Informal Session of the Senate on January 28, 2010

To provide the opportunity for Senators to ask questions and comment on the Principal's vision document, "Where Next? Toward a University Academic Plan" of January 15, 2010, the Senate Agenda Committee has scheduled an informal session.

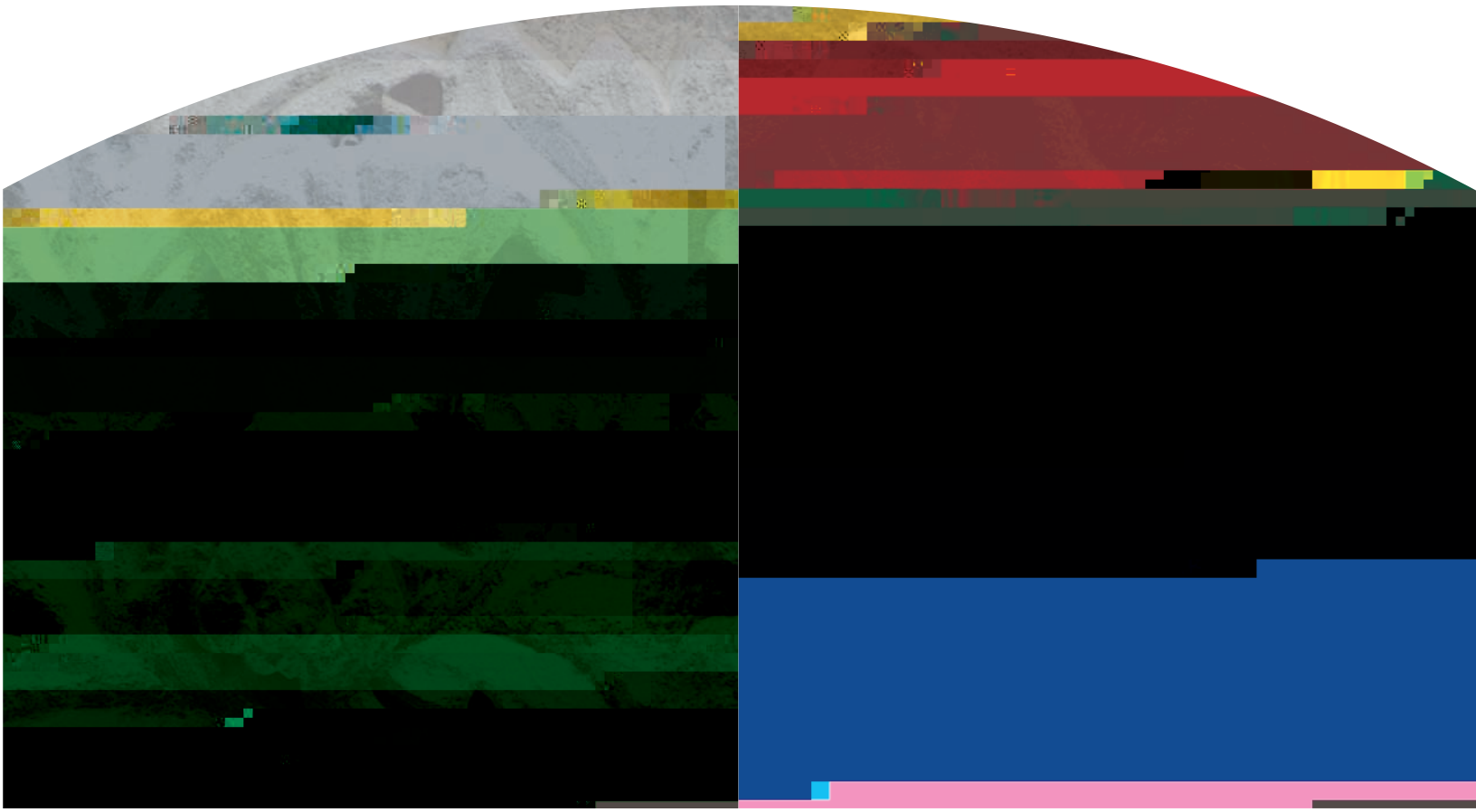
Therefore, a motion will be proposed by the Senate Agenda Committee "that 'Where Next? Toward a University Academic Plan' be considered in an informal session chaired by Senator J. Stairs."

The Senate will move into Informal Session under VIII, Other Business.

Proposed Format for Informal Discussion

One hour has been allotted to discuss the following topics:

1. Four Fundamental Principles (page 4 of the report).
2. Ten Proposals for Consideration (page 7)
3. Some Possible Institutional Priorities (page 16)



Introduction

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TEN PROPOSALS FOR CONSIDERATION

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O$eK - a/K*%K d%K*hi)K - %+"dK beK*%K c(ea*eK aK $+#be(K%fK*i#eH"i#i*edi$*e(di)ci&"i$a(/Ka(ea)K%fK)&ecia"i0a*i%$=Ka$dK%ffe(Kc%+()e)K%(K&(%g(a#)dea"i$gK - i*hK!e/Ki))+e)K%fK*heKda/ J i))+e)K*ha*K*he#)e",e)K - i""Kcha$ge J*%Kf%+(K%(Kfi,eKa$$+a"Kc%h%(*)K%fK)*+de$*)K - h%K - %+"dK)ig$K+&Kf%(K*he#bef%(eK*he/Ka(eK c"%)edK a$dK $e - K%$e)K c(ea*ed<K Thi)K - %+"dK (e'+i(ec%%&e(a*i%$=Kf"e.ibi"i*/Ka$dKaK)ig$ifica$*Kdeg(eeK%fK"%gi)*ic)K#a$age#e$*=b+*KIKbe"ie,eKi*K - %+"dKbeK - %(*hKi*<KK

e ch e o to

Queen's i)K,e(/K(%%*edKiKKig)*%$=Ka$dK%+(K(e"a*i%$)hi&K-i*hK*heKci*/Ki)aKc(+cia"K&a(*K%fK%+(Kide$*i*/<KTheKU$i,e()i*/K)*(%$g"/K)+&&%(*)K"%ca"Ka$d(egi%$a"Kec%$%#icKde,e"%&#e$*Ka$dK#+)*Kc%$*i$+eK*%Kd%K)%<KB+*K-eK#+)*a")%K(eachKbe/%$dKKi$g)*%$=KO$*a(i%Ka$dKCa$ada=KifK-eKa(eK*(+"/Kg%i$g*%Kbec%#eKa$Ki$*e($a*i%$a"J a$dKaK#%(eKdi,e()e J +$i,e()i*/<KWeKa"(ead/ha,eK%eKi*e($a*i%$a"KbeachheadKi$K*heKBISC?K*heKSch%%"K%fKB+)i$e))Kha)i$*e($a*i%$a"i0edKi*)K&(%g(a#)KA86;K%fKc%##e(ceK)*+de$*)Kg%K%$Kai*e($a*i%$a"Ke.cha$geB?KLa-Kha)KaKBISCHba)edKi$*e($a*i%$a"K&(%g(a#?a$dKG"%ba"KDe,e"%&#e$*KS*+die)Ka$dK*heKSch%%"K%fKP%"ic/KS*+die)Kha,e*hei(KF+daKUi,e()i*/Hba)edK&(%g(a#)<K

O+(Ki$c%#i$gH)*+de$*Ki$*e($a*i%$a"Kac*i,i*ie)Ka(eKa"(ead/Kf%(#idab"e=Kb+**he/K-%+"dK&(%fi*Kf(%#Kf+(*he(Kf%c+)<KO+(K)+cce))e)Ki$KChi$a=K-he(eK-eha,eKaKf+""H*i#eK"iai)%$K%ffice(Ka*KF+da$=K#a/K&(%,ideKaK#%de"K*%Kbe&+()+edKe")e-he(e<KWeK$eedK*%K&ic!K)%#eK)*(a*egicKi$*e($a*i%$a"K#a(!e*)a$dKdi(ec*K%+(Ke$e(gie)K*he(e J $%*=KagaiS=K*%K*heKe.c"+)i%$K%fKa""K%*he()=b+*K-i*hK&(efe(e$*ia"Kac*i,i*/<KI$diaKa$dKChi$aKa(eK%b,i%+)Kf%ci=Kb%*he#e(gi$gKec%$%#icK&%-e(h%+)e)<KO*he(Kc%+$*(ie)Ki$KS%+*hKA#e(ica=Af(icaKa$dKA)iaK)h%+"dKa")%Kbec%$)ide(ed<KWeK)h%+"dKb+i"dK%$K*hei$i*ia*i,e)Ka"(ead/Ki$K&"aceKi$K*he)eK&a(*)K%fK*heK-%("d=K)+chKa)K*heKFac+"*/

QUEEN'S PLACE IN THE CANADIAN POST-SECONDARY EDUCATIONAL LANDSCAPE

La)*K)+# #e(KIKe$gagedKi$KaKdia"%g+eKA)%#eK#igh*K)a/Kdeba*eBK - i*hK%*he(#e#be()K%fK*heKGH24Kg(%+&K%fK(e)ea(chHi$*e$)i,eK+$i,e()i*ie)=KaKg(%+&K*%K - hich IKa#K&(%+dK*%Kha,eKQueen's be"%gKadKaKg(%+&Ki$K - hichKQueen's #+)* (e#ai$K<KTha*Kbei$gK)aid=KIKa#K$%*K#+chKc%$ce($edKab%+*K%+(K(e"a*i,eK&"aci$g i$K*ha*Kg(%+&=Ke.ce&*Ki$)%fa(Ka)Ki*K&(%,ide)K*a$gib"eKa$dK(e&+*a*i%$a"Kbe$efi*) a$dK&+#&)K+&K*heK,a"+eK%fK%+(K$a#e=Ka$dKhe$ceK%+(K)*+de$*)DKdeg(ee)<KB/K*he)a#eK'"%gic=K - eK)h%+"dK&a/Ka**e$*i%$K*%K(a$!i$gKe.e(ci)e)K)+chKa)K*heKGlobe,and Mail=KMaclean*s=Ka$dK*heKTimes,Higher,Ed!ca ion,S!pplemen *%K*heKe.*e$*K*ha* *he/K%f*e$Kg+ideK #a$/Ki$*e($a*i%$a"K+$i,e()i*ie)DK deci)i%$)K%$K&%*e$*ia" &a(*$e()hi&)<KB+*K*he)eK(a$!i$g)Ka(eKa*K#%)*Ki$dica*%()K%fK(e&+*a*i%$K%(diag$%)*icK)ig$)<KP+()+i$gKi#&(%,e#e$*K - i*hi$K*he#K)h%+"dK$%*KbeK%+(K%$"/ c%$ce($<KSi#i"a("/=K - eK#+)*Ka")%K#%$i*%(Kh% - K%+(K&ee(Ki$)*i*+*i%$)K&%)i*i%$ *he#)e",e)Kf%(K*heKf+*+(eKa$dKc%$)ide(K*hei(K deci)i%$)K(ega(di$gKg(% - *h= (ec(+i*#e$*Ka$dKf%ciK*%K*heKe.*e$*K*ha*K*he/K#igh*Kaffec*KQueen'sQQQuQsuQ usuQnuuQnQn

c%(e⁄ac*i , i*ie)⁄%f⁄*he⁄&(%fe))%(ia*e<⁄A*⁄*he⁄e$d⁄%f⁄*he⁄da/=⁄*eachi$g⁄)*+de$*)⁄i)
*he⁄c%(e⁄(ea)%$⁄ - h/⁄+$i , e()i*ie)⁄e . i)*=⁄a$d⁄*he⁄(ea)%$⁄ - h/⁄%+(⁄&(% , i$cia"
g% , e($ # e$*)⁄f+$d⁄+)⁄a)⁄be)*⁄*he/⁄ca$=⁄e , e$⁄ac ! $% - "edgi$g⁄*ha*⁄*hi)⁄ha)⁄fa""e$
- e""⁄)h%(*⁄%f⁄$eed<⁄We⁄ - %+"d⁄be⁄(e)ea(ch⁄i$)*i*+*e)⁄%(⁄i$d+)*(ie)⁄ - i*h%+*⁄%+(
)*+de$*)=⁄a$d⁄Queen's i$⁄&a(*ic+"a(⁄ha)⁄a⁄ , e)*ed⁄i$*e(e)*⁄i$⁄ # ai$*ai$i$g⁄a
(e&+*a*i%$⁄a)⁄a⁄)ch%%"⁄*ha*⁄&+*)⁄)*+de$*)⁄fi()*<

SOME POSSIBLE INSTITUTIONAL PRIORITIES

Wi*h%+*k&(e +dgi$gk*hekdi)c+))i%$)k%fk*hek$e.*kfe - k#%$*h)=k*he(eka(ek)%#e %b,i%+)ka(ea)ki$k - hichkQueen's a"(ead/ke.ce")=kha)ke.ce""ed=k%(kc%+"dke.ce"<kI$)e"ec*i$gk - hichk*he)eka(e=k - ek - i""k%b,i%+)"/kha,ek*%ka)!k*hek"a(ge(kE#e*ah '+e)*i%$F>k - ha*kdiffe(e$*ia*e)kQueen's f(%#ka$/k$+#be(k%fk%*he(ke.ce""e$* Ca$adia$k%(k - %("dk+$i,e()i*ie)ka$dk - ha*kca$kc%$*i$+ek*%k#a!ek+)kdi)*i$c*i,e i$ka$ke.*(e#e"/kc%#&e*i*i,ek#a(!e*@kO+(k(e)ide$*ia"k$a*+(e=k*hek'+a"i*/k%fk%+( )*+de$*)ka$dk*hek(e&+*a*i%$k%fk%+(k%+*h%fhc"a))(%%#ke.&e(ie$ceka(ek%b,i%+))*(e$g*h)=k(ef"ec*edki$ke.*e($a"ka&&(ai)a")k)+chka)k*hek Na*i%$a"kS+(,e/k%f S*+de$*kE$gage#e$*kANSSEB=kb+*k*he(eka(ekd%+b*"e))k)&ecifick&%i$*)k%fkacade#icdi)*i$c*i%$k - ek$eedk*%kb(i$gk*%k*hekf%(e<

Le*k#ek)+gge)*kak&%))ib"ekfe - kf%(kc%$)ide(a*i%$>

er ro e t Ak"%*k%fk&"a/e()ka(eki$k*hi)kga#e=kb+*k - e ha,ekakc%#&e*i*i,ekad,a$*age<kWekka(eki$,%",edki$k"eadi$gHedgek(e)ea(chki$)+chk!e/ka(ea)ka)kf+e"kce""k*ech$%"%g/=kg(ee$kche#i)*(/=k$+c"ea(k#a*e(ia")ka$d e$,i(%$#e$*a"k&%"ic/k*ha*k"i$!k)ch%"a()hi&ka$dki$$%,a*i%$kac(%))kb%*hk*he h+#a$kadka*+(a"k)cie$ce)ka$dk - eka(ek)i*+a*edki$kakci*/k*ha*kai#)k*%kbek%$ek%f *hekEg(ee$e)*Fki$k*hekc%+$*(/<

ter t o e e op e t A)kakE&+b"ickk)e(,iceFk+$i,e()i*/k%fka "eadi$gkE#idd"ek&% - e(=Fkc%#i**i$gk%+(k)*+de$*)ka$dkQueen's *%k#a!i$gk*he - %("dkakbe**e(k&"acek - i""khe"&kb%%)*k%+(kg"%ba"k&(%fi"e<kA$dki*ki)k*hek(igh*k*hi$g *%kd%<k

MEASURES AND MILESTONES

O+(ꝁacade#icꝁ&"a$ꝁca$$%*ꝁ)i#&"/ꝁbeꝁaꝁdec"a(a*i%$ꝁ%fꝁ$%b"eꝁg%a")=ꝁ%&e$ꝋe$ded a$dꝁ-i*hꝁ$%ꝁ&(%ce))ꝁf%(ꝁ#ea)+(i$gꝁ&(%g(e))<ꝁO*he(-i)eꝁ*he)eꝁg%a")ꝁ-%+"d (a&id"/ꝁbec%#eꝁe#&*/ꝁ&"a*i*+de)<ꝁE,e(/ꝁ+$i,e()i*/ꝁa)&i(e)ꝁ*%ꝁEe.ce""e$ce<FꝁThe '+e)*i%$ꝁi)=ꝁh%-ꝁd%ꝁ-eꝁa**ai$ꝁi*@

Fi()*ꝁ%fꝁa""=ꝁa,plan,i self,is,a, ime+limi ed,doc!men ,#hich,m!s ,be,re"isi ed,ann!all%' I*ꝁ-%+"dꝁbeꝁ-%()eꝁ*ha$ꝁ+)e"e))ꝁifꝁaf*e(ꝁ%+(ꝁ/ea(ꝋ"%$gꝁde,e"%&#e$*ꝁ&(%ce))=ꝁ-e ad%&*edꝁaꝁ&"a$=ꝁ&a**edꝁ%+()e",e)ꝁ%$ꝁ*heꝁc%""ec*i,eꝁbac!=ꝁa$dꝁfi"edꝁi*ꝁa-a/<ꝁ

Sec%$d=ꝁ%+(ꝁacade#icꝁ&"a$ꝁ#+)*ꝁbec%#eꝁ*heꝁ(%ad#a&ꝁf%(ꝁ*heꝁ$e.*ꝁ&a(*ꝁ%fꝁ*he Queen's %+($e/<ꝁI*ꝁ#+)*ꝁc"ea("/ꝁide$*if/ꝁ%+(ꝁg%a")ꝁa$dꝁh%-ꝁ-eᗡ(eꝁg%i$gꝁ*% (eachꝁ*he#<ꝁThi)ꝁ-i""ꝁ(e'+i(eꝁ+)ꝁ*%ꝁdefi$eꝁ)&ecificꝁ*a(ge*)ꝁa$dꝁ#i"e)*%$e)ꝁ*ha* -eꝁ-i""ꝁ+)eꝁ*%ꝁ#ea)+(eꝁ%+(ꝁ&(%g(e))<ꝁS%#eꝁ%fꝁ*he)eꝁ-i""ꝁbeꝁ+$i*Ꝋ)&ecific=ꝁ%(fac+"*/Ꝋ)&ecific?%*he()ꝁ-i""ꝁbeꝁi#&%)edꝁb/ꝁ#+"*iꝊ/ea(ꝁacc%+$*abi"i*/ꝁag(ee#e$*)

TWO RETROSPECTIVE HISTORIES

Le*ĸ#eĸe$dĸ - i*hĸ)%#eĸ)&ec+"a*i , eĸfic*i%$<ĸ

tor EFaced - i*h(i)i$g(c%)*)(a$d(di#i$i)hi$g(e,e$+e)=(Ca$adia$ +$i,e()i*ie)(c%$*i$+ed(*%()*(+gg"e(- e""(i$*%(*he()ec%$d(decade(%f(*he(ce$*+(/< S%#e(e$*e(&(i)i$g(i$)*i*+*i%$)(decided(*%(+)e(*he(c(i)i)(*%()ei0e(*he(i$i*ia*i,e= b(ea!(*he(#%+"d=(a$d(ada&*(*he#)e",e)(*%($e - (ci(c+#)*a$ce)<(Queen's U$i,e()i*/(- a)(a("eade((i$(*hi)(&(%ce))<(I$(a(fe - (h%(*(/ea()=(i*((ede)ig$ed(i*) +$de(g(ad+a*e(c+((ic+"+#(*%(acc%##%da*e(&(%,i$cia"(g(% - *h(a$d(acce)) i$i*ia*i,e)=(b+*(did()%(i$ - a/)(*ha*(did($%*(c%#&(%#i)e(' +a"i*/<(I*(b+i"*(%$(i*) *(adi*i%$a""/()*(%$g((e&+*a*i%$(f%((+$de(g(ad+a*e(e.&e(ie$ce(a$d(+)ed(*ha* Eca&i*a"F(*%(&%)i*i%$(i*)e"f(f%((*he(*$e.*(ce$*+(/=(' +ic!"/("ea,i$g(#%)*(%f(i*)(&ee() behi$d<(U$de(g(ad+a*e(a$d(g(ad+a*e()*+de$*)(a&&"ied(i$(g(ea*($+#be() beca+)e(%f(Queen's f"e.ib"e(a$d(di,e()e((a$ge(%f(*eachi$g(#e*h%d)=(i*)(abi"i*/ *%("i$!( )*+d/(- i*h( )%cia"(e$gage#e$*(a$d(c%###+$i*/( )e(,ice=(i*) +$c%#&(%#i)i$g(f%c+)(%$(&(%d+ci$g()*+de$*)(de,%*ed(*%(#a!i$g(a(g"%ba" diffe(e$ce=(a$d(i*)(acce"e(a*ed(&a*h - a/)(*% - a(d(deg(ee('+a"ifica*i%$)< S*(a*egica""/(f%c+)i$g(i*)((e)ea(ch(i$(&a(*ic+"a((a(ea)(b(%+gh*(i$(i$c(ea)ed fede(a"(f+dig(a$d(e$ha$ced(*he(U$i,e()i*/D)((e&+*a*i%$(ab(%ad=(be$efi*i$g *he(e$*i(e(fac+"*/=()*affa$d()*+de$*(c%###+$i*/<(Queen's a")%(#ai$*ai$ed(i*) &%)i*i%$(a)(a(E*%&(e#&"%/e(F(i$(Ca$ada<(B/(3131=(i*(had(e)*ab"i)hed()&ecia"i0ed ca#&+)e)(%((&(%g(a#)(i$(%*he((&a(*)(%f(*he(c%+$*(/(a$d(ac(%))(*he(- %("d #a!i$g(i*=(de)&i*e(i*)(#%de)*)i0e=(Ca$ada)(&(e#ie((i$)*i*+*i%$(c%#bi$i$g(high '+a"i*/(+$de(g(ad+a*e(*eachi$g(- i*h"eadi$g(edge(e)ea(ch<F

The(e(a(e("%*)(%f(%*he(&%))ib"e()ce$a(i%)=(b+*(be* - ee$(*he)e(* - %=(I(!$% - (- hich %$e(I(&(efe(<(

Le*D)(*a"!(ab%+*(h% - (- e()h%+"d(#%,e(f%(- a(d<

QUESTIONS TO GUIDE UNIT/PROGRAM AND FACULTY LEVEL SUBMISSIONS

C+((e$*ec%$%#ic$d$b+dge*a(/c%$di*i%$)ad$cha""e$ge)$a(e$+$"i!e"/$*%chage$i$$*he$$ea($%($di)*a$*$f+*+(e<$A*$*he)a#e$*i#e=$*he$P(e#ie($ha)$)e*$*he$a#bi*i%+)$g%a"$*ha*$81 ;$%f$*he$&%&+"a*i%$$-i""$g(ad+a*e$-i*ha&%)*H)ec%$da(/'+a"ifica*i%$=ad$*he$Mi$i)*(/$%f$T(ai$i$g=$C%""ege)adUi,e()i*ie)$AMTCUB &(%ec*)$*ha*$be*-ee$$3119H1:ad$3126H27=+$i,e()i*/$a&&"ica*i%$)$i$$O$*a(i%$-i""$(i)e$b/$53=111$I$69=111<$O+($abi"i*/$*%$(e)&%$d$*%$*hi)ic(ea)ed$de#a$d$-hi"e(e*ai$ig%+($c%##i*#e$*$*%$'+a"i*/$(e'+i(e)$*ha*$-e$"%%!$c"%)e"/$a*$-ha*$-e$d%=$h%-$-e$d%$i*$adh%-$-e""$-e$d%<$We#+)*bec"ea(H#idedad)*(a*egic<Weca$$%*$d%$e,e(/*hi$g=$)%$-e$#+)*$ch%%)e$%+($a(ea)$%f$f%c+)<$Whi"ebeig$#i$df+"%f$*he$*(e#e$d%+)$di,e()i*/$-hich$cha(ac*e(i0e)$*hi)$i$)*i*+*i%$=$ac(%))$Fac+"*ie)ad$e,e$$-i*hi$$+$i*)=$-e$#+)*$f%(gea$c%he(e$*$c%##%$$,i)i%$$f%($*he$f+*+(e<

Wha*ka(ek/%+(ka(ea)k%fkde#%$)*(a*edke.ce""e$ceki$k(e)ea(chka$dkg(ad+a*ek*eachi$g@kIde$*if/k$%k#%(ek*ha$k*h(ee<

Wha*k#e*(ic)kd%k/%+k+)ek*%ke)*ab"i)hkEe.ce""e$ceF@[4]

A(ek*he(ek&a(a""e"ka(ea)k%fk)*(e$g*hki$k%*he(k+$i*)ki$k/%+(kFac+"*/k%(ke")e - he(eka*kQueen's *ha*k#igh*k#e(i* *hi)kbei$gkakU$i,e()i*/ka(eak%fke#&ha)i)@

O+*"i$ek*hekc+((e$*ka$dkf+*+(ek(e"a*i%$)hi&kbe* - ee$k(e)ea(chka$dk*eachigkik/%+(k+$i*ka$dk&(%g(a#)<k

S&ea!k)&ecifica""/k*%>

U$de(g(ad+a*ek&a(*ici&a*i%$ki$k(e)ea(chkAc+((e$*ka$dkf+*+(eB

G(ad+a*ek)*+de$*k(%"eki$k*hek(e"a*i%$)hi&kbe* - ee$k(e)ea(chka$dk*eachi$gkAc+((e$*ka$dkf+*+(eB

c R%"ek%fk&%)*d%c*%(a"kfe""% -)ka$dk(e)ea(chka))%cia*e)kifka&&"icab"e

Wha*ki$*e($a*i%$a"kac*i,i*ie)ki)k/%+(k+$i*ke$gagedki$kA&"ea)ekfee"kf(eek*%k+)ek#a*e(ia"kge$e(a*edkf%(k*hek N%,e#be(k311:k'+e(/kf(%#k*hekP(i$ci&a"k*%kDea$)Bka$dk - ha*kaddi*i%$a"kac*i,i*ie)k - %+"dki*k - i)hk*%ke$gagek i$=kgi,e$k(e)%+(ce)@

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TIMELINE FOR ACADEMIC PLANNING PROCESS

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