt that it was nonetheless important to proceed

with the approval of our policy so that the university has a policy and process in place to support students."

The policy outlines the options that are available to anyone who has witnessed or experienced sexual violence and the university's responsibilities relating to awareness, education, training and reporting.

The university is working on several initiatives with respect to sexual violence and prevention. Hiring is underway for a new dedicated Sexual Violence Prevention and Response Coordinator, who will be the central point of contact for students, staff and faculty and will lead campus-wide education, response, support, training and advocacy activities. There are many resources, services and supports available on campus and in the community.

For more information, read the full policy at queensu.ca/secretariat/sexual-violence-policy or visit the university's sexual violence information and resource web page queensu.ca/studentaffairs/student-safety/personal-safety/abuse-and-sexual-harassment.

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QUEEN'S UNIVERSITY VICE-PRINCIPAL (UNIVERSITY RELATIONS)
Michael Fraser

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SCHEDULE

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Noon editorial deadline: March 16

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Noon editorial deadline: April 14

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Queen's
UNIVERSITY

McDonald an ambassador for Canadian innovation

BY CHRIS ARMES,
COMMUNICATIONS OFFICER

Queen's University Professor Emeritus and recipient of the 2015 Nobel Prize in Physics, Arthur B. McDonald, has been named as one of the first Canada 150 Ambassadors.

The ambassadors program highlights the achievements of prominent Canadians in celebration of the 150th anniversary of Confederation.

"I am proud to be named a Canada 150 Ambassador," says Dr. McDonald. "I am hoping that the Nobel Prize will enable young Canadians to realize that we are capable of doing world-class research in Canada. The ambassador role will enable me to reach more young Canadians with this message."

Dr. McDonald joined the Honourable Mélanie Joly, Minister of Canadian Heritage, at an event in Halifax on Tuesday, March 15, as she announced a \$6-million investment in the Innovation 150 project, as part of the Canada 150 fund. The project aims to promote interest in science and innovation through a series of interactive activities and educational programs about great Canadians in science and technology.

"On behalf of Queen's University, I extend my congratulations to Dr. McDonald on this distinct honour," says Daniel Woolf, Principal and Vice-Chancellor of Queen's University. "There is no doubt he will serve as an outstanding ambassador for our country's milestone anniversary."

The Innovation 150 project, under the direction of the Perimeter Institute for Theoretical Physics in partnership with Actua, the Institute for Quantum Computing and the Canadian Association of Science Centres, will support a traveling exhibition celebrating Canadian luminaries in science, research and innovation. Making stops in more than 80 communities across Canada, it aims to inspire young Canadians by highlighting the achievements of innovative Canadian researchers and inventors, and foster an interest in the possibilities offered by science.

The Canada 150 fund was established in April 2015 to support events and activities for the 150th anniversary of Confederation. For more information about the celebrations, visit canada.pch.gc.ca/eng/1342792785740.



PHOTO COURTESY OF THE OFFICE OF THE SPEAKER OF THE HOUSE

Professor Emeritus Art McDonald has had a busy schedule since winning the 2015 Nobel Prize in Physics. On Tuesday, March 8 he was invited to Ottawa where he was recognized by Parliament. Above, Dr. McDonald encourages his collaborators to stand and be recognized in the House of Commons. Top right, while in Ottawa Dr. McDonald and his wife Janet met with Prime Minister Justin Trudeau, centre, and Minister of Science Kirsty Duncan, right, along with Principal Daniel Woolf, left. At right, on Tuesday, March 15 Dr. McDonald was named as one of the first Canada 150 Ambassadors by Minister of Canadian Heritage Mélanie Joly at the Discovery Centre in Halifax, where he was joined by his mother Valerie.



PHOTO COURTESY OF THE PRIME MINISTER'S OFFICE



PHOTO COURTESY OF THE OFFICE OF THE MINISTER OF CANADIAN HERITAGE

Nobel laureate fêted on the Hill

BY COMMUNICATIONS STAFF

Queen's University Professor Emeritus Art McDonald, winner of the 2015 Nobel Prize in Physics, was recognized in the House of Commons in Ottawa on Tuesday, March 8.

Dr. McDonald was named the co-recipient of the 2015 Nobel Prize in Physics for the SNO collaboration's findings, which determined neutrinos, one of the fundamental particles that make up the universe, are capable of chang-

ing their type – an indicator that they have mass.

"Our collaboration members are very pleased to receive this recognition from the Parliament of Canada for the scientific significance of their work," says Dr. McDonald. "Our findings are a result of many years of hard work by our international scientific collaboration and have been an excellent educational experience for many students and post-doctoral fellows. To see our research recognized by the Canadian Parliament

is a tremendous honour."

Earlier in the day, Dr. McDonald met with Canada's Minister of Science, The Hon. Kirsty Duncan. Following the ceremony in the House of Commons, Dr. McDonald and his collaborators attended a reception with Members of Parliament, hosted by Speaker of the House, The Hon. Geoff Regan, and The Hon. George J. Furey, Speaker of the Senate.

"Dr. Art McDonald and his team made a discovery that fundamentally changed the way we

view the universe," says Daniel Woolf, Queen's Principal and Vice-Chancellor. "Witnessing their recognition today in the House of Commons was an honour, just as it was to see Art receive his Nobel Prize in Stockholm. These are defining moments for Queen's University and Canadian science."

Dr. McDonald received the Nobel Prize in Stockholm in December. Dr. McDonald and the SNO Collaboration also received the Breakthrough Prize in Fundamental Physics for the discovery.

gina karkoulis B.A., M.Sc.
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Planning for sustainability

BY COMMUNICATIONS STAFF

Queen's University has reaffirmed its commitment to sustainability as Principal Daniel Woolf released the university's Climate Action Plan (CAP).

"Climate change is a significant global issue and Queen's is committed to doing its part to lessen the environmental impact of its operations,"

said Principal Woolf. "The Climate Action Plan helps fulfill this commitment by establishing emissions reduction targets for the near- and long-terms, and by suggesting possible strategies to help achieve those targets."

The CAP aims to reduce the university's greenhouse gas (GHG) emissions by 35 per cent from 2008 levels by 2020, and by 70 per cent by 2030. It also sets out Queen's aspiration for climate-neutrality, or net-zero emissions, by 2040.

According to John Witjes, Associate Vice-Principal (Facilities), Queen's has already made progress in lowering its emissions. As of 2014, the university's GHG emissions were 17 per cent lower than in 2008, the first year that Queen's started to track its emissions.

"A number of factors have led to the decline in emissions, including Queen's investment in a new high-efficiency boiler in the central heating plant, the use of natural gas rather than oil for heating, and a lighting retrofit program," says Mr. Witjes. "These actions, combined with a decline in the Ontario energy grid emissions factor, have resulted in lower emissions."

The university is taking further steps to reduce energy consumption and GHG emissions through a \$10.7-million energy conservation program. In partnership with Honeywell, an energy services company, Queen's will implement more than 170 energy conservation measures in 66 campus buildings to help move the university closer to its emissions reduction target for 2020.

To facilitate the implementation of the CAP, Principal Woolf will appoint a vice-principal as chair of a new CAP working group. The working group will include representation from a number of units on campus, including student representation, and will be charged with develop-

"Climate change is a significant global issue and Queen's is committed to doing its part to lessen the environmental impact of its operations."

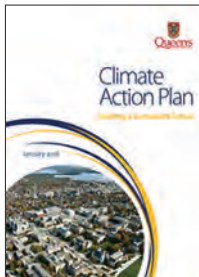
— Principal Daniel Woolf

ing a list of actionable items to help the university achieve its emissions reduction targets. When considering possible actions, the committee will take into consideration factors such as the impact on emissions and the financial implications.

The development of the Climate Action Plan began after Principal Woolf signed the University and College Presidents' Climate Change Statement of Ac-

tion for Canada in 2010, which committed Queen's to developing a Climate Action Plan and working to reduce its GHG emissions. The plan's development involved many members of the Queen's community, including the students, staff, faculty and community members who participated on the Climate Action Plan Advisory Committee and its working groups. The process included extensive research and data collection, as well as consultation with the Queen's community through a community forum and a Climate Action Plan survey.

Read the Climate Action Plan on the Principal's website (queensu.ca/principal/priorities-and-initiatives/climate-action-plan), or visit the Sustainability Office website (queensu.ca/sustainability/home) to find out more about sustainability at Queen's University.



With the release of the Climate Action Plan, Queen's University has reaffirmed its commitment to sustainability.

UNIVERSITY COMMUNICATIONS

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QUIC photo contest continues to grow

BY ANDREW CARROLL,
GAZETTE EDITOR

From the Arctic to Jamaica to China the beauty found around the world is once again on display at the Queen's University International Centre (QUIC).



The winning image of the 8th Annual QUIC International Photo Contest by Sean Arruda (MSc'16) captures a Dene tipi during the few hours of late summer night in the Northwest Territories.

More than 200 entries were submitted to the annual contest aimed at engaging students by providing them with a personal opportunity to share their international and intercultural experiences with others.

For the winning photograph Arruda explains he was conducting research at the Daring Lake Tundra Ecosystem Research Station where a tipi is erected each year to act as a gathering space where students participate in traditional knowledge activities such as cooking, beading, drum and tool building, sharing of stories and reflections. Arruda used a long exposure to capture the glow from both the fire inside the tipi and the faint sunset behind the clouds. The light streaks were produced by Arruda's headlamp as he danced around the tipi.

"I was very excited and happy when I got the email, obviously," Arruda says about being informed he won the contest. "Over 200 photos were submitted and the judges picked mine? That's a cool feeling. I just take photos because I find it to be a fun and creative outlet when I need a break. To think that my photos are actually appreciated on some other artistic level is this weird/awesome bonus which I never expected when I decided to get into photography after that first Arctic field season."

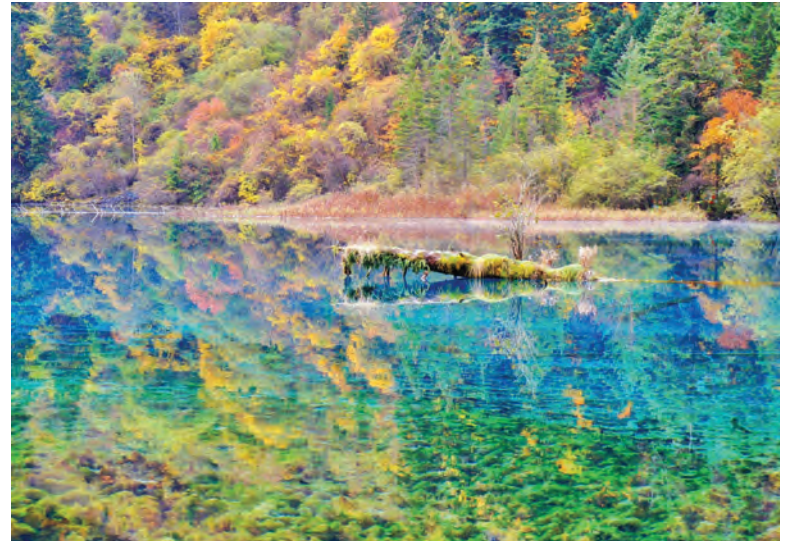
Other winners include:

- People and Culture: Sean George (PhD candidate, Chemical Engineering)
- Landscape & Nature: Shuhong Liu (Artsci'19)
- Home away from Home: Alex Peloso (Meds'18)
- Critical Global Issues: Corey Forster (Artsci'17)
- People's Choice: Justin Lim (ArtSci'18)

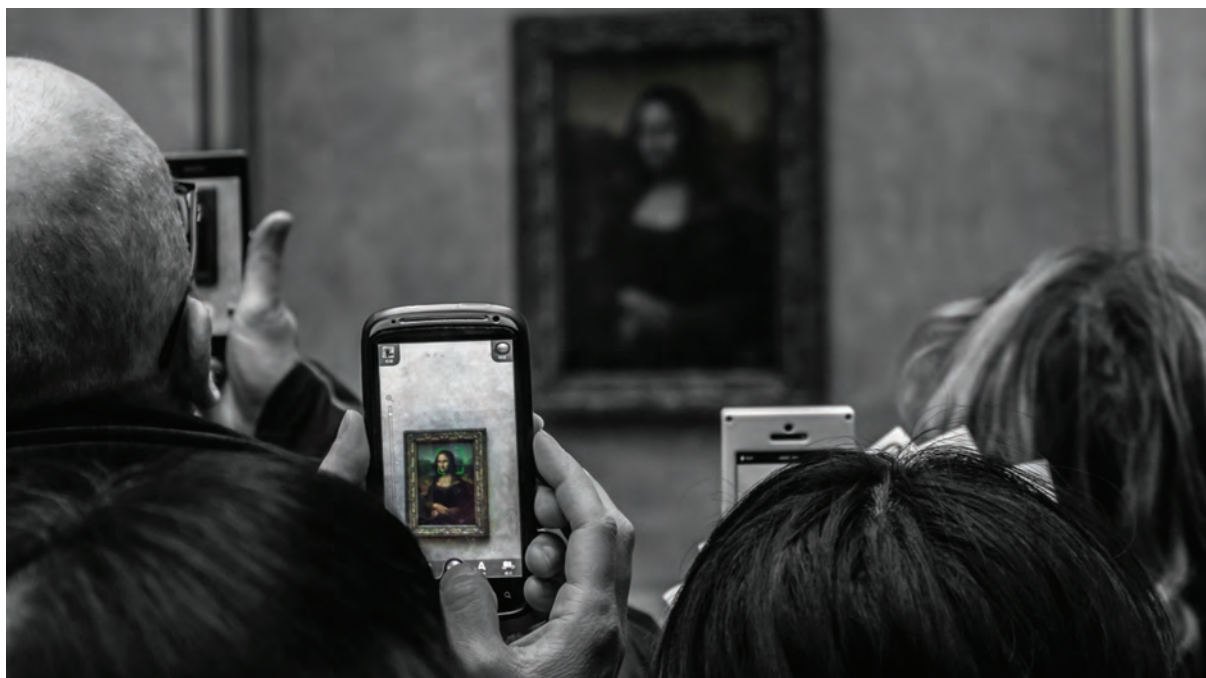
A special display of the photos is being held at the QUIC in the John Deutsch University Centre, until the end of the month. See more submissions at flickr.com/photos/quic/



PEOPLE'S CHOICE: *Comrades*, Botswana, Justin Lim (Artsci'18)



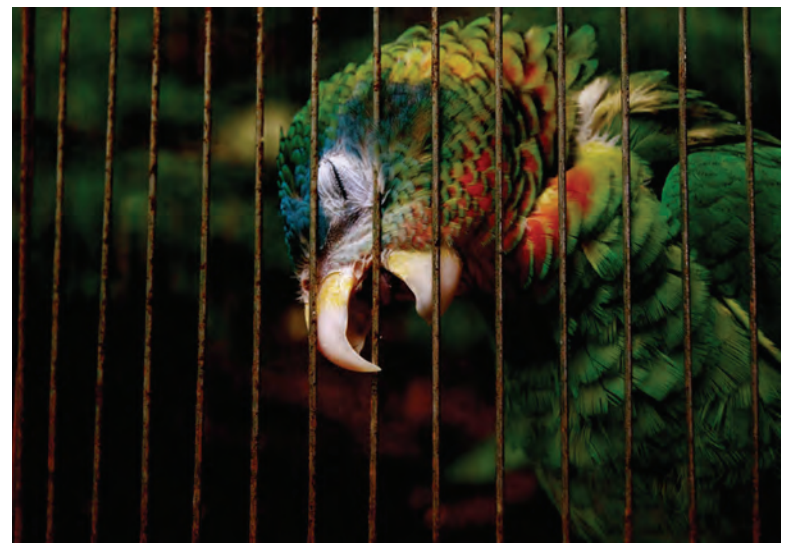
LANDSCAPE & NATURE: *The Spilled Paint Palette*, Five Flower Lake, Jiuzhaigou, China, Shuhong Liu (Artsci'19)



PEOPLE AND CULTURE: *Smile Detection?*, Louvre, Paris, France, Sean George (PhD candidate, Chemical Engineering)



HOME AWAY FROM HOME: *Favourite Hug*, Musha, Rwanda, Alex Peloso (Meds'18)



CRITICAL GLOBAL ISSUES: *Jail Bird*, Ocho Rios, Jamaica, Corey Forster (Artsci'17)

viewpoint

Viewpoint offers faculty, staff and students the opportunity to reflect on a wide range of topics related to Queen's and post-secondary education. Email submissions or ideas to andrew.carroll@queensu.ca

Recognizing an underutilized asset: Canada's PhDs

The following column by Brenda Brouwer, Vice-Provost and Dean of the School of Graduate Studies and President of the Canadian Association for Graduate Studies (cags.ca) was first published in the Globe and Mail.

BY BRENDA BROUWER, VICE-PROVOST AND DEAN, SCHOOL OF GRADUATE STUDIES

The impact of a faltering loonie and the collapse of energy prices are the latest reminders that Canada has to get serious about a transition to a knowledge economy.

That's not an easy task. But we can start by recognizing an underutilized asset – Canada's PhDs.

There's been an ill-conceived notion that this country produces too many PhDs, or that they are suited only for positions in academia. In fact, some of the best examples of Canadian resourcefulness are incubated in graduate schools. The men and women who complete graduate degrees are vital to a flourishing economy and a healthy society. The rigorous path to their personal academic accomplishment imparts not only deep knowledge of their subject area but the discipline, creativity and analytic ability that is the mark of business and community leaders. They are trained to be critical thinkers. This is intellectual capital we cannot afford to squander while building Canada's future.

It is no coincidence that five of the 31 members of Canada's federal cabinet hold PhDs. Nor is it a fluke that the number of PhDs sitting in Parliament is at an all-time

high, and at least two provincial premiers have earned doctorates. From anthropology to medical geography to political science, evidence-based policy and innovative thinking are key to solid decision-making.

In a recent series of national roundtables with graduate students, an important value emerged as a common thread. From St. John's to Victoria, these Canadians were rooted in community. They spoke of tapping into local knowledge, their responsibility to share their research and engage the community, and their thirst to work with colleagues from other disciplines and sectors to broaden understanding, perspective and impact. The ivory tower, if it existed, is being torn down from the inside. But more needs to change if Canada is to benefit from the knowledge, intellect and drive of its accomplished work force.

Canada's graduate schools have adapted in light of current market demands. Whether teaching the art of the elevator pitch or the skill of project management, they've instituted professional development programs that promote a strong foundation of employability skills common to all sectors. Significant opportunities have been created to gain experience and learning beyond the dissertation. Graduate school deans know the importance of equipping PhDs to adapt and succeed in a world of constant change that affects disciplines, technology, the environment and society.

Globally, the number of PhD holders is rising. Their career paths are diverse and the majority contribute to sectors outside the academy. This is a hallmark of knowl-

edge-based economies that embrace innovation as a strategy for growth. Advanced European economies, the United States and the UK actively integrate PhDs into all sectors of their economies. They outperform Canada in terms of research and development expenditures and productivity.

In Canada, labour outcomes for earned doctorates have remained steady over the past 15 years, absorbing the almost doubling of PhD degrees over the same time period into diverse careers. Even so, the percentage of the Canadian population holding a PhD lags behind other member countries of the Organization for Economic

Co-operation and Development. We are not keeping pace with the talent pool needed to drive innovation, creativity and social/cultural advancement.

As part of an economic development strategy, it is imperative that we prepare graduates for the current labour market as well as for jobs not yet created. Active partnership between academia and both public and private sectors is crucial to bolstering Canada's competitiveness and prosperity. Simultaneously, government and social investment in research, development and innovation will drive demand for a highly trained and educated work force.



Pi Day was marked on March 14, however, as seen in this image from the Queen's University Archives, back in 1914 Queen's University was home to an Eat-A-Pie Club, which in reality was a fraternity housed on Alfred Street.

QUEEN'S UNIVERSITY ARCHIVES

Seeking diversity and inclusion in medical education

This column by Mala Joneja, Associate Professor in the Department of Medicine, was first published on the website of the Equity Office (queensu.ca/connect/equity/)

BY MALA JONEJA, ASSOCIATE PROFESSOR, DEPARTMENT OF MEDICINE.

Medical education is looking for diversification. In other words, there is a move to ensure that the students who are studying to become physicians, are as diverse as the population they are going to serve when they graduate.

The Queen's University School of Medicine has a diversity statement that emphasizes the positive impact and enrichment to medical education that is provided by promoting diversity. This positive change in the traditional education of professionals is now visible in many areas ranging from accreditation standards at councils to outreach efforts by medical students to local community high schools. In theory, physicians who

come from diverse backgrounds, and study alongside other students from diverse backgrounds, will be better able to empathize and relate to patients of all backgrounds. To confirm what is intuitive to educators, studies in the medical education literature have demonstrated that a diverse medical student class does indeed produce better doctors.

I don't remember hearing about diversity when I was a medical student. I do remember worrying about fitting into the medical culture. I look back and think what did 'fitting in' to a training environment have to do with the actual training. In fact, it has a lot to do with the ultimate success of the training. Medical trainees need support, role models and a comfortable learning environment. Inclusion is a big part of creating this comfortable learning environment. The accounts of exclusion in medical education, and the effects of such experiences, are not only eye-opening but also lessons for future directions in med-

ical education, such as the acknowledgement of the importance of diversity.

The move to bring diversity to medical education influences all spheres of the educational institution and can be described as similar in framework to the principles of educational inclusion listed in the Diversity and Equity Assessment and Planning (DEAP) Tool manual. Included in these indicators are a few key areas being addressed in medical education, namely admissions and curriculum. These are two areas which have been widely written about in the medical education literature and represent examples connecting diversity and inclusion.

By addressing admission to medical school as a point to promote diversity, educators are attempting to not only diversify the medical school class but also aiming to break down barriers. Getting into medical school requires high academic performance, a fact that is known to everyone. How-

ever, achieving high academic performance and other criteria, comes to those who have opportunities, support and guidance. For students from historically disadvantaged groups such as lower socio-economic status and Aboriginal background, opportunities as well as resources for support, have not always been available. By taking this into account, medical schools can work toward actively recruiting members from these groups into their medical school classes, eventually increasing the number of practicing physicians from these backgrounds.

By addressing diversity in the curriculum, in other words making sure physicians are trained to treat patients from all walks of life and backgrounds, medical schools are enhancing more than just the education of physicians. This in itself is a profound statement of inclusion from the medical profession, that can be distilled down to: we are going to give excellent care to everyone, taking into account

peoples histories, cultures and situations.

As a physician and medical educator I see that diversity and inclusion in medical education are absolutely necessary. As a physician I have learned that connecting with patients enhances one's ability to provide the best medical care. As an educator, I want our students to have a safe learning environment and also see that the profession that they have chosen acknowledges the diversity of the world we live in as well as the range of human experience.

When asked by an accreditation panel what diversity means to me, in relation to the school of medicine, I had to say – in one word – INCLUSIVE. Perhaps it is not obvious that the promotion of inclusivity is a direct consequence of promoting diversity. In any case, even if it is seen as a 'side effect', it is a positive thing.

Medical education is looking for diversification, and what it has found is inclusion.

Queen's in the news

Highlights of Queen's experts in the media from March 4-17

INTERNATIONAL

Christian Leuprecht (Political Studies) discussed Franco-Belgian cooperation in the investigation on the Bataclan attack, on France24



Jeffrey Collins (History) had his review of the book "Benjamin Franklin in London," by author George Goodwin, published in the Wall Street Journal.

NEWSPAPERS

Keith Banting (Policy Studies) commented in the Toronto Star on tax phobia.

Neil Bearse (School of Business) says that, despite new communications media, email remains "universal standard," in the Toronto Star.

David Gordon (Geography and Planning) discusses the growth and development of Ottawa and his new book on the topic, in the Ottawa Citizen and Ottawa Sun.

Kathleen Lahey (Law) said the economic downturn is no excuse for Alberta's lack of equity policies, in VUE Weekly.

Judith Davidson (Psychology) spoke to the Globe and Mail regarding marijuana's effect on sleeping still being unclear.

Vanessa McCourt (Four Directions Aboriginal Student Centre) was interviewed by the Kingston Whig-Standard and CKWS TV following a funding announcement for a self-identification project to help better

determine utilization of services, graduation rates for Aboriginal students.

Louis Delvoie had his op-ed on close and friendly relationships among nation states are among the surest guarantors of international peace and stability published by the Kingston Whig-Standard.

Christopher Simpson (Medicine, Cardiology) was interviewed by the Saskatoon Star Phoenix for a leading Canadian medical journal to be revamped.

Brenda Brouwer (Dean, School of Graduate Studies) had her op-ed 'Let's end the myth that PhDs are only suited for the ivory tower' published in the Globe and Mail



Kenneth Wong (Business) spoke to the Ottawa Citizen about Tesla Motors planning to open one of its storefronts just blocks from Parliament Hill; told the National Post that the Esso deal gives Couche-Tard a link to Tim Hortons brand.

David Freedman (Law) told the National Post that a judge should not have rejected will.

Daren Heyland (Medicine) spoke to the St. John's Telegram on patients who did not want to undergo full resuscitation still had medical orders on their charts saying those steps should be taken.

ONLINE

Lisa Kerr (Law) was interviewed

by cbc.ca about solitary confinement.

Judith Davidson (Psychology) says that time changes affect regular sleep cycle, which can affect those with insomnia, on CBCNews.ca.



Tandy Thomas (Business) spoke to CBC Online about Loblaw's French's ketchup snub sparking a patriotic backlash.

Don Drummond (Policy Studies) was on ctvnews.ca for an item titled Fact check: Did the Harper government remove First Nations education money?; told Yahoo! Canada that Canada has pretty much run out of gold.

William Pickett (Public Health Sciences) was interviewed by iPolitics for 'Risky behaviour, marijuana use on the decline among Canadian youth: Study.'

Naomi Alboim (Policy Studies) was interviewed by NewAmericanMedia.org about refugee sponsors taking leaps of faith in Canada.

Jacalyn Duffin (History) spoke to Huffington Post about what the new Minister of Health can do about drug shortages.

Kathleen Lahey (Gender Studies, Law) was featured on Rabble about a study highlighting large and growing gender income gap makes grim reading on International Women's Day.

TELEVISION

Nicholas Bala (Law) was inter-

viewed by CKWS TV about the Shafia appeal of conviction.

Jacalyn Duffin (Philosophy/Medicine) commented on the announcement that Mother Theresa will be made a saint on Sept. 4, on CTV National Network News.



Geoffrey Smith (History, Kinesiology and Health Studies) discussed the GOP efforts to deny the party nomination to Donald Trump with CKWS TV.

Arthur McDonald (Physics, Engineering Physics and Astronomy) was interviewed by CKWS TV and the Kingston Whig-Standard after presenting at the 10th annual Undergraduate Research Conference.

Jonathan Rose (Political Studies) spoke to CKWS TV after it was announced he was named to a panel for selecting a Canadian woman for the next series of Canadian bank notes in 2018.

Roel Vertegaal (Computing) told CBC TV that bitdrone technology is the wave of the future; spoke to CKWS TV about the world's first wireless flexible smartphone.

Christian Leuprecht (Political Studies) was interviewed by CTV National News Network after a Canadian died while fighting in Libya.

Kenneth Wong (Business) spoke to CKWS TV about Danier Leather closing all 76 stores in Canada.

RADIO

Warren Mabee (Geography, Pol-

icy Studies) commented on environmental policy pledges made during PM's visit to Washington, on CBC Radio.

Tandy Thomas (Business) says, on the French's Ketchup kerfuffle, that "Canadians like supporting companies that support us and support our communities," in Radio Canada International and Yahoo! Canada.

William Pickett (Public Health Sciences) and **John Freeman** (Education) were featured on phys.org, Newstalk 1130 and CKWS TV about a national study showing a decline in risky adolescent behaviours and reports of bullying others among Canadian youth.

Christian Leuprecht (Political Studies) commented on the rising cost of policing in Canadian municipalities, on CJOB Winnipeg; discussed with CBC Radio about the leak of ISIL personnel files.

Kenneth Wong (Business) told Radio Canada International that Prime Minister Justin Trudeau's brand appeals to Americans.



Robb Mackay (Music) was interviewed by CBC Radio after the "fifth Beatle" Sir George Martin died.

MAGAZINES

William Flanagan (Dean, Faculty of Law) spoke to Canadian Lawyer after Queen's law announced the All-good professorship.

Admission to Physical and Health Education program temporarily suspended

BY COMMUNICATIONS STAFF

The dean of the Faculty of Arts and Science has agreed to temporarily suspend admission to the Bachelor of Physical and Health Education Program following a recommendation from the School of Kinesiology and Health Studies. The announcement was made at Faculty Board on Friday, March 11.

The decision was made in accordance with Queen's Senate's Recommended Procedures Concerning the Temporary Suspension of Admissions to Academic Programs. According to the procedure, the dean will advise the Senate of her decision at the Tuesday, March 22 meeting.

"After consultation with a range of stakeholders, I have de-

cid to suspend temporarily new admissions to the Physical and Health Education Program, which will allow us time for a thorough review of the program including additional consultation," says Susan Mumm, Dean, Faculty of Arts and Science. "We are fully committed to the students in the Physical and Health Education Program and to ensur-

ing that current and future students at Queen's University are not negatively impacted by this decision."

Changes in higher education and the health industry have resulted in a general trend away from physical education programs, with declining interest in the prospective student pool across Canada and the limited

teaching pool available due to a decrease in PhD programs in the field. Additionally, many universities are no longer accepting physical education as a "teachable" subject in teacher education programs.

The temporary suspension will become effective in September 2017. Faculty and staff in the program and within the School of Kinesiology and Health Studies will not be adversely affected by this decision and the students currently in the Physical and Health Education Program will be able to complete their studies as intended.

Incoming students will be able to retain many of the program's course offerings despite the temporary suspension, through the School of Kinesiology and Health Studies. For further information, visit the page that has been created by the Faculty of Arts and Science queensu.ca/artsci/node/622.

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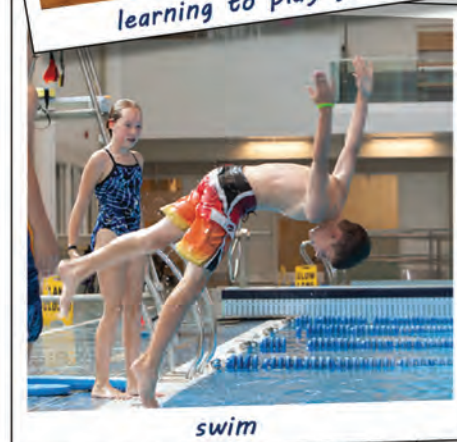
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Professor Emeritus and Nobel laureate Art McDonald speaks with a member of a local youth group who presented their work as part of Child Health 2.0, a Queen's-based research program. Both the team of elementary school students and Dr. McDonald made presentations during the Inquiry@Queen's undergraduate research conference hosted at Stauffer Library March 10-11.

UNIVERSITY COMMUNICATIONS

Focus on communicating

BY CELIA RUSSELL, SENIOR COMMUNICATIONS OFFICER, HUMAN RESOURCES

Effective communication is key to developing strong working relationships in any organization, says Shannon Hill, Learning and Development Specialist.

Knowing what tool to use and when to use it makes a big difference. Take email as an example. Although universally used, many people do not know how to use it effectively. "Sometimes, it is better to pick up the phone or walk down the hall and have a conver-

sation," Ms. Hill says.

Those wishing to learn more are encouraged to register for the Certificate in Workplace Communications. Through nine different workshops, participants will learn how to hone their written, verbal, non-verbal and interpersonal communications skills. Topics include Emails @ Work, Communication: Styles & Stumbling Blocks, Assertive Interpersonal Communication, Business Writing Basics, Constructive Conflict Resolution, Effective Presentation Skills (a two-part workshop), Gaining Competence in an Intercultural

Workplace, Learning to Listen and Report Writing Fundamentals.

"The Certificate in Workplace Communication acts as a nice grounding for the other certificate programs we offer," Ms. Hill says. "Participants can start and finish at any time, and take the workshops in whatever order and interval they like. We keep it flexible so people can work around the operational demands of their department or unit."

For more information and to register, visit the Human Resources learning catalogue (queensu.ca/humanresources/apps/training/).

Queen's maintains high credit rating

BY ANDREW CARROLL, GAZETTE EDITOR

Queen's University has maintained its high credit rating on the strength of its prudent management practices, strong enrolment profile and successful fundraising operations.

Both the Dominion Bond Rating Service (DBRS) and Standard and Poor's held Queen's credit rating stable over last year, at AA and AA+ respectively. The rating, DBRS noted in its report, reflected that Queen's has a "consistently strong applicant pool and profile... providing stability to tuition fee revenues and government operating grant allocations."

"Maintaining a good credit rating is important to Queen's as it demonstrates that the university continues to be soundly managed from a financial perspective," says Caroline Davis, Vice-Principal (Finance and Administration). "However, both the DBRS and S&P reports do stress that there continue

to be financial risks at Queen's."

DBRS said the most significant financial risk for Queen's remains pension sustainability and the potential for significant special payments for the solvency deficit. It also noted that constraints on tuition fees in regulated programs means the university has limited ability to address increasing costs.

Queen's recently received stage two solvency relief and has opted to defer payments on the solvency deficit for three years and then pay down the entire balance over the following seven. During the three-year deferral period, the university will build a reserve fund to offset the impact of the solvency payments that will begin in 2018. The university is also looking at establishing a multi-employer jointly-sponsored pension plan (JSPP) with other Ontario universities to achieve a solvency exemption.

Read the full report on the Queen's Financial Services website (queensu.ca/financialservices/).

gradstudies



Winner of the 2015 Three Minute Thesis at Queen's Chenman Yin accepts the winner's cheque for \$1,000 from Principal Daniel Woolf and Brenda Brouwer, Vice-Provost and Dean of the School of Graduate Studies.

SGS Notices

Support presenters at the 3MT

On March 30, Queen's is hosting its fifth annual Three Minute Thesis (3MT) competition. The 3MT is an opportunity for graduate students to present their research and its wider impact in three minutes or less to a panel of non-specialist judges. 3MT is a fun event where students and post-docs connect with the community and share their passion for the work they do.

Join the School of Graduate Studies for the qualifying heats and the

Queen's final to get a snapshot of the diversity of graduate and post-doc research, cheer for the presenters, and vote for the People's Choice Award.


HEATS

March 22 @ 12 pm; March 23 @ 9:30 am; March 24 @ 12 pm

All heats will be held in B176 Mackintosh Corry Hall, Lecture Theatre

QUEEN'S FINAL

March 30, event start 4:45 pm Biosciences 1101



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PHOTO BY CHI YAN LAM

Innovators Entrepreneurs & Collaborators

Taking the stress out of stress testing

The Innovators, Entrepreneurs, and Collaborators series profiles regional innovations, startups and collaborations that are flourishing and which engage Queen's faculty, staff and/or students.

BY IAN COUTTS

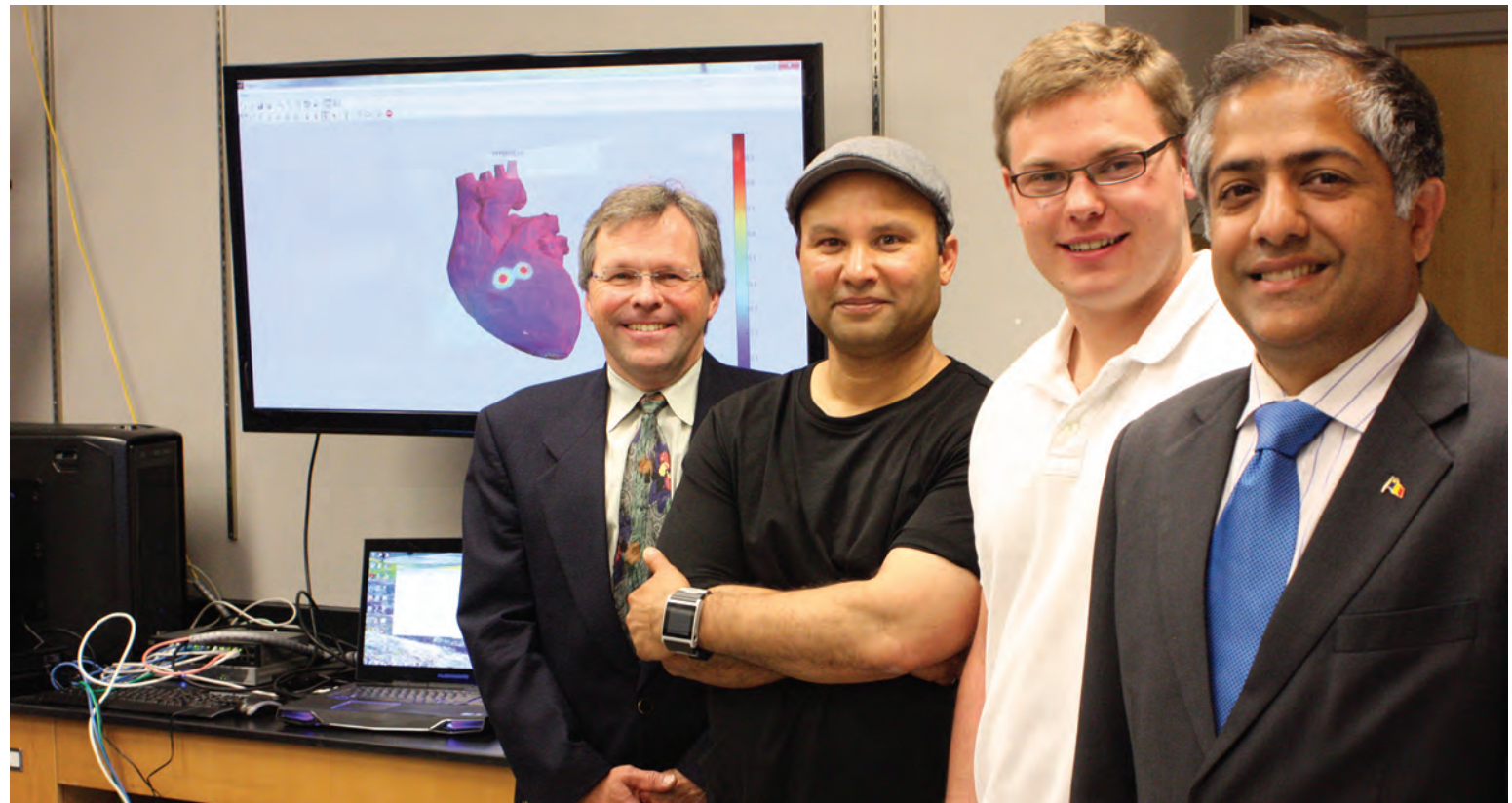
People talk a lot today about "innovation ecosystems," those nurturing networks that encourage technological breakthroughs and incubate startups. The story of A4L (Analytics 4 Life) and Shyam Ramchandani's involvement with it, is a virtual case study in how these ecosystems can create opportunities and exciting new products.

Every year in the United States doctors and medical professionals administer 10 million stress tests. This aptly named procedure is designed to test patients' coronary health by measuring their normal heart rate, and then elevating it to see how effectively their heart is working. The process can be particularly hard on those already suffering from coronary problems. Cost too is a major issue, particularly with nuclear stress tests (which account for 8 million of the total), where the patient is injected with a radioactive dye, a procedure that requires that a hospital possesses some sort of nuclear facility and an expensive, specialized camera. Stress testing typically costs between \$1,500 and \$2,000.

If A4L has its way, however, this sort of sophisticated coronary testing will soon be done for less than half the current cost, using a set-up no more complicated than an ECG, just seven sensors placed on the patient like Band-Aids. And return the results in minutes.

A pharmacologist by training (he holds a PhD from McGill), Ramchandani had worked on a number of biopharma startups in California before arriving in Kingston in 2008 (recently married, his wife was finishing her final year of residency at Queen's; he decided to take advantage of his time here by doing a one-year MBA at the Smith School of Business).

It was while teaching as an adjunct in the Department of Ophthalmology in 2011 (his wife had taken a post teaching in the same department) that Elspeth Murray, the Associate Dean of MBA Programs at the business school approached him with an interesting opportunity. Two off-campus researchers were trying to develop ideas that one of them, Sunny



The key participants in the A4L-Queen's collaboration that was enabled by SOSCIP include, from left: Terence Ozolinš, Sunny Gupta, Tim Burton, Shyam Ramchandani.

Gupta, had worked on in the armed forces. Gupta, an RMC graduate, had been stationed at CFB Kingston creating systems that would utilize very faint signals (such as the acoustic track of a submarine) and work out how to interpret them. Now, he was looking for possible civilian applications for his work. Ramchandani had actually rented a lab at Queen's to pursue possible projects of his own, one of which was supported by the Queen's Industry Partnerships team, but he began spending more and more time with Gupta and his partner working on what would become A4L; ultimately they moved into an Innovation Park satellite footprint in the Biosciences Complex on the Queen's campus.

In a pair of coincidences that might strain credulity in a film or a novel, two other pieces of the A4L story soon fell into place. Terence Ozolinš, a Queen's professor and a friend of Ramchandani's from his McGill days, approached him with a particular challenge: he and his students had been doing work on a drug known to cause congenital heart problems. They had collected heart function data on rats, but could not find any discernible patterns that alerted them to which rats had a potential problem until they stressed the hearts – this could be bad for a patient and was there a

way to identify the damaged hearts without using a stress test? As it happened, Ramchandani had recently been introduced to the Southern Ontario Smart Computing Innovation Platform (SOSCIP) through Queen's Industry Partnerships with information on how to use the consortium's computing power. Thinking of the work that Gupta was doing, the data his old friend had, and the offer of computing power, Ramchandani told Ozolinš "You give me these undistinguishable subjects and we can distinguish them for you."

Picking up the gauntlet, Ozolinš and Ramchandani collaborated on two successful industrial research grants. The first gave unlimited access to SOSCIP, Canada's fastest supercomputer, the other funded the in-life experiments through a program called Ontario Centres of Excellence (OCE) Medical Sciences Proof-of-Principle (MSc PoP).

"This is what an innovation ecosystem is all about," says Steven Liss, Queen's Vice-Principal (Research). "You get something interesting happening over here and see an interesting possibility over there. The ecosystem brought together talent and expertise, from A4L, the Smith School of Business, the School of Medicine and Industry Partnerships, and resources from Innova-

tion Park, SOSCIP and OCE so that new exciting things could happen."

"We extracted mathematical features from Ozolinš' data set comprising 50,000 signals for each of 17 subjects totaling 850,000 signals," says Ramchandani. "We took 15 per cent of the signals. We machine learned on these to create an algorithm, which we then applied to the remaining 85 per cent."

They discovered they could predict which animals had the defect with 75 per cent accuracy. Having SOSCIP's resources really helped them "thoroughly interrogate" Ozolinš' data, says Ramchandani.

Now their thinking is they can do the same for humans with coronary problems using data that can be collected relatively innocuously and inexpensively. Their initial idea was to create just the algorithm, but when they brought in successful entrepreneur Don Crawford to serve as CEO, he convinced them that manufacturing their own device was the way to go.

In January 2016, A4L announced that it had raised \$10 million as part of its first round of financing. The money will help the firm enroll patients and begin developing its new system starting this spring, at the company's facility in Raleigh, NC, (manufactur-

ing takes place there to achieve FDA approval).

"We expect," says Ramchandani, "to have our algorithm developed by fall 2016."

The firm employs five people there, as well as 20 or so people at three different consulting firms, and has a further seven on the payroll, working since June 2015 in Toronto. IBM, one of the founding members of the SOSCIP consortium, is very interested in their work, as is SOSCIP itself, which plans to sponsor three post-doctoral fellowships at A4L this spring.

Ramchandani, who is now also an adjunct in Smith School of Business, is currently dividing his time between Kingston and Toronto. He sees plenty of opportunities in and around Queen's but for the moment he wants to concentrate on A4L. What A4L is doing with coronary testing could be just the beginning, says Ramchandani.

"I think we are on to something big here. The machine learning platform we have created can generate findings from any good data. We are going to create a bunch of opportunities – in cardiology, neurology, cancer – anywhere signals are collected. They could be echocardiograms, they could be MRIs. If we have good data, that is it's been collected properly, there are no limits on what it can tell us."



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Relationships key to health of young people

BY ANNE CRAIG,
COMMUNICATIONS OFFICER

Findings from the 2014 Health Behaviour in School-aged Children survey (HBSC) show that relationships with family, school, peers, and community play a critical role in the health of young people. Queen's University researchers William Pickett (Public Health Science) and John Freeman (Education) were co-principal investigators on the study.

The HBSC is a cross-national research study conducted in collaboration with the World Health Organization (WHO) internationally and with the Public Health Agency of Canada (PHAC) nationally. The survey was administered to 29,784 students in Grade 6 through 10 from 377 Canadian schools across all 10 Canadian provinces and three Canadian territories.

New research has shown positive social support leads to posi-

"This report from the Canadian HBSC team focuses on the link between supportive relationships and adolescents' health. Do relationships matter to the health of young people in Canada? Clearly, the answer to that question is yes."

— William Pickett

tive health outcomes.

"The Government of Canada is pleased to support Queen's University in the development of this report," says Jane Philpott, Minister of Health. "Positive relationships and support systems are essential to the health of our youth. The study will help inform the work we do to improve their long-term health and well-being."

A number of key findings emerged from the report:

- Positive social supports pro-

vided from parents, teachers, friends, and communities are critical for positive health outcomes.

- Family matters—for virtually all relationships examined, family support was the most important source of support linked to better health outcomes.

- The prevalence of cannabis use peaked in 2002 and has declined ever since. Cannabis use among Canadian youth is now at its lowest level ever in the 24-year study, at 23% for both boys and girls.

- Reports of bullying others have declined 50% since the last survey, but reports of being victimized have remained the same.

- Girls were particularly vulnerable to mental health issues, especially Grade 9-10 girls who reported more negatively on mental and emotional health outcomes than all other groups.

- Only 1 in 5 Canadian youth reported participating in enough moderate to vigorous physical ac-

tivity to meet Canada's physical activity guidelines (i.e., 60 minutes of moderate to vigorous intensity physical activity every day).

- Approximately 1 in 3 boys and 1 in 4 girls were classified as having overweight or obesity by their reported Body Mass Index (BMI).

- Over half of the reported injuries were experienced during healthy pursuits, such as sport participation.

"This report from the Canadian HBSC team focuses on the link between supportive relationships and adolescents' health," explained William Pickett of Queen's University, who is co-Principal Investigator of the study. "Do relationships matter to the health of young people in Canada? Clearly, the answer to that question is yes."

For the last 25 years, Health Behaviour in School-aged Children (HBSC) has been a vital

source of information in Canada, describing the health experiences of young Canadians and factors that determine their health. The survey is coordinated by the Social Program Evaluation Group (SPEG) at Queen's University, and researchers from Queen's University, the University of British Columbia, McGill University, and the University of New Brunswick collaborated on the study.

"The declines in many risk behaviours, like cannabis use and bullying, are good news," said Dr. Elizabeth Saewyc of the University of British Columbia, a co-Investigator on the study. "But there are still areas of concern. Too many young people aren't meeting the Canada guidelines for physical activity. Rates of overweight and obesity among adolescents and negative mental health outcomes, especially for Grade 9 to 10 girls, remain priority issues."

fittips

Spring into better sleeping

A good sleep is essential to your health and wellbeing. Utilize the recent time change to reset your sleep habits with these tips before heading to bed for the night:

- Avoid bright light in the evening and expose yourself to sunlight in the morning. This will keep your circadian rhythms in check.
- Go to bed and wake up at the same time, even on the weekends.
- Avoid eating large meals for 2-3 hours before bedtime. Try a light snack 45 minutes before bed if you're still hungry.
- In your bedroom try dark curtains, eye shades, ear plugs, or a "white noise" machine. No TV's or computers in the bedroom!
- When you can't sleep, go into another room and do something relaxing until you feel tired.

With these tips you can spring into a new sleep routine and get a better night's sleep.



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eventscalendar

Tuesday, March 22, 7:30 pm Queen's Jazz Ensemble Concert

Queen's Jazz Ensemble, directed by Greg Runions at the Isabel Bader Centre for the Performing Arts, Concert Hall. Admission: \$15 adults, \$7 students/seniors. Tickets available at theisabel.ca, 613-533-2424, and at the door.

Wednesday, March 23 Full Day Symposium on Aging and Health

Three Plenary Speakers: Dr. Mark Skinner, Trent Centre for Aging & Society (Peterborough), Dr. Gunnar Malmberg, University of Umea (Sweden); and Dr. Anne Ohman, University of Umea (Sweden) will discuss the challenges of providing health and social services in Sweden and Canada as their older populations grow. There will be opportunities for the audience to engage with the speakers. In the final session of the day, a panel including the plenary speakers and experts from Queen's and the community will discuss lessons learned and the opportunities to address the challenges of aging and health. Robert Sutherland Hall, Rm. 202

Wednesday, March 23, 2:30-4 pm Teaching in our Active Learning Classrooms

If you are considering more engagement and activity in your course come and learn about our innovative Active Learning Classrooms and how they have allowed instructors to transform their courses. During this session, participants will learn about the three Active Learning Classrooms in Ellis Hall and their features and functions, have the opportunity to see the classrooms through the eyes of your students, explore

different active learning techniques that have been used in these rooms and have the opportunity to think about how their own courses could be taught in these rooms. Ellis Hall, Room 333

Wednesday, March 23, 6:30-9 pm 2016 Sheila Skelton Menzies Lecture

'Countering the Terrorist Threat to Canada' - Guest lecturer: Senator Daniel Lang, Chair of the Senate Standing Committee on National Security and Defence. Co-presented by the Centre for International and Defence Policy, the Department of Political Studies, and QIAA. Biosciences Complex, Room 1102

Wednesday, March 23, 7:30-10:30 pm Cuba's Aldo Lopez-Gavilan concert

Pianist Aldo Lopez-Gavilan's musical range defies categorization; a mix of Afro Cuban jazz, classical and world music. His piano solos mesmerized audiences at Carlos Varela's sold out Isabel show last year, now Aldo returns for a solo show that will illustrate why Chucho Valdes calls him "simply a genius, a star." The Isabel Bader Centre for the Performing Arts.

Thursday, March 24, Noon- 1 pm Policy Speaker Series - Queen's Principal and Vice-Chancellor Daniel Woolf

The world in which universities, and the governments that fund and regulate them, live has changed dramatically in the past decade and a half, and continues to evolve. Neither universities themselves nor governments have proved especially adept at nimble adaptation to this change, particularly in the West. This talk will sketch the major trends in higher education policy in Canada and in the

rest of the world in the context of larger world economic, technological and social trends. The federalist structure of Canadian politics and constitutional arrangements as a determinant of Canada's international competitiveness will be discussed, including its weaknesses but also some of its underappreciated strengths. Robert Sutherland Hall, Rm. 202.

Saturday, March 26, 2-3 pm Acts of Reading

Join Kevin Rodgers, curator of With You and Others, and special guests for the last session of this series of in-depth discussions of particular artists' books in this unique exhibition. Michelle McGeean (Toronto) will discuss the books of Ed Ruscha in relation to the work of architects Denise Scott-Brown and Robert Venturi and their influential publication Learning From Las Vegas: the Forgot-

ten Symbolism of Architectural Form (1972). Agnes Etherington Art Centre

Monday, March 28, 9 am- Noon Mental Health: Awareness. Anti-Stigma. Response

This program aims to increase our understanding of mental health, mental illness and the experience of stigma, to recognize signs of a mental health problem, to increase comfort in interacting with someone who may have a mental health problem, and provide the skills and knowledge to support a person who may have a mental health problem. The program combines a range of teaching approaches, including video, interactive case studies and lecturing. Mackintosh-Corry Hall, Room B176

Tuesday, March 29, 9 am-4 pm Gaining Competence in an Intercultural Workplace

In this one-day workshop, participants will consider the characteristics of an intercultural workplace and some of the knowledge and skills that will help them function more effectively in it. They will be introduced to common metaphors and theoretical dimensions of culture, as well as theory of how intercultural competence develops. They will be exposed to intercultural strategies and learn and practise at least one skill that can help make intercultural interactions more successful. Mackintosh-Corry Hall, Room B176

If you have an upcoming event, you can post it to the Calendar of Events at eventscalendar.queensu.ca/, or contact andrew.carroll@queensu.ca.

ACROSS

- 1) United voting group
- 5) La ___ (opera house)
- 10) Unappetizing food
- 14) Turner of old Hollywood
- 15) Of musical sound
- 16) 12-point type
- 17) Dec. 24 and 31
- 18) "Astro Boy" genre
- 19) Feed store items
- 20) Household conveniences
- 23) Apres-ski drink
- 24) Lift the spirits of
- 25) Colorless, odorless fuel gas
- 28) Miner's exit
- 30) Blacken with fire
- 31) Athenian lawman
- 33) "Emergency!" at sea
- 36) Not bleed?
- 40) It may have a silver lining?
- 41) Toy that hums
- 42) Bridge toll unit
- 43) Camp Lejeune, e.g.
- 44) Fire-suppression rake
- 46) Human moles, e.g.
- 49) In a vertical direction, nautically
- 51) In need of a lifeboat
- 57) Enthusiastic about
- 58) Borneo ape
- 59) Sundial 8
- 60) Order to a broker, sometimes
- 61) Bar Harbor locale
- 62) Slight advantage
- 63) Iditarod necessity
- 64) Immigrants' ___ Island
- 65) Musical symbol

DOWN

- 1) Used a Breathalyzer
- 2) Kilauea outpouring
- 3) Billfold bills, often
- 4) Emergency plastic
- 5) What a batter gets into
- 6) Zaire, today
- 7) Inner personality, to Jung
- 8) Mongolian monk
- 9) Guinness who was Obi-Wan
- 10) Pampered to a fault
- 11) Thick jungle vine
- 12) Eight people as a unit
- 13) Antiquated
- 21) Electrically charged particle
- 22) "Die Lorelei" poet Heinrich
- 25) Sound on the rebound
- 26) God with a hammer
- 27) Alan of "Gilligan's Island"
- 28) Sax type
- 29) "How dumb of me!"
- 31) 42 regular, e.g.
- 32) Lennon's bride
- 33) Medieval German region, to the French
- 34) Christiania, now
- 35) Tool building
- 37) Edict of the Russian tsar
- 38) Faux ___
- 39) Easy task
- 43) "Look at that!" old-style
- 44) Combines into one company
- 45) Truck driver's compartment
- 46) Cheese choice
- 47) Comic-strip unit
- 48) Basketwork fiber
- 49) To no ___ (worthless)
- 50) Old copper coin of Finland
- 52) Stadium with a roof
- 53) Like some testimony
- 54) Man Friday
- 55) Fixes, as fights
- 56) Program for losers

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CLEAN AS A WHISTLE

By Carla Azure

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63					64				65			

Sudoku and Crossword solutions on Page 15

Ready for annual reviews

BY CELIA RUSSELL, SENIOR COMMUNICATIONS OFFICER, HUMAN RESOURCES

For many employees, the annual spring performance review process can cause feelings of anxiety.

Instead, annual reviews should be a valuable conversation about your personal contributions that is free from ambiguity, says Mary Elms, Manager, Organizational Development and Learning. "If you and your manager are having regular conversations throughout the year, where you are receiving real-time feedback, setting clear expectations and working together to solve problems, there should be no surprises."

To learn more about how to prepare and increase confidence, two sessions of Preparing for your Annual Review will be offered on Thursday, April 7 and Wednesday, April 13, both from 1 to 4 pm. In addition, two sessions of the popular Performance Management: Managers' workshop will also be

held on Tuesday, April 5 and again on Wednesday, April 20, both from 1 to 4 pm.

Regular one-on-one meetings can take place in a lot of different forms and frequencies – whatever works best for you and your manager with respect to your organizational needs, says Ms. Elms. These can take the form of walking or standing meetings once a week, a longer sit-down meeting once a month or something in between. Whatever the format, employees can get the most out of these regular check-ins by being proactive and developing a list of discussion items in advance.

Regular ongoing, informal interactions keep the lines of communication open, assist in removing barriers to performance and offer the chance to revisit annual objectives if priorities change during the year. "Learning opportunities, challenges, successes, key decisions to be made and actions that need to be taken should be talked about on a regu-

lar basis so employees are focused on the right things at the right time," says Ms. Elms. "In doing so, they can see clearly how they are adding value not only to their department, but also how their work fits into the big picture."

The annual review meeting should operate on a 20-80 principle; 20 per cent of the time should be reviewing the past year with 80 per cent focusing on the future, says Ms. Elms. To develop a sense of ownership, goal-setting should be a collaborative process. Professional development opportunities, career progression and professional aspirations can also be discussed at this time. Employees should be encouraged to talk about what they are most proud of, says Ms. Elms. "Reflecting on your yearly accomplishments can be most rewarding."

To register for these and other workshops, visit the Human Resources learning catalogue (queensu.ca/humanresources/apps/training/).



Students and members of the Queen's community browse through a poster display of undergraduate research projects that was set up as part of Inquiry@Queen's in Stauffer Library March 10-11.

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HRworkshops

Queen's Human Resources offers a variety of individual workshops as well as lunch and learn sessions. See below for more information about a few of the sessions offered in the coming weeks. Visit the HR website (queensu.ca/humanresources/apps/training/) to register for these sessions.

ARC: Mat Pilates (April 11-June 20), 12:05-12:50 pm

Mat Pilates emphasizes precise movements to activate, isolate, and stabilize core muscles. This class is great for improving posture, flexibility, balance and strength, and can help you stay strong throughout your workweek. The instructor will lead participants through a mixture of beginner and intermediate exercises and options will be given. The fee for the 10-week series is \$45. Held in Studio 3 in the ARC.

ARC: Gentle Yoga (April 5 to June 14), 12:05-12:50 pm

This class is based on Hatha yoga and focuses on proper alignment, breathing, and mindfulness. This class will help reduce stress, increase energy, and stretch and strengthen muscles. This is an all-level class suitable for everyone. The fee for the 11-week series is \$45. Payment must be received before classes start. Combatives Rm 1 in the ARC.

ARC: Restorative Pilates for the Workplace (April 6-June 15), 12:05-12:50 pm

Learn the basic principles of Pi-

lates and how to incorporate them into your workday for lasting benefit. This class will help participants to develop a stronger core, improve pelvic and spinal alignment, as well as to provide relief from repetitive strain injuries and muscle tension. The fee for the 11-week series is \$45. Held in Studio 3 at the ARC.

ARC: Barre Pilates (April 15 to June 17), 12:05-12:50 pm

This unique workout integrates elements of dance, pilates, yoga, cardio and strength training. Sculpt and tone while improving balance and flexibility with unique exercises using the ballet barre, small balls, hand weights and foam rollers in this dynamic, high energy class. It is suitable for all levels, including those with no dance background. The fee for the 10-week series is \$45. Held in Studio 3 at the ARC.

ARC: Yoga for Managing Stress (April 7 to June 16) 12:05-12:50 pm

This lunchtime class will help you find your own off switch to escape the pressures of the day. Learn how to produce calm and prevent stress while improving your quality of life, and your overall health. Bring your own mat. The fee for the 11-week series is \$45. Held in Combatives Room 1 at the ARC.

All payments must be received before classes start at HR reception on the first floor of Fleming Hall, Stewart-Pollock Wing.

fortherecord

Elections

Senate election

The Faculty to Senate election has ended and Craig Walker (Drama and Music) won the election for the Faculty/Librarian/Archivist seat on Senate.

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 distinction 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."

humanresources

Job postings

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

Competition: 2016-076

Job Title: Web Developer (USW Local 2010)

Department: Education Technology Unit, Faculty of Health Sciences

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

Hours per Week: 35

Appointment Terms: Continuing Appointment

Closing Date: 31-Mar-2016

Competition: 2016-074

Job Title: Recruitment Coordinator (USW Local 2010)

Department: Career Services

Hiring Salary: \$44,452 (Salary Grade 6)

Hours per Week: 35

Appointment Terms: Continuing Appointment

Closing Date: 27-Mar-2016

Competition: 2016-073

Job Title: Manager, Experiential Learning and Partner Relations

Department: Career Services

Hours per Week: 35

Appointment Terms: Continuing Appointment

Closing Date: 27-Mar-2016

Competition: 2016-070

Job Title: Associate Director, Gift Services

Department: Gift Services, Advancement Services

Hours per Week: 35

Appointment Terms: Continuing Appointment

Closing Date: 28-Mar-2016

Competition: 2016-065

Job Title: Senior Development Officer (USW Local, 2010)

Department: Development, Office of Advancement

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

Hours per Week: 35

Appointment Terms: Term Appointment (36 months)

Closing Date: 06-Apr-2016

Successful Candidates

Job Title: Procurement Specialist
Department: Department of Strategic Procurement

Competition: 2015-326

Successful Candidate: Carol Flood

Job Title: Communications Officer (USW Local 2010)

Department: Smith School of Business

Competition: 2016-010

Successful Candidate: Kristen Coughlar

Job Title: Marketing Assistant (USW Local 2010)

Department: Smith School of Business

Competition: 2016-011

Successful Candidate: Samantha Arniel (School of Nursing)

Job Title: Editor (USW Local 2010)

Department: McGill-Queen's University Press

Competition: 2015-253

Successful Candidate: WITHDRAWN

Job Title: Senior Accounting Clerk (USW Local 2010)

Department: Financial Services

Competition: 2015-278

Successful Candidate: Natalie Ellis

Job Title: Program Manager (USW Local 2010)

Department: Smith School of Business

Competition: 2016-024

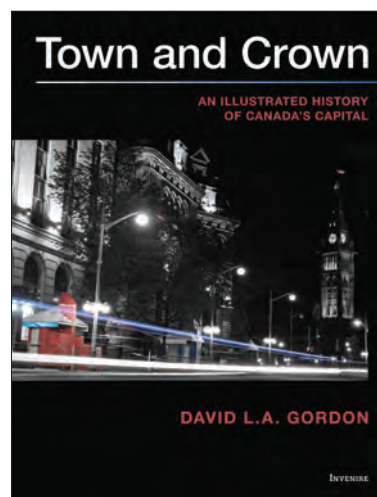
Successful Candidate: Timothy Rosillo (Public Health Sciences)

books

Town and Crown by David Gordon, Professor and Director of the School of Urban and Regional Planning in the Department of Geography and Planning.

Town and Crown is an illustrated history of the planning and development of Canada's capital city, filling a significant gap in our urban scholarship. It is the story of the transformation of the region from a sub-arctic wilderness portage to an attractive modern metropolis with a high quality of life. The book examines the period from 1800-2011, and is the first major study that covers both sides of the Ottawa River, addressing the settlement history of aboriginal, French and English peoples.

Ottawa's transformation was a significant Canadian achievement of the new profession of urban planning in the mid-20th century. Our national capital has the country's most complete history of community planning, and served as a gateway for important international planning ideas and designers. *Town and Crown* illustrates the influence of landscape architect and Olmsted protégé Frederick Todd; Chicago's City Beautiful architect Edward Bennett; and British



planner Thomas Adams.

The principal research method for *Town and Crown* includes over 16 years of archival studies in North America, Australia and Europe, and interviews with key politicians, designers and planners that supplemented the contemporary research. The narrative is augmented by over 200 images drawn from early sketches, historical maps, plans and archival photography to illustrate the physical transformation of Canada's federal capital.

PUZZLE SOLUTIONS

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

CLEAN AS A WHISTLE By Carla Azure

B	L	O	C	S	C	A	L	A	S	L	O	P		
L	A	N	A	T	O	N	A	L	P	I	C	A		
E	V	E	S	A	N	I	M	E	O	A	T	S		
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C	O	C	O	A	E	L	A	T	E					
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