Minutes

Meeting of the Board of Trustees
Friday December 3, 2010, 7 p.m., Robert Sutherland Hall, Conference Room 202


Closed Session (Appendix A, pages 1 to 3, distributed to Trustees only)

I OPENING SESSION

Trustees observed a moment of silence in memory of 19-year old Habib Khan who died December 2 after falling through a skylight at the Education Library on West Campus. Another student who also fell through the skylight is in hospital and expected to recover. The University has reached out to students affected by the tragedy with counseling and exam accommodation. The University is awaiting results of a police and coroner investigation. University officials do not know how or why the students were on the library roof.

The Principal returned from the foyer of Robert Sutherland Hall where he had met with a group of students protesting a proposed tuition increase to undergraduate international student fees. He distributed material from the students to the trustees. When it was determined that there were available seats in the room, the students were invited into the meeting to listen to the discussion.

1. Adoption of Agenda

Moved by D. Woolf, seconded by G. Anderson and agreed

That the Board of Trustees adopt the agenda as circulated with the provision that items 2 to 10 be approved, or received for information, by consent.

Carried 10-65

Consent

2. Approval of the Minutes of October 1, 2010 (Appendix A, page 1)

Carried 10-66

3. Naming Dedications (Appendix B, page 64)

That the Board of Trustees approve the following naming dedication in recognition of philanthropy, as indicated.
Sir John A. Macdonald Hall
The dedication of Classroom 001 in Sir John A. Macdonald Hall, in recognition of a generous pledge from Fraser Milner Casgrain LLP and its employees in support of Queen’s, and the Classroom Renewal Project in Sir John A. Macdonald Hall.

Carried 10-67

That the Board of Trustees approve the following naming dedication in recognition of service, as indicated.

Queen’s University Library
The dedication of the Alan G. Green Fireplace Reading Room in the Joseph F. Stauffer Library in recognition of Professor Emeritus Green’s outstanding service to Queen’s University, as proposed by the Queen’s University Library, and supported by the Provost and Vice-Principal (Academic).

Carried 10-68

That the Board of Trustees approve an amendment to the following naming dedication in recognition of service, as indicated.

Faculty of Arts and Science
The relocation of the naming dedication in honour of Leslie Doucet to Room A-408 Mackintosh-Corry Hall, in recognition of her extraordinary service to Queen’s University, as proposed by the Department of Global Development Studies and supported by the Faculty of Arts and Science. This motion amends Motion #10-57.

Carried 10-69

That the Board of Trustees approve an amendment to the following naming dedication, as indicated.

Faculty of Health Sciences
The rededication of the Edith and Carla Eisenhauer Chair in Clinical Cancer Research in the Faculty of Health Sciences. This motion amends the naming dedication of Motion #00-52.

Carried 10-70

5. Advancement Quarterly Report (Appendix D, page 71)
7. Senate Report (Appendix F, page 106)

The establishment of the Borden Professorship in the Queen’s School of Business

Carried 10-71

The establishment of the Donald and Joan McGeachy Chair in Biomedical Engineering in the Faculty of Engineering and Applied Science

Carried 10-72

8. Committee Reports:
   a) Quarterly Investment Report (Appendix G, page 110)
   b) Quarterly Pension Report (Appendix H, page 116)
   c) Audit Report (Appendix I, page 124)


Regular

11. Business Arising from the Minutes
None

12. Chair’s Report
   a) Board Reform
      The Chair reported that the vote by University Councillors on two motions that facilitated the Board downsizing passed by wide margins in October. The motions authorized the University to approach Parliament to amend the Queen’s Charter, to permit the downsizing of the Board from 44 to 25 members. The 2011 elections to the Board by the Benefactors and Graduates have also been cancelled by the Council motion.

      The legislative process is on track. Senator Lowell Murray is taking the Queen’s Bill to the Senate. The legal drafting is under way. Advertisements will run in the Kingston Whig-Standard, the Ontario Gazette and the Canada Gazette as a prerequisite to the Bill being introduced in Parliament. It is expected that the Senate will consider the Bill in February 2011, after it resumes sitting.

      The Nominating Committee is reviewing the Board committee structure based on the Board’s intention to downsize.

   b) Annual Board Effectiveness Survey (Appendix L, page 153)
      The Chair noted that the fourth-annual survey had an excellent participation rate of 71 per cent, the highest ever. It is a useful instrument to identify areas of strength and weakness; where the Board can improve, and consensus on how to address these issues.

      The Chair highlighted the following items on page 157:
      - There is some interest in five meetings a year
      - Trustees’ opportunity to participate in discussion and freely express their thoughts and observations has never scored well. This is related to the size of the Board and the proportion of time allotted to closed versus open session
      - There is an interest in having special retreats where trustees can focus on key strategic issues.

      The Chair noted that the Board had made good progress on (page 156):
      - Financial reporting
      - Implementing appropriate and effective audit systems
      - Integrity of financial information
      - Process for selecting, monitoring and evaluating the Principal, thanks to the role of the Board’s Human Resources Committee
      - Understanding the Board’s oversight role.

      The Chair noted that further discussion should take place on the proportion of time the Board spends in open and closed sessions, its size and the frequency of meetings and retreats. Instead of moving to five meetings a year, he suggested a board retreat every second year. The retreat themes should be beneficial to the Board and to the management team.

   b) Distinguished Service Awards
      The Chair reminded trustees to nominate deserving candidates. Instructions are posted on the web at http://www.queensu.ca/secretariat/ucouncil/DSC/index.html
13. Principal’s Strategic Update

The Principal reported on:

**Homecoming**
- The turnout on September 25 on Aberdeen Street has prompted the Principal to extend the suspension of fall Homecoming. The Principal thanked Alumni Association President Heather Black and the student leaders for their understanding and support. The Principal is committed to bringing back the event but the associated dangerous street parties must be eliminated first.

**External relations**
- Queen’s-Kingston engagement: Strengthening community ties by building relationships with the new mayor, M. Gerretsen, and the council; community breakfasts; expanding opportunities for Queen’s in research, industry and business collaborations and economic development; potential partnerships with RMC and St. Lawrence College-Military and Veteran Health Research Forum is an example of this.
- Federal and provincial: revitalized relationships and connections with Ottawa; AUCC meetings in late October in Toronto allowed for outreach and networking. The federal and provincial restraint picture is clearer, including limited new spending, possible increases to granting council budgets and a looming federal election and cabinet changes
  - We are moving to a pre-election cycle with the recent announcement of $40 million for international student scholarships
  - advancing Queen’s capital projects
  - inviting key ministers and officials to campus early next year;
  - HEQCO (Higher Education Quality Council of Ontario) discussion paper on differentiation in the post-secondary sector, commissioned by the government, has generated debate
  - Queen’s niche as a balanced academy.

**India Trip and Internationalization**
- Principal accompanied the largest ever AUCC delegation of Canadian University presidents to India in November to raise Canada’s and Queen’s profile
- Growing middle-class population and a capacity deficit (600 million under 25 years old) creates big potential for what Queen’s and other universities can offer
- Results include an MOU signed between O.P. Jindal Global University and Queen’s Faculty of Law; key contacts were established in government and industry; Queen’s new India admission scholarships as part of $4-million AUCC package
- Long-term goals include: developing increased student enrollment from India; bringing visiting Indian scholars to Queen’s; greater faculty and student mobility for our students; potential engagement with industry; more active collaborations among our researchers; India to inform part of Queen’s internationalization strategy under development.

**Matariki Network**
- Queen’s hosted the first workshop of the Matariki Network in October, focusing on renewable energy; partners are Dartmouth College, Durham University, Otago University, Tübingen University, Uppsala University, the University of Western Australia and Queen’s.
Campaign and Advancement Update

- Several events have taken place: the Alumni Assembly weekend on campus featured 10 awards to Queen’s alumni and faculty, including CNN anchor Ali Velshi, humanitarian Amma Bonsu and cardiac surgeon Vincent Chan; the John Orr dinner in Toronto honoured University Chaplain Brian Yealland; the Faculty of Engineering and Applied Science Campaign Cabinet met on campus in November to discuss planning and development for a new Engineering building
- Strategic planning continues in Advancement under VP (Advancement) T. Harris, including a five-year framework with strategies to move people to extraordinary levels of financial and non-financial support timed through the end of the comprehensive campaign in 2016
- Planning is under way for the Capital Campaign, to run through 2016, Queen’s 175th anniversary
- University Historian Duncan McDowall is writing Volume 3 of Queen’s history (1961-2004), to be published in time for the University’s 175th anniversary in 2016. The work is funded by Chancellor Richardson Memorial Fund and requires no contribution from the University’s operating budget.

13. Operational Update from the Provost and VP (Academic)

- Enrolment Planning Task Force: Enrolment can expand by 100 students next year, at which point the University will be at capacity in terms of physical infrastructure; there is some expansion room for graduate studies; long-term growth is only possible through extensive infrastructure renewal (having a domino effect on the community). Non-traditional approaches such as expansion of online learning opportunities and international exchanges are being explored. The task force plans to release an interim report in February 2011
- Budget process: The VP portfolio submissions are complete. Nearly all units have had to make difficult decisions. Quality will be compromised and the choice of courses has been reduced. The budget process continues through February
- MTCU capital planning: The provincial government is interested in enrolment growth in the GTA (a large portion of Queen’s enrolment is from the GTA) and has shown interest in Queen’s proposal for a new teaching building and repurposing space for teaching included in its capital planning submission
- Queen’s China Liaison Office: The Roundtable for Environmental Governance in Canada and China held on November 13 in Shanghai provided a forum for information sharing between Canadian experts and Chinese academics, students, government officials, business leaders and NGOs.

14. Metrics: Rankings versus Dashboard Approaches, presentation by C. Conway, Director, Institutional Research and Planning

C. Conway’s presentation is attached to the minutes.

R. Buchan stated his view that the University needs to participate in rankings.

Moved by R. Buchan, seconded by E. Speal, that the Board of Trustees directs the Principal to participate in all rankings exercises, with the proviso that if the Principal chooses not to participate in a ranking, that he reports back to the Board on the following:

- What metrics would require the University not to participate
- What damage would be done to the institution by participating
- What other institutions chose not to participate
G. Anderson cautioned that it is not Board tradition to give these types of directives to the administration. He suggested that the motion be rephrased so that the Board requests the administration to report on a regular basis on its decisions on participation in rankings exercises. There is, however, a clear interest by trustees in these surveys. B. Palk commented that the motion seemed to be asking for something that has already happened and that it is the Board’s role to provide strategic oversight but not to interfere in the day-to-day affairs of the University.

C. Conway noted that some Canadian universities similar to Queen’s did do well in the annual Times Higher Education survey. Often, if a university is not listed, it is assumed that the university did not meet the score and not because it chose not to participate. It is important, however that “the tail does not wag the dog,” and that the rankings do not shape the University. He noted that rankings and the dashboard are complementary, rather than exclusive. Since the dashboard is examined regularly, rankings would also be discussed at that time.

R. Buchan noted that the decision to participate in global rankings is a strategic decision and within the purview of the Board.

Trustees noted the following:
- The University already participates in some ranking exercises, so the motion on the table is asking for something that is already taking place
- It would be reasonable for the Board to ask why the University chooses not to participate in major rankings exercises
- If the University does not participate in a major survey, the Board should be given the rationale for the choice
- Queen’s should engage its students in the research required to participate in surveys.

The Principal emphasized that:
- It is important to participate in some ranking exercises, but not all, because not all rankings serve the University’s purpose
- Queen’s participation in the Times Higher Education (THE) survey depends on the methodology. The University wrote to the THE Magazine objecting to the methodology used in the 2010 survey. Queen’s participation in the THE 2011 survey depends on the methodology used. This will not be known until the THE Magazine sends out the survey in the summer
- The THE survey was roundly condemned by the British Vice-Chancellors, some of whose universities scored well
- Surveys also fall under the purview of Senate because of the research and teaching component. Strategic participation is essential and there is an obligation to report back to both the Board and the Senate
- Participation in surveys takes up a significant amount of staff time. With scarce resources, it is important to choose surveys that put the University in the best light instead of forcing a definition of an ideal university by some third party – one that is in the business of selling newspaper and magazines.

R. Buchan and E. Speal agreed to the following amended motion:

That the Principal be requested to proactively bring the thinking about annual university ranking surveys in advance to the Board for discussion with an indication of how the administration intends to go forward.

Carried 10-73

15. Question Period
None
16. **Students Reports** (Appendix M)

a) **Rector** (page 160)

N. Day spoke about the international student undergraduate tuition issue, noting considerable student concern about proposed increases. Some steps have been taken to enhance student aid, but there is a perceived elitism and students say that these fee increases will have a negative impact on most international students. He urged trustees to listen to students because increasing these fees could be a potentially damaging decision and not a long-term solution.

b) **AMS President** (page 163)

S. Chowdhury noted that it had been a difficult day for many. This was the second time she had had to address Board members about the loss of a student. She had spent much of the day with students who knew Habib Khan, who was a member of the Muslim community. From her impression, he was a wonderful, dedicated leader who will be missed by many.

In response to the proposed increase to international undergraduate tuition on the Board agenda, S. Chowdhury spoke at length about her late grandfather, who grew up in what is now known as Bangladesh, and his importance to her as a role model. She recounted his positive experiences as an international student in England at the London School of Economics, and how he exemplified the value of accessible education for all.

c) **SGPS President** (page 165)

J. Qureshy spoke about the unseen ways that graduate, particularly international graduate students contribute to the University community and the unseen ways that students contribute to the academic mission. He noted the diverse nature of graduate students as students, teachers, researchers, and developers of the Queen's curriculum. SGPS members arrive from diverse avenues and play different roles. He drew attention to an SGPS mentoring program for graduate students and asked trustees to contribute their expertise and help find deserving graduate students positions after graduation.

II **COMMITTEE MOTIONS AND UPDATES**

1. **Audit Committee**

a) **Appointment of External Auditors for the year ended April 30, 2011**

Moved by K. Brooks, seconded by G. Anderson and agreed
That the Board of Trustees approve the appointment of KPMG LLP as the External Auditor for Queen's University for the fiscal year ending April 30, 2011.

Carried 10-74
2. Environmental Health and Safety

   a) Policy Statement on Environmental Management (Appendix N, page 168)
   b) Policy Statement on Health & Safety (Appendix O, page 169)

   Moved by D. Pattenden, seconded by R. Burge and agreed
   That the Board of Trustees approve the policy statements on Environmental Management
   and on Health & Safety.

   Carried 10-75

3. Finance Committee

   a) International Tuition Fees (Appendix P, page 170)

   Moved by G. Anderson, seconded by B. Mitchell and agreed
   That the Board of Trustees approve the international tuition fees for 2011-2012 set out in
   Table 1, effective May 1, 2011.

   Carried 10-76

   M. Campbell, P. Cunningham, N. Day and B. Grant opposed the motion.
<table>
<thead>
<tr>
<th>Undergraduate and Professional Programs</th>
<th>Actual 2010-11</th>
<th>Proposed 2011-12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering &amp; Applied Science</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$23,115</td>
<td>$25,427</td>
<td>10.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$22,064</td>
<td>$24,271</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$21,247</td>
<td>$23,167</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$21,247</td>
<td>$22,309</td>
<td>5.0%</td>
</tr>
<tr>
<td>Arts and Science (including Con-Ed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Arts, Science, Physical and Health Education, Music, Fine Art, Computing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$18,728</td>
<td>$20,601</td>
<td>10.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$17,877</td>
<td>$19,664</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$17,215</td>
<td>$18,771</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$17,133</td>
<td>$18,076</td>
<td>5.0%</td>
</tr>
<tr>
<td>Commerce</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Note: % change for year over year fee increase per course</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1 - 5.5 courses</td>
<td>$26,503</td>
<td>$29,153</td>
<td>10.0%</td>
</tr>
<tr>
<td>Year 2 - 5.5 courses</td>
<td>$25,298</td>
<td>$27,828</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3 - 5.0 courses</td>
<td>$22,888</td>
<td>$24,148</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 4 - 4.5 courses</td>
<td>$19,832</td>
<td>$21,629</td>
<td>5.0%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consecutive</td>
<td>$18,640</td>
<td>$19,572</td>
<td>5.0%</td>
</tr>
<tr>
<td>Concurrent (education courses)</td>
<td>$18,640</td>
<td>$19,572</td>
<td>5.0%</td>
</tr>
<tr>
<td>Law</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$24,895</td>
<td>$27,385</td>
<td>10.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$23,764</td>
<td>$26,140</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$22,884</td>
<td>$24,952</td>
<td>5.0%</td>
</tr>
<tr>
<td>Medicine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$65,000</td>
<td>$68,250</td>
<td>5.0%</td>
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<tr>
<td>Year 2</td>
<td>$65,000</td>
<td>$68,250</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$65,000</td>
<td>$68,250</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$65,000</td>
<td>$68,250</td>
<td>5.0%</td>
</tr>
<tr>
<td>Nursing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$18,728</td>
<td>$20,601</td>
<td>10.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$17,877</td>
<td>$19,664</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$17,215</td>
<td>$18,771</td>
<td>5.0%</td>
</tr>
<tr>
<td>Year 4 (Includes Advanced Standing Track)</td>
<td>$17,133</td>
<td>$18,076</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level
Actual tuition fees assessed may vary slightly from approved fees due to rounding.

**NOTE:** fees highlighted in gray are proposed for Board approval
Table 1 – Continued
Recommended Tuition Fees 2011-12*
(International Students)

<table>
<thead>
<tr>
<th>Graduate and Professional Graduate Programs</th>
<th>Actual 2010-11</th>
<th>Proposed 2011-12</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$12,366</td>
<td>$12,366</td>
<td>0.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$12,366</td>
<td>$12,366</td>
<td>0.0%</td>
</tr>
<tr>
<td>Doctoral</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Year 1</td>
<td>$12,366</td>
<td>$12,366</td>
<td>0.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$12,366</td>
<td>$12,366</td>
<td>0.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$11,906</td>
<td>$12,366</td>
<td>0.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$11,465</td>
<td>$11,906</td>
<td>0.0%</td>
</tr>
<tr>
<td>Master in Public Administration (MPA)</td>
<td>$17,280</td>
<td>$17,971</td>
<td>4.0%</td>
</tr>
<tr>
<td>Professional MPA (PMPA) per course</td>
<td>$2,430</td>
<td>$2,527</td>
<td>4.0%</td>
</tr>
<tr>
<td>Master in Industrial Relations</td>
<td>$17,280</td>
<td>$17,971</td>
<td>4.0%</td>
</tr>
<tr>
<td>Professional PMIR per course</td>
<td>$3,000</td>
<td>$3,120</td>
<td>4.0%</td>
</tr>
<tr>
<td>Master in Urban and Regional Planning</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$13,353</td>
<td>$14,421</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$12,858</td>
<td>$13,887</td>
<td>4.0%</td>
</tr>
<tr>
<td>MSc (OT) and MSc (PT)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$18,300</td>
<td>$19,764</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$17,622</td>
<td>$19,032</td>
<td>4.0%</td>
</tr>
<tr>
<td>Master of Public Health</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$17,280</td>
<td>$17,280</td>
<td>0.0%</td>
</tr>
<tr>
<td>Year 2 (1 term)</td>
<td>$17,280</td>
<td>$17,280</td>
<td>0.0%</td>
</tr>
<tr>
<td>School of Business</td>
<td></td>
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<tr>
<td>MBA</td>
<td>$67,500</td>
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<td>3.7%</td>
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<tr>
<td>Accelerated MBA</td>
<td>$64,000</td>
<td>$67,000</td>
<td>4.7%</td>
</tr>
<tr>
<td>National Executive MBA (to a maximum of)</td>
<td>$84,000</td>
<td>$88,000</td>
<td>4.8%</td>
</tr>
<tr>
<td>Cornell-Queen’s MBA (to a maximum of)</td>
<td>$98,000</td>
<td>$102,000</td>
<td>4.1%</td>
</tr>
<tr>
<td>Master of Management - Global Management</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>12 month single</td>
<td>$36,036</td>
<td>$37,653</td>
<td>4.5%</td>
</tr>
<tr>
<td>16 month double degree</td>
<td>$47,502</td>
<td>$49,634</td>
<td>4.5%</td>
</tr>
<tr>
<td>20 month double degree</td>
<td>$55,692</td>
<td>$58,191</td>
<td>4.5%</td>
</tr>
<tr>
<td>Master of Management – Finance</td>
<td>$44,250</td>
<td>$46,240</td>
<td>4.5%</td>
</tr>
<tr>
<td>Graduate Diploma in Accounting</td>
<td>$7,500</td>
<td>$8,100</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

* Tuition is approved at the program level, based on normal full-time course load, and assessed at the course level.
Actual tuition fees assessed may vary slightly from approved fees due to rounding.
NOTE: fees highlighted in gray are proposed for Board approval
Provost and VP (Academic) R. Silverman spoke about the following:

- He sympathized with the student group attending the meeting to protest the tuition-fee increase; their claim, however, that students were not consulted is incorrect. An email was sent to all international students inviting them to a town hall. The students attending the town hall did not raise the same concerns. Queen’s costs outpace revenues substantially. Because Queen’s does not receive provincial grants for international students, fees are determined based on the grant amount, plus domestic tuition, plus an amount to fund services for international students such as the Queen’s University International Centre, health services and counselling. Any monies left over fund courses for both international and domestic students.
- Assistance is available to all students in financial difficulty and the University has opened some domestic scholarships to international students.

University Registrar J.-A. Brady observed that:

- Studies of admission and retention of international students show no evidence that tuition fees are a barrier to admission. This is also the case with domestic students.
- There has been no adverse reaction to Queen’s international tuition levels in India, China and the United States.
- Students are interested in learning about Queen’s scholarships based on merit.
- The University offers financial aid to all those in financial difficulty.

VP (Advancement) T. Harris added that student assistance is prominent in every capital campaign.

Principal Woolf said that he was sympathetic to the arguments in the students’ letter distributed at the meeting; however, the issue is very complex. Raising international fees is not contradictory to Queen’s plans to increase international enrolment; it is a reasonable increase that allows the University to remain competitive.

M. Campbell expressed concern about increasing international tuition fees. She read a prepared statement to trustees, which is attached to the minutes.

b) Signing Authority (Appendix Q, page 176)

Moved by G. Anderson, seconded by K. Brooks and agreed
That, on the recommendation of the Finance Committee, the Board of Trustees approve the revised Signing Authority on Investment Related Transactions Resolution as detailed in the document in Appendix Q, pages 177-182.

Carried 10-77

4. Committee Updates – Optional Oral Reports at Committee Chairs’ Request

a) Queen’s University Planning Committee

Provost R. Silverman, Chair of the QUPC, reported that the committee met first on October 22. Members were informed about the budget process including key budget pressures, provincial compensation restraints and how the University does its budgeting. At its next meeting on December 17, members will receive executive summaries of all budgets submitted. They will also consider two problematic budgets in order that they may offer some fresh ideas on how to go forward with them.
b) **Advancement Committee**

I. van Nostrand, Chair of the Advancement Committee, reported that the Advancement Committee members had examined the Queen’s branding process at their meeting earlier that day. In the next three or four months a new brand, positioning statement and messaging will be developed. He said that trustees will be updated on the process at the March Board meeting.

### III OTHER BUSINESS

None

### IV ADJOURNMENT

There being no further business, the meeting adjourned at 10:20 p.m.

On Saturday, December 4, 2010, from 9 a.m. to noon at the Donald Gordon Centre, trustees participated in the second of two Governance Workshops, led by Queen’s School of Business Professors S. Carson and D. Detomasi.