



QUEEN'S UNIVERSITY COUNCIL
Elected Trustees update to University Council
October 18, 2013

Introduction

We have been extremely privileged to serve both Council and the University by serving on the Board of Trustees. This has been a busy and productive year on the Board. While completing a significant reform process, the Board has and continues to make other improvements to its operating effectiveness. Throughout the year, the Board has taken several actions of relevance to Council.

Reform Process

The Board has completed a significant reform of its structure and size:

	Previously	Current
Size	• 44	• 25
Constituencies	<ul style="list-style-type: none"> • 3 ex-officio (Chancellor, Principal, Rector) • 15 elected by the Board of Trustees • 7 elected by the Benefactors • 6 elected by the Graduates • 6 elected by University Council • 2 elected by the Staff • 2 elected by the Students • 2 elected by the Faculty • 1 elected by the Theological College 	<ul style="list-style-type: none"> • 3 ex-officio (Chancellor, Principal, Rector) • 10 elected by the Board of Trustees • 6 elected by University Council • 2 elected by the staff • 2 elected by the students • 2 elected by the faculty
Committees	<ul style="list-style-type: none"> • Finance • Audit • Environmental Health and Safety • Advancement • Governance and Nominating • Campus Planning and Development (<i>Board committee to which Senate members were appointed</i>) • Human Resources • Investment • Pension • University Planning Committee (<i>joint with Senate</i>) 	<ul style="list-style-type: none"> • Capital Assets and Finance • Audit and Risk • External Relations and Development • Human Resources • Governance and Nominating • Pension • Investment • University Planning Committee (<i>reformed – joint with Senate</i>)

New Meeting Structure

Barbara Palk's term as the new Chair of the Board of Trustees began June 1, 2012 and the implementation of a new meeting structure began with the first quarterly meeting in September. The new structure provides additional time for the Board and administration to discuss issues of significance and of long-term strategic importance. A portion of this additional time is held in camera without university administration present to allow frank discussion of issues. Feedback is solicited from every board member on what went well and what could be improved. In camera sessions are not minuted, so no actions or approvals are taken.

Times approx..	Previous Model (to May 2012)	Current Model	Explanations
Friday evening 5:30 – 6:30 PM	<i>Board dinner</i>	<ul style="list-style-type: none"> Selected topics for continuing orientation will be added throughout the year 	<ul style="list-style-type: none"> Opportunity to interact with Board members and informally discuss matters relevant to the university
6:30 – 7:30 PM	<i>Closed session</i> <ul style="list-style-type: none"> Without observers With Secretary and Associate Secretary present Guests as required 	<ul style="list-style-type: none"> Addition of Provost and Vice-Principals 	<ul style="list-style-type: none"> For consideration of confidential business, including but not limited to personnel, finance and property matters
7:30 – 9:30 PM	<i>Open session</i> <ul style="list-style-type: none"> Updates from administration Updates from key constituents (AMS President, SGPS President, Rector) Committee reports including action items from Board committee meetings, which have taken place that day or earlier 	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> The public may attend open sessions, subject to space limitations. Sessions are generally attended by University community members
9:30 PM	<i>Reception</i>	<ul style="list-style-type: none"> No change 	<ul style="list-style-type: none"> Opportunity to interact with community members and to continue informal discussion
Saturday morning 8:30 – 9:30 AM	<ul style="list-style-type: none"> Themed sessions on topics of relevance to the University (previous topics have included the academic plan, internationalization etc...) 	<ul style="list-style-type: none"> Meeting reconvenes; items include discussion of matters of financial and strategic importance 	<ul style="list-style-type: none"> Normally for topics requiring significant board discussion
10:30 – 12:00 PM		<i>Closed session</i> <ul style="list-style-type: none"> Discussion continues without observers 	<ul style="list-style-type: none"> For consideration of confidential business and matters arising from content discussed
		<i>In-Camera Session</i> <ul style="list-style-type: none"> Board members with the Principal and University Secretary present followed by Board members without the Principal 	<ul style="list-style-type: none"> Candid discussion among Board members as well as an opportunity to develop feedback

Highlights of Notable Board Actions and Activities

Meeting	Details
September	<p><i>Approved the Principal's goals for 2012-2013</i></p> <ul style="list-style-type: none"> • Expand relationship-building with internal constituencies. • Achieve workable solutions for non-academic discipline and alcohol policy • Implement the new budget model • Successfully launch the public campaign • Continue governance reform • Complete planning for the safe return of fall reunions • Advance international profile building <p><i>Public launch of the Initiative Campaign</i></p> <ul style="list-style-type: none"> • \$500M in donations + \$100M in estate donations by 2016 <p><i>Joint Board-Senate retreat (first time in 10 years)</i></p> <ul style="list-style-type: none"> • Overall focus: how can the University deliver its academic mission given financial realities • How can Board and Senate more collaboratively work together
December	<p><i>Residence construction</i></p> <ul style="list-style-type: none"> • Approved construction of two new residences (~550 beds) for \$70M <p><i>Review of the Principal</i></p> <ul style="list-style-type: none"> • The Board appointed several trustees, including councillors Bruce Mitchell and Dan Tisch to the joint Board and Senate committee to review the Principalship, chaired by Chancellor David Dodge <p><i>Strategic Framework</i></p> <ul style="list-style-type: none"> • Reviewed and provided advice to administration on the development of a strategic framework for Queen's
March	<p><i>Residence Construction</i></p> <ul style="list-style-type: none"> • Approved a project to renovate the west campus kitchen areas for \$2.2M and another \$1.5M project to renovate the former Sidewalk Café in the JDUC – both projects funded by Housing and Hospitality Services <p><i>Provost's Update</i></p> <ul style="list-style-type: none"> • Received an update on the ongoing review of the Agnes Etherington Art Centre and the School of Policy Studies <p><i>International Implementation Plan</i></p> <ul style="list-style-type: none"> • Board reviewed and commented on a draft of the international implementation plan to improve Queen's profile and position abroad <p><i>Campaign for Queen's</i></p> <ul style="list-style-type: none"> • Received an update that the University surpassed its \$60M fundraising goal for the year three months early. 12,000 have contributed \$61.1M of which 60 benefactors have contributed \$52M <p><i>Ratified the renewal of two research centres</i></p> <ul style="list-style-type: none"> • Queen's-RMC Fuel Cell Research Centre and the Centre for Health Services for Policy Research
May	<p><i>Approved the following financial items</i></p> <ul style="list-style-type: none"> • 2013-14 university budget (\$457M) • 2013-14 tuition fees, residence fees and student activity fees • SNOLAB Institute five-year renewal <p><i>Pension Fund Investment Policy</i></p> <ul style="list-style-type: none"> • Approved an amendment to the investment policy to permit the pension fund to invest 5% of assets in real estate and 5% in infrastructure funds

	<p><i>Reputational surveys</i></p> <ul style="list-style-type: none"> Received and discussed a report on Queen's rankings in three of the most prominent international university ranking indexes: Academic Ranking of World Universities, QS World University Rankings and the Times Higher Education World University Rankings <p><i>Received the following updates on:</i></p> <ul style="list-style-type: none"> Appointment of the new dean of Arts and Science and the reappointment of the deans of the Faculty of Law and School of Business Reintroduction of the Queen's National Scholar program Initiative campaign raised \$67.3M and exceeded its 2012-13 fundraising target
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Current roles played by elected university councilors on the Board during 2013-2014

	Committees	Task Forces and Appointments
Innes Van Nostrand	<ul style="list-style-type: none"> Governance and Nominating (Chair) Audit and Risk 	<ul style="list-style-type: none"> Strategic implementation working group
Dan Tisch	<ul style="list-style-type: none"> External Relations (Chair) Governance and Nominating 	<ul style="list-style-type: none"> PARTEQ Board of Directors Strategic implementation working group Committee to review the Principalship
Toby Thomas	<ul style="list-style-type: none"> Governance and Nominating Queen's University Planning 	<ul style="list-style-type: none"> Campus Planning and Development Committee Task Force
David Pattenden	<ul style="list-style-type: none"> Audit and Risk Governance and Nominating 	<ul style="list-style-type: none"> Board / Senate Retreat Planning Group
Mary Wilson Trider	<ul style="list-style-type: none"> Audit and Risk 	
Colin Lynch	<ul style="list-style-type: none"> Capital Assets and Finance (Vice-Chair) Investment 	<ul style="list-style-type: none"> University Council Executive Committee Strategic implementation working group
Alison Holt* *appointed as an external, non-Trustee member of the Committee	<ul style="list-style-type: none"> External Relations and Development 	

In closing, we'd like to acknowledge the retirement of Bruce Mitchell from the Board as well as his significant contribution to the University. Over his nine years as Trustee elected by University Council, Bruce has served in a number of roles including Vice Chair of the Board, Vice Chair of the Board of Trustees' Finance Committee and as a member of its Campus Planning and Development and Human Resources Committees. Bruce has also played a meaningful role as a member of the Search Committee for the Chancellor. Bruce has provided wise counsel to many at the University and his presence on the Board is missed.

Respectfully submitted,

Innes Van Nostrand Dan Tisch, Toby Thomas, David Pattenden, Mary Wilson Trider and Colin Lynch

The University Council Bursary

Fund: 72224

For fiscal period: May 1, 2012 to April 30, 2013

Gifts contributed to this permanent fund are consolidated with the capital gifts of other donors and invested as part of Queen's University's Pooled Endowment Fund (PEF). The investment objectives and guidelines, the choice of fund managers, and the payout and expense policies applicable to the PEF are determined by the Board of Trustees' Investment Committee. All numbers are rounded to the nearest dollar.

Terms of Reference for the Fund:

Established by members of University Council and awarded on the basis of financial need to students in any faculty or school at Queen's University.

I. Status of the Fund's Capital:

Book Value: Total of gifts to capital account, with reinvested payout and other adjustments

Opening Balance – May 1, 2012		\$135,647
New Capital Account Activity – May 1 to April 30:		
Contribution(s)	4,919	
Other	0	
Recapitalization of Income – as per recapitalization on next page	0	
Total:		4,919
Balance in Capital Account – April 30, 2013		<u>\$140,565</u>

Market Value: Value of capital account reflecting investment appreciation or depreciation since inception.

Units Held	Units	Value per Unit	Market Value
As of April 30, 2013	66,534	2.6588	\$176,901

The University Council Bursary

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II. Status of the Fund's Income:

Income Account Activity: Investment income paid to the account and disbursed for purposes as specified in the fund's terms of reference

Opening Balance – May 1, 2012		\$ 34
Contribution(s)	0	
Income credited based on 2012-13 payout rate (0.0999 per unit)	6,440	
Income credited calculated on new capital account activity	155	
Other	0	
Total:	<u>6,595</u>	6,595
Total available for disbursement through April 30, 2013		<u>\$6,629</u>
Award Recipient(s):		
Name withheld from web publication to respect recipient's privacy.		
Total distributed in period		(6,550)
Transfer to capital account for capitalization – see previous page		0
Balance in Income Account – April 30, 2013		<u>\$ 79</u>

Projected Payout to Income Account (2013-14): Based on the Board approved "payout rate" of \$0.0924 per unit

Units Held as of April 30, 2013	66,534	Units
Payout Rate	0.0924	per unit
Next year's projected income	<u>6,148</u>	\$6,148
Balance from April 30, 2013		\$ 79
Projected Balance in Income Account (May 2013–April 2014)		<u>\$6,227</u>

QUAA Mission Statement

"To reach out and foster a lifelong association with Queen's, to engage our members in the life and work of the University, and to serve the alumni community in all its diversity".

To deliver on this mission, the QUAA volunteer Board of Directors has 4 Top Priorities:

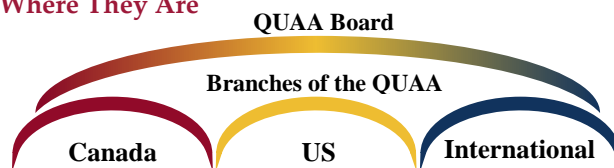
1. Engaging Current Alumni

- Contributes alumni perspective through a national volunteer Board
 - Enhances profile of Queen's accomplished alumni through awards program and annual QUAA Gala Awards evening (April 5, 2014). Please visit: <http://www.queensu.ca/alumni/quaa/awards.html> for information on how to submit nominations.

2. Engaging Future Alumni

- Queen's will be launching a new career and mentoring services module for alumni and students, *Queen's Connects*, in fall 2013. This will replace NetworQ. Logging into Queen's Connects through Career Services MyCareer program will require the use of your Queen's University NetID.
- Access Queen's MyCareer and *Queen's Connects*: <http://www.queensu.ca/alumni/networking/career.html>
- Contact alumni@queensu.ca with questions!
- For anyone interested in connecting to current students through the QSAA Alumni Speaker Event program, please contact Ben Seewald (ben.seewald@queensu.ca) with your interest and availability.

3. Connect with Alumni Where They Are



Alumni living throughout the world are encouraged to come together along geographic lines..." (QUAA constitution)

- Connects alumni to one another through our global network of (48) Branches of the Alumni Association
- New: QTV webcasting of Gaels' Football, Basketball and Volleyball home games (bit.ly/gaelslivestream)

4. Promote the Culture of Alumni Philanthropy and Volunteerism

- 100% participation by QUAA Board in Annual Giving within 12 hours
- Encourages alumni to enhance their volunteer careers through training/orientation programs like Alumni Volunteer Summit, April 4-5, 2014

Watch for:

September 25, 2013	Vancouver Branch Kathleen Beaumont Hill Award Reception honouring: Carman J. Overholt, Law'84		
November 14, 2013	Calgary Branch Johnson Award Reception honouring: Mike Rose, Artsci'79 and Sue Riddell Rose, Sc'86		
November 16, 2013	Toronto Branch John Orr Dinner and Dance honouring: John A. Rae, Artsci'67		
April 4-5, 2014	Alumni Volunteer Summit		
April 5, 2014	QUAA Awards Gala honouring:		
Alumni Achievement Award Alfred, Sc'45, Arts'45, MSc'47, LLD'86 And Isabel Bader, LLD'07	Alumni Humanitarian Award Shelagh Rogers, Artsci'77	Alumni Award for Excellence in Teaching Daniel Lefebvre Department of Biology	One to Watch Award Jeffrey Gallant, Com'11
Outstanding Student Award Rico Garcia, Artsci'14	Branch Marsha Lampman Award Mitch, Arts'53 and Wilda Andriesky, Arts'59 Sarah Chan, Artsci'08	Branch Rising Star Award Monica Dingle, Com'02	Branch Event of the Year Award Calgary Branch – Student Outreach Program
Queen's Student Alumni Association Volunteer of Distinction Award Sierra Megas, Artsci'13			



Jess Joss, Artsci'96
President QUAA, Chair Board of Directors
Jess@insitefulweb.com



Welcome George Jackson, Artsci'85
 Incoming QUAA President, commences his term on April 5, 2014 at Alumni Volunteer Summit

- Experienced member of the QUAA Board of Directors and member of the Grant Hall Society
- Former football Gael, resident of MacNeil House and life-long sailor

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