Minutes of the Annual Meeting
Queen’s University Council
in its 134th year

Queen’s in 2020: Innovation and Change

Friday, May 1, 2009

Appendices:
A. Attendance at Annual Meeting
B. Principal Williams’ Morning Address
C. Annual Report of the Queen’s University Alumni Association (QUAA)
D. Panel Discussion
E. Sub-Themes
F. Dr. Daniel Woolf’s Closing Remarks
G. Distinguished Service Award Citations
A meeting of the University Council of Queen’s University was held on Friday, May 1, 2009 in Ellis Auditorium.

1. Open Session
Chancellor David Dodge welcomed everyone to the 134th Annual Meeting of the University Council. He acknowledged the outstanding attendance which was attributed to the desire of the wider Queen’s community to contribute to the future welfare of the University. In response to feedback gathered from last year’s Annual Meeting, Chancellor Dodge noted that more time had been allotted in the Program for a Question-and-Answer session and Councillors were encouraged to ask questions on any topic.

The Chancellor asked for a moment of silence in memory of Wilda Parkinson, an honorary member of Council who passed away during the previous year.

2. Approval of the Minutes of May 2, 2008
On motion by Rob Crabtree seconded by Patrick Oosthuizen
that the Minutes of the May 2, 2008 meeting be approved as circulated.

Carried.

3. Council Election Results
The Chancellor congratulated candidates recently elected to Council for six-year terms. A special welcome was extended to those elected to Council for the first time.

Newly elected (six-year terms, 2009-2015)

Gregory Bavington       Mala Joshi
Scott Fairley           James MacLeod
Tyler Forkes            Andrew Mitchell
Jennifer Hirano         Lara Smilga Morgan
Andrew Ibey             Janet Sim
Re-elected (six-year terms, 2009-2015)

William Baillie    Alison Holt
Jean Bruce         Sandra McCance
Carol Ann Budd     David Pattenden
Katherine Crewe    Annette Paul
Jenefer Curtis     Kathleen Pritchard

4. **Election to the Board of Trustees Results**
The Chancellor reported that each year the University Council elects two representatives to the Board of Trustees for three-year terms. Mr. Joe Lougheed and Dr. David Pattenden were elected by acclamation for three-year terms until 2012.

5. **Introduction of Principal Designate, Dr. Daniel Woolf**
The Chancellor welcomed Principal Designate, Dr. Daniel Woolf and invited him to address Council.

Dr. Woolf thanked Council for its warm reception and expressed his pleasure with returning to Queen’s University. Reflecting on the current global financial crisis, Dr. Woolf acknowledged the difficult times ahead but expressed his complete confidence that the problems facing the University were not insurmountable. Dr. Woolf stated that the University had the responsibility to lead by example, to take a decisive role in advancing knowledge and to continue to educate generations of future leaders. He reminded Council that Queen’s University had faced similar financial challenges in the past and had emerged a stronger institution. Council joined Dr. Woolf in praising Principal Tom Williams and the senior administration for its hard work and dedication over the past year. In closing, Dr. Woolf stated that it would take collective resolve and determination to preserve the essence of Queen’s while at the same time advancing her interests. He acknowledged the critical role Council will play in securing Queen’s future path and thanked Councillors for their many contributions.

6. **Principal’s Address (Appendix B)**
The Chancellor invited Principal Williams to address Council.
Principal Williams welcomed Councillors and Dr. Woolf to the Annual Meeting. He noted that the “State of the University” address, normally presented at Council, had been delivered prior to the April Senate meeting and was available on the web at: http://www.queensu.ca/principal/news/reporttocommunity09-04-23speech.html

Principal Williams stated that he assumed that everyone had read or viewed the address prior to the Council meeting and that he would be happy to provide more detail during the Question-and-Answer session. Principal Williams’ PowerPoint presentation is attached to the Minutes as Appendix B.

Follow-up to 2008 Annual Meeting
As a follow-up to the 2008 Council theme on Sustainability, Principal Williams reported the following highlights:

- Queen’s now has a dedicated Sustainability Office that leads and manages a broad range of initiatives including green building, waste diversion, energy conservation and hazardous waste management;
- Working with other Ontario campuses, Queen’s is developing benchmarks and meaningful measures to track its environmental footprint and reduce it;
- In partnership with campus, student and community groups, initiatives are now being implemented that will:
  - Expand Queen’s leading-edge E-waste program and organic waste collection
  - Grow urban gardens and plant more trees
  - Expand green curricula
  - Use more green cleaning supplies
  - Reduce reliance on bottled water
  - Enhance reliance on clean-burning natural gas and continue to reduce reliance on oil
  - Retrofit lighting across campus.
- The Queen’s community is engaged through an annual Residence Energy Challenge, an updated website, increased communications that emphasize personal action, as well as green activities across campus;
- Queen’s researchers are conducting a range of scientific and socio-economic projects to help advance the green movement in multiple facets of our society;
• Queen’s is committed to performing an intensive “direct and indirect emissions”
  assessment over the next several months to better understand Queen’s greenhouse gas
  emissions and then to find ways to reduce them;
• As recommended by University Council, a Committee will be established this fall that
  will develop a Queen’s Sustainability plan with specific targets, measures and
  timeframes.

Reflecting on the five priorities set at the beginning of his tenure, Principal Williams reported the
following:

1. Stabilizing the Queen’s community
   • Relationships within the Queen’s community are healthier with all constituencies
     functioning with mutual respect. Communication is open, fair and frequent;
   • The reality of the Queen’s community has been one of our strongest differentiators for
     over a century and we must continue to pay sufficient attention to our shared values.

2. Addressing capital budgeting matters
   • The capital side of Queen’s operation has improved. A new approach to the Queen’s
     Centre project has been implemented. The project is now organized into separate
     modules and future construction on any remaining module will be dependent upon
     monies being available.
   • Anticipated infrastructure funding from both levels of government will be used to
     address deferred maintenance needs and also be applied to funding three new capital
     projects: a new medical school building, funding for the new Performing Arts Centre
     and a new wing for the School of Business.

3. Grappling with operating budget pressures
   • On the Operating side, the following six factors are key:
     o Queen’s expenditures are outstripping our revenues;
     o Provincial grant revenues are not meeting needs;
     o Our decision on the size of Queen’s has started to cost us revenue;
     o Unfunded liabilities in pension plan and carrying charges for debts on capital
       projects are increasing;
     o Market meltdown has seriously hurt endowment income;
     o Revenues from fundraising have fallen.
   • A three-year plan has been implemented to address these operating budget pressures.
     The challenge will be to renew, and where necessary, re-design the Queen’s learning
experience to preserve quality while at the same time pursue those historical aspects of what we do that are still important.

4. Establishing and re-establishing relationships with key Queen’s stakeholder groups
   - In terms of town-gown relationships, the most controversial action taken over the past year was the decision to cancel fall Homecoming for two years and hold Spring Reunions. This decision was supported by alumni who contacted the Principal’s Office by a margin of 2:1. Thirty-five classes and over 500 alumni are expected to attend Spring Reunion on May 22 and 23;
   - Registration for the second annual MiniU, scheduled on the same weekend, has been encouraging.

5. Reaching out to Kingston and surrounding region
   - Extensive efforts have been made to reach out to Kingston and the South Eastern Ontario region. For example, medical students are now placed in hospitals from Peterborough to Cornwall;
   - The Monieson Centre in the School of Business is working with economic developers throughout the South Eastern Ontario region;
   - The planned Performing Arts Centre will be a regional cultural hub;
   - Queen’s new Innovation Park is growing into a regional centre for innovation, bringing together industry and university researchers to work on cutting edge projects.

In concluding his address, Principal Williams reiterated the following core strengths of Queen’s University:
   - Academic Excellence
   - Our People
   - The Queen’s Experience
   - Our history and traditions, and
   - Our strong sense of community and collegiality.

Principal Williams stated that these are extraordinary times that require extraordinary actions, ideas, changes and innovation. He expressed his gratitude for the opportunity to work with Councillors to find thoughtful and practical solutions that take into account our shared history and core strengths.
Chancellor Dodge thanked Principal Williams for his excellent presentation and asked the Vice-Principals to join Dr. Williams at the front of the room for the Question and Answer period.

7. **Question and Answer Period**

Dr. David Pattenden, Council Representative on the Board of Trustees, stated that he was pleased to hear Chancellor Dodge and Dr. Woolf speak about the need for a governance review. Reflecting on the diversity and wealth of experience on Council, Dr. Pattenden suggested that a special, one-day meeting be scheduled to examine the role of Council. Principal Williams supported the suggestion and reported that during his recent travels across Canada he has initiated meetings with Councillors living in particular locations. He noted that these meetings allow the Principal to receive advice about pertinent issues that are time sensitive. Chancellor Dodge also agreed with the proposal but suggested that an examination of the Board and Senate should be completed before a review of the Council is begun and encouraged Councillors to email him with any questions/comments/concerns.

Mr. Jim Martin noted that in the 1980’s Queen’s made a strategic decision to focus on quality not quantity. In light of the provincial government’s funding formula which favours increased enrollment he asked if there was any opportunity to convince the Ministry to financially reward Queen’s for the quality of education it delivers. Principal Williams responded that the Chancellor, Trustees and members of the senior administration regularly lobby the provincial government for quality funding. However, with the growing demographics, particularly in the GTA (Greater Toronto Area), the provincial government has clearly stated that its number one priority is funding increased enrollment. Principal Williams stated that Ontario universities have suffered from the lack of comprehensive outcome indicators but hoped that government would take into account NSSE scores which undoubtedly rate the Queen’s experience higher than our peers. In concluding his remarks, Principal Williams urged the University to take greater control of its own destiny by finding other sources of revenue which would reduce our dependency on government monies.

Dr. George Carson congratulated Principal Williams on initiating mini Council meetings during his travels across Canada. Dr. Carson noted that he was the only Councillor from Saskatchewan and asked if members like himself could be included on the invitation list to events in larger centres such as Calgary, Alberta. Dr. Carson also encouraged the University to use technology, such as video conferencing, to stay in touch with its alumni.
Referring to the graph in the Principal’s address illustrating that Queen’s share of the overall provincial funding dropping from seven to five percent, Dr. Carson asked on what basis Queen’s could request more provincial monies when it has deliberately chosen not to substantially increase enrollment. Principal Williams replied that this is indeed the government’s stance and it would be politically damaging for the Ministry to give Queen’s a disproportionate share. Referring back to his earlier comment, Principal Williams stressed the need for Queen’s to find other sources of revenue. Mr. Bill Bryck, Acting Vice-Principal (Operations and Finance) added that another issue is the provincial government’s lack of funding for inflation costs. This results in all Ontario universities drawing less from a fixed pool.

Reflecting on the fact that Ontario universities rank last or near last in North America in terms of government funding per student, Mr. Rob Crabtree asked what efforts are being made by Ontario universities to collectively lobby the provincial government. Dr. Dodge replied that the chancellors of Ontario universities have recently made a number of attempts to lobby the government including a panel discussion on TVO. He stated that in addition to lobbying the government it is very important to educate the general public about the issues faces universities because in the end, government will respond to pressures that are supported by the majority of voters. Principal Williams stated that one function of the COU (Council of Ontario Universities) is to continuously lobby the provincial government. He noted that over the last decade it has been increasingly important for university presidents/principals to personally engage with members of both the federal and provincial legislatures including the premier and the appropriate ministers. Mr. Sean Conway, Acting Vice-Principal (Advancement), added that universities are being challenged by regional economic circumstances and competition for funding dollars with the healthcare sector.

Mr. Jeff Welsh, President of the Society of Graduate and Professional Students, commented that the monies spent by government to fund post-secondary education are miniscule compared to healthcare. In terms of lobbying, universities face a number of limitations and Mr. Welsh suggested that the pressure to adequately fund education needed to come from outside the institution. Chancellor Dodge agreed with the comment and urged Councillors to support not only their alma mater but also the Canadian post-secondary education system.
Mr. Bob Pritchard expressed his support for a governance review and the continuation of the mini University Council meetings chaired by the Principal. Mr. Pritchard expressed his concern with the delay in the launch of the capital campaign and with the fact that he and a number of his fellow alumni had not received their annual giving phone call from a student canvasser. Vice-Principal Conway replied that the downturn in the economy has negatively affected major gift giving but a number of donors have indicated their intention to donate once the economy has recovered. For the fiscal year just ended, targets have been exceeded for annual giving and almost met for planned giving. Mr. Wade Hall, Office of Development, noted that it is increasingly more difficult to contact donors by phone but would look into why Mr. Pritchard had not received his annual giving telephone call.

Mr. Adam Janikowski stated that he resides in London, England and expressed his disappointment in the University’s outreach to alumni who live overseas. He asked what efforts Queen’s was making to recruit international students and to keep a competitive global edge. Principal Williams responded that Queen’s does recruit around the world and recently opened an office in Shanghai, China. He noted that he would be visiting the United Kingdom in early July and would be happy to continue the conversation with Mr. Janikowski to explore better ways to keep in touch with alumni and recruitment of international students.

Reflecting on her governance work within the Ontario healthcare system, Mrs. Sarah Jane Dumbrille noted that hospitals receive the level of funding they do because they are organized and they respond quickly to changing economic circumstances. Mrs. Dumbrille urged the Administration not to delay starting a governance review that includes an examination of the role of the Council. Chancellor Dodge responded that a governance review must be comprehensive and that the timing of such a review needed to be discussed further.

Dr. John Ruedy asked if the University was exploring ways to generate revenue through services provided by faculty members. Vice-Principal Bryck responded that one of the afternoon small groups this afternoon would focus on revenue generation and would be chaired by Dr. David Saunders, Dean, School of Business. Current considerations include increasing the number of non-degree, professional and executive programs and better use of facilities, most of which stand vacant for four months of the year. Principal Williams highlighted the Monieson Centre in the School of Business which is funded by a SSHRC grant and provides service to business,
government and community audiences in south-eastern Ontario. In turn, the academics associated with the Centre gain valuable access to research data used to create value through knowledge.

Mr. Scott Fairley commented that it was unrealistic to think that Queen’s Park will be the salvation for the monetary challenges the University is facing. Reflecting on his experience as an alumnus from two U.S. institutions besides Queen’s, Mr. Fairley asked if the University is investigating ways to strategically align itself internationally with the private and public sectors. Principal Williams responded that most initiatives are faculty specific and noted that the School of Business is the leader in this regard. Dr. Kerry Rowe, Vice-Principal (Research), added that there is an enormous amount of activity at the individual faculty and research group level but not on the institutional scale that Mr. Fairley referred to. Chancellor Dodge commented that the challenge for Queen’s is to collectively build the “brand” around the various efforts that are already taking place.

Dr. Tom Todd expressed his gratitude to Principal Williams for chairing the Ottawa mini Council meeting and stated that it was the first time in his three-year tenure on Council that he felt his opinion mattered. Reflecting on previous speakers and some of the background reading materials, Dr. Todd considered that the funding mechanism for Ontario universities is broken and that it was time to revamp the model, which is a governance issue. He asked if the Senate and Board of Trustees would be open to a governance review and a more inclusive role for the Council. As Chair of the Senate, Principal Williams responded that he believed that the Senate would be open to the opportunity to be involved in a governance review but is not currently engaged in the discussion. Mr. Bill Young, Chair of the Board of Trustees, reported on the results of a recent effectiveness survey of Trustees which identified the current size of forty-four members as too large to make effective decisions. In terms of the Senate, Mr. Young stated that there need to be better mechanisms in place to integrate Senate decisions that have financial impact with the long range financial planning of the Board. In response to the second part of Dr. Todd’s question, Principal Williams agreed that the development of a new financial funding model was needed in order for the University to move forward.

Mr. Micah Melnyk added his support for a governance review and noted that Council comprises all members of the Board of Trustees, all members of the Senate and an equal number of elected graduates. He suggested that Council may be the best venue to discuss the governance of Queen’s because of its inclusive membership. Mr. Melnyk asked about the process that was used
that resulted in the decision to cancel Homecoming for two years and replace it by Spring reunions. As an alumnus, Mr. Melnyk expressed his dismay that graduates were not consulted and that there was no report published outlining how the decision was made. Since Principal Williams will be retiring as of August 31, 2009, Mr. Melnyk asked what advice he would give the new Principal about making difficult decisions. Principal Williams responded that in hindsight a report would have been helpful. In terms of process, a wide range of constituents were consulted including Trustees, Senators, Councillors, QUAA Representatives and City of Kingston officials. Principal Williams reported that a range of options were considered including cancelling reunions all together, holding Homecoming in the late Fall/early winter and holding faculty-specific reunions throughout the year. Given the opportunity to do it all again, Principal Williams stated that he would not have committed to making a decision in such a short time frame. Emails were sent to all alumni and a large number responded with excellent ideas on how to deal with the challenges around a fall Homecoming. After the decision was made, approximately 1800 alumni communicated with the Principal’s Office to express their opinion. A tally of those responses resulted in a 2:1 ratio in favour of the decision to move to a Spring reunion. Principal Williams stated that there was no silver bullet but in the end two factors dominated the decision making process: safety and reputation. Dr. Patrick Deane, Vice-Principal (Academic), added that Principal William’s decision to cancel Homecoming could be viewed as a last resort. In partnership with Queen’s Administration, City Officials, the Police and the AMS, an enormous amount of effort had been put into trying to manage the Aberdeen Street party over the past four years. Despite different approaches and consideration of all options, the University was not able to successfully bring the event to an end.

8. Annual Report of the Queen’s University Alumni Association (QUAA) (Appendix C)

Using a PowerPoint presentation (attached as Appendix C), Ms. Sarah Renaud, President of the Queen’s University Alumni Association (QUAA), updated Council on the activities of the QUAA. The following highlights were recorded:

- Currently the QUAA has over 121,400 members with 60 branches in 20 countries. Its mandate is to serve all Alumni no matter where they live in the world;
- The QUAA mission statement is: *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;*
• The QUAA has close partnerships with the Office of Advancement, the University Council, the AMS and the Board of Trustees and its Advancement Committee;
• The Association has over 1,100 volunteers world wide;
• 2008 successes include the launching of the first annual MiniU and 100% Board Commitment to Annual Giving;
• Key challenges include the cancellation of Homecoming and the introduction of Spring Reunion;
• 2009-2010 strategic priorities include: increasing current Alumni engagement, increasing future Alumni engagement and building annual giving;
• A key initiative for 2009 is to develop stronger partnerships with the Branches;
• Over the next few years the QUAA will strive to deliver on its strategic priorities, raise awareness of the profile of the Association, provide programming and services to all alumni regardless of their life stage and engage more volunteers;
• Councillors were encouraged to get involved by attending an Alumni event, volunteering at the Branch or Board level, reaching out to Queen’s with feedback, attending Queen’s MiniU and/or adding Queen’s to their list of charities.

There were no questions or comments.

9. **Question Period for Current Council Representatives on the Board of Trustees**
Due to time constraints, the Council Representatives on the Board of Trustees were not able to make their presentation. Chancellor Dodge drew attention to the written report that was posted on the Annual Meeting website and announced that the Board Representatives would be available during the day to speak one-on-one to Councillors.

10. **Panel Discussion (Appendix D)**
After a short nutrition break a Panel Discussion was held which focused on setting the stage for the afternoon discussion of the following three sub-themes: Academic Planning, Funding and Fundraising, and Demographics. Panel participants included: David Dodge, (Chancellor), Tom Williams, (Principal and Vice-Chancellor), Leora Jackson (Rector) and Bill Young, (Chair, Board of Trustees). All four presentations are attached to the Minutes as Appendix D.

The following highlights from each presentation were recorded:
David Dodge, Chancellor

- Looking forward to 2020 and beyond, there will be enhanced global competition for skills, market shares, professors and students; One of the major challenges will be how Queen’s brands itself in a global market;
- Demographics predict that the age group that normally constitutes the majority of Queen’s students will actually decline by the middle of the next decade. The University will need to find ways to continue to attract the very best students. Demographics also predict that the 65+ population will grow substantially and will be competing vigorously for government funding;
- The influence of universities in the GTA (Greater Toronto Area) will continue to have political and operational consequences for Queen’s;
- The current global financial crisis will have long-lasting consequences for both the province and Queen’s;
- Queen’s will need to find ways to capitalize on being located in a small city, away from the major centre of population (i.e. GTA).

Tom Williams, Principal and Vice-Chancellor

- In order to move forward, Queen’s will need to clearly articulate its shared values;
- As the participation rate (i.e. the percentage of eligible people who actually go to university) continues to increase there will tremendous pressures from the Ontario government to grow. However, since financial compensation from the province does not directly correlate to increased enrollment, it is not possible to grow our way out of the current financial dilemma;
- Not growing will also have its consequences since Queen’s share of the overall post-secondary education system will shrink. It is imperative that the University identify its strengths and then make strategic choices;
- Queen’s will need to identify innovative strategies for teaching and learning including bridging research activities with teaching activities and using technology wisely;
- In order to stay competitive, Queen’s will need to rethink its teaching and learning models to ensure optimum interactions between students and faculty.

Leora Jackson, Rector – Student Prospective
• Program adjustments both inside and outside the classroom are needed to ensure that Queen’s continues to recruit and retain students from a variety of different backgrounds;

• With a more diverse student body, alternatives to the regular Orientation week programming must be available so that all students feel welcomed;

• Student government will need to made adjustments to ensure that they strongly represent the needs of their constituencies and continue to be relevant;

• There is a strong desire amongst students that they be extended the opportunity to participate in making financial decisions that affect academic programs;

• In light of financial pressures and increased enrolment, students are deeply concerned about the quality of the education they will be receiving over the next decade.

Bill Young, Chair, Board of Trustees

• Over the past 15 years, the relative level of provincial funding for Ontario universities has been reduced substantially. In 1992 provincial grants represented 74% of Operating Revenue. Today, provincial grants represent only 48% of Operating Revenue;

• Salaries and benefits make up approximately 70% of the University’s operating expenditures. There is a clear disconnect at this point between the rate of increase in the payroll and the revenues Queen’s is collecting;

• It is paramount that Queen’s remain absolutely committed to financially assisting qualified students;

• The University must carefully manage deferred maintenance and new capital projects and learn to live within its means;

• Pension pressures are increasing due to an increased retiree population, new legislative requirements and reduced endowment income;

• Queen’s major challenges include:
  o An unsustainable rate of compensation increases;
  o The need to innovate in terms of our delivery of services;
  o The need to undertake a thorough examination of efficiencies;
  o The need for additional revenues; and
  o The need to create a new revenue model
After the panel presentations, the floor was opened to questions.

Referring to the “Fast Facts” published in the University Council Handbook, Mr. Adam Janikowski asked why the faculty/staff complement has increased substantially in relation to the student population and if this has resulted in smaller class sizes. Mr. Young responded that it is anticipated that there will be a shortage of professors in the near future due to the present cohort reaching retirement age. In an effort to recruit the best and maintain the quality of a Queen’s education, faculty complement has increased. On the staff side, Principal Williams attributed the growth to the increase in research activity. Chancellor Dodge added that one of the key challenges for the University will be covering the indirect cost of research from the operating budget.

Mr. Philip Coppard asked if the faculty are engaged in trying to find solutions to the financial challenges facing the University. Principal Williams responded that faculty are engaged in a number of ways including exploring new ways to deliver instruction, curriculum review/reform and implementing new administrative efficiencies. Engagement around the faculty wage bill however has been uneven and the University has had no success with talks regarding renegotiating the collective agreement. Mr. Young highlighted the fact that 70% of the operating budget is dedicated to salaries and benefits and this portion of the operating budget is increasing at the unsustainable rate of 5.5% per annum.

11. Other Business
There was no Other Business.

Afternoon Sub-Themes, Small Group Discussions and Plenary Session

12. Sub-Themes & Small Group Discussions (Appendix E)
Prior to the Annual Meeting, Councillors were asked to rank their preferences for one of the following three sub-themes: Academic Planning, Funding and Fundraising and Demographics. Each sub-theme was coordinated by a Vice-Principal or the University Registrar. The first 30 minutes of the afternoon session were used to introduce the sub-themes and provide some background information (attached to Minutes as Appendix E). Councillors then divided into small groups (approximately 15-18 participants) for approximately two hours and were asked to
grapple with specific issues. Each small group then brought their conclusions/recommendations back to the larger sub-theme groups for approximately 30 minutes.

The following persons served as coordinators and/or moderators: Jo-Anne Brady (University Registrar), Bill Bryck (Acting Vice-Principal Operations and Finance), Dan Burns (Trustee), Sean Conway (Acting Vice-Principal Advancement), Patrick Deane (Vice-Principal Academic), Helena Debnam (Advancement), Bruce Hutchinson (Honorary Member of Council), Leo Jonker (Professor, Department of Mathematics & Statistics), Daphne Meredith (University Champion), Rod Morrison (Vice-Principal Human Resources), Andrew Pipe (Trustee), Kerry Rowe (Vice-Principal Research), David Saunders (Dean, School of Business) and John Smol (Professor, Department of Biology)

The following persons served as scribes to the small group discussions: Rebecca Coupland (Office of the University Registrar), Sheilagh Dunn (Office of the Vice-Principal Research), Donna Janiec (Director of Risk Management and Audit Services), Charlotte Liu (Office of the Vice-Principal Operations and Finance), Jennifer Marr (Advancement), Melanie McCormack (Office of the Vice-Principal Academic), Patrick McNeill (Human Resources), Sally Rigden (Office of the Principal) and Kelly Shoemaker (Office of the Vice-Principal Research).

13. **Afternoon Plenary Session**

The core findings of each of the sub-themes were presented to Council in a plenary session which began at 4:00 p.m. [Secretary’s Note: Detailed submissions from each of the Small Groups were circulated to all Councillors on QShare after the meeting]. The following highlights were recorded:

**Funding and Fundraising (Bill Bryck, Acting Vice-Principal Operations & Finance)**

The following three themes emerged from discussions within the four small groups on Funding and Fundraising:

- **Innovation** – Queen’s needs to position itself as an innovative leader in higher education;
- **Communication** – Queen’s needs to improve its communications with all stakeholders about the challenges it is facing and the processes it is using to deal with the financial crisis;
• Involvement and engagement – The Administration needs to identify alumni and other stakeholders who have the expertise to serve the University on task forces, committees, lobbying groups, etc.

The following key ideas emerged from the discussions:

• Revenue generation – A number of great ideas emerged from the small group discussion and consideration is being given to establishing a revenue generation office that serves all faculties, schools and administrative units;

• Change – There was a strong demand for the University to continue to change how it does business and to be on the leading edge of innovation.

**Academic Planning (Patrick Deane, Vice-Principal Academic)**

The presentation began with a caution that it is easy to repeat failures of the past when engaged in academic planning. Therefore, it is important to articulate what the University wishes to achieve and identify any obstacles that may hinder Queen’s from reaching those goals. The following highlights from the three small groups on Academic Planning resulted in the following:

• Teaching and learning –
  - We need to restore quality to the undergraduate experience, particularly in first year;
  - We must seek to foster skills that are not discipline specific;
  - Adequate training and mentoring must be provided for Graduate students who are employed as Teaching Assistants;
  - The Faculty of Arts and Science needs to undertake a curriculum review that is holistic across the faculty.

• Teaching and Research
  - Professors should be encouraged to integrate into the classroom the process of discovery and to foster independent learning. Particular attention should be paid to first and second year classes;

• Research
  - By 2020, it will be critical that research spans across disciplines. The size and configuration of Queen’s campus should be an asset to interdisciplinary activity;
  - To increase Queen’s influence in the area of research, internal and external communication needs to be improved. As mentioned above, particular attention should be paid to first and second year students.
Demographics (Rod Morrison, Vice-Principal Human Resources)
The following three themes emerged from discussions within the two small groups on Demographics:

- By 2020 the growth in Canada’s population will be from outside the country. It is paramount that Queen’s adapts to this new cultural norm;

- By 2020, it is anticipated that there will be a rapid escalation in technology that will profoundly affect students, staff and faculty. It is important that technology be used as an enabler and not used to replace the one-on-one relationships students currently have with faculty and staff. The unique “Queen’s experience” must be conserved.

- Queen’s needs a new “branding” which recognizes the rich diversity of our students, staff and faculty and dispels the belief that we are a “Whites/Protestant” university. Our students should be used as a resource to attract others to Queen’s. Selling points for attending Queen’s include both the Queen’s and Kingston living experience.

Chancellor Dodge thanked the Vice-Principals for their excellent summaries. He stated that all of the materials from the Small Group discussions will be collected and made available to Councillors.

Chancellor Dodge acknowledged the desire of Council for a governance review that would include an examination of how the Board, Senate and Council interact together and collectively and how all three governing bodies can contribute to furthering the mission of the University.

Referring to the description of the role of the University Council published in the Handbook, Mr. Philip Coppard, Elected Councillor made the following Motion:

Moved by Philip Coppard

seconded by Bob Pritchard

that a study committee of University Council be formed to look more deeply into the role of Council for the purposes of entering into a more informed dialogue around governance at the appropriate time. I further propose that this committee be primarily composed of our members of Council who have been elected to the Board of Trustees but also supplemented by other Council members who are deeply interested in this subject.

Carried.
Chancellor Dodge stated that the efforts of the University Council study group could be integrated into the work that Dr. Woolf, Principal-designate and the Board of Trustees plan to undertake. Dr. David Pattenden agreed to help start the process and Councillors were encouraged to email the Chancellor directly if they had any comments/concerns.

14. **Dr. Daniel Woolf, Principal Designate Closing Remarks (Appendix F)**

Dr. Daniel Woolf provided Council with his reflections on the 2009 Annual Meeting and spoke about the following eight, related challenges: finance and budget, uniqueness of a Queen’s education, teaching and research, curriculum reform, governance, Alumni mobilization, fundraising and internationalization. A transcript of Dr. Woolf’s presentation is attached to the Minutes as Appendix F. Dr. Woolf concluded his presentation by thanking the Board of Trustees for the opportunity to return to his alma mater as Queen’s University’s 20th Principal and Vice-Chancellor. Chancellor Dodge thanked Dr. Woolf for his superb summary.

15. **Adjournment**

Chancellor Dodge thanked the organizers, participants and all Councillors for an excellent Annual Meeting and for their continuing support to Queen’s University.

The meeting adjourned at 5:18 p.m.