Minutes of the Annual Meeting
Queen’s University Council
in its 133rd year

Sustainable Queen’s

Friday, May 2, 2008

Appendices:
A. Attendance at Annual Meeting
B. State of the University 2007-2008
C. Annual Report of the Queen’s University Alumni Association (QUAA)
D. Report by Council Representatives on the Board of Trustees
E. Distinguished Service Award Citations
A meeting of the University Council of Queen’s University was held on Friday, May 2, 2008 in Kingston Hall.

1. **Closed Session**
The Annual Meeting of Council began with a Closed Session.

2. **Open Session**
Chancellor Charles Baillie began the Open Session of the University Council’s 133rd Annual Meeting by providing Council with a brief reflection on his experience as 12th Chancellor of Queen’s University. He stated that it had been both a privilege and a pleasure to serve in this capacity. Chancellor Baillie acknowledged the rough patch that the University was currently going through and expressed his unwavering conviction that Queen’s would emerge as a stronger institution because of the intangible but palpable Queen’s spirit.

Councillors were invited to attend a reception to celebrate Dr. Karen Hitchcock’s many achievements on May 21, 2008 in the Elspeth Baugh Fireside Room.

Chancellor Baillie invited Dr. Tom Williams, newly appointed Principal and Vice-Chancellor, to address Council. Principal Williams stated that he was honoured to be asked to serve as the 19th Principal of Queen’s University. He expressed his commitment to the institution and his plans for advancing its welfare during his tenure. In particular, Principal Williams stated that he would focus on strengthening the undergraduate program while at the same time striving to reach the goals for graduate growth as set out in the Strategic Plan. Special attention would also be paid to recruiting the very best faculty and staff as Queen’s strength lies with its people. Other areas of focus would include renewal of physical resources and continuation of promoting diversity as a cherished value at Queen’s. Reflecting on the current fiscal climate, Principal Williams encouraged Councillors to continue advocating, at both the provincial and federal level, for an adequately funded post-secondary education system. In closing, Dr. Williams stated that Queen’s cannot be all things to all people and that it will be necessary over the next 12 to 18 months to identify its strengths and determine what direction the University should take. He thanked Council for its support and encouraged members to stay involved.

The Chancellor asked for a moment of silence in memory of three former members of Council who had passed away during the previous year; Edith Gilbert, Mary Medland and Erdmute Waldhauer.

3. **Business Meeting - Approval of the Minutes of May 4, 2007**
*On motion by Andrew Boggs*
*seconded by Robert Owen, and agreed*

the Minutes of the May 4, 2007 meeting be approved as circulated.
4. **Council Election Results**
The Chancellor congratulated candidates elected to Council for six-year terms in the Spring election. A special welcome was extended to those elected to Council for the first time.

**Newly elected (six-year terms, 2008-2014)**

- Mehrnoosh Afnaan
- Hari Ganapathy
- Gordon Howarth
- Ailish Johnson
- Michael Kealy
- Patrick Kennedy
- Karen Levine
- David Lougheed
- Travis Lusney
- Mike McNair
- Mary Reed
- Robert Tchegus
- Marcus Wong

**Re-elected (six-year terms, 2008-2014)**

- Cheryl Johnston
- Janet Lambert
- Bob Owen
- Bob Pritchard
- Rob Renaud
- Nancy Sears

5. **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. Four candidates were duly nominated and voting took place during April. Ms. Jocelyn Hart was re-elected and Mr. David Masotti was elected. The Chancellor thanked all candidates for their participation and dedication to the governance of Queen’s University.

6. **Executive Committee Report**
The Chancellor invited members of the University Council Executive Committee to speak to the Annual Report circulated with the Agenda. Members included:

- From the University Council: Mr. Andrew Boggs (Toronto, ON), Ms. Laura Brooks (Toronto, ON), and Mr. Rob Crabtree (Toronto, ON);
- From the Board of Trustees: Mrs. Sarah Jane Dumbrille (Maitland, ON);
- From the Senate: Dr. Kevin Robbie, (Department of Physics, Engineering Physics and Astronomy);
- Designated by the Principal: Mr. Rod Morrison (Vice-Principal, Human Resources), Dr. Kim Woodhouse (Dean, Faculty of Applied Science) and Dr. Alistair MacLean (Dean, Faculty of Arts and Science);
- Ex Officio: Mr. Charles Baillie (Chancellor) and the Principal and Vice-Chancellor.

On behalf of the University Council Executive Committee, Mrs. Sarah Jane Dumbrille drew attention to the written report which was posted on the Annual Meeting website. She noted that the mandate of the Executive Committee is to transact specific business on behalf of the University Council between Council’s Annual Meetings. The Executive Committee normally meets twice a year, in October and March. There were no questions or concerns.
7. Election of the Chancellor
Dr. Kevin Robbie reported on the membership of the Advisory Committee to Select a New Chancellor. They were Judith Brown (Executive Director, Alumni Relations and Planned Giving), Sean Conway (Special Advisor to the Principal, External Relations), Janice Deakin (Associate Vice-Principal and Dean, School of Graduate Studies and Research), Johsa Manzanilla (Rector), Rod Morrison (Vice-Principal Human Resources), Kevin Robbie (Faculty Senator, Department of Physics, Engineering Physics and Astronomy), Principal Karen Hitchcock (Chair) and Georgina Moore (University Secretary). He reported that a call for nominations was issued in late summer (2007) and the Advisory Committee convened in early October to review the nominations received and to expand the list of potential candidates. All candidates were considered against the following attributes:

- Deep commitment to Queen’s with a national, international and within the University reputation;
- Good judgment to fulfill the core functions of the Chancellor (participate as member of Board of Trustees, chair University Council, chair Principal’s Selection /Review Committees, preside at Convocation);
- Knowledge of the Canadian community and the ability to engage people in the University’s interest.

Dr. Robbie reported that the Executive Committee of the University Council unanimously endorsed the Advisory Committee’s recommendation that Dr. David Dodge be nominated as the 13th Chancellor of Queen’s University. The following summary of Dr. Dodge’s background and achievements was provided:

- Graduate of Queen’s (1965) and Princeton (Ph.D. 1972) and Honorary Doctorates from Queen’s (2002), University of British Columbia (2007) and the University of Ottawa (2007);
- Distinguished career in academia and public service;
- Former Governor of the Bank of Canada;
- Officer of the Order of Canada (2007);
- Long-time and passionate proponent of the value of post-secondary education;
- Current member of the Board of Trustees.

Moved by Kevin Robbie
seconded by Andrew Boggs
that the Executive Committee of the University Council recommends that Dr. David Dodge be invited to become the 13th Chancellor of Queen’s University at Kingston, effective July 1, 2008.
Carried

There were no nominations from the floor. Chancellor Baillie declared Dr. David Dodge elected by acclamation.

8. Chancellor Emeritus
On behalf of the University Council, Mrs. Sarah Jane Dumbrille read the following citation:

Whereas his service to Queen’s University has
Always exceeded what was asked of him, and
Whereas his generosity and his love for Queen’s and its people has always
Been apparent in the performance of his duty, and
Whereas Queen’s is reluctant to part with him,
It gives the University Council great pleasure to hereby confer on A. Charles Baillie the title of *Chancellor Emeritus*

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

Using a PowerPoint presentation (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 120,000 members with 60 branches in 27 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;
- The 2008 QUAA Observers to University Council include Kim Bain, George Jackson, Lara Morgan, Rob Pitt, Bob Pritchard, Sarah Renaud and Cathy TeKamp;
- The 2008 University Council Representatives to the QUAA include Philippe Bernier, Jean Bruce, Don Cameron, Cheryl Johnston, David Pattenden and Andrew Weeks;
- The five Strategic Priorities for the QUAA include:
  - Grow the profile of the Alumni Association;
  - Build a sustainable Annual Giving platform;
  - Support students and young alumni;
  - Support Branch development;
  - Launch MiniU.
- Queen’s MiniU is a pilot event scheduled for the last weekend in May 2008 and is intended to complement Homecoming and promote life-long learning. The event will also foster positive town/gown relations and build awareness and participation within the Kingston community;
- Over the next few years the QUAA will strive to deliver relevant programming and services to Alumni, raise awareness of the profile of the Association 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.

10. **Question Period for Current Council Representatives on the Board of Trustees (Appendix D)**

The Chancellor invited Council Representatives on the Board of Trustees to answer questions about the activities of the Board. Those present were, Joe Lougheed, David Pattenden, Innes van Nostrand and David Whiting. Jocelyn Hart and Bruce Mitchell were not able to attend because they were at a Campus Planning and Development Committee meeting.

In addition to the written report that was posted on the Annual Meeting website, a presentation on the activities of the Board and its committees was given and is attached to the Minutes as Appendix D. During the presentation the following highlights were recorded:
• In addition to the standard financial functions associated with audit committees, the Board of Trustees’ Audit Committee also examines risks to the University from a wide variety of areas. These risks may encompass anything from student plagiarism to food sales in the cafeteria;
• The Campus Planning and Development Committee has been extremely busy with a number of capital projects, the largest of which is the Queen’s Centre;
• The Advancement Committee is assisting with the “quiet” phase of the Capital Campaign by helping to identify individuals world wide who would be willing to work on this major fund raising initiative;
• The Nominating Committee continues to strive to find the right mix of individuals to serve on the Board. Councillors were asked to self-identify if there were interested in serving in this capacity;
• In addition to the standard approvals associated with the Finance Committee, a great deal of attention has been given to a debt strategy policy and examining new approaches to budget and planning;
• The Pension Committee is faced with numerous challenges due in part to low interest rates and the longevity of its members. It is working very hard with the University and employment groups to modify the pension plan so that it is sustainable over the long term.

On behalf of the Council, Innes van Nostrand acknowledged the tremendous effort the Chair of the Board, Bill Young and Chancellor Baillie had extended over the Principal’s review process, the appointment of Dr. Williams as Principal and the launch of the search for the next Principal. He predicted that Queen’s would emerge from this difficult period a stronger institution because of their leadership.

11. Other Business
There was no other business.

12. State of the University 2007-2008 (Appendix B)
Using a PowerPoint presentation (attached as Appendix B), Vice-Principals Deane (Academic), Mitchell (Advancement), Morrison (Human Resources), Rowe (Research) and Simpson (Operations and Finance) provided Council with an update on the current state and future prospects of the University. Vice-Principal Deane provided some preliminary remarks which focused on the local, provincial and federal context.

Local
• Over the past year, considerable progress was made concerning the street party on Aberdeen. Negotiations with the City about Homecoming/Aberdeen have precipitated a broader dialogue about other issues of common interest including improvements to student housing and urban planning;
• The scope of student involvement in the Kingston community is impressive and had a very positive impact for both local residents and student volunteers.

Provincial
• The Reaching Higher Plan and Student Access Guarantee programs have provided some financial stability over the past few years. However, Ontario remains dead last among the provinces in terms of provincial funding for post-secondary education;
• A number of financial challenges remain including the tendency towards one-time, targeted funding which makes it very difficult to budget from year to year.
Federal

- Funding from the Canada Social Transfer (CST) to the provinces for higher education and increased funding through the Tri-Council will have positive effects for Queen’s over the next year.

Dr. Deane continued his presentation by focusing on the Vice-Principal (Academic) portfolio. The following highlights were recorded:

- Queen’s students continue to demonstrate exceptional leadership and achievement in a variety of ways both inside and outside the classroom;
- Under the direction of the University Registrar, Queen’s continues to explore new ways of attracting and retaining the best students;
- The University remains committed to accessibility by increasing its investment in both merit and need based financial assistance;
- In honour of a female student from Pakistan who tragically passed away in March 2006, a tree was planted on West Campus where she lived in Residence. The dedication was a student initiative and many family members from around the world flew in to attend the ceremony. In addition to the tree, a scholarship has been established in her name;
- Admission to Queen’s continues to be very competitive with 26,300 applications received for 3,327 spaces. Total enrolment for the 2007-2008 academic year was 20,518;
- Faculty at Queen’s continue to provide academic excellence for our students and are recognized locally, nationally and internationally for their many contributions and achievements;
- Faculty renewal continues to be a priority for the University. Improving the Faculty/Student ratio, which is close to the provincial average, will be challenging in the current climate of fiscal constraint;
- Through the development of new and revised curriculum, the quality of academic programs at Queen’s continues to be high and enables the University to deliver courses that are relevant and exciting for our students;
- The Vice-Principal (Academic) will continue his visits to all academic departments and consult with them on a number of pertinent issues;
- Under the direction of Janice Deakin, Associate Vice-Principal and Dean of Graduate Studies, graduate expansion will continue with the expectation that the targeted enrolment will be reached by 2010;
- Particular attention will be given over the next few years to renewal of the Humanities;
- A consolidation and renewal in the Sciences continues including a re-visioning and redesign of the Life Science Program;
- The 2nd Annual Inquiry@Queen’s Undergraduate Research Conference was a huge success. As a result of the conference, an online journal has been launched to highlight the best submissions. Inquiry-based learning is based on the premise that individuals learn best by asking questions and through first-hand research;
- Under the direction of Dr. John Dixon, Associate Vice-Principal (Academic & International) Queen’s has opened a liaison office at Fudan University in Shanghai, China;
- The number of students who incorporate an international experience as part of their Queen’s degree continues to increase;
- The International Study Centre (ISC) continues to enjoy financial and enrolment stability, expanded academic programming and a diverse student body;
- To combat racism on campus, a number of steps have been taken including the appointment of Dr. Barrington Walker as the first Diversity Advisor to the Vice-
Principal (Academic). Recent racially motivated incidents have galvanized the Queen’s
community to fight racism and promote diversity and inclusiveness;

- Academic Integrity is an issue that has gained national attention. Under the leadership
of Dr. James Lee, Academic Integrity Advisor to the Vice-Principal (Academic), the
profile of Academic Integrity will be raised through awareness, education and
development of policies and procedures;
- Nominations for the 2008 Baillie Award for Excellence in Secondary School Teaching
have exceeded expectations. This award is given to outstanding high school teachers
who have inspired a graduating student to pursue a post-secondary education. The
winners are invited to attend the nominee’s convocation to receive their award and
celebrate with the graduating student;

In closing, Vice-Principal Deane stated that Queen’s future success would be contingent on the
University’s ability to continue to attract the very best faculty, staff and students.

Dr. Kerry Rowe, Vice-Principal (Research) began his presentation by acknowledging the
outstanding achievements made by Researchers over the past year. He explained the structure of
his portfolio including the recent addition of “Innovation Park”. The following highlights were
recorded:

- Recent federal and provincial budgets included increased funding for research. However,
the funding is much more directed to specific areas;
- Additional funding has also been received for investment in research infrastructure;
- Annual research revenue increased to $211.6M in 2006-07 compared to $171M in 2005-
06;
- Queen’s ranked 7th in research intensity out of the top 50 research universities in Canada.
This ranking is determined by dividing the amount of research dollars by the number of
full-time faculty;
- For the fourth consecutive year, Queen’s has ranked first in terms of major national
research awards per full-time faculty;
- Queen’s ranked 3rd in NSERC/CIHR funding and 9th in SSHJRC funding;
- John Wilkinson, Minister of Research and Innovation, recently came to Queen’s to
announce the results of the Ontario Research Excellence Fund. Queen’s was awarded
20% of the total funding made available through this program which is more than three
times the nominal share of the provincial academic research enterprise. The Minister
chose Queen’s to make the announce, not only because the University received the
largest grant in the province, but also because the work being done at Queen’s
demonstrates the entire range of research supported by the province;
- Four new Canada Research Chairs and seven Early Researcher Awards were awarded
over the past year;
- The total funding from the Granting Councils (NSERC, CIHR, SSHRC) was
approximately $55M which represents just over one quarter of the overall $211M
research revenue for 2006-2007;
- With a grant of $21M from the province, Queen’s has recently established Innovation
Park, located at the corners of Princess and Concession Streets, which will provide much
needed infrastructure and resources for researchers. The Park consists of 49 acres of land
and 85,000 square feet of space. The industrial anchor for the facility is Novelis Inc.;

In closing, Vice-Principal Rowe stated that over the next year, Queen’s would work on
positioning itself favourably to ensure it receives its share of research grants and continue to
lobby the government for funds to cover the indirect costs of research.
Mr. Andrew Simpson, Vice-Principal (Operations and Finance) began his presentation by recognizing his outstanding team whose hard work and dedication supports and enables the academic and research mission of the University. In addition, Mr. Simpson thanked the members of the following Board of Trustees committees for their assistance and guidance: Audit, Campus Planning and Development, Environmental Health and Safety and Finance. The following highlights were recorded:

- A number of key capital projects are underway including Queen’s Innovation Park, former Prison for Women, Performing Arts Centre (Tett Centre), Queen’s Centre, University Avenue, Tindall Field/Parking Garage and renovations to Richardson Hall;
- Work continues on exploring areas to reduce energy costs and make the University more sustainable. A Sustainability Office was recently established and Dr. Gail Wood was appointed as the first Sustainability Manager;
- In response to concerns about budget overruns for the Queen’s Centre project, Phase 1 now has a fixed contract with a known level of financial commitment. Phases 2 & 3 will be reviewed to ensure that the overall objectives are realistic and that the Board of Trustees is satisfied with the plan;
- A major project to replace Queen’s aging IT administrative systems is underway and when completed will improve the efficiency of many areas of the University;
- Work is being done on an Integrated Capital Plan which will map capital priorities with funding and capacity. It will also address how capital projects affect the annual budgeting process. The Board of Trustees’ Finance Committee and leading experts in this area have been engaged to ensure Queen’s implements the very best practices;
- Significant process has been made on developing a new Budget Model to inform resource allocations;
- A statement on socially responsible investment is being developed;
- Working continues on pension plan amendments and completing the “Enterprise Risk Management” framework.

In closing, Vice-Principal Simpson stated that he looked forward to the completion of a number of capital projects and launching new initiatives in the IT, financial, sustainability and risk management areas of his portfolio.

Mr. Rod Morrison, Vice-Principal (Human Resources) contextualized his remarks by explaining that his portfolio was created three years ago and that only two other Canadian universities have a comparable position. In his opinion, having a Vice-Principal of Human Resources speaks volumes to the value that Queen’s University places on its people. During the presentation the following highlights were recorded:

- There are two distinct types of units that report to the Vice-Principal (Human Resources). In the first category are the Human Rights Office and the Office of the University Advisor on Equity and in the second category are Employment Relations, Organizational Development, Compensation and Human Resources Information Systems;
- One strategic priority for Human Resources is to rank within the top 100 employers in Canada. Currently only two universities have achieved this recognition – the University of Toronto and Simon Fraser University;
- Work continues on improving the University’s ability to recruit and retain a diverse and high caliber workforce in the current competitive environment;
- Over the next two to three years, steps will be taken to reduce the amount of bureaucracy associated with processes. Any monetary savings achieved will then be diverted into more value added work;
• Six collective bargaining agreements have been completed over the past 2 ½ years;
• Work continues on finding solutions to the unfunded liability associated with the current Pension Plan. The challenge is precipitated by the longevity of Queen’s employees and persistent low interest rates;
• An employee engagement survey was recently completed by a focus group. The data collected from the survey will be used to develop new policies and practices;
• An 18 month certificate program for senior management in an academic environment was recently launched in conjunction with the School of Business;
• “Healthy U at Queen’s” a website providing health and wellness related information for employees and their families was recently launched to support healthy living;
• A Staff Wall of Honour was recently unveiled which contains the name of individuals who have been awarded the Queen’s Special Recognition for Staff Award;

In closing, Vice-Principal Morrison stated that major objectives for the upcoming year included: development and delivery of a comprehensive mid-management training program, completion of the Engagement Survey by an expanded group, development of an exit interview format that will help the University to understand why people leave the institution, commencement of salary discussions with Queen’s Staff Association and conclusion of discussions around the pension plan.

Mr. David Mitchell, Vice-Principal (Advancement) began this presentation by stating that the mission of his portfolio was to advance the academic priorities and goals of Queen’s University. He explained that the Advancement function was much more than fundraising and encompassed alumni relations, marketing and communications, strategic positioning and relationship management. Vice-Principal Mitchell introduced his management group who lead a fully engaged advancement team and an army of volunteers. The following highlights were recorded:

• The four priorities of Advancement are: campaign, reputation, partnerships and engagement;
• Queen’s alumni are extremely connected to the University no matter where they live in the world. One of the top priorities for Advancement is to find creative ways to continue to foster a life-long relationship with our alumni;
• One measurement of alumni engagement is through their donations. This year, the Annual Fund raised $6.7M which exceeded the goal of $6M. The majority of these donations are unrestricted and therefore can be applied towards the top priorities of the University;
• Fundraising for the Queen’s Centre remains a priority. Over 10% of the private donation target has been raised and the Advancement team will continue to working aggressively to reach the goal of $130M;
• A record $64M has been raised over the past fiscal year;
• Building on the historic strength of fundraising at Queen’s, the goal for the next capital campaign will be $75M per year with the intention of sustaining this level once the campaign has concluded;

In closing, Vice-Principal Mitchell stated that future Advancement activity would include: identifying non-traditional sources of funding, publicly launching the Campaign in 2010, increasing Queen’s profile and focusing on the retention and recruitment of high quality staff.

The Chancellor thanked the five Vice-Principalss for their excellent presentation. During the lunch hour, Councillors were invited to attend a screening of “Climate Change Basics: Presentation of the Inconvenient Truth Slideshow” presented by Councillor Micah Melnyk.
Afternoon Plenary and Pod Sessions

13. **Keynote Address – Dr. Michael M’Gonigle**

Professor Vicki Remenda, Department of Geological Sciences and Geological Engineering, welcomed everyone to the afternoon theme session. She noted that a number of individuals and units at Queen’s were working on bringing the issue of sustainability to the forefront including the AMS, Physical Plant Services, Student Affairs, Residence and individual academics and researchers. Reflecting on numerous environmental challenges and the inability of most Canadians to sustain themselves locally, Professor Remenda stated her belief that the conditions were right to implement a number of small steps that would result in positive change.

Professor Remenda introduced the keynote speaker, Professor Michael M’Gonigle, EcoResearch Professor in Environmental Law and Policy, University of Victoria. Professor M’Gonigle is a lawyer and political ecologist who has written extensively in the areas of international environmental law, domestic resource law and policy and aboriginal rights. He is a long time activist on environmental and social issues and recently co-authored a book entitled *Planet U: Sustaining the World, Reinventing the University* which addresses reforming universities to make them more sustainable. In closing her remarks, Professor Remenda described Michael M’Gonigle as a fearless leader who does not wait for others.

Professor M’Gonigle began his talk by addressing the current, rapid trajectory of ecological, climate and social change and the urgent need for an equally rapid parallel strategic response. He noted that universities have a key role to play in this strategic response because they are unique institutions that have an impact locally, nationally and internationally. Universities are normally based in urban settings and occupy large land masses. They also have enormous influence economically. Professor M’Gonigle stated that there are exciting opportunities for universities who are willing to make a difference in the sustainability movement. Professor M’Gonigle urged Queen’s as a national institution with strong links to both the provincial and federal governments, to take a lead role in the sustainability movement.

Professor M’Gonigle continued his talk by focusing on the “little” things that universities can do to make a difference. Using a number of recent examples from other institutions, he outlined innovative solutions to challenges around transportation, building construction, building renovation, energy efficiency and food supply.

Professor M’Gonigle provided the following four principles on how to counter the ecological trajectory with an equally strong social trajectory:

- Develop and implement systemic self-reinforcing mechanisms that place individuals on a sustainability pathway;
- Learn to use less – Reduce, Reduce, Reduce;
- Think outside the box;
- Search for comprehensive local innovations.

Professor M’Gonigle stated that an adequately resourced good governance system is the biggest single element that would make the difference in achieving sustainability goals.

In closing, Professor M’Gonigle stated that the world faces some of the most frightening ecological threats in its history but that there are also exciting opportunities. He challenged Queen’s University to show others the way, by becoming the leading Canadian university in the sustainability movement over the next five years.
In response from a question from the floor, Professor M’Gonigle stated that in order for Queen’s and Kingston to become a more sustainable region of Ontario it needed to produce and consume more local food, increase its use of public transportation, continue to build LEED certified buildings and reduce energy demands.

Professor M’Gonigle was asked to address the tensions between the traditional demands of academia and the sustainability movement. He acknowledged that opening up new ways of thinking and establishing innovative paradigms does lead to conflict. However, he viewed these changes as an evolution that would universally reshape the values and contributions of academics. Professor M’Gonigle added that there is already a movement towards recognizing the contributions that academics make locally in addition to their contributions nationally and globally.

Professor Remenda thanked Michael M’Gonigle for his inspiring speech.

14. Pod Reports
Councillors were randomly assigned to rotate amongst four Pods. The themes of the Pods included: People and Sustainability, Process and Sustainability, Place and Sustainability and a poster display in Grant Hall. The eighteen Pod Moderators were: Maryam Adrangi, Blake Anderson, Ann Browne, Peggy Cunningham, Peter Hodson, Dan Langham, Kelsey Jensen, Eric Neumann, Tim Philpott, Andrew Pollard, Peter Ralevic, Vicki Remenda, Rebecca Spaulding, Nathan Splinter, Bruce Tufts, Jonathan VanderSteen, Gary van Loon, and Gail Wood. During the Pod Reports the following points were highlighted:

**Place and Sustainability**
- Currently, there is no unified vision on what Queen’s is striving for in terms of maintaining, renovating and building new, sustainable, physical space. The University should develop a sustainability strategic plan to guide the future;
- Identifying funding for sustainable buildings is not compatible with the annual budgeting process. A separate, independent “green” fund should be established to assist projects that strive to be sustainable;
- Sustainability should be part of a Queen’s education and integral to the academic mission of the institution;
- In order to be successful, people must take personal responsibility. Sustainability must become everyone’s business including small tasks such as turning off lights when leaving a room to better managing large events such as Homecoming and Orientation;
- The Annual Meeting of Council is a good starting point but in order for the momentum to continue it must be fostered by strong leadership from the senior administration;
- Queen’s needs to honestly examine and identify conflicts where its fundamental ways of doing business are at odds with sustainability principles.

**Process and Sustainability**
- The University should develop a strategic planning committee with a governance structure whose mandate includes dealing with concerns from the grassroots as well as the administration;
- It is important to raise awareness and improve communications amongst all constituencies. All units should be encouraged to work together towards a common goal;
• The University should develop an annual report that reflects on the gains made over the past year, identifies areas that need improvement and communicates to all stakeholders the impact that sustainability has on the University;

• Sustainability principles should be integrated into the curriculum and all aspects of academic life here at Queen’s. These activities would engage students, staff, faculty and the community at large and would help to create a new culture at Queen’s;

• “Best Practices” from other institutions should be examined in order to develop Queen’s own vision, goals and objectives.

People and Sustainability
• Queen’s sustainability movement should be inspired by a top down vision but controlled by the grassroots;

• In addition to staff, students, faculty and the Kingston community being engaged, the pool of stakeholders should be extended to alumni and suppliers;

• Benchmarks should be set to measure Queen’s success. In order to achieve these goals the University should offer incentives and impose disincentives for counter-productive behaviour;

• The theme of sustainability should be woven into all courses and all disciplines;

• Sustainability should become part of the student recruitment strategy. Potential students should be encouraged to ask “how sustainable is Queen’s?”;

• Making the message “personal” will encourage Canadians to make small changes. Collectively, these small changes will result in large improvements for everyone.

At the conclusion of the Pod Moderator reports, Professor M’Gonigle stated that he was very impressed with the current level of activity at Queen’s. He predicted that this activity would provide a solid foundation as the University strives to meet the challenge of becoming “Number 1” in the next five years. Professor M’Gonigle stressed the importance of learning from other institutions who have tackled similar challenges and the need to continue to foster a bottom up/top down relationship that reaches across silos. In concluding his remarks, Professor M’Gonigle urged Councillors to get involved in the sustainability movement no matter where they lived in the world.

15. Adjournment

Chancellor Baillie thanked Professor M’Gonigle, the Program Committee, Pod Moderators, Poster Participants and Councillors for making the 133rd meeting of the University Council so successful. He invited participants to continue the conversation over “Green Drinks” to be held at the Elspeth Baugh Fireside Room beginning at 5:00 p.m.

The meeting adjourned at 4:45 p.m.