21 MAY 2002 CONTROL CONTROL



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Breaking ground

Rainy weather forced the new residences groundbreaking ceremony inside Ban Righ Hall last Thursday. Skies cleared enough for a ceremonial dig outside. From the left are Dean of Student Affairs Bob Crawford, Associate Dean of Student Affairs Roxy Denniston-Stewart, Principal Bill Leggett and student representative Aly Vergee of the Main Campus Residents Council. The \$47.5 million residences, on Stuart and Lower Albert streets are slated for completion September 2003.

New Chancellor eager to tell story of Queen's success

BY ANNE KERSHAW

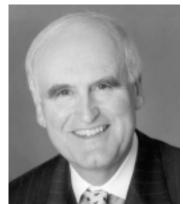
nanimously elected Queen's 12th Chancellor at the University Council's annual meeting this month, Charlie Baillie encapsulates his mission in one simple statement: "I hope to tell the story of Queen's success to as many audiences as possible."

For him, telling Queen's story will be both a natural extension of his already national profile as a champion and supporter of higher education and his many personal connections to the university. "It's difficult to imagine anyone whose interests, passions and intimate affiliations with our university would make a better choice to assume this role," says Principal Bill Leggett.

All four of Mr. Baillie's children are Queen's graduates. And he credits Queen's with sparking the "natural curiosity" and aca-

demic ambition that led them to go on to pursue postdoctorate studies. Queen's biologist Katherine Wynne-Edwards has acted as advisor to his wife Marilyn, a noted author of books about nature and science for children and former editor of Chickadee magazine. In keeping with the couple's shared interest in conservation, they were instrumental in establishing the Baillie Family Chair in Conservation Biology. Linked permanently with the Queen's University Biology Station, the Chair is intended to strengthen research in conservation and biodiversity and to augment and reinforce teaching programs at the graduate and undergraduate level in the Department of Biology.

Queen's new Chancellor roots his own love of nature in early memories of riding his bike



Charles Baillie

through the trails and fields of his hometown of Orillia. His more global perspective now, both as chairman and CEO of TD Bank Financial Group and as an avid traveller who has canoed the Zambia river, photographed tribal ceremonies in Papua New Guinea and gazed at the *Success, page 2*

Double cohort, compensation, utility costs put pressure on budget

BY CELIA RUSSELL

Queen's Board of Trustees has approved the university's 2002-03 budget, which includes an increase of \$16.3 million in expenditures.

Total revenue will also increase by \$16.3 million to \$236 million.

The budget is balanced, but not without some pain. The province announced last May that it would provide funding for enrollment growth only and did not provide for any inflationary increases. Status quo increases (inflationary expenses) at Queen's amount to approximately \$10.7 million (4.5 per cent) per year just to remain the same. For Queen's, this means an acrossthe-board reduction of 4.5 per cent in academic units and 4 per cent in non-academic units in order to balance the budget.

"The future is not rosy," said

In this issue...

The poop on extinction
See page 5
Summer camp
fun
See page 6

H

Finance Committee Chair Paul Campbell at the May 11 Board meeting. "A 4.5-per-cent cut a year is just not feasible."

Other challenges include expected increases in enrollment over the next 10 years, largely stemming from the double cohort of high school graduates combined with increasing participation rates. In addition, an unprecedented level of faculty retirements and strong competition for faculty recruitment, is causing strong upward pressure on faculty salaries. The opening of the Ontario electricity market this month means Queen's electricity costs are expected to jump from seven cents to 9.5 cents per kilowatt hour. In addition, new facilities including Chernoff Hall and Goodes Hall will come on line this fall, and will also put pressure on the energy bill.

Despite the budget cuts and fiscal challenges, where possible Queen's made reinvestments to support academic programs and research. For 2002-03, the university's \$1.0 million reinvestment fund has been allocated almost exclusively to the Faculty of Arts and Science, which has experienced the greatest enrolment pressure. Queen's also received one-time funding of \$6.2 million from the federal government to fund the indirect costs of research. This much-needed

grant was used to support reinvestment in key areas and deferred the need for an additional budget cut in 2002-03. The university will continue to work with the federal government to develop a long-term solution to the issue of indirect costs of research

2002-03 budget highlights

- This year's budget assumes no change over 2001-02 in base operating grant from the province. It also assumes no change over the 2001-02 level of funding from the province's Performance Fund.
- Government grants and tuition represent more than 90 per cent of the university's annual operating fund.
- \$2 million in growth funding, assuming full funding for increased enrollment as promised in the May 2001 Provincial budget;
- \$6.2 million in one-time federal funding for indirect research costs:
- a 2-per-cent tuition increase in regulated programs (capped by provincial regulations);
 7- to 20-per-cent tuition increases in deregulated programs;
- provision for a 19-per-cent increase in utilities costs;
- \$7.2 million for salary and benefits increases for staff and faculty – the largest single Budget, page 2

Your one stop for news on Queen's debuts today



et the latest news about Queen's. See who's making news headlines. Find out what's happening on campus. Browse the electronic newsstand. Weigh in on a Queen's poll about a topical issue. Search our news release and *Gazette* archives. Subscribe to get Queen's news releases by email.

It's all only a few clicks away with the launch today of the Queen's News Centre – www. queensu.ca/newscentre. The new site of the Department of Marketing and Communications merges the department's *Queen's Today* site and *News and Info* site to create a more concentrated and compre-

hensive package of the most upto-date news about Queen's.

The site also provides easy access to the wide range of services offered by Queen's News and Media Services to faculty and staff and the media. For faculty and staff, this includes information of how to sign on to experts lists, publicize research and promote events; general media tips; an up-to-date local media contact list; the Queen's encyclopaedia; and tips for writing an op-ed piece.

A number of changes have also been made to Queen's home page. These include design modifi-News website, page 2

A perfect match: residents fill family medicine spots

BY ANNE KERSHAV

Despite a general national trend that is seeing fewer Canadian medical school graduates opt for a career in family medicine, Queen's School of Medicine has had no problem filling its family practice resi-

dency program this year.

Queen's filled all 26 of its family practice resident positions in the first round of a national computerized matching program that ranks both the program preferences of applicants and the *Medicine, page 6*

Success

continued from page 1

Pyramids while travelling the Nile, have led him to this conclusion: One of the greatest challenges facing today's educators is how today's pace of change and "information explosion" can be parlayed into "knowledge".

Mr. Baillie assumes his new role as the university's highest officer July 1. He succeeds The Honourable Peter Lougheed who has held the position since 1996.

Mr. Baillie graduated from University of Toronto's Trinity College in 1962 with an Honours Bachelor of Arts Degree in Political Science and Economics. He earned his MBA from Harvard Business School in 1964. He has been a Fellow of the Institute of Canadian Bankers since 1967 and obtained an Honorary Doctor of Laws from Queen's in 2000.

He began his career at TD Bank in 1964, and in 1979 was appointed Vice President and General Manager charged with establishing its USA Division. In 1984, he returned to head office

and became Executive Vice President Corporate and Investment Banking Group. In 1992, he was named Vice Chair, Corporate Investment Banking, a position he held until 1995 when he was named President. In 1997, he was appointed Chief Executive Officer and added the role of Chair in early 1998.

An active participant in the social and cultural life of the community, he was Chair of the United Way of Greater Toronto Campaign 2000 and is currently Campaign Co-chair for The Nature Conservancy of Canada and Campaign Chair of the Shaw

"Queen's is honoured to have such a distinguished and accomplished Canadian in this critical leadership role," says Principal Leggett. "As a long-term and passionate proponent of the value of postsecondary education and the need to invest in education, he will be an exemplary ambassador for us."

What is the Chancellor's role?

The Chancellor is the highest officer and the ceremonial head of the university. Modelled after similar positions at Scottish universities, the office was first filled in 1877. The Chancellor presides over Convocations, confers degrees, and chairs the annual meetings of the University Council. He or she is an ex officio, voting member of the Board of Trustees and many of its committees, including the Finance committee.

Chancellors since 1877: The Rev John Cook (1877-1879); Sir Sandford Fleming (1880-1915); James Douglas (1915-1918); The Rt Hon Sir Edward Beatty (1918-1923); Sir Robert Laird Borden (1924-1929); James Armstrong Richardson (1929-1939); The Hon Charles Avery Dunning (1940-1958); John Bertram Stirling (1960-1973); The Rt Hon Roland Michener (1973-1980); Dr. Agnes McCausland Benidickson (1980-1996) and The Rt Hon Dr. Peter Lougheed (1996-2002).

News website continued from page 1

cations that add a broader visual element with links from the main photograph to the stories or relevant faculties, departments or schools, as well as improved nagivation from the home page to text pages.

Take a moment to visit our new QNC website to weigh in on our first Queen's poll. A wide range of issues related to the Internet will be discussed at an upcoming international conference being organized by Queen's Dept. of Sociology. At a free symposium on May 31- June 1, leading international analysts will explore the social realities of the wired world.

POLL

Have you taken any steps to protect your privacy while surfing the internet?

O Yes

O No

www.queensu.ca/newscentre

Gazette begins summer schedule

This is the final biweekly issue of the *Gazette* until September. Monthly editions will appear June 17, July 15 and Aug. 12. Have a great summer!

Jazette

Editor: Celia Russell Editorial Assistant: Lorinda Peterson Associate Director: Anne Kershaw Director: Richard P. Seres Design: Graphic Design Services

The *Gazette* is published twice a month (except during the summer) by the Department of Marketing and Communications 107 Fleming Hall, Queen's University, Kingston, Ontario K7L 3N6.

Submissions are welcome, but the Gazette reserves the right to edit and print contributions as space and staff time permit.

INQUIRIES

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QUEEN'S NEWS CENTRE

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SCHEDULE

8 July

Noon deadline 10 June

Publishing date 17 June 15 July

An interview with Mr. Baillie

Gazette: What do you see to be some of the most critical issues facing Queen's?

CB: Queen's has an extremely qualified faculty now but I think there is a very challenging situation ahead with respect to recruitment and retention. Studies have shown that half of our professors will be retiring over the next ten years. Secondly, today's information explosion presents us with a huge challenge. How do we turn this information into knowledge? Thirdly, there has been this belief that a degree would prepare you for your whole life and now, given the pace of change, there is a need for continuous learning and that's an important challenge for universities. And then, of course, there's that old bugbear of funding. Our own study (conducted by economists of TD Bank) shows that over the past thirty years there has been a 20 % increase in spending on students in the US at the same time that there has been a 30 % decrease in spending in Canada.

Gazette: What do you see to be the role of universities at an international level? How can Queen's best contribute?

CB: We have to look beyond our borders. If we want to sustain success as the world becomes more increasingly global, we have to benchmark ourselves against global standards or at least against North American standards. Through our educational programs, we have to develop Canadians with an awareness of global needs and an ability to work in the global marketplace. Queen's can contribute by leveraging itself internationally. The university is situated in a very attractive location. It has a very able faculty. It consistently attracts top students. It has the highest graduation rate. Clearly it's a place that will attract people from around the world for a world-class education. And Queen's can send out firstclass graduates

Gazette: How do you think Queen's can best prepare for the challenges of the future?

CB: Queen's has a great track record of success to build upon on many fronts. For example, the Queen's Executive MBA program and use of video conferencing to connect professors with students across Canada. And Queen's Opinicon Project, which is unlike anything offered at any other university and attracts researchers from across North America.

Gazette: What led you to become such a committed conservationist?

CB: When I was a little character my mother would read me the animal and nature stories of Thornton Burgess. And I grew up in a town where I loved biking and hiking everywhere. I loved the outdoors. And then later on all our family trips have been nature- oriented. I'm someone who finds peace and tranquility when I'm out wandering about or bird watching.

Gazette: As someone with such a wide range of interests encompassing history, conservation, travel and the arts, can you share some of the most recent books you have read and found to be commendable?

CB: I've been on a revolutionary war kick lately and two of the books I've most enjoyed recently have been David McCullough's biography of John Adams, which was superbly written and provided an insight into the major players in the American Revolution from a New England perspective as opposed to the traditional Virginia perspective. I also enjoyed Scandalmonger by William Safire, which is a more salacious book that centres on James Callander, the scandalmonger who exposed Alexander Hamilton. And I just recently finished Roy Jenkins biography of Churchill. My reading interest is heavily historical.

Gazette: As an avid traveller, what have been some of your most memorable experiences?

CB: Every second Christmas, we try to take a family vacation to some unusual place. The most unusual place we travelled to was Papua New Guinea where I photographed everything from birds of paradise to tribal interactions. My children call them my National Geographic photos. And then there were the mammals and birds in Kenya and Botswana and the experience of canoeing the Zambia River. I also loved going along the Nile and seeing the pyramids and the sheer beauty of Patagonia. I could go on and on. Growing up in Canada, and being exposed to its natural beauty and diversity, created a real appetite for exploring the world. \Box

Budget

continued from page 1

expenditure increase facing the university in 2002-03. This includes funding for 24 bridging positions as well as continuing funding for 12 Queen's National Scholars.

\$1.96 million in new funding for

student assistance from endowment and operating funds.

Details of this year's budget will be available on the web, by following the links at: www.notes. queensu.ca/finance/finwhi.nsf/ □

Help Lines

Campus Security Emergency Report Centre:

533-6111

Human Rights Office 533-6886

Irène Bujara, Director

Sexual Harassment Complainant Advisors:

Margot Coulter, Coordinator 533-6629

Millard Schumaker – Religion 533-2106 ext. 74323

Chuck Vetere - Student Counselling 533-2893 ext. 77978

Anti-Racism Complainant Advisors:

Stephanie Simpson, Coordinator 533-6886

Audrey Kobayashi - Geography,

Anti-Heterosexism/Transphobia **Complainant Advisors:**

Julie Darke, Coordinator 533-6886

Eleanor MacDonald, Politics 533-6631

Coordinator of Dispute Resolution Mechanisms Adrienne Clarke

533-6495 directs staff, students and faculty to the appropriate campus resources for assistance.

Sexual Harassment **Respondent Advisors:**

Paul Banfield – Archives 533-6000 ext. 74460

Mike Stefano - Purchasing 533-6000 ext. 74232

Greg Wanless - Drama 533-6000 ext. 74330

Anti-Racism **Respondent Advisor:**

Ellie Deir – Education 533-6000 ext. 77673

Internal Dispute Resolution (Students & Staff):

SGPS Student Advisor Program 533-3169

University Grievance Advisors -Students:

Mel Wiebe – English 533-2153

Shirley Eastabrook - Nursing 533-6000 ext. 74755

Carol McKeen – Business 533-2326

University Grievance Advisors -Staff:

Iane Baldwin – Surgery 533-6302

Kathy Beers - Student Affairs 533-6944 ext. 74022

Sandra Howard-Ferreira and Research 533-6100 ext. 77310

Gary Racine - Telecommunications 533-3037

Freedom of Information and Privacy Protection

Don Richan 533-2378

Employee Assistance Program 1 800 387-4765

University Chaplain: Brian Yealland

533-2186 Rector

Daniel Sahl 533-2733

Student Counselling Service 533-2893

*Internal numbers may be accessed from a touch-tone phone off-campus by dialling 533-6000 + extension number.

University Council

Notes from the 127th annual session



Make heritage a priority, outgoing Chancellor says

Canada is poised to make post-secondary education a priority, predicts outgoing Chancellor Peter Lougheed.

"I'm confident voter attitude is changing," he told Queen's University Council members at the annual May meeting. "I think we're ready to see a change in support for our universities, technical schools and colleges. Canada has fallen behind the U.S. and other countries in its support of post-secondary edu-

cation. The public attitude is changing because they see the consequences involved.

"We're in a knowledge era. Our collective responsibility is to leave a legacy of well-educated people," he said in an emotional speech, punctuated by applause and culminating in a standing ovation.

Canadians also need to make knowledge of their history a priority, said Mr. Lougheed, a former Alberta premier. "It absolutely distresses me that Absolutely distresses me."

"I'll tell you why I am emotional because I fouled it up. I was
Premier for 14 years and I was
wrapped up in energy and the

only half of our nation can iden-

tify our first Prime Minister.

Premier for 14 years and I was wrapped up in energy and the constitution and I didn't really take a good look until the last two years on what we teach in our schools systems and curriculum.

"I didn't do what I should have done and it was too late and I tried to do it and my successor wasn't interested.

"I'm involved with the group called Historica and others across this country and I sense a change. I think it can happen and there is a ground swell there. I don't believe we can sustain our sovereignty under the economic circumstances we live in in this hemisphere. I don't believe we can reach our full potential unless we know how we got here, what we stand for or what our values are."

Mr. Lougheed also thanked

the university community for the friendship over his six years as Chancellor.

Principal Bill Leggett extended his thanks to the outgoing Chancellor by presenting him with a citation proclaiming him a Chancellor Emeritus. "This is an unexpected honour." Referring to fellow Chancellor Emeritus Agnes Benidickson in the audience, Mr. Lougheed said, "I believe, Agnes, that this means I can come back when I want to, and I plan to do so."

Diversity headlines council discussion

In other University Council business, ensuring diversity of faculty and students in a period of growing enrollment and limited resources, highlighted discussion. The audience also heard presentations from faculty, staff and students on the challenges of ensuring funding resources while maintaining quality.

Music professor Roberta Lamb expressed her concerns regarding the promotion of designated equity groups in faculty hiring particularly in relation to the Queen's National Scholars program. "I have seen some progress for students, but for faculty, we still need to do a lot of work. We have lost some really good people of colour and women and we need to address this."

Principal Leggett echoed her comments, referring to concerns of university equity providers, outlined in an article in the Feb. 25 *Gazette*. He also referred to a recent meeting with Mary Margaret Dauphinee, University Advisor on Equity regarding an exit survey for members of designated equity groups and new data collection procedures the university is planning to implement. "I would like to see this survey eventually extended to all groups," he said.

For the full text of Peter Lougheed's speech to University council, see www.queensu.ca/newscentre.



Peter Lougheed: "Our collective responsibility is to leave a legacy of well-educated people."

Board of Trustees

Notes from the May 11 session



Queen's and faculty association ratify collective agreement

The Board of Trustees and Queen's University Faculty Association (QUFA) have ratified a new three-year collective agreement for the university's faculty, librarians and archivists. The agreement is in effect from May 2002 to April 2005.

QUFA members ratified the proposed agreement with 97 per cent of the members who cast ballots voting in favour of the new agreement. The Board of Trustees approved the agreement at its May 11 meeting.

The agreement provides for a 2.7 per cent scale increase in Year 1 with a special adjustment of .3 per cent for junior faculty in disciplines with lower entry salaries. Year 2 provides for a 2.5 per cent scale increase, and in Year 3 the scale increase will be negotiated.

The parties addressed a number of other items including appointments processes, tenure and promotion, career development and merit, workload, adjuncts and employment equity.

The QUFA Executive Officers for 2002-2003 are: Richard Greenfield, President; Barbara Kisilevsky, Past President; Constance Adamson, Vice President, Ken Ko, Treasurer and Caroline Falkner, Secretary.

Other news from the May 11 Board session:

At its quarterly meeting this month, trustees

- Approved several dedication opportunities in Ellis, Macdonald and Goodes halls.
- Received for information appointments to the status of Professor Emeritus: Ivan Campbell (Civil Engineering), Wan-Tai Yen (Mining Engineering), Sharon Ogden Burke (Nursing), Gloria Delisle (Microbiology and Immunology), Geoff Flynn (Biochemistry), Madan Joneja (Anatomy and Cell Biology), Merv Daub (Business) and Denis Magnusson (Law).
- Approved protocols for the Skelton-Clark Post-Doctoral Fellowship and Skelton-Clark Fellows.
- Ratified the establishment of the James H. Day Chair in Allergic Diseases and Allergy Research.
- Ratified the creation of a School of Computing Science, Faculty of Arts and Science.
- Approved a 3.5 per cent increase in 2003-04 residence fees, to a top single room and board rate of \$8,066.
- Approved student activity fees set by the AMS and SGPS for 2002-03.
- Approved an increase in the MBA for Science and Technology tuition to \$55,000 for the class starting in May 2003, from the current level of \$42,000. Additional revenue to the private program will allow for academic enhancements

- and increased marketing expenses to respond to competition from other universities.
- Approved an additional \$300,000 for continued planning for the Queen's Centre project. (On March 5, 1999 the board had approved a fund of \$250,000 to develop conceptual designs for a multi-use activity space. The project, guided by Vice-Principal (Advancement) George Hood, has expanded to include possible expansion and renovation to the John Deutsch University Centre.)
- Approved the allocation of \$24.8 million for the construction of the Integrated Learning

- Centre, \$12 million funded through the Ontario SuperBuild program and the balance through fundraising and the Faculty of Applied Science.
- Approved the authorization of university officials to award contracts within the budget to the lowest bidders to construct the ILC.
- Ratified the new residences project budget to increase to \$47.5 million from \$45 million and decrease the Leonard Cafeteria improvements budget to \$9.2 million from \$10 million, a net increase of \$1.7 million.
- Ratified the decision of the Finance Committee to

approve a matching policy for Chairs and Professorships.

Trustee elections to the board include the following: By the benefactors - Justice Gordon Sedgwick (re-elected for a fouryear term), Bill Young (re-elected for three years), Donald Bayne (elected for two years). By the graduates - Jeff Chan (elected for three years), Susan Miklas (elected for three years). By University Council - David Whiting (reelected for three vears), Jocelyn Hart (elected for three years). By the Theological College - Gordon Shaw (reappointed for one year).

For details, see www.queensu. ca/secretariat/trustees/

Notes from Herstmonceux

4

ISC boasts record spring term enrollment

BY PATRICK O'NEILL

Time flies when you're having fun, and we are already in the second week of the spring term at the ISC as I write. The spring term offers three accelerated upper-year programs—in Humanities, Commerce, and Law respectively—and tends to hurtle by at exhilarating (or terrifying) speed. Courses meet for six hours a week rather than the more leisurely three of the fall

and winter terms, and deadlines arrive thick and fast both for students and for instructors. Three weeks of classes are followed by the week-long midterm trip, followed by another three weeks of classes, followed by the exam period. The normal courseload is mercifully just three half-courses in the spring term (rather than the five normally taken in the fall and winter terms), but time management is still very much of the

essence.

The good news this term is that we have our highest spring-term enrolment ever, with 74 students rather than last year's 45. This very encouraging development is largely due to the success of the recently revamped International Business Law program, which now offers students who have already completed one year of Law studies an integrated *Herstmonceux*, page 4



Eureka and Then What:

Carolyn Abraham from the Globe and Mail (left) and Helen Branswell from Canadian Press listen to Albert Clark, head of the Department of Biochemistry during Queen's two-day Media Fellowship program earlier this month. They were among 12 national journalists specializing in medical and science reporting who participated in the program, Eureka and Then What: The Process of Drug Discovery and Development: developed by Queen's News and Media Services and endorsed by the Council for Advancement and Support of Education (CASE). Involving some of Queen's most distinguished faculty, the program covered basic research, clinical trials, government regulations, commercialization of discoveries and the legal and ethical issues associated with drug discovery.

Senate

Notes from the May 2 meeting of Senate

Gender distribution of Queen's research chairs discussed

/ice-Principal (Academic) **V** Suzanne Fortier delivered an oral report on the gender distribution of Canada Research Chairs appointed to Queen's. Of 13 Chairs allocated Queen's so far, two are women, and 38 per cent of the 13 are in the designated equity groups.

This does not reflect a bias against women researchers, it reflects the fact that there are fewer of them in the Tier 1 category, which includes full professors, so the competition for them is fiercer, she explained. With 44 of 57 chairs yet to be allocated at Queen's, many of them will be in Tier 2 where the percentage of women and designated groups is higher. The low numbers are reflected in universities nationwide, and this concerns Dr. Fortier. This will cause Queen's to amplify its efforts to ensure that those in the designated equity groups are represented in future appointments.

Senate defeated a motion which would have had the number of elected faculty Senators reduced by one from each of the faculties of Applied Science, Education, Law and the School of Business, and the number of elected faculty Senators increase by four for Arts and Science, effective September 2003.

Many Senators questioned the head count method the Operations Review committee used to determine representation, citing unfilled and bridge positions. Dean of Health Sciences David Walker mentioned special clinicians who are affiliated with Queen's but not paid from the collective bargaining unit. Senator Stan Corbett of the Law faculty was concerned about lack of representation if a sole faculty Senator was unable to attend a

They did approve a related motion, that the number of elected student Senators from Arts and Science increase by one, expanding the total number of Senators to 71.

The committee, chaired by Marianne Lamb, plans to revisit the issue and will be working with Institutional Planning to draw up an equitable model.

In other business, Senate:

Approved recommendations outlined in the report of the subcommittee on the Training of Teaching Assistants at Queen's University. These include a new, free course for TAs whose first language is not English; a central resource person; a TA coordinator in language and learning will also be hired for September to develop training programs on campus and methods to consolidate current activities.

Approved a proposal to establish a BSc Major in Biochemistry.

Approved the election of the following to Senate committees for Sept. 1, 2002:Patrick Oosthuizen (faculty) to Academic Colleague; Stephen Telka (student) to Academic Development; Karen Frederickson, Jim Lee (faculty), Hamidreza Saligheh Rad, Nicole Salama (students) to Academic Procedures; Michael Nesheim (faculty) to Advisory Research; Andrew Bond (student), Susan Cole (faculty), Ainslie Thomson (staff) to Agenda; Sachin Persaud, Yaming Yu (students) to Alumni Award for Excellence in Teaching; Shehla Burney, Jennifer Medves (faculty) to Ban Righ Board; Andrew Bond (student) to Budget Review; Martha Bailey, (faculty) Sandra Boyko, Kevin Lai (students) Linda Graham (staff) to Creative Arts; Julie Filion, Gurjit Sandhu (students), Alfred Fisher (faculty), Lili Harriss (staff) to Educational Equity; Isaac Dwosh (faculty), Angela Good (student) to Health, Counseling & Disability; Matt Diskin, John Mould(students) to Information Technology; Jennifer Lue (student) Donal Macartney (faculty) to Internal Academic Review; Taranjit Gujral (student), Tim Smith (faculty) to International Centre; Laeeque Daneshmend (faculty) to JDUC; Yolanda Yuen (student) to Library; Sylvia Arruda (student), Charles Pentland (faculty) to Nominating; Inara Metcalfe (staff), Ann-Marie Noseworthy, Sabrina Wong (students), Patrick Oosthuizen (faculty) to Non-Academic Discipline; Mark Jones (faculty), Kaz Nejatian, Claire Nguyen (students) to Operations Review; Clara Marvin, Mary Olmstead (faculty) to Queen's Radio Policy Board; Frank Gu, Wayne Zhu (students) to Scholarships & Student Aid; David Doyle (student) to University Council on Athletics. □ www.queensu.ca/secretariat/senate/

Queen's in the News

Highlights of Queen's experts in the media Queen's News & Media Services

Through our proactive media strategy, Queen's News and Media Services identifies newsworthy faculty expertise and research to bring to the attention of national media.

Daniel Mennill (Biology)

was quoted extensively

about his research on

"eavesdropping chick-

adees" including interna-

tional coverage in New

Scientist magazine, Nature

magazine's Nature Science

Update, National Public

Radio, Weekend Edition

and BBC radio; national

coverage in the National

Post, Discovery Channel's

At Discovery Canada,

CBC radio's Quirks and

Quarks, Edmonton Journal,

The Calgary Herald,

Vancouver Sun, and

Montreal Gazette; and

regional coverage including the Ottawa Citizen,

Peterborough Examiner,

and Kitchener-Waterloo

Record.

May 1 - May 13, 2002

John Molloy (PARTEQ) and James Reynolds (Pharmacology and Toxicology) were interviewed on ROB TV about drug discovery and development.

Robert Ross (Physical Health and Education) was quoted in the National Post, Toronto Star, Orillia Packet & Times and Cornerbrook Western Star about his obesity research. Ross's expertise was also

highlighted in a story about recent health statistics released from Statistics Canada that appeared in papers across Canada including the National Post, Peterborough Examiner, Victoria Times Colonist, Cornwall Standard-Freeholder and Barrie Examiner, Sault Star, Windsor Star, Prince George Citizen, St. Catharines Standard, The London Free Press, Calgary Sun, and Montreal Gazette.

Research by Peter De Groot (Biology) on rhinoceroses and polar bears was featured in a National Post

The appointment of Chancellor Charles Baillie

was covered in The Globe and Mail, the Ottawa Sun, Kingston Whig-Standard and Barrie Examiner. Outgoing Chancellor, Peter Lougheed was featured in two Kingston Whig-Standard stories.

A study by Wendy Wobeser (Medicine) that found poor medical follow up of TBinfected immigrants and refugees in Ontario was covered in a front-page National Post story, the Calgary Herald, Edmonton Journal, Vancouver Province and CBC radio

The bullying research of Wendy Craig (Psychology) was highlighted in the National Post.

Tom Courchene (Policy Studies) was quoted in a Globe and Mail story about the need for tax reform in Canada. Courchene was also quoted in the Ottawa

Citizen, St. John's Telegram, Saskatoon Star Phoenix, Edmonton Journal, Nanaimo Daily News, Northern Daily News, and Victoria Times Colonis about the brain-drain threat poorer provinces face due to higher personal income tax rates.

Ken Wong (Business) was quoted in a Globe and Mail story about internal marketing campaigns

> Jackie Duffin (Medicine) was interviewed on CBC radio's Quirks and Quarks about the Regimen Sanitatus Salernitano, a poem first written in the Middle Ages instructing people on how to maintain their health.

Peter Richardson (Business) continues to be quoted about document overload and document management by executives in public and private corporations. most recently in the Ottawa Citizen. The Welland Tribune and Stratford Beacon-Herald.

David Walker (Health Sciences) was guoted in a Kingston Whig-Standard story about hospital restructuring and the development

of a new outpatient hospital at the site of the former Kingston Psychiatric Hospital.

Pamela Dickey-Young (Religious Studies) is quoted in a Kingston Whig-Standard feature about Queen's honorary graduand and Islamic scholar, Sheilah McDonough.

Research by Kang Lee, Victoria Talwar, and Rod Lindsay (Psychology) on children and lying was featured on the Discovery

Inform News & Media Services about your latest research findings or upcoming journal publications. Call Nancy Marrello, Coordinator, ext. 74040 or Nancy Dorrance, Writer, ext. 32869. To update your profile on Queen's Expert List call Lorinda Peterson, Communications Assistant, ext. 77559.

Herstmonceux continued from page 3

package of three courses in international business law, international trade and investment, and international commercial arbitration. The new program is the brainchild of Bill Flanagan of Queen's Faculty of Law, who developed it, promoted it with great energy in Law schools across Canada, and is currently teaching it together with colleagues Nick Pengelly from Queen's and Tony Vanduzer from the University of Ottawa. The necessarily restricted number of places in the new program sold out rapidly, and a number of wellqualified applicants from across the country had to be turned away. Students in the program pay an additional fee to cover the costs of an enhanced program of integrated field studies: on the midterm trip, for example, they

will be pursuing their studies in Brussels (including a morning of presentations at NATO). Paris ents, sip tea under the 300-year-(including a visit to the OECD), and Geneva (including a visit to the World Trade Organization, where they will have a morning of meetings with the Canadian Mission and a briefing session with the Canadian Ambassador to the WTO, the Hon. Sergio Marchi).

The gardens and grounds, which always look their best during the spring term, are now open to the public, and every day sees a steady stream of visitors inspecting the rhododendron gardens, trying out the grass maze, or exploring one of the various woodland paths. Queen's people who find themselves in this part of the world are strongly encouraged to take the short trip down

from London to visit the grounds, exercise their photographic talold chestnut trees, and let their historical imagination wander. Members of the Queen's community are always very welcome visitors, and the guardians at the gate will waive the usual entry fee for those identifying themselves as such. Guided tours of the castle can usually also be arranged at no cost—though advance notice is both advisable and appreciated. You might even catch a fleeting glimpse of the academic director in full pursuit of the latest nonnegotiable deadline.

Patrick O'Neill, a professor in the Department of German at Queen's, has been Academic Director of the ISC since July 2000. For details on the ISC and its programs see www.queensu.ca/isc. □

Queens-led team launches unprecedented FAS study

BY NANCY DORRANCE **NEWS AND MEDIA SERVICES**

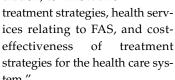
or the first time, leading scientists from four Canadian institutions, coordinated through Queen's, are collaborating to determine the causes and potential treatment strategies for one of Canada's most disturbing and incapacitating health problems fetal alcohol syndrome (FAS).

Defined as "birth defects resulting from a mother's consumption of alcohol during pregnancy", FAS is a national research priority. The Government of Canada 2001 Speech from the Throne, pledged to reduce the number of children born, exposed to alcohol, by the end of this decade.

James Brien (Pharmacology and Toxicology) will lead the multi-institutional and multidisciplinary research group. The five-year, \$1.25 million initiative, funded by the Canadian Institutes of Health Research (CIHR), stems from the results of CIHR's New Emerging Team (NET) grant program. The program is designed to support the creation and development of new competitive research teams.

"Researchers have been working on different aspects of FAS individually for decades, but this is the first time in Canada that a concerted effort is being made to address the problem as a whole," says Dr. Brien.

"Our multidisciplinary, cross-institutional team brings together experts from a wide array of research areas, each person with different, but complementary, strengths. The focus of research will range from etiology [causation], to frequency of occurrence in the population, to innovative



FAS effects in babies include growth deficiency, facial abnormalities, and injury to the brain, explains Dr. Brien. "Of these manifestations, it's the brain injury - perhaps caused by oxidative stress - that persists and is most debilitating as the individual develops." Hyperactivity, difficulty in learning and deficits in memory, understanding and reasoning, as well as problems dealing with stress situations, are some of the cognitive impairments associated with FAS.

Other members of the NET team include: James N. Reynolds (Queen's Pharmacology and Toxicology), Dr. Alan D. Bocking (Obstetrics & Gynecology, and Physiology) University of



Jim Brien

Western Ontario, Dr. Stephen G. Matthews (Physiology, Obstetrics & Gynecology) University of Toronto; and Dr. Gideon Koren (Pediatrics, and Pharmacology), Dr. Joanne Rovet (Pediatrics, and Psychology), and Dr. Wendy J. Ungar (Health Policy, Management & Evaluation),

all from both the University of Toronto and the Hospital for Sick Children.

Dr. Brien's grant is funded in the thematic research area of "neurodevelopment and early life events," a priority research area identified and to be supported by CIHR's Institute of Neurosciences, Mental Health and Addiction, in partnership with CIHR's Institutes of: Aboriginal Peoples' Health; Gender and Health; and Human Development, Child and Youth Health.

CIHR's Institute of Neurosciences, Mental Health and Addiction supports research to enhance mental health, neurological health, vision, hearing, and cognitive functioning and to reduce the burden of related disorders through prevention strategies, screening, diagnosis, treatment, support systems, and palliation.

Fecal evidence helps researcher track big animals

NEWS AND MEDIA SERVICES

What do North American polar bears and muskox, African elephants, and onehorned Javan rhinos have in common?

Along with their size and majestic mystique, all face an uncertain future due to the international tourism trade, says Peter Van Coerverden de Groot.

These large animals can tell us - through their migration and parenting patterns - how best to manage the remaining populations and avoid their extinction. He and his colleagues in Peter Boag's molecular ecology laboratory in Biology, in collaboration with Columbia University, use high-tech genetic techniques such as microsatellite DNA testing on samples of tissue culture and feces ("the ultimate noninvasive tool") gathered from the animals.

"We want to know what these large animals were doing before we disturbed them," says Dr. de Groot. "Instead of using theoretical and simulation models to figure out how to manage animals, we're letting the system itself tell us."

The common threads running through his research projects are development, eco-tourism, and environmentalism.

In response to the growing demand for opportunities to

view and hunt large animals today, governments around the world are devoting major resources to set up parks and game reserves, often air-lifting their inhabitants hundreds of miles, notes Dr. de Groot. How such movement will affect the animals' mating patterns and other behaviour is one of the



questions he and his team are trying to answer.

The research funding comes from several sources, including NSERC, the International Rhino Foundation, the Centre for Environmental Research & Conservation at Columbia University, the Department of Sustainable Development in Nunavut, and Resources Wildlife & Economic Development (RWED) in the Northwest Territories.

biology.queensu.ca

Campaign Update

Fundraising is a critical function in Arts and Science

This is the fifth in a series of Gazette articles about the Campaign and the Queen's community. Questions regarding the Campaign for Queen's may be directed to Peter Aitken, Campaign Marketing Manager, aitkenp@post.queensu.ca.



Anne Godlewska

Associate Dean with the Faculty of Arts and Science, and has been actively involved in raising private funds for several

nne Godlewska is an

BY ANITA JANSMAN

departments. She also serves on the Advancement Management Committee for the Board of Trustees, which advises the trustees on policies concerning Advancement. Here she shares her views on the vital role that faculty must play in securing funds for Queen's and for invest-

What led you to become involved in Queen's fundrais-

ing its future.

ing efforts? When I was acting department head for Geography I became involved in raising money for the GIS and Remote Sensing labs. I found that very interesting. I could see the potential for bringing in funds for selected projects from private sources. I enjoyed that as a learning experience and in this role as associate dean I see fundraising as an essential function in the Faculty of Arts and Science.

Why do you feel it was important to be involved in fundraising?

The financial situation of universities today is alarming. I don't think that Advancement offers a short-term solution to the financial situation, but it's certainly offers a long-term solution. What we do now is an investment in the future of education and Advancement plays a significant role in this.

What was accomplished?

Two recent gifts come to mind one from the Baillie family to establish the Chair Conservation Biology, and one from Edmund Clark to establish the Lecture Series on Canadian Public Policy. The Department of Economics and the School of Policy Studies proposed this initiative jointly. It's vital that Queen's continues to bring in experts, both scholars and professionals who are out there practicing, and this series will do that. This is the kind of initiative that enhances the learning environment for both students and

Faculty members are the key people to talk passionately about their projects and they often are in a position to identify potential donors. So their participation is crucial.

for faculty, but unfortunately it's not likely to be funded by the university. That's why private funding is so critical.

What is the impact of the fundraising efforts for departments in the Faculty of Arts and Science?

Individual faculty members are encouraged when a big gift comes in and that helps to create a momentum within a department, but there are still faculty members who aren't aware of the role of Advancement and the importance of it. I do think, however, that there is a growing awareness among department heads in particular that this is essential to the growth of their own departments. Faculty members are the key people to talk passionately about their

projects and they often are in a position to identify potential donors. So their participation

What are your thoughts generally on faculty's role with respect to fundraising?

We all have different views about things but we have a common goal to gain more resources. We're more likely to reach that goal if faculty members and Advancement work as a team. Our different styles and approaches will in fact strengthen the team. I think that when faculty members do get involved, they often find that fundraising is quite rewarding, not just because money comes in, but because you meet people who live very differently than you do and who are in a position to make positive change.

Queen's camps offer summer fun for kids of all ages, interests

BY LORINDA PETERSON

Whether it's honing rugby or reading skills, building rocket ships, or a trip to the National Art Gallery in Ottawa, Queen's summer campers are in for more fun than six elephants in a minivan.

Science Quest, the original summer science and engineering camp in Canada promises to spark the interest of young people in Grades 4 through 8 in science, math and engineering. Eager undergraduate engineering students will facilitate as the children learn about building bridges, designing electrical circuits and programming Lego robots. Last year's Computer

Quest pilot project was a huge success and this year the computer and technology specific camp will operate for the entire camp period offering young inquiring minds a curriculum enriched in applications of computers and technology. This will include programming, internet, digital photography and video interfacing. After an awesome premier last year, Science Quest for Girls will run for two weeks this summer. In addition, in Week 9, there is a one-day Teacher/ Parent Conference put on by Science Quest staff to share ideas about hands-on methods of teaching science and technology. Mirroring the Kingston camp

curriculum, one-week sessions will be offered in Brockville and

ASUS camps are open to students entering Kindergarten through Grade 3 and Grades 9 through 11 in September, 2002. Science Discovery exposes students to science, engineering, and computer technology while instilling a thirst for learning more. Arts Adventure is for students in Grades 5 to 8 to pursue an interest in the arts. An affiliation with Queen's University affords campers the unique opportunity to use facilities such as the Department of Film Studies to create a mini-movie, or the Agnes Etherington Art

Centre for inspiration for a sculpture. Each camp session also has a day-trip to a major cultural center such as the Princess of Wales Theatre in Toronto or the National Gallery in Ottawa to complement the theme of the week. Run by the Arts Adventure counselors, Imagination Station camp is designed to encourage creativity among Grades 1 through 4 students, painting, playing and pretending in a wacky world of artistic adventure. Discovery Kids conducted by the Computer and Science Discovery ASUS camp has expanded this year. This program is for students entering Kindergarten through grade 3, and it runs for 4 weeks in July and August.

If your child is a sports enthusiast, check out the Instructional Sports Skills camps offered by Queen's Physical Health and Education Centre – www.phe. queensu.ca/athletics/phe/iss/ issindex.html. New this year is a rugby camp for girls and boys 12 to 14 years old. Children ages eight to 13 can try out a variety of sports in the Queen's Sports Camp. The cost includes Red Cross Aquaquest Water Safety instruction. Other camps this year include an in-line hockey camp for children ages 10 to 14, basketball camp for ages nine to 17 and volleyball camp for ages 10 and up. The school will also be offering elite camps for students who have completed Grade 12, OAC or are playing at post-secondary level to hone their skills in football.



For the love of reading – **Tutor ink Summer** Reading Camp (RC)

This exciting camp at the Faculty of Education designed for 7-10 year olds combines camp activities with intensive reading instruction. Students participate in reader's theatre, explore artistic activities, play in structured games in a full gymnasium and engage in compelling mathematical and science activities. All this and more is combined with pre-planned literacy activities for beginning readers, children learning to become more fluent readers, and children who are using reading to learn and for pleasure. Focused reading instruction at each level is designed to address individual

Tutor ink Summer Reading Camp

- Full day programming (9 am to 4
- Before and after care (at extra cost) Energetic newly-qualified elementary teachers trained to teach reading and writing
- Oueen's Faculty of Education expertise and resources
- Reading group sizes of up to 6 students
- Pre-camp reading assessment to determines student needs
- Post-camp report on progress and suggestions for follow-up

Details: Malcolm Cunningham,

Camps at a glance

• Instructional Sports Skills

Registration and details: 533-6000, ext. 74715.

Sports camp

Boys and girls, ages 8-13 inclusive (as of Sept. 1, 2001) 8:30 am -4:30 pm (extended hours July 2-12 \$225, July 15-26 \$240, July 29-Aug 9 \$225

Specialty sports camps, boys and girls

Basketball camp

9 am-4 pm \$180. 9-12 years 13-17 years Aug. 26-30

In-line hockey camp

9 am-4 pm \$200. 10-14 years Aug. 13-17

Volleyball camp

9 am-4 pm \$210. 10 and up Aug. 12-16

New! Rugby Camp

9 am-4 pm \$210, 10-14 years

Elite Training camps

For players entering Grades 9 through OAC as of September, 2002. 6-8:30 pm, Aug. 12-16

Science Quest/ **Computer Quest**

For children entering Grades 4 through 8 in September. Clark Hall, Queen's University, 533-6870; fax: 533-6687 email: scienceq@engsoc.queensu.ca, Website: engsoc.queensu.ca/ scienceq. 9 am-4 pm, extended program available. Sessions run July 1 through Aug. 30. No program the week of Aug. 5. One week: \$150 (\$160 if registration received after June 1) Two weeks: \$260 (\$290 if registration received after June 1)

Science Quest for Girls Available Week 3 and Week 5

ASUS summer camps

For students entering grades 9 through 11 in September. 183 University Ave. 533-6917, Website: www.asus.queensu.ca/ camps/. One and two-week sessions July 2 through Aug. 30. 9 am-4 pm. One week: \$165, Two weeks: \$295 (\$135/\$265 for holiday weeks)

Arts Adventure

For children entering Grades 5 through 8 in September. artsad@asus.queensu.ca Imagination Station For children entering grades 1 through 4 in September, 533-6000, ext. 75441

Computer and Science Discovery

For children entering Grades 1 through 3 and Grades 9 through 11 in September. 533-6000, ext. 75442 scidisc@asus.queensu.ca

available in each of the various specialties.

Queen's received close to 400 applicants for its family medicine program alone. After interviewing almost all who applied, the program ranked about 200 applicants for its 26 positions.

Ontario Medical Association and the Ontario government have introduced a number of incentives for new doctors aimed at addressing the ongoing, chronic shortage of family physicians to serve medium and smaller-sized centres. But, Dr. Verma says, the real solution lies in offering exciting programs that will capture the interest and imagination of young doctors.

"This is an issue of social accountability. We're not telling people they have to do it. We're attracting people who end up wanting to do it. That's how we're meeting the social need. We are creating great programs so that people will want to come to Queen's and will feel passionate about their work."

Medicine

continued from page 1

selection decisions of medical

Queen's was one of only two schools to immediately fill their quota at a time when more than a hundred residency positions in family medicine across Canada have gone unfilled.

"When you put this into context, it's quite an achievement," says Dr. Sarita Verma, Queen's associate dean of health sciences. She credits the high national appeal of Queen's program to its reputation for offering opportunities to directly experience the challenge of delivering services in smaller communities, a training schedule that allows residents ample time to attend academic sessions, and the social and economic benefits associated with living in Kingston as opposed to some larger centres.

"These programs have become very competitive. The onus is on the university and the post-graduate dean to both effectively market the programs and deliver a high standard of excellence," Dr. Verma says.

Thirteen of Canada's 16 medical schools participate in the Canadian Resident Matching Service (CaRMS), a non profit, free-for-service company that works in close cooperation with

medical schools and students to provide a computer match for entry into accredited postgraduate medical training.

The current challenge for Canada's medical schools is accurately assessing when and to what degree they should expand their residency programs to both meet societal needs and reflect demographic trends. Some provinces, although not Ontario, have already taken steps to expand their residency programs in anticipation of the double cohort, where the impact postgraduate level won't actually be felt for several more years. As a result, the number of available post-graduate positions in medicine have recently increased significantly, and competition for the best applicants has become fierce. Close to a hundred more residency training spots have come onstream, many of them in family medicine. Needless to say, any shortage of training positions that once drove new medical graduates to the United States has now abated.

"This is a time when there is a lot of pressure on institutions, and the expectations for them to meet the needs of society are extremely high. But we're still at a point when there aren't enough

people coming through the system in undergraduate pro-

Canada's medical schools offer residency programs in areas of specialty where they can guarantee a range and volume of experience that equips residents to satisfy the requirements of the College of Family Physicians of Canada and the Royal College of Physicians and Surgeons of Canada. Queen's offers 32 such programs. Across Canada, there are a limited number of positions

Fewer medical students choosing Family Medicine

Trend started before tuition deregulation

BY CELIA RUSSELL

Dising tuition costs bear no direct relationship to a drift from Family Medicine as a career choice, says the Dean of Health Sciences.

At the same time, Queen's Family Medicine program is one of only two in Canada filled to capacity, Dr. David Walker said in a report to Senate May 2. "Queen's has a very successful program, with 100 per cent postgraduate positions fully matched."

The trend is worldwide and

started before deregulation of medical program tuition fees. "In fact, enrollment in family medicine is on the decline in Australia where medical students pay no fees at all."

The concern of indenture influences students' drive to meet a societal need, said Dr. Walker, referring to research by Dr. Walter Rosser, new head of Queen's Family Medicine and an internationally renowned authority in primary care research and family medicine education. "They are afraid that they would be forced to go work in rural areas, which can be daunting if one is married to an engineer or a corporate lawyer."

Another reason for the shift away is that it takes longer to train for a specialization in surgery than family medicine. "If a student selects family medicine and decides later to be a surgeon, it is harder to switch back. If one selects surgery, then there is still an option for change later on. If undecided, they will likely choose surgery." □

For more Senate news, see page 4.



Human Resources

Please Note:

- Departments requiring casual hourly paid secretarial or clerical assistance should contact Patti Evaristo in Human Resources, 533-2070.
- Requisitions for staff replacement, with appropriate approvals, must reach the Human Resources Department by noon of the Monday one week prior to the date of issue.
- Applications received from internal candidates will be acknowledged by the Department of Human Resources. The results of each competition will be posted under the Gazette heading "Appointments" as soon as possible after the conclusion of the recruitment and selection process.
- Closing date for the following positions is Tuesday, May 28, at 4:30 pm. Late applications will not be accepted. Please submit a letter of application indicating the specific position desired and a detailed resume including your employee number.

Resumes will be accepted from Queen's employees with Internal Status ONLY unless the position specifically invites External applications.

Queen's University has an employment equity programme, welcomes diversity in the workplace and encourages applications from all qualified candidates including women, aboriginal peoples, persons with disabilities and racial minorities

Summer job postings

Once again, the Department of Human Resources will be posting vacancies on its website throughout the summer months to augment the Gazette schedule. Deadlines for advertising job vacancies are the same as always - Monday of the week prior to publication. Queen's staff will receive an information email, with an appropriate link, directing them to current advertisements. Reminders of publication dates for the Human Resources website postings will be placed in each Gazette throughout the summer.

In addition to the monthly Gazette publications, the Human Resources website (www.queensu.ca/hr) will publish vacancies on the following dates (copy deadlines in brackets):

June 3 (May 27 deadline)

July 2 (June 24 deadline)

July 29 (July 22 deadline)

August 26 (August 19 deadline)

Please check both the Queen's Gazette and Queen's Today for the Gazette summer schedule. Job postings will also be available in hard copy on the bulletin board at Human Resources in Richardson Hall.

Staff Vacancies

Following the completion of the Queen's Job Evaluation (QJE) review for positions in Grades 2 - 9, you will notice we have included the cluster in the following job ads which represents the job family, branch and grade (e.g., ADMG5 is Administration Family, General Branch, Grade 5). Generic position overviews for clusters can be found on the HR website at www.hr.queensu.ca.

Specific job overviews for positions advertised under 'Staff Vacancies', with the exception of CUPE Local 229 postings, continue to be available in the HR depart-

*If you wish to be considered for the following positions apply in writing to Pat **Eaton in Human Resources**

Appointments

Chris Oliver

Instrumentation Technologist Civil Engineering 2002-32

Neil Porter (Civil Engineering)

Head Coach, Men's Basketball/ Program Assistant School of Physical & Health Education 2002-28

Associate Microcomputer Information Technology Services

This is a term appointment working 100% time until April 30, 2003.

Major Responsibilities: provide support services to faculty, staff and students through a new IT Support Centre; provide technical support on a triage basis, with a primary focus on second level support for microcomputer systems and software; distinguish software problems from hardware problems and resolve or route accordingly: troubleshoot operating system, network configuration and basic application software problems; troubleshoot and consult through telephone, walk-in and on-site customer interactions; collaborate with other ITS staff or units in responding to problems and in identifying and implementing preventative measures; assist in maintaining systems in the University's computing sites; develop solutions to common problems and enter them into a web-accessible knowledge-base; develop system images for microcomputers managed by ITS; learn and develop expertise with new operating systems and microcomputer hardware and software on an ongoing basis; responsible for a range of interactions between ITS and their customers; collaborations with other ITS staff as necessary may require staggered hours during the academic year.

Requirements: three-year post-secondary degree or diploma in computing or information technology and some relevant experience (or an equivalent combination of training and experience); professional certifications such as A+ and MCP desirable; strong background in supporting Windows and Macintosh microcomputers running a variety of operating systems; indepth knowledge of Internet, Microsoft and other network protocols; solid understanding of current microcomputer hardware; awareness of how technology is used at Oueen's would be a key asset; excellent interpersonal skills; must be a skilled diagnostician, communicator and problem solver, be adaptable, like to continually learn, and able to interact effectively with users ranging from novice to very technical; ability to work independently, but also in a dynamic, responsive team environment;

Minimum Hiring Salary: \$34,192 Salary Grade 6 – ITUS6

Administrative Assistant and **Academic Advisor Faculty of Arts and Science**

Major Responsibilities: report to the Assistant to the Associate Deans (Studies); responsible for coordinating and assisting with the administrative processes involved with the creation of the Human Health programs; coordinate the updating of faculty recruitment publications; assist with the administrative processes and information needs related to admissions; assist with work related to student issues arising from the Executive Admissions Committee; provide academic advising to undergraduate students: support the work of other areas of the Faculty Office as needed.

Requirements: three years of post-secondary education with several years of relevant experience working in a post-secondary environment (or an equivalent combination of education and experience); progressive experience in a service-oriented administrative office; thorough working knowledge of the Faculty's academic programs, regulations, policies and procedures; excellent writing and interpretive skills; strong interpersonal and communication skills; ability to explain regulations and complex procedures to students and Faculty Office staff and to answer concerns accurately and with empathy when dealing with students; proven analytical and problem-solving skills to identify problems with content of publications and recommend changes; proficiency with PC applications software

(word processing, spreadsheet, database) as well as PCICS and internet tools; experience with GQL an asset; excellent time management and organizational skills.

Minimum Hiring Salary: \$38,773 Salary

Coordinator, Special Projects Office of the Principal 2002- 52

This is a continuing appointment resulting from a restructuring of positions in both the Office of the Principal and the Office of the Vice-Principal (Academic).

Major Responsibilities: work with the Director, Office of the Principal and the Associate Vice-Principal (Faculty Relations) - Office of the Vice-Principal (Academic); responsible for two major functions: ongoing coordination and management of the **Faculty Recruitment and Support Program** (independently coordinate a set of non-academic programs and services to complement the recruiting efforts of departments and faculties), and coordination of the government relations function at Queen's (provide support to the Principal and other senior administrators in their roles as spokespersons and institutional representatives to senior levels of government; develop and implement an effective communications strategy for all levels of government; monitor and analyze government announcements and policy decisions, and represent Queen's at government func-

Requirements: university degree and work experience at a senior level in strategic communications and planning, and project management: strong marketing and communications background; sound knowledge of government structures and processes; extensive knowledge of Queen's and the Kingston community and an established network of contacts; knowledge of the academic operations of the university and ability to work effectively with academics and senior administration; good computer skills and some expertise in development of web-based materials; understanding of the interaction between the university sector and all levels of government; excellent written and oral communication skills; proven initiative and resourcefulness to work independently with little supervision; ability to assume responsibility for all levels of project management; ability to work cooperatively with the Office of the Vice-Principal (Academic) and the Office of the Principal to design and develop policy in key areas and to prepare background reports and presentation materials as required.

Minimum Hiring Salary: \$53,754 Salary

Other Positions

Nominations for Director, International Programs Office, **Faculty of Arts and Science**

Faculty members, staff and students are invited to submit nominations and /or self-nominations of members of faculty within the Faculty of Arts and Science to serve as Director of the International Programs Office. The Director's responsibility will be to oversee three main areas of international study by student in Arts and Science: international exchanges; study at the International Study Centre at Herstmonceux Castle; and the International Studies Certificate offered at Queen's. Past experience with these areas and demonstrated administrative background will be considered an asset. This is a 50% position for a term of three years. Nominations should be sent to Dean Robert Silverman, ras6@post. queensu.ca, by June 7, 2002.

Research Assistant Asthma Research Unit, **Department of Medicine**

This is a one-year contract position with possibility of renewal.

Responsibilities: coordinate and carry out studies in patients with asthma; perform pulmonary function tests and other physiologic testing; administer questionnaires; work with computer data acquisition programs; accurately observe, record and analyze test results; assist in recruitment of study subjects; interact with investigators, other researchers, health care personnel and patients.

Qualifications: Post-secondary education in respiratory physiology, respiratory therapy, nursing, other health-related field and/or relevant experience; a knowledge of basic and respiratory physiology; post-secondary education and experience in statistics; interpersonal skills with ability to work as a team member; ability to work independently; computer experience; prefer experience with lung function testing and computerized data acquisition.

Salary Grade 6.

Apply with resume and three references to: Dr. Diane Lougheed, Richardson House, 102 Stuart Street, Kingston, Ontario, K7L 2V6. (613) 548-2348.

Technicians and Research Associates (Five positions) Protein Function Discovery (PFD) Research and Training Program, **Biochemistry**

The posts are available for at least three

The PFD infrastructure at Queen's University comprises six modules specializing in Proteomics, Protein Production and Purification, Imaging, Protein Interactions, Bioinformatics, and Protein Structure Determination (Crystallography and NMR).

Responsibilities: operate and maintain twodimensional gel electrophoresis apparatus, mass spectrometers, analytical ultracentrifuges, calorimeters, Biacore, fluorescence and CD spectrometers, fermentors and bioreactors; cross training provided on the operation of other equipment.

Qualifications: Technician - diploma from a recognized technical college; Research Associate - MSc.

Salary will commensurate with qualification and experience.

CV and three references to Dr. Alan Mak. Director of Protein Function Discovery Research and Training Program, 616 Botterell Hall, Queen's University, Kingston, Ontario, Canada, K7L 3N6

Information: maka@post.queensu.ca.

Research Nurse **Obstetrics and Gynecology**

This is a full-time position.

Qualifications: Registered Nurse, 6-24 months research experience, background in gynecology an asset

Responsibilities: assess and recruit subjects for clinical trials, according to protocol; carry out those trials (administer questionnaire, perform delegated acts such as but not limited to venipunctures, gynecological examination, drug dispensing, data extraction from chart); collect data and keep strict records of recruitment progress and database; perform descriptive summary statistics; design, develop, test, and implement experimental protocol under the general guidance of the Principal Investigator; use scientific methods and principals to prepare and conduct procedures, and observe and record results; use judgment and personal initiative to adapt procedures as required to meet the needs of the project and to research on a fairly independent basis.

Salary Grade 7 - NAS7 - Minimum Hiring Salary \$38,773

Resumé to: Dr Marie-Andrée Harvey, fax: 613 548-1330, email: harveym@ post.queensu.ca.

Social Worker Department of Psychiatry

The role is a part-time (.8 FTE) 12 month contract position.

Responsibilities: a range of duties related to intake, assessment and providing treatment for people with a dual diagnosis.

Requirements: registered Social Worker, at the MSW level, for a new clinical position with the multidisciplinary Mental Heath Team in Developmental Disabilities (MHT).

Salary Grade 9.

Inquires: Mr. Philip Burge, Coordinator, MHT at(613) 544-6696. Apply with resume by May 22 to: Dr. Bruce McCreary, c/o DCP, 275 Bagot St., Suite 201, Kingston, Ontario K7L 3G4.

Employee Development

To register or for details call Human Resources at 32070 or www.hr.queensu.ca/ News&Notes/seminars.htm.

Thursday, May 24, 9 am to noon **Assertiveness Techniques for** Success

Discover the difference between passive, aggressive and assertive behaviours. Facilitator: Judith Wilson, Training Consultant.

Thursdays, June 6, 13, 20, 9 am to noon **Minute Taking**

Attend this three-session program to learn how to prepare factual, concise minutes and to follow up effectively. Facilitator: Nancy Owen, Training Consultant.

Wednesday, June 12, 9 am to noon **Meetings That Matter**

Learn guidelines for running effective meetings, the roles of the meeting leader and techniques for handling non-productive behaviours in meetings. Facilitator: Wendy Llovd, Human Resources

Tuesday, June 18, 9 am to noon **Dealing with Difficult Behaviours**

Learn how to handle difficult behaviours with tact and skill. Develop techniques for finding workable solutions. Facilitator: Judith Wilson, Training Consultant.

Wednesday, June 26, 9 am to noon **Effective Manager Series: Manager as Mediator**

Attend this workshop the learn the role of the intermediary in conflict resolution and techniques for finding win/win solutions. Facilitator: Judith Wilson, Training Consultant.

Milestones

Compiled by Faye Baudoux

35 years: Pat Addy, Financial Services.

30 years: Faye Alarie, Documents Unit; Deborah Shea, Alumni Affairs; Necole Wakelin, Information Technology Services.

25 years: Donna Hamilton, Information Technology Services.

20 years: Donna Blake, Interlibrary Loans; Steven Humphrey, Electrical and Computer Engineering; Melody Monte, Psychology; Myrna Raymond, Performing Arts Office; Lloyd Rhymer, Civil Engineering; Larke Zarichny, Geological Sciences and Geological Engineering.

15 years: Stephen Ferguson, Psychology; Marco Giacomello, Information Technology Services; Steven Hodgson, Chemical Engineering; Merry Horton, Admissions Services; Harold McLaren, Residences; Jeffrey Mewburn, Physiology; Pauline Smith, Physiology; Peggy Watkin, University Secretariat; Beverley Woodcock, Bracken Library; Judy Young, Stauffer Library.

10 years: Nancy Carty, Continuing and Distance Studies; Julie Clarke, Cancer Research Labs: Kimberley Dixon, Stauffer Library: lackie lones, Microbiology and Immunology; Kimberly Moore, Physiology.

Five years: Susan McEathron, Anesthesiology: Laurie Vaughan-Evans, Clinical Trials Group.

Employee Assistance Program

For off-campus professional counselling call toll free: 1-800-387-4765 (francais 1-800-361-5676). This service can be reached 24 hours a day, seven days a week. Further information is available on the following website: www.queensu.ca/eap/.

Bulletin Board

Appointments

Dan Langham appointed Director, Environmental Health and Safety

Richard Weatherdon, Associate Vice-Principal (Human Services) announces the appointment of Dan Langham as Director, Environmental Health and Safety effective May 1, 2002. Mr. Langham has efficiently managed the operations of Environmental Health and Safety as Acting Director for the past year. He brings a background that includes a Master of Science degree in Geomorphology, comprehensive experience in environmental health and safety management and a solid understanding of the health and safety issues facing the University.

Acting Director, Instructional Development Centre

Principal William C. Leggett announces the appointment of Susan Wilcox as Acting Director of the Instructional Development Centre effective July 1, 2002. Dr. Wilcox holds a Bachelor of Applied Science from Guelph University and a Master of Education from Brock University: her PhD in Higher Education from the Ontario Institute for Studies in Education (OISE) of the University of Toronto focused on teaching and learning processes in the context of the university system, with an emphasis on the facilitation of self-directed learning among faculty and students. Dr. Wilcox came to Queen's University in September 1992 as Advisor on Teaching and Learning in the new Instructional Development Centre. In her current position as Senior Instructional Development Associate she is full-time consultant to the faculty on teaching methods, instructional evaluation, and curriculum planning, and is responsible for developing educational resources and programs for professors and teaching assistants. Dr. Wilcox is cross-appointed to the Faculty of Education, where she teaches and supervises graduate students in the area of transformative adult learning. She also teaches a course on university teaching and learning for doctoral students interested in a teaching career. As an executive member of the Society for Teaching and Learning in Higher Education, and an active member of the Canadian Society for Studies in Higher Education, she is involved in a series of Canada-wide initiatives to improve university teaching. In making this announcement, Principal Leggett expresses his appreciation to Christopher Knapper who has served as Director of the Centre from its inception in 1992.

Convocation

Invitation To Spring Convocation Ceremonies 2002

You are invited to attend the 2002 Convocations in the Jock Harty Arena of the Physical Education Centre as outlined below:

Thursday, May 23, 2002, 2 pm

Business, Industrial Relations, Public Administration, Urban Planning, Policy Studies Honorary Graduand: Thomas Clifford Kinnear, LLD Faculty of Applied Science
Honorary Graduand: David Dodge, LLD

Friday, May 24, 2002, 2 pm

Faculty of Health Sciences: Medicine, Nursing, Rehabilitation Therapy, Faculty of Law Honorary Graduand: Horace Krever, LLD

Thursday, May 30, 2002, 9:30 am

Faculty of Arts and Science, Physical and Health Education (Anatomy and Cell Biology, Biochemistry, Biology, Chemistry, Community Health and Epidemiology, Environmental Studies, Life Sciences, Microbiology and Immunology, Pathology, Pharmacology and Toxicology, Physics, Physiology)

Honorary Graduand: Shirley Marie Tilghman, DSc

Thursday, May 30, 2002, 2 pm Faculty of Education

Honorary Graduand: Margaret Lois Hooey, LLD

Friday, May 31, 2002, 9:30 am

Faculty of Arts and Science (Communication, Culture and Information Technology, Computing and Information Science, Development Studies, Economics, Geography, Geological Sciences and Geological Engineering, Mathematics and Statistics, Psychology, Sociology)

Honorary Graduand: Manuel Castells, LLD

Friday, May 31, 2002, 2 pm

Faculty of Arts and Science (Art, Canadian Studies, Classics, Drama, English Language and Literature, Film Studies, French Studies, German Language and Literature, History, Jewish Studies, Language and Linguistics, Music, Philosophy, Political Studies, Studies, Russian Studies, Spanish and Italian Languages and Literature, Women's Studies)

Honorary Graduand: Anne Carson, LLD

Assembly:

The Academic Procession will assemble in the Upper Lounge of the Physical Education Centre thirty minutes prior to the Convocation times. If you will be joining the Academic Procession, please contact Janet Cowperthwaite, 533-6000 ext. 77927 or cowperth@post.queensu.ca prior to May 10, 2002 so that sufficient seats may be reserved.

Academic Regalia:

Members of the Academic Procession who do not have a gown or hood should make arrangements with the Alma Mater Society (located in Ross Gymnasium) one half hour before each ceremony. Please present your faculty card for identification.

Receptions:

Receptions are the responsibility of the Faculty or School concerned. You are encouraged to attend these functions and meet with the graduands and their families.

Governance

Honorary degree nominations sought

The Senate Committee on Honorary Degrees invites nominations for the award of honorary degree, the 2003 Convocations. Nomination forms are available at

Awards and Grants

Principal's Development Fund – Category A International Visitors' Program

Principal William C. Leggett and the members of the Selection Committee Vice-Principal (Academic) Suzanne Fortier, Vice-Principal (Research) Kerry Rowe, Associate Vice-Principal (Academic) John Dixon and Special Advisor to the Principal William McLatchie announce the following international visitors to Queen's for 2002-2003 supported under the Principal's Development Fund, Category A:

Faculty	Department	Visitor	From
Applied Science	Chemical Engineering	Denis Dochain	Louvain, Belgium
Arts & Science	Biology	Thierry Boulinier	Paris, France
	Physics	Nora V. Edwards	Mesa, USA
	GIS Lab	Sara Irina Fabrikant	Santa Barbara, USA
	Biology	David S. Jacobs	Cape Town, S. Africa
	Film Studies	William Marshall	Glasgow, Scotland
	Philosophy	Timothy Williamson	Oxford, England
Health Sciences Studies	Ctr for Neuroscience	Dr. Atsushi Iriki	Tokyo, Japan
Nursing	Physiology	Dr. Mariann Piano	Chicago, USA
		Dr. W.K. Samson	St. Louis, USA
School of			
Business		W. Richard Scott	Stanford, USA

The International Visitors' Program provides funds to assist departments and faculties/schools in bringing to Queen's outstanding scholars from outside Canada. Visitors supported by the fund must spend no less than a week on campus, must contribute to teaching and interact with students and faculty in their area of scholarly activity. Funds from this program will be used to support travel and living expenses, and in some cases, a modest honorarium.

http://www.queensu.ca/secretariat/HonDegr e.html or from the University Secretariat, B400 Mackintosh-Corry Hall, 533-6095. Deadline Friday, Aug. 16, 2002.

May Senate Meeting Wednesday, May 29, 2002

The Senate agenda for May 29 and minutes of May 2, 2002 will be on the Senate website: http://www.queensu.ca/secretariat/senate/index.html after May 24. Call 533-6095 for visitor's tickets. Policy Studies Room 202, 9:30 am.

Notices

Retirement Receptions for Barbara Fletcher and Chris Knapper

A retirement reception for Barbara Fletcher, Manager, Clinical Education Centre, takes place Tuesday, June 4 at

4:30 at the centre. For details and to RSVP contact Cathy Hitchins, ext. 74707, hitchins@post.queensu.ca. A reception for Chris Knapper, Director, Instructional Development Centre, takes place Monday, June 10, 4 to 6 pm at the University Club. For details and to RSVP, go to www.queensu.ca/idc/chris_knapper/.

Canada's Wonderland Ticket Discount

Alumni Services will again this year offer Paramount Canada's Wonderland individual one-day admission tickets at deeply discounted group rates to all faculty and staff! To order tickets, or for information, call Dawn-Marie Parslow, ext. 77905, or visit Alumni Services in the basement of Summerhill.

Physical Education Centre

Monday, May 20 to Sunday, Aug. 4, 2002

Hours the Building is Open

Monday to Thursday 7 am to 9 pm Friday 7 am to 6 pm Saturday and Sunday Closed

Recreation Swim

Monday, Wednesday,
Friday 7:15 am to 8:15 am
Monday to Friday 12 pm to 1:30 pm
Monday to Friday 4:30 pm to 6 pm
Monday and Wednesday 8 pm to 9 pm

Family Swim

Tuesday and Thursday 6 pm to 7 pm The P.E.C. will be closed on Monday, May 20 & Monday, July 1, 2002

QUSA Strawberry Social

Wednesday, June 26, 11:30 to 1:30 pm on the grounds of Summerhill. If you can sell tickets prior to the social, hull strawberries, act as kitchen help, runner, scooper, server for half hour shifts the day of the social, donate door prizes or early bird prizes or suggest entertainment, contact the QUSA office at ext. 32215.

PhD Examinations

Members of the regular staff at the university may attend PhD oral thesis examinations.

Tuesday, May 21

Paul Norman Jackson, History. Courting homosexuals in the military: the management of homosexuality in the Canadian Military, 1939-1945. Supervisors: K. Dubinsky and A. English. 522 Watson, 1 pm.

Wednesday, May 22

David Décarie, French Studies. Interfiguralité. Métaphores, allégories et figure du Juif dans l'oeuvre de Louis-Ferdinand Céline. Supervisor: J. Bénard. 318, Kingston, 2 pm.

Thursday, May 23

Gheorghe Cojocariu, Chemistry. NMR investigation of charge transfer complexes in amphiphile solutions and polymer/amphiphile comb-like structures. Supervisor: A. Natansohn. F218C, Frost Wing, 10 am.

Monday, May 27

Raymond Zhao Liang Ye, Electrical and Computer Engineering. Analysis of phased optical waveguide arrays: application to wavelength division multiplexers. Supervisor: D. Yevick. 302, Walter Light Hall, 10:30 am.

Suzan Saud Abu-Abed, Pathology. Characterizing function of the retinoic acid-

catabolizing enzyme CYP26A1 in mouse development. Supervisor: M. Petkovich.102, Richardson Lab,1 pm.

Surplus Items

Stauffer Library offers for sale: 1 Dukane microfilm reader; 1 Dufane microfilm reader, not working; elastics, 73R to 6 boxes; address labels, laser to 1 box; yellow & pink highlighters to 4 boxes; overhead transparency film to 1 box; red file folders to 3 boxes; binders,2", dark blue &

gray to 5 boxes; hanging folders, red to 2 boxes of 25; pads, paper, quad, white, 2 pkgs/5; fold back binder clips to 1 box; pen refills to 1 box/12 plus 3. Call Janet White, ext. 32513.Submit sealed bids market "Stauffer Library" to Fran Lanovaz, Purchasing Services by 4 pm, Monday, May 27. Please mark bids "Confidential". Queen's University is not responsible in any way for the condition of any item(s) it has made available nor for any damage or injury that may occur due to use or removal of the item(s). Queen's University reserves the right to reject any or all of the bids. Only successful bidders will be notified.



Stay Cool

As little as a 2°C Temperature change in Thermostat setting helps save energy. If your area is air conditioned and you have individual control of your office Thermostat, Try Turning

IT up in The summer by 2° C.

conserve to preserve

Calendar

Art

The Agnes Etherington Art Centre

University Avenue

Ongoing exhibitions – Historical Feature and R. Fraser Elliott Galleries, Kazuo Nakamura: the Method of Nature to Sept. 8. Samuel J. Zacks Gallery, BFA on View 2002 to June 23. Davies Foundation Gallery, More Than Meets the Eye: Exploring Works of Art to June 9. Tyiwara: A Selection from the Justin and Elisabeth Lang Collection of African Art to June 30. Love Without an Object, The Art of David Milne to June 30. Bader Gallery. The Contemplative Imagination to Aug. 17. 533-6913. www.queensu.ca/ageth/.

Events

May 31: BFA on View 2002 Reception, 4:30 pm.

Union Gallery

stauffer.queensu.ca/webugall/currentx.html

Departmental seminars

Business: business.queensu.ca/ research/conferences/index.html

Chemistry: www.chem.queensu.ca/ NEWSANDEVENTS/Seminars/ Seminar02W.PDF

Centre for Neuroscience Studies: www. queensu.ca/neurosci/seminar.html

Economics: qed.econ.queensu.ca/pub/calendar/week.html

Physiology: meds-ss10.meds.queensu.ca/medicine/physiol/physiol.sem.html

Public Lectures

Wednesday, May 22 Literacy Centre

Karen J. Grant. The emergent listener: language in the interpretative space. Vernon Ready Rm., McArthur Hall, noon.

Monday, June 3 Psychiatry

Dan Offord, McMaster University. Antisocial behaviour in children and adolescents: possibilities of lowering the burden of suffering. Donald Gordon Centre, Conference Room B, 1 pm.

Tuesday, June 11 Jewish Studies People and Ideas in Jewish History

Aaron Rosenffeld, Queen's. Torah encounters science: Genesis and big bang cosmology. 202 Policy Studies, 7:30 pm.

Special Events

Tuesday, May 28 QUSA 30th Anniversary Celebration Meet and Greet

Help kick off QUSA's 30th Anniversary with this first event of many planned throughout the year. There will be a cash bar, cake, appetizers, punch, door prize, and a 50/50 draw. All proceeds to the QUSA Bursary. Elspeth Baugh Fireside Room, Ban Righ, 4pm.

Monday, June 10, 2002 Annual Spring Barbecue

Principal William C. Leggett and Mrs.Claire Leggett invite you to join your friends and colleagues at the annual Queen's Spring BBQ at Agnes Benidickson Field (next to Grant Hall), 11:30 am 1:30 pm. (rain location: Grant Hall) Watch for your personal invitiation in the mail.

History of Ideas Lectures in Honour of J.A.W. Gunn

On October 18, 2002, Political Studies will present a series of lectures to mark the retirement of J.A.W. Gunn, Sir Edward Peacock Professor of Political Studies. For details contact Political Studies, or go to www.qsilver.queensu.ca/~3cwp/lectures.htm.

Courses and Workshops

IRC Spring Seminars

May 26-30: Dispute Resolution Skills. June 2-7: Change Management Skills Seminar.

June 16- 21: Strategic Human Resource Leadership. Contact Elaine Clark, 533-6628 or ec3@post.queensu.ca.. □