Minutes of the Annual Meeting
137th Queen’s University Council

University Council Reform

Saturday, May 5, 2012

Appendix

A. Attendance
B. 2012 Program and Background Materials
C. Strategic Travel Procurement presentation
D. Ad Hoc Working Group presentation
E. University Council: Inventing the Future
F. University Council Facilitator’s Report
G. Distinguished Service Award Citations
A meeting of the University Council of Queen’s University took place on Saturday, May 5, 2012 at 9 a.m. in Ellis Hall Auditorium.

1. **Welcome and Introduction**

   Chancellor D. Dodge called the meeting to order. He noted that the morning session was for all members and that the afternoon session in the new Medical School Building on Council reform was for elected councillors only. He noted the importance of the afternoon session, and that the Board of Trustees and Senate are also going through their own reform processes. Given the intense interest in the future of the Council, the importance of the afternoon discussion will be important. The recent Royal Charter changes that allowed the Board to reduce its size also gave the Council the flexibility to determine its own size and composition. The intent is to draw the discussion to a close by the end of the afternoon and have a plan to move forward.

   The Chancellor noted the retirement of University Secretary Georgina Moore, after 26 years of service to Queen’s. He also acknowledged the contributions of William Young, who steps down as Chair of the Board of Trustees on May 31 and welcomed Barb Palk, William Young’s successor, who begins her appointment on June 1.

   He noted the passing of the following former Council members: Paul De La Chevotiere, James Avis, James Fogo, Megan Nutbeem and William G. Wegenast and Distinguished Service Award recipients Barry Batchelor, R. Donald Heyding Lillian M. Preston and Nadine Sloan.

2. **Approval of the Minutes of May 7, 2011**

   Moved by B. Erskine, seconded by S. Fairley, that the minutes of May 7, 2011 be approved.

   Carried

3. **Council Election Results**

   The Chancellor announced the election of H. Black and the re-election of S. Lounsbury to Council in this year’s election.

   *Secretary’s note: Until May 2013, when Council approved its new by-laws, the Council consisted of all of the Board, all of the Senate and an equal number of elected councillors. The number of seats in the 2012 elections was reduced to two due to the reduction in members of the Board (44 to 25 in 2013) and Senate (72 to 68 in 2012), which affected the formula.*
4. **Election to the Board of Trustees Results**

The Chancellor announced the election of T. Thomas and the re-election of D. Pattenden to the Board of Trustees by the University Council.

5. **State of the University Address by Daniel Woolf, Principal and Vice-Chancellor**

The Principal noted the current challenges facing Queen’s and described strategies to make its future as bright as its past.

- Provincial funding is now at 50 per cent, down from 75 per cent in the 1990s
- The Drummond Report notes that the province is living beyond its means and that universities will not see any appreciable infusions of cash for the foreseeable future
- Indications are that federal support for research funding is now targeted to specific types of research related to innovation and university partnerships
- Labour market: the government is concerned that there is an undersupply of workers in the areas of science and technology; there is continuing pressure on universities to produce general purpose workers who can think well and communicate
- Demographic issues: according to Statistics Canada, the 19-29 age group will peak in 2012-13 and then start to decrease, requiring Queen’s to find better strategies to recruit students; the model of going away to school needs to remain vibrant
- Aging professors: the faculty-student ratio will continue to worsen, promoting a need to explore alternative teaching methods and make better use of technology
- Faculty renewal needs to be supported in a strategic way
- Universities must provide attractive learning options for both domestic and international students; teaching only faculty positions should be explored; at the same time how to provide an optimal environment to support both teaching and research must be considered
- Queen’s needs to measure itself against a world league – how to persuade international students to attend Queen’s and ensure that domestic students have an international experience before graduation; information technology will allow Queen’s to reach all four corners of the world
- Queen’s is a balanced academy providing both a first-class learning experience and a strong research profile
- The average of 88 per cent for entering students is among the highest in Canada, as is Queen’s retention rate
- Queen’s School of Business has shown the way in the areas of distance learning with its executive programs and online courses
The Principal concluded by saying that those who came before would be dishonoured if Queen’s fails to seize with imagination the opportunities before it. Queen’s can play on an international stage, become a place for a special experience and produce very bright people in a supportive community that reaches out to serve the world.

6. **Operational and Planning Update by Allan Harrison, Provost and Vice-Principal (Academic)**

   The Chancellor introduced the Provost, who spoke to councillors about:

   - Integrated planning, including the academic, strategic research, and campus master plans and their development
   - Student success is based on their learning experience and how Queen’s engages with its students; the new budget model will help to achieve those goals
   - The Campus Master Plan was last updated in 2002. In consultation with the Board, it has been determined that it should be reviewed in 2013
   - All plans fit together and inform one another
   - The new budget model is transparent; any revenue attributed to faculties and schools will flow directly to them; units will be obliged to provide support to students and pay for the services that keep them operating
   - The new budget model will also encourage units to look for new revenue streams; it facilitates the alignment of the budgeting process with the academic and research missions

7. **Q/A with Senior Administration**

   The Principal, Provost and VPs answered several questions on various topics, including:

   - The ability of the University to nurture departments in an era of austerity
   - The need to reward excellence and the observation that across-the-board cuts are damaging to all
   - Deferred maintenance and current construction projects, including the Isabel Bader Performing Arts Centre on King Street West
   - Initiatives to curb excess drinking among students including a ban on alcohol in residence and student involvement in finding solutions
   - The upcoming Queen’s campaign theme of “Initiative” and the messaging for University Councillors to reach deep in their support of Queen’s
   - Future enrolment plans and growth relative to graduate and undergraduate categories being restricted by Queen’s lack of capacity to grow
• Opportunities to reach out and develop coordinated quality programs that enhance and maintain Queen’s reputation
• The tradition of student involvement in non-academic discipline
• The Academic Plan’s Pillar 3 recommendations about Queen’s involvement in the Aboriginal community

8. **Motion to restore fall Homecoming proposed by Councillor McNair**

The Chancellor spoke of the great news that the University has begun talks to reinstate fall Homecoming, which was cancelled after 2008. The Principal said that talks to bring back some form of reunion had been taking place for some time and have included the Rector, the Mayor and the Chief of Police. It is clear that alumni and students would like the return of a fall reunion. The last Spring Reunion takes place later this May and a new reunion model is now required. The Principal questioned whether the motion might be premature and overly prescriptive and invited the mover and seconder to amend it. He expressed concern about the time element and would prefer some discretion. He explained that the return of Homecoming is not a University decision but rather one that the Principal will take alone and rests with him.

M. McNair thanked the Principal and observed that it was an opportunity for Council to express its will and preferred to leave the motion as is. He noted that he has heard arguments about risk and thinks that Queen’s can execute the event and that an 18-month window was doable. M. Kealy expressed concern that every year there is no fall Homecoming, the University and its alumni lose a five, 10 or 15-year reunion.

The Chancellor noted that ultimately that the decision rests with the Principal, and that the motion should be taken as a recommendation to restore fall Homecoming.

WHEREAS it is a responsibility of University Council to “take into consideration all questions affecting the wellbeing and prosperity of the University, and of making representations from time to time on such questions to the Board of Trustees and/or the Senate”
WHEREAS Fall Homecoming was, and should again be, an integral component of the Queen’s experience for students, faculty, staff and alumni
WHEREAS the absence of Fall Homecoming – the most successful homecoming among Canadian universities as measured by returning alumni - has placed at risk the unique affinity relationships that our University has previously developed with alumni
WHEREAS a review of restoring Fall Homecoming in late 2013, needlessly delays a question that can be answered through the immediate leadership of Queen’s governance bodies
WHEREAS 18 months is sufficient time for the University to successfully reinstate Fall Homecoming
Moved by M. McNair, seconded by M. Kealy, that the University Council recommends that the University restore Fall Homecoming in 2013 and report to the Queen’s community within six months on its plan to do so.

Carried

4 opposed; 4 abstentions

The Principal noted that he would give regular updates on developments.

10. By-Law Approval

Moved by E. Henderson, seconded by D. McFadden that on recommendation of the Executive Committee of the University Council, the by-law revisions outlined in the program attachment be approved.

Carried

1 abstention

University Secretary G. Moore introduced the by-law revisions. She noted that the revisions do not change Council’s responsibilities but are intended to align with the Royal Charter revisions.

11. i. University Council Bursary Update

The Chancellor invited Councillor McFadden to provide a report. D. McFadden noted that the bursary is awarded on the basis of financial need to students in any faculty or school at Queen’s. As of April 30, 2011 (2012 numbers were not yet available), the Bursary had a capital balance of about $133,000, all donated by past councillors. In 2011-12, almost $7,300 was split between two recipients. After encouraging councillors to contribute at the May 2011 meeting, six additional contributions were made, totaling $2,300. Although it was noted that this recent increase to capital was a good amount, the need for donations has never been greater. Councillor McFadden stated that councillors could do better, considering its membership consists of the most committed of Queen’s supporters. This year, to get the momentum started, the elected representatives on the University Council Executive Committee – B. Erskine, E. Henderson, K. Williamson and D. McFadden have each made a contribution to the Council Bursary.

D. McFadden introduced Orchid Lee, a 2011 University Council Bursary recipient and 2102 graduate of Queen’s School of Business, who joins Ernst & Young in September to work on her CA designation. She described how the bursary fulfilled her and her family’s dream of her receiving a university education. Had she not received the bursary, she would have had to take on multiple jobs to pay for her education. Councillors’ contributions allowed her to concentrate on her studies and give back to the Kingston community as a volunteer.
The Chancellor thanked O. Lee and D. McFadden and noted that student support is crucial so that outstanding students can continue to come to Queen’s.

ii. Council Representatives on the Board of Trustees Report


Discussion centred on the following points:

- Examination of the current structure of Board committees is ongoing given the need for some rationalization to align with the plan to reduce the number of Trustees
- With Board restructuring, membership will reach 25 in 2013 and University Council trustees will make up nearly 25 per cent of the Board membership
- How Council members can contribute meaningfully to the Board
- Councillors’ interest in receiving updates from the trustees more than once a year at the annual meeting.

iii. QUAA President’s Report

The Chancellor introduced J. Joss, President, Queen’s University Alumni Association (QUAA).

J. Joss noted:

- The 2012 Alumni Volunteer Summit takes place in mid-October and features a gala awards dinner recognizing alumni achievement
- The QUAA Board members have met the challenge of 100-per-cent annual giving; she challenged councillors to do the same
- Young alumni engagement begins the last week of classes in April; graduating students are sent a welcome kit including alumni branch information and discounts on products such as insurance
- The Queen’s Student Alumni Association (QSAA) helps communicate to students the value of staying involved with their alma mater

12. Presentation by the Vice-Principal (Finance and Administration) (Appendix C)

The Chancellor introduced VP (Finance and Administration) C. Davis to the podium. She was joined by Director of Strategic Procurement Services E. MacDonald, and Councillors W. Baillie, G. Bavington and K. Levine. The group presented on the topic of Strategic Travel Procurement, aimed at making Queen’s a model for travel excellence. The
presentation sparked much discussion among councillors including the following comments:

- Queen’s would need to be part of a collective in order to get travel deals
- In many sectors, business travel has been cut back and employers are moving to webcasts; this challenges researchers’ ability to make connections with other researchers if they are unable to travel to conferences, making it imperative to stretch one’s grant as far as possible.

The Chancellor thanked the group and noted that this initiative was one way that councillors with related expertise can help the University.

13. Presentation of work of the Ad Hoc Working Group on University Council Reform (Appendix D)

The Chancellor introduced group members: VP (Advancement) Tom Harris (Chair); B. Erskine (UC trustee and member, University Council Executive Committee); A. Holt (elected UC member); G. Moore (University Secretary); K. Williamson (former elected UC and UCEC member); S. Rigden (Secretary and University Council Annual Meeting Program Co-Chair).

T. Harris noted the hard work of the group on its mandate to consider Council’s unique roles and responsibilities. G. Moore noted that the composition of the Board and Senate has changed over time but not that of the Council. The current membership is all of the Board, all of the Senate plus an equal number of elected councillors. In the 2011 Royal Charter changes, that formula was removed and Council now has a blank slate with which to work. Its continued role in the appointment of the Chancellor and six trustees is of critical importance. A. Holt added that this is an opportunity for increased engagement in addition to alumni representation. She noted that councillors should take the QUAA challenge and be leaders in philanthropy. K. Williamson noted that the current model is not functional, although Council’s mission is still valid. In addition to contributing to the Board and offering advice to the University, she noted the following:

- The need to develop a skills and demographic matrix of Council members
- The creation of a nominating committee to help with the annual nomination of two UC trustees and recruitment of new councillors
- The creation of a town-gown relations and student advisory teams in addition to ad-hoc working groups to address specific problems
- The UCEC could consist of chairs of the nominating and other potential committees and would continue to set the AGM agenda and select the Distinguished Services Award recipients
- The annual meeting could be combined with the alumni gala in October; additional quarterly meetings were considered.
The Chancellor thanked the Ad Hoc Working Group for their contributions to Council Reform.

14. **Adjournment of Morning Session; outline of Afternoon Session and Announcements**

The Chancellor noted that the afternoon session was for elected councillors only to work toward choosing their future model and, to maximize the value of their collective thinking, he and Council ex-officio members of the administration would not be in attendance at the exercise. He and the Principal would attend at 4:45 p.m. to wrap up the proceedings. The Chancellor noted the important work ahead over the next year that will include a formal meeting and a vote. It is hoped that the mandate would be ready by November and would describe Council’s future direction including instructions on how to move forward. Given that Council and the University do not have unlimited resources, the most expeditious and cost-effective route to our new future will be sought.

The Chancellor thanked S. Carson and his team from the Queen’s School of Business for sharing their expertise. The Queen’s Executive Decision Centre technology will translate the afternoon input into a report that will be emailed to all Councillors.

The Chancellor also thanked those involved in the planning of the 2012 Program, ex-officio and honorary councillors and other participants for their attendance at the morning session.

15. **University Council Facilitated Discussion, School of Medicine (Appendix E)**

The University Council Facilitator’s Report (Appendix F) was distributed to all councillors via email on the evening of May 5, 2012.

16. **Adjournment and Closing Remarks, School of Medicine, Lecture Theatre 132A**

The Chancellor noted that a landmark discussion had taken place among elected councillors and thanked them for their work. He noted that he and the Principal looked forward to reading the results of the afternoon’s deliberations. The next steps would be to:

- Reconvene the University Council Executive Committee as soon as it is feasible
- Involve additional elected councillors to discuss the afternoons deliberations and the facilitator’s report by Prof. S. Carson (Business) and create a plan
- Distribute the plan to elected councillors for comment
- Present a final plan via teleconference to all Council members by November 2012.
The Chancellor reminded elected members that the full Council, which includes all members of the Board and the Senate as currently constituted, would have to agree on the plan as a whole.

P. Sager proposed a motion, seconded by D. McFadden.

WHEREAS as University Council Reform is one of the most important issues that council will address and all councillors should have the opportunity to have visibility into the reform process,
AND WHEREAS a significant amount of work and investment has been completed since 2009, including the McLatchie Report, the report from the Ad Hoc Working Group on the Future of University Council, the Facilitator’s Report from the working session with Scott Carson and others
AND WHEREAS the university needs a clear governance structure to ensure it continued success
The following motion is proposed:

Be it resolved that the Elected Members on the University Council Executive call an electronic vote for Council to approve a Roadmap for Reform and assign accountability for executing it to an Ad Hoc Committee on June 1, 2012. The Roadmap shall yield a plan to complete council reform by no later than May 10, 2013.

Notes to the motion:
The following steps should be executed to prepare for a vote by June 1, 2012:

- The Elected Members of the University Council on the Executive are accountable for preparing the roadmap and managing the process to assign accountability
- A draft Roadmap shall be circulated, by e-mail, to all Council members by Wednesday, May 9, 2012
- An input period of two weeks between May 9, 2012 and May 23, 2012 should be provided for councillors to provide input to Council Executive on the Roadmap
- The final version shall be circulated on May 29, 2012
- A vote to approve the roadmap shall be called on June 1, 2012, using the standard electronic voting process and timelines for electronic voting at Queen’s University
- There should be a process to solicit interest in participating from Council in participating on the Ad Hoc Committee; the importance of maintaining continuity with the current Ad Hoc Working Group on the Future of University Council should be noted.

Proposed motions for the vote to approve the Roadmap and assign accountability for executing it:

Be it resolved that University Council approve the attached “Roadmap for Reform” to complete the Council Reform Process by DD/MM/YY.
**That the University Council Strikes an ad hoc committee (to be known as the Council Reform Ad-Hoc Committee) composed of __________ (individuals to be solicited between now and May 29, 2012) and assign accountability to this Committee for executing the Roadmap for Reform.**

The Principal cautioned that the proposed motion had been put before elected councillors only and that the Senate and Board members, who form 50 per cent of the council membership, were absent and were not privy to the motion. He commented that the motion was prescriptive and it was unclear who would be responsible for organizing the details. He urged councillors to first read the Facilitator’s Report by S. Carson and that he and the Chancellor would commit to put a process in place by mid-June.

D. McFadden said it was important to set next steps before the end of the meeting. P. Sage observed that the process should be open, honest and broadly communicated.

The Principal noted that elected members would like more communication from the Executive Committee and that the preferred reform plan proposed by elected councillors would be put on the next Executive Committee agenda.

I. van Nostrand cautioned that it was important not to separate students from the conversation. Councillors must have some degree of patience and trust that it will arrive at a solution.

The Chancellor noted that he and the Principal would:
- Receive and review the results of the afternoon’s work
- Convene the UCEC to discuss the direction councillors will choose and report back to the Council on the steps forward and long-term objectives

The Chancellor observed from past experience that it is difficult to conduct business between June and August and that the presentation of a roadmap to the Board and Senate was the goal for the fall.

After discussion, it was decided:
- To not vote on the motion as it was presented to only part of the membership, elected councillors, and did not include ex-officio councillors (trustees and senators)
- That the ad-hoc working group developing the roadmap and plan should be larger than the current five-member group
- That 2012-13 will be a transition period
- That engagement outlasts expediency.

The Chancellor adjourned the meeting at 5:20 p.m.