Minutes of the Annual Meeting
Queen’s University Council
in its 136th year

What Keeps the Principal Awake at Night?
Medium- and Long-Term Planning Issues for Queen’s

Saturday, May 7, 2011

Appendices:
A. Attendance
B. Distinguished Service Award Citations
C. Principal’s State of the University Address
D. Provost’s Report
E. Queen’s Brand Presentation
F. Notes From Small Group Sessions:
   a. The Financial Situation
   b. The Teaching and Learning Environment
   c. Queen’s and the World
A meeting of the University Council of Queen’s University took place Saturday, May 7, 2011 in Ellis Hall.

1. **Opening and preliminary business**

   Chancellor D. Dodge called the meeting to order and welcomed everyone to the 136th annual meeting. He asked for a moment of silence to honour the memory of the students who died during the past academic year and in memory of former Council member Dr. John E. Scanlon (July 24, 2010); honorary Council members Mr. Clifford Brown (March 3, 2011), Dr. Alan Green (November 2, 2010), Prof. Russell J. Kennedy (June 4, 2010), Rev. Dr. A. Marshall (Padre) Laverty (February 20, 2011), Professor Dan Soberman (July 17, 2010) and Dr. Stuart Vandewater (May 2, 2011).

2. **Approval of the Minutes of May 1, 2010**

   On motion by D. Masotti, seconded by S. Fairley, that the minutes of the May 1, 2010 meeting be approved as circulated.

   Carried

3. **Rector update**

   The Chancellor invited Principal D. Woolf to update councillors on the Rector situation.

   The Principal noted that students had expressed significant dissatisfaction during the academic year about certain actions of Rector N. Day. In two separate referenda by the AMS and the SGPS, 67 per cent of all voting students were in favour of N. Day’s removal from the Rector position.

   **AMS Undergraduate Referendum** (March 22-23, 2011)
   
   Total voters = 3,803 (27% of members)
   
   In favour of removal = 2,714 (72% of voters)
   
   Not in favour of removal = 1,061 (28% of voters)

   **SGPS Graduate Referendum** (April 26-27, 2011)
   
   Total voters = 672 (15% of members)
   
   In favour of removal = 296 (44% of voters)
   
   Not in favour of removal = 376 (56% of voters)

   **Total for Queen’s students**
   
   Total voters = 4,475 (23.9% of members)
   
   In favour of removal = 3,010 (67% of voters)
   
   Not in favour of removal = 1,437 (33% of voters)

   The University Council Executive Committee met three times to discuss the issue. This led to two outcomes:

   1. A motion was drafted for councillors’ consideration expressing the University Council’s concern regarding the issue.

   2. The Executive Committee asked the Principal to deal with the structural problems created by the discrepancies between University Council By-Law K (Election of the Rector) and the provisions in the student society constitutions. To accomplish this, the Principal requested University Legal Counsel D. Kelly and University Secretary G. Moore to work with the AMS President and the SGPS President to develop a solution that recognizes the rights and
responsibilities of all students to elect the Rector. It is time that the University Council explicitly empower the student body with full responsibility for this position while ensuring that the responsibilities of the office and the appropriate checks and balances are clearly articulated in the guidance provided to the student body.

The Principal said he could not provide further details on the matter and asked councillors to trust him knowing that the matter was approaching resolution. In summary, the important things are being done:

- Council will provide a response to students
- Policies to ensure that this issue does not arise again
- The University is working toward a resolution that will satisfy all parties.

Moved by K. Williamson, seconded by C. Lynch, that the University Council record show that University Council approved the following statement:

At Queen’s University, the role of Rector is to act as advocate for all students. This relationship is based on trust and goodwill. The University Council notes with concern the students’ expression of non-confidence in Nick Day and is of the opinion that the relationship between the current Rector and the student population has been compromised.

Carried

Secretary’s Note:
University Council members overwhelmingly approved the following motion (121-1) in an electronic vote between September 20 and October 6, 2011.

Given the resignation of the incumbent Rector effective August 31, 2011, and to enable the election of the next Rector to proceed without delay, the University Council Executive Committee recommends that the University Council approve the revised By-Law K (The Rector) to take effect immediately.

Carried

4. Election of the Chancellor

The Principal asked Chancellor Dodge to leave the auditorium during the vote.

Moved by D. Woolf, seconded by E. Henderson, that, on the recommendation of the Executive Committee of the University Council, David Dodge be re-elected as Chancellor of Queen’s University for a second three-year term, effective July 1, 2011 to June 30, 2014.

Carried

The Secretary called the Chancellor to return to the auditorium, where he was met with enthusiastic applause.

5. Council Election Results

The Chancellor congratulated graduates who were elected and re-elected to the Council in this year’s election.
6. **Election to the Board of Trustees Results**

The Chancellor congratulated C. Lynch and D. Tisch, who were successful in their recent election to the Board of Trustees by the University Council.

7. **State of the University Address: D. Woolf, Principal and Vice-Chancellor**

“A Tale of Two Times: The periods 1961 to 1974 and 2011 to 2024.”

*See Appendix C*


The Chancellor invited the Provost to address the Council.

The Provost described the creation of the Provost model, which began May 1, 2010 and has been well-accepted on campus. His office has met or come close to meeting the goals established for the past year: developing the Provost Office, leadership in planning, labour relations and preparing for the transition to the new provost.

He gave a snapshot of Queen’s facts. Highlights include:

- Undergraduate enrolment growth is slow but consistent
- The definition of full-time student has been redefined to carrying a 60-per-cent load, instead of 80 per cent, making Queen’s consistent with other universities.
- A geographic origin enrolment breakdown: 35 per cent of students are from the Toronto area; 45 per cent are from the rest of Ontario; 12 per cent are from the rest of Canada; only 4 per cent are from outside Canada, (similar in percentage as Kingston’s population). The University is looking at ways to increase international student numbers
- Queen’s has a 94-per-cent retention rate. Dalhousie University is the lowest at 80 per cent; but that is still good compared to many U.S. institutions
- Slow but consistent graduate growth rate of 3,700 graduate students. Queen’s is close to its goal of total enrolment consisting of 20 per cent graduate students – an indirect measure of research intensity
- AVP and Dean of Student Affairs J. Pierce and his team have led efforts to deal with a number of tragic events on campus over the past year. A steering group has been launched with three subgroups: alcohol, mental health and safety to improve accessibility and quality in those services
- Town-gown relationships are very good; a strategic plan has been launched focusing on four areas: quality of life, student engagement, community planning and economic development. RMC and St. Lawrence College are participating.
- On the sustainability front, the University has secured some land for Queen’s students to participate in a competition to build the most sustainable house
- Several activities related to research, international, capital, advancement and enrolment planning are taking place
- The Ontario government has committed 41,000 funded student spaces to universities over the next five years. Queen’s would be eligible for 2,600 of these spaces. No additional funding is available for quality. Queen’s needs to make strategic enrolment decisions; a report by the Enrolment Planning Task Force will go to the Queen’s University Planning Committee shortly
- With regard to the budget process, Queen’s is dealing with significant risks, including the operating budget, the Pension Plan solvency shortfall, provincial grant and tuition framework unknowns, deferred maintenance backlog and debt financing on capital expenditures such as the Queen’s Centre. The University remains focused on cost-saving initiatives as well as revenue enhancement and is committed to balancing the budget
• VP (Finance and Administration) Davis and Provost Silverman published a financial update on April 18 on the Queen’s website www.queensu.ca/financialupdate/index.html
  Highlights include:
  o Enrolment strategy: it generates growth and revenue but it also costs money
  o Pension negotiations: the University and employee groups are back at the table
  o Blue-sky effort: an exercise to generate ideas on how to cut costs and increase revenue.

9. Q/A with Senior Administration

The Chancellor invited VPs C. Davis, T. Harris and S. Liss to join the Principal and Provost at the front table.

The following highlights were recorded:

• The Principal noted the extensive discussion on the financial situation at the May 6, 2011 Board meeting. Units have been living off carry forwards. The issue must be addressed because there are no more funds to shift forward. The VPs have been charged with bringing a non-deficit budget next year

• In response to questions about mental health initiatives, AVP and Dean of Student Affairs J. Pierce said that improvements in resources and information dissemination must be made. Services are in demand and the University plans to address the waiting-list issue. Outside community support has been engaged and Student Affairs has restructured its budget to hire more support. More advertising of services is required and there is no single way to get the information to students in need, such as via social media. Toolkits for instructors and departments have been introduced. Queen’s is examining Carleton’s mental health framework as a prototype. Talks with AMS peer support are taking place to discuss outreach to students rather than relying on students to access mental health services

• The Principal noted the unprecedented number of student deaths as a result of accident and suicide in 2010-11. Before 2010, the University had gone five years without a student suicide. The problem is nationwide and not unique to Queen’s. A major goal is to raise awareness of and address issues related to youth mental health

• D. Pattenden noted that the University Branding Exercise received positive response from councillors, but concerns about the University’s elitism label need to be dealt with. Queen’s needs to utilize its facilities, particularly over the summer. Consideration should be given to entrance requirements that are too high; access must be ensured through other means, recognizing that there other worthy students who could attend Queen’s but may not have a 90-per-cent average. The Provost noted that a business plan for full degrees or a combination of online summer courses is being pursued. Summer school is not as popular because it makes it difficult for students who need to work over the summer to raise money for school. The demographics of Queen’s are changing, but there is work to be done to diversify the population

• In response to a question from G. Frankson about the diversification of Queen’s in its quest to become an international leader, the Principal noted that, although the demographic is changing, Queen’s has a long way to go to become an international university. Some steps have been taken but more needs to be done

• In answer to questions from M. Kealy, the Principal said that Council does not have the authority to remove the Rector and that the power to elect and to remove the Rector will reside with the student body. Fall Homecoming will be postponed for a further three years, until the annual event on Aberdeen no longer occurs, ensuring that the University and the community are no longer at risk.
11. a) **Council Representatives on the Board of Trustees Report**

Trustees J. Hart, D. Pattenden, D. Masotti and I. van Nostrand answered questions on the report on Board activities provided to councillors before the meeting.

b) **QUAA President Report**

President H. Black updated councillors on:
- The challenges of tracking alumni
- Queen’s Spring Reunion
- The re-launch of the Alumni Card
- The October 14-15 Alumni Volunteer Summit, formerly Alumni Assembly

12. **Presentation on Branding**

VP (Advancement) T. Harris introduced the work being conducted on the new Queen’s Brand by Marketing and Communications and branding consultancy john st.

13. **Report on Governance Issues:**

a) **Charter Changes**

The Chancellor provided an update on Queen’s petition to Parliament to amend the Royal Charter.

On March 21, 2011, Senator Lowell Murray introduced the petition from the Queen’s Board of Trustees to introduce an Act to amend the constitution of the corporation of the University regarding the size of the Board and the determination of size and composition of University Council.

Senator Murray is a Queen’s alumnus and has helped the University with previous charter changes.

The Act, Bill S-1001 passed first reading the next day and was read for a second time on March 24. At this time Senator Murray spoke in support of the Bill. It was then referred to the Senate Committee for Legal and Constitutional Affairs on motion of Senator Murray. Parliament was dissolved two days later and the bill will continue through the process once Parliament resumes after the May 2 election.

The expectation is that there should be no issues at the committee stage and it will be referred to the House of Commons for third reading and passage. Queen’s Legal Counsel will likely be asked to speak to the bill at committee and it is not expected to encounter resistance in the House.
b) **Council Form and Function**

The Chancellor engaged members in a preliminary discussion about Council’s future form and function. He noted that much governance work had taken place in 2010. The decision was made to shrink the Board of Trustees from 44 to 25 members by 2014, putting it in line with its peers and making it more efficient. Queen’s Senate has recently approved a revision of its functions. Work on Council reform will follow, as soon as the University’s petition to Parliament is approved.

_Secretary’s note: Bill S-1001 received Royal Assent on June 26, 2011._

The Chancellor reminded councillors that:
- The process will take time
- Discussion requires consideration of roles of the Council, Board and Senate, overlap and gaps
- Council needs to become more agile
- Council is a complicated entity
- To the extent that all elected councillors are alumni, the relationship between Council and the Queen’s University Alumni Association must be taken into account
- The increasing diversity of our graduates needs to be reflected
- The escalating costs of the annual meeting, involving 200-plus people and the comparative number of half-courses that funding could provide Queen’s
- It is important to find ways to encourage new ideas on how to renew and reform the Council.

The Chancellor invited elected councillors from the University Council Executive Committee K. Williamson, D. McFadden, E. Henderson and D. Masotti to address Council.

D. McFadden spoke on the roles and responsibilities of Queen’s University councillors. Councillors are not just receptors, but rather contributors over the long term. He noted that the afternoon group sessions could be the first part of an ongoing discussion throughout the year.

c) **Costs and Contributions**

Elected members encouraged councillors to donate their travel expenses back to the University in return for a charitable tax receipt and to the University Council Bursary. K. Williamson encouraged councillors to give what they can, as donations of any amount are welcome.

14. **Afternoon Program**

Councillors divided into small groups to participate in workshops.

**The Financial Situation**

Subgroup A

_**How the University’s Finances Work**_

Lead: VP (Finance and Administration) C. Davis

Subgroup B

_**Blue Sky Work: Out of the box initiatives for revenue generation or cost savings**_

Leads: AVP (Finance) D. Janiec; Provost and VP (Academic) R. Silverman
Subgroup C
**Improving organizational efficiency**
Leads: AVP (Facilities) A. Browne; Director, Strategic Procurement Services E. MacDonald

Subgroup D
The optimal size and shape of the University Leads: AVP and Dean of Student Affairs J. Pierce; University Registrar J. Brady

**The Teaching and Learning Environment**
Subgroup E
**NSSE: measuring and enhancing student engagement**
Leads: Director, Institutional Research and Planning C. Conway; Associate Dean, Faculty of Arts and Science C. Fekken

Subgroup F
**Teaching and Technology**
Leads: Prof. A. Leger (Centre for Teaching and Learning); Prof. A. Godlewska (Geography)

**Queen’s and the World**
Subgroup G
**Queen’s in the international context**
Leads: Vice-Provost (International) J. Dixon; Director, International Centre W. Myles

Subgroup H
**Queen’s in the national, regional and local contexts**
Leads: Director, Public and Government Affairs S. Dunn; Coordinator, Academic Integrity & Special Projects C. Sumbler

Subgroup I
**Branding and the capital campaign**
Leads: VP (Advancement) T. Harris; Director, University Marketing K. Vollebregt; Executive Director, Marketing and Communications H. Debnam; Campaign Director H. Macdonald

15. **Plenary Session and Closing Remarks**

Chancellor Dodge thanked the organizers, participants and councillors for an excellent annual meeting and for their continuing support of Queen’s University.

16. **Adjournment**

The meeting adjourned at 5:20 p.m.