

# QUEEN'S CHEMISTRY INNOVATION COUNCIL

## TERMS OF REFERENCE

### Goal

#### Primary Objective

Develop solid relationships with global chemicals and materials based industries, to promote research and Queen's chemistry graduates, to ensure that Queen's programs in chemistry are innovative, are aligned with the foreseeable needs of industry, and are appropriately funded.

#### Mission

The Council is an Advisory Body enabling greater interaction among the Dept of Chemistry, Queen's University, Industry, Government and Society to the benefit of the Dept of Chemistry and its people. The Council will work with the Department to achieve recognized leadership, excellence and innovation in the fields of scientific discovery, development and education. Queen's Chemistry will thereby strive to become the chemistry department of choice in Canada.

#### Vision (by 2010)

Queen's Chemistry is the chemistry department of choice in Canada and recognized around the world. The QCIC has played an integral role by contributing to the following:

*Highly sought after graduates.* Industry is aggressively recruiting our graduates because of their diverse scientific and non-scientific skills;

*Stable funding.* Sustainable \$\$\$ are in place from a variety of corporate and government sources (\$100M science fund!);

*A major invention/discovery* developed jointly with QU & industry has resulted in thousands of new jobs, \$ & recognition;

*Engaged Membership.* We have 20 Council members, an extensive secondary network, and hundreds of industry folks very keen to join;

*Network.* Members have established an extended network of industry, academic & government contacts want to be involved;

*Governance and Structure.* There are regular interactions, clear roles and responsibilities defined, and succession plans are in place;

*Curriculum and training.* A unique program is in place that combines theory and practice to produce graduates that have practical skills that differentiate them from other universities

### Role

The role of the Queen's Chemistry Innovation Council (QCIC) is to provide advice and support to the Department Head of Chemistry and to the Dean of Arts and Sciences. Innovation Council members advise on topics of relevance in a way that recognizes the context of the Department and the University. They also support the Department Head and Dean in handling specific issues where their experience and knowledge is especially helpful.

## Areas of Consideration

The Department Head and Dean will likely ask for advice in such areas as:

- New or special programs
- Curriculum design
- Research partnerships
- The image of the Department and how to build upon its strengths
- Relations with the industrial community
- Finances
- Revenue-generating initiatives & fund-raising
- Student activities, recruitment and/or programs
- Intellectual properties

Although the Faculty of Arts and Science and the Department are responsible for implementing the majority of fund-raising tasks, the Department Head and Dean will look to Innovation Council members for their help and support in fund-raising, in ways appropriate to individual members.

## Innovation Council Organization

1. The Innovation Council will consist of:

- The Department Head and Dean (*or designate*)
- A Chairperson (appointed by Department Head and Dean)
- An Executive Committee (optional), which consists of:
  - The Chairperson
  - The Past Chairperson
- At least two other members of the Innovation Council
- Approximately 20 members
- Innovation Council Secretary (Queen's Development Officer)

2. The term of members is two or three years, with the term normally ending after the autumn Innovation Council meeting at Queen's. About one-third of the membership should change each year.

3. The term of the Executive Committee members may be extended an additional two years.

4. The term of the Chairperson is normally two years in this position.

5. The Innovation Council will normally meet two or possibly three times a year:

May/June: This meeting is held in the afternoon and includes a working lunch. An Innovation Council member generally hosts this meeting. The Executive Committee (if one exists) meets just prior to the full Innovation Council meeting.

February Teleconference meeting may be called by the Chairman, if there are sufficient orders of business and sufficient members can attend

October in Kingston: meeting starts on a Thursday evening with a dinner, followed by remarks and a question and answer period from the Principal and/or people of interest to the group. Friday is then a full day meeting, which takes advantage of the Department of Chemistry location to involve faculty and students. This meeting finishes at approximately 3:00 p.m.

In addition to the three meetings a year, it is normal for some members of the Innovation Council to have regular, meaningful interaction with lead faculty and the Department Head, and to perform some activities useful to the Department between meetings, such as investigating an issue, or creating a sub-committee.

### **Innovation Council Mode of Operation**

The Innovation Council is basically a forum for the exchange of questions, ideas, advice and support. The Department Head keeps the Innovation Council informed of issues and areas of concern at the Department and the University through updates at the May/June and February meetings, with a more complete report at the October meeting. As well, updates of recent news or information are sent to members periodically. Members are also expected to reciprocate by informing the Department Head from time to time about issues and areas of concern to industry and the University. Faculty members are invited to attend council meetings and make presentations on topics agreed to by the Department Head and Innovation Council Chair. Faculty members are also encouraged to have regular meaningful interaction with Innovation Council members. The October meeting at the Department is organized to provide opportunities for Innovation Council members to interact with faculty and students.

When the Innovation Council identifies, or is asked by the Department Head to respond to a major issue, this task is commonly carried out by the creation of an ad hoc sub-committee of three or four members. The sub-committee meets between Innovation Council meetings, studies the issue, and drafts a report that is then discussed by the Innovation Council.

The intent is that while a significant part of the Innovation Council meetings naturally involves presentations of some sort, more of the meeting time should involve discussion. From time to time, it may be appropriate to bring in an outside speaker with special knowledge.

### **Innovation Council Membership**

The intent is that Innovation Council members have an industry focus, with broad representation from diverse organizations and working backgrounds. Representation among knowledgeable government leaders will also be sought to ensure a diverse structure.

Experience has shown that Innovation Council members may more easily attend meetings if membership is largely drawn from the Greater Toronto, Ottawa, Montreal and Kingston areas, and points in between. However, representation from Western and Maritime Provinces and the United States is also important and desirable, as befits a national University with an international distribution of alumni.

When someone is asked to become an Innovation Council member, the objective is active participation and attendance. It is not the intent to have "big name symbolic" members who are so busy they can never actually attend.

Membership nominations from Innovation Council members are welcomed. The Department Head and Dean and the Innovation Council Chair will determine and carry out the Innovation Council membership invitations.