Minutes

MEETING OF THE BOARD OF TRUSTEES
Friday December 5, Saturday, December 6, 2008, Policy Studies, Conference Room

Members Present: Principal and Vice-Chancellor, Thomas R. Williams
The Chancellor, David Dodge
The Chair, William Young
The Rector, Leora Jackson

I  OPENING SESSION

1. Adoption of Agenda (Williams/Lougheed)

   Motion:
   That the Board adopt the agenda as circulated with the provision that items 2 to 9 be approved, or received for information, by consent

   Carried 08-44

Consent

2. Approval of the Minutes of October 3/4 and November 15 (confidential), 2008
   (Appendix A, page 1)

   Moved by M. Ceci
   Seconded by L. Jackson and agreed

   To insert in the minutes of the meeting October 3/4 the following questions asked by M. Ceci:

   On the motion to approve the Infrastructure Ontario:
   “I inquired as to the drawdown schedule for the loan from Infrastructure Ontario after July 2009 to get to the full $180 million.”

   On the motion to approve the Liability Management Policy:
   “I inquired as to what was meant by “Intergenerational equity” in the memorandum preceding the Liability Management Policy.

   I inquired as to why the Viability Ratio and Debt Burden Ratio of the proposed Liability Management Policy allowed for a variance that was not in keeping with the ideal ratio that the University would like to set.

   I inquired as to why there was no explicitly stated requirement for a principle repayment schedule on any debt that is taken out, and pointed to schools such as Stanford that use
I inquired as to the rational behind the third paragraph of “section 7. Sinking Funds”. Specifically whether this meant that new debt is able to be taken on backed by existing debt.”

Carried 08-45

3. Naming Dedication ISC (Appendix B, page 36)

That the Board of Trustees approve the dedication of the International Study Centre at Herstmonceux Castle in honour of Drs. Alfred and Isabel Bader

Carried 08-46


5. Queen’s University Annual Report (distributed at meeting)


8. Environmental Health and Safety Report (Appendix F, page 54)

9. Committee Reports:
   - Audit Report (Appendix G, page 85)
   - Investment Quarterly Report (Appendix H, page 87)
   - Pension Quarterly Report (Appendix I, page 95)

Regular

10. Business Arising from the Minutes

The Chair referred to the letter from University Legal Counsel, Diane Kelly, dated November 26, 2008, Re: Student Safety Issues, that was circulated to Trustees with their Agenda materials (attached on page 26).

At the October 3 Board of Trustees meeting, D. Pattenden, Chair of the Environmental Health and Safety Committee, reported on a committee discussion about Queen’s policies to address issues of student safety and whether the Board should be exercising greater oversight in this area.

D. Pattenden reported that, following a review of the letter from University Legal Counsel, the Environmental Health and Safety Committee wished to review the 2006 CURIE consultant’s report and the current work being done by the Dean of Student Affairs and Risk Management and Audit Safety. The Committee plans to report to the Board on its findings at the March 2009 meeting.

11. Chair’s Report

The Chair began his report by referring to two outstanding celebratory events:

- The John Orr dinner at the Toronto Royal York Hotel on November 15 in honour of Chancellor Emeritus Peter Lougheed.

- The Installation of Queen’s 13th Chancellor, David Dodge, on October 30, 2008
Appendix A
Page 3

The Chair continued his remarks by highlighting Queen’s recent achievements in university rankings:

- Queen’s MBA once again secured the top spot on Business Week’s “The Best B-Schools” ranking
- Queen’s maintained its #2 ranking in the Maclean’s Medical/Doctoral ranking
- Queen’s maintained its top position in the Globe & Mail Report
- Queen’s jumped from #7 to #4 in rankings published by Research Infosource Inc.

On behalf of the Board, the Chair congratulated all those responsible for these results.

a) **Trustees Code of Conduct** (Appendix J, page 99)

   The Chair announced that action would be deferred to the March meeting. A number of technical amendments have been proposed that will be addressed. He also wanted a discussion in Closed Session at the end of the meeting about some conflict of interest issues.

b) **Annual Report on the Board Effectiveness Survey** (Appendix K, page 103)

   The Chair reported on the findings of the second annual survey. He thanked the participants and observed that results from 2007 and 2008 provide a measurement of how Trustees feel the Board is doing. He concluded that to be about a B+ and that there was ample room to improve.

   The Chair outlined three broad categories as follows:

   1. **Board Operations** – The Consent Agenda is working well; Saturday morning sessions devoted to strategic challenges with fewer Theme Session presentations had found favour with Trustees; Trustees proposed better oversight of Human Resources as well as the governance of Queen’s.

   2. **Administrative** – The Board must strengthen the effectiveness of its oversight for financial matters, e.g. multi-year budgeting; capital planning and approvals.

   3. **Structural** – Large size of the Board, communication links between the Board and the Senate

   The Chair noted that work was already underway in several of these areas. With respect to item (3), over the next six months he planned to engage the Chancellor and the Principal in a discussion about an appropriate process to evaluate these governance issues.

c) **David Mitchell, Vice-Principal (Advancement) September 1, 2007 – December 31, 2008**

   In conclusion, the Chair thanked David Mitchell, outgoing Vice-Principal (Advancement), for his contributions to Queen’s over the last fifteen months. The Chair reviewed Mr. Mitchell’s career highlights prior to coming to Queen’s and on behalf of Trustees wished Mr. Mitchell every success as President of the Public Policy Forum effective January 1, 2009.

12. **Principal’s Report**

   Principal Williams began by introducing William Bryck, Acting Vice-Principal (Operations and Finance) effective November 24, 2008, and Sean Conway, Acting Vice-Principal (Advancement) effective January 1, 2009.

   a) **Final Report on Admissions and Enrolment** (Appendix L, page 109)
University Registrar, J. Brady, noted the following points:

- Total full-time enrolment as of November 1, 2008, is 17,368. This is 200 over target and an increase of 800 students over November 1, 2007.
- Largest undergraduate entering class in Queen’s history (3,692); average entering grade was 87.3%
- Enrolment met or exceeded planned targets in almost every Faculty and School
- School of Graduate Studies and Research met projection for total Doctoral students; fell short of planned growth in Master’s programs
- Full-time undergraduates are 42.7% male and 57.3% female
- Full-time graduates are 53.1% male and 46.9% female

b) Homecoming

- On November 18th Principal Williams announced that the University will not be hosting its fall Homecoming Weekend for a minimum period of 2 years, beginning with the fall Homecoming of 2009.
- A Homecoming-style reunion will occur in the spring. The date in 2009 is May 22-24 and will include class reunions, the Tricolour Guard Dinner and MiniU.
- This was a very difficult decision to make and Principal Williams acknowledged that the spring event will not include all the components of the fall Homecoming.
- The decision was reached after broad consultation with alumni, students, faculty, staff, volunteers, parents, internal and external stakeholders.
- Homecoming is not to blame for The Aberdeen Street Party but it has become the well-entrenched catalyst.
- In 2008 more than 8000 people took part in the street party that flooded hospital emergency rooms with injuries caused by assaults, broken glass and alcohol poisoning.
- Police, fire and rescue and emergency room heads have stated in no uncertain terms that we are “on borrowed time” with respect to the risk of a death or very serious injury.
- Of feedback received from alumni since the 18 November announcement, a significant majority (64%) has been supportive of a temporary move of homecoming activities to the spring.
- Principal Williams acknowledged the leadership of Sara Renaud, QUAA President, to whom Queen’s owes a huge debt.

c) Inclusiveness

Principal Williams reported that a number of issues relating to inclusiveness have come up during the fall term involving security and discriminatory events. This may be a reflection of the increasing diversity of the Queen’s community that offers both a richness of opportunity but also includes some challenges.

- Members of Queen’s Muslim Community – on and off campus – have been subjected to harassment. This has included name-calling, defacement of posters, and two break-ins at the Queen’s Muslim Student Association (QUMSA) offices.
- The Principal issued a statement expressing condemnation of such behavior.
- Queen’s Security has done a security audit of the QUMSA office and proposed a number of improvements that they are discussing with QUMSA.
- Members of the Administration have met with QUMSA and with the Kingston Islamic Society, and the University has begun talks with the City to engage the broader community in joint action on this issue.
Media coverage resulted in additional challenges. Some of the debate and actions around issues of inclusiveness reached the media and the Principal outlined two examples:

- **ASUS Arts and Science Undergraduate Society** - An undergraduate student leader made an offensive remark on Facebook which led to a great deal of debate and calls for his resignation. In response, the Principal sent an open letter to the university community that stressed the importance of balancing freedom of speech with respect.

- **Intergroup Facilitators** - The program was created in Student Affairs as an extension to the longstanding Residence Dons program. Designed to encourage discussion among diverse groups, it was mischaracterized in the media as a form of ‘thought police’ based on eavesdropping. In response, the Program is being reviewed by a panel composed of the Rector, Professor Emeritus John Meisel and Queen’s alumnus, the Hon. Keith Norton, with a report due in January. Queen’s will decide on the future status of the program in light of that report. The overall goal is to ensure that all members of the Queen’s community feel welcome and safe.

d) **Financial Situation**

Principal Williams summarized the context by noting that, like many other Canadian universities, Queen’s is facing significant financial challenges. The recent global economic situation, which has affected investments, reduced liquidity and slowed economic growth, has made matters worse.

Even elite private universities south of the border are being forced to re-evaluate their future plans in the face of tumbling endowments. Some of these institutions rely heavily on returns from endowments for operating funding. According to the Wall Street Journal, Harvard University has reported an $8 billion loss in its endowment since the end of June when it stood at $36.9B. Recently, the presidents of both Dartmouth College and the Massachusetts Institute of Technology have written to their communities with plans for significantly cutting expenses – in both cases, at least 10% over the next two years.

Principal Williams noted media coverage about the financial challenges that Canadian universities are facing as a result of pressures on endowments. He reviewed the approaches other universities had announced in response.

- The University of Toronto will not be distributing any income from its endowment funds in the coming year because of the significant losses that have occurred and the erosion of capital.

- The University of Waterloo announced a six-month hiring freeze.

- The University of Victoria is considering cuts to endowment fund distributions.

- McGill University, the University of Windsor and the University of Guelph among others are running deficits.

- Over the summer, the University of Guelph issued an invitation for voluntary resignation or retirement as part of a strategy to balance its budget.

- As recently as last week, Guelph announced that plans to deal with an existing $16 million deficit by 2011-2012 must be re-evaluated. Because of anticipated lower provincial funding, the university expects to need to find an additional $5 million in each of the next two years.
Principal Williams told trustees that the situation at Queen’s had not improved since the October Board meeting.

The Government of Ontario signaled in its October 22, 2008 Fall Economic Statement that transfer payments for 2009-10 will not be as high as indicated in the 2008 provincial Budget. Also, the government announced that it would limit salary increases to public servants who earn more that $150,000 to 1.5% and freeze the size of the public service at current levels. Finance Minister Dwight Duncan made it plain that he expected similar actions to be taken by other publicly funded institutions.

In light of these challenges, and in order to protect Queen’s academic quality and core programs and services, Principal Williams said that the University must take the necessary steps to balance the operating budget in the medium term by taking a 15% overall cut over the next three years with a plan to balance the budget within three years. The alternative – immediate, deep cuts to spending that would result in program cuts, mass layoffs and long-term damage to the quality of our academic offerings – was unacceptable.

These financial challenges did not develop overnight and Principal Williams did not expect them to disappear quickly. It could take a number of years to implement an effective financial plan. As a first step, the budget planning process has been initiated much earlier this year, to give more time to develop innovative solutions. Several Task Forces have been struck to recommend ways to reduce spending and increase revenues and their reports will be discussed during the Saturday session.

e) Senior Management Changes

Principal Williams referred to the resignation of Andrew Simpson as Vice-Principal (Operations and Finance earlier in November and the resignation of David Mitchell as Vice-Principal (Advancement) at the end of December. He thanked both for their hard work on a variety of fronts during their time at Queen’s.

f) Other Campus Highlights

QUASR – Principal Williams said that Queen’s was ready to embark on this important initiative. After three years of evaluation, determining solutions and detailing costs and approach, a solid governance structure and team is in place.

RANKINGS – Principal Williams referred to the recent release of a number of university rankings in which Queen’s has done particularly well.

Queen’s ranks second in the Maclean’s survey in the medical/doctoral category. For the third time Queen’s has placed second and tied this year with the University of Toronto. Queen’s maintained or improved its score on 14 of 16 rankings in the Maclean’s survey, most notably moving to 4th from 8th for total research dollars, and to 2nd from 5th for scholarships and bursaries.

In the Globe and Mail University Report Queen’s received the most A+ grades of any university surveyed. In the category of a medium university (size 12,000 to 22,000) Queen's led in the following areas: Quality of Education, Academic Reputation, Quality of Student Services, Libraries, Most satisfied students, and Diversity of Extra-Curricular Activities.

In the 2008 National Survey of Student Engagement (NSSE) Queen’s performed better than other Ontario universities in four of five benchmarks of effective educational practice. Queen’s improved its score on all five indicators of effective education: namely supportive campus environment; active and collaborative learning; enriching educational experience; level of academic challenge, and student-faculty interaction.
For the third consecutive time, BusinessWeek magazine has ranked Queen's MBA best in the world outside the US in the business publication’s biennial business school rankings.

2008 RHODES SCHOLAR Principal Williams said he was extremely pleased to announce that Raed Joundi, a 2nd year School of Medicine student, had been awarded one of the 11 Rhodes Scholarships awarded in Canada.

2008 STAFF RECOGNITION AWARDS – Principal Williams concluded by speaking about the outstanding staff members recognized with 2008 Special Recognition for Staff Awards. He said that he wanted to bring this to the Board’s attention and highlight the dedication of Queen’s support staff in fulfilling the university’s mission. These are outstanding individuals whose careers at Queen’s represent literally hundreds of years of dedicated service to the university. Seven individual awards and one team award were presented.

13. Question Period

In response to a question about precautionary plans for the weekend when Homecoming would have occurred, Principal Williams said no definite plans had been formulated. There may be an on-campus event. However, the Police would exercise their normal civic authority to deal with any street party activity.

14. Student Affairs

a) Rector – Leora Jackson (Appendix M, page 121)

The Rector spoke about the recent and disturbing reports of racist behaviour on campus and in the community. She noted that aspects of racism had been explored by the 1991 Berry Report from the Principal’s Advisory Committee on Racism and more recently by the Henry Report released in 2006. She called on the University to be an active player in the discussions as the entire community learns how to promote constructive dialogue about these tough issues.

Racism is not the same as non-diversity. Diversity is multi-faceted opportunity.

While increases in tuition are a fiscal reality, concerns grow about the burden on students and whether increases in student aid are keeping pace, particularly for middle income families.

In response to a question about the level of student aid available at Queen’s in comparison with other universities, the University Registrar referred to Queen’s well established and continued commitment to ensuring that qualified students receive financial assistance. Queen’s is an acknowledged leader and has worked to ensure access is provided to middle-income students. There is no evidence that Queen’s students have difficulty obtaining financial assistance.

The President of the SGPS agreed that Queen’s ensures access for students. However, while the Canadian Federation of Students (CFS) data shows the loan default rate to be low, it also shows that the period of debt repayment is lengthening.

b) AMS – President, Talia Radcliffe (Appendix N, page 123)

The President spoke to the following:

- Students who commit acts of discrimination have not been apprehended. Unless they are clearly identified, action cannot be pursued. In addition, the student non-academic discipline system cannot deal with Human Rights issues. These matters are handled by
the Human Rights Office using the Harassment/Discrimination Policy and Procedures. Unfortunately, training does not guarantee improvement. It is clear that every part of the University needs to do more on a continuous basis to promote education and changes in behaviour.

- Tuition fees have risen but students are receiving less
- Athletic fees have increased
- Student places on decision making boards should also increase

During discussion, the Vice-Principal (Academic) spoke about initiatives in his portfolio:

- Advisor on Diversity charged with leading academic initiatives. Dr. Barrington Walker (Assistant Professor of History) appointed November 1, 2007.
- Panel that will provide a safe forum for discussion with guidance from experts.

B. Baines referred to the composition of the Board of Trustees and wondered if the Board was too remote from the students. She requested that this be an item for formalized discussion at a future meeting.

M. Ceci characterized the situation as wide-sweeping, systemic and acute and urged the Board to be proactive.

T. Abramsky referred to the perceived poor behaviour of students in the community that may link to the entire behavioural perspective.

L. Cannon noted the challenge of identification of individuals who commit racist acts so they can then be targeted with action.

I. van Nostrand felt that these issues fell properly within the mandate of the Senate rather than the Board of Trustees. However, the current Student Non-Academic Discipline system is not designed to address these serious issues.

The Chair of the Board said that these regrettable incidents were completely unacceptable, inconsistent with Queen’s values, and particularly its goal to become more diverse, and cannot be condoned or tolerated. The University’s mission is to develop citizens of the world and it is imperative that everyone come to grips with this challenge. It affects the University’s reputation and is therefore a Board of Trustees issue.

c) SGPS – President, Jeff Welsh (Appendix O, page 127)

The President continued the previous discussion by asserting that the Board of Trustees has a critical role to play by empowering those on campus to engage these very difficult issues.

The President spoke to the results of his survey of Trustees taken in September and outlined in the attached presentation. (page 28)

The President concluded his report by noting that if the size of the Board of Trustees is reduced, care must be taken not to narrow constituency representation. Students are paying over 40% of educational costs and should not be taxed without representation.

M. Ceci thanked Trustees for their participation in lunches with student leaders.
III COMMITTEE MOTIONS AND UPDATES

1. Audit Committee
   a) Approval of External Auditors for year ending April 30, 2009.
      Moved by M. Daub
      Seconded by D. Pattenden and agreed:

      That, on the recommendation of the Audit Committee the Board of Trustees approve the appointment of KPMG as the External Auditor for Queen’s University for the fiscal year ending April 30, 2009.

      Carried 08-47

      M. Daub recognized with much thanks the long and dedicated service of Ken Low (Director of Financial Systems & Operations) who is retiring at the end of the December.

2. Campus Planning and Development
   a) Phase 2 and 3 Queen’s Centre
      D. Burns reported for the information of the Board on the work reviewed by the Committee at its last two meetings. The Queen’s Centre Phase 2 and 3 proposal has achieved the following:

      1. Simplification with retention of the essential ingredients of the project by unpacking elements into larger number of smaller pieces.

      2. Recosting

      The Board will be asked to approve a motion today for additional planning funds and further action will be proposed in March to move the project forward. The key elements are maintaining the quality of the project, addressing the budgeting and costing issues and meeting the timeframe.

3. Environmental Health and Safety – David Pattenden
      Moved by D. Pattenden
      Seconded by I. Johnsrude and agreed:

      That the Board of Trustees approve the Policy Statement on Environmental Management.

      Carried 08-48

      D. Raymond asked whether the language “least possible impact on the environment” and “to protect and preserve the environment” implies a higher standard and a higher cost?

      D. Pattenden said that the Committee would review this question and report back at the next meeting.

   b) Policy Statement on Health and Safety (Appendix Q, page 129)
      Moved by D. Pattenden
      Seconded by I. Johnsrude and agreed:
That the Board of Trustees approve the Policy Statement on Health and Safety.

Carried 08-49

4. Finance Committee

a) Revised Tuition Fees 2009-10 (Appendix R, page 130)

Moved by G. Anderson
Seconded by B. Palk and agreed:
M. Ceci opposed – please see minute below.

That the Board of Trustees, on the recommendation of the Finance Committee, approve the revised tuition fees set out in Tables 1, 2 and 3 for 2009-2010, effective 1 May 2009.

Carried 08-50

Table 1
Recommended Tuition Fee Levels 2008-09 and 2009-10*
(Domestic Students)

<table>
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<tr>
<th>Undergraduate and Professional Programs</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
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<td>Applied Science</td>
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<tr>
<td>Year 1</td>
<td>$7,311</td>
<td>$7,604</td>
<td>4.0%</td>
<td>$8,212</td>
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<tr>
<td>Year 2</td>
<td>$7,311</td>
<td>$7,604</td>
<td>4.0%</td>
<td>$7,908</td>
<td>4.0%</td>
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<tr>
<td>Year 3</td>
<td>$7,311</td>
<td>$7,604</td>
<td>4.0%</td>
<td>$7,908</td>
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<tr>
<td>Year 4</td>
<td>$7,311</td>
<td>$7,604</td>
<td>4.0%</td>
<td>$7,908</td>
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<td>Arts and Science</td>
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<td>(Arts, Science, Physical and Health Education, Music, Fine Art, Computing)</td>
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<tr>
<td>Year 1</td>
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<tr>
<td>Year 4</td>
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<td>$4,929</td>
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<td>Commerce</td>
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<tr>
<td>Note: % change for year over-year-fee increase per course</td>
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<tr>
<td>Year 1 - 5.5 courses</td>
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<td>Concurrent (education courses)</td>
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<td>AQ Courses (per course)</td>
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<td>$4,930</td>
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<tr>
<td>Nurse Practitioner Certificate**</td>
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<td>$5,384</td>
<td>0.0%</td>
<td>$5,815</td>
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<td>** Nurse Practitioner Certificate will continue to be offered **</td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Graduate and Professional Graduate Programs</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$5,159</td>
<td>$5,572</td>
<td>8.0%</td>
<td>$6,017</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$5,159</td>
<td>$5,365</td>
<td>4.0%</td>
<td>$5,795</td>
<td>4.0%</td>
</tr>
<tr>
<td>Doctoral</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$5,159</td>
<td>$5,572</td>
<td>8.0%</td>
<td>$6,017</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$5,159</td>
<td>$5,365</td>
<td>4.0%</td>
<td>$5,795</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$5,159</td>
<td>$5,365</td>
<td>4.0%</td>
<td>$5,580</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$5,159</td>
<td>$5,365</td>
<td>4.0%</td>
<td>$5,580</td>
<td>4.0%</td>
</tr>
<tr>
<td>School of Policy Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master in Public Administration (MPA)</td>
<td>$7,320</td>
<td>$7,759</td>
<td>6.0%</td>
<td>$7,759</td>
<td>0.0%</td>
</tr>
<tr>
<td>Part-time MPA (PMPA) per course</td>
<td>$1,097</td>
<td>$1,163</td>
<td>6.0%</td>
<td>$1,163</td>
<td>0.0%</td>
</tr>
<tr>
<td>Master in Industrial Relations</td>
<td>$6,018</td>
<td>$6,499</td>
<td>8.0%</td>
<td>$7,019</td>
<td>8.0%</td>
</tr>
<tr>
<td>School of Urban and Regional Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master in Urban and Regional Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$6,018</td>
<td>$6,499</td>
<td>8.0%</td>
<td>$7,019</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$5,795</td>
<td>$6,258</td>
<td>4.0%</td>
<td>$6,759</td>
<td>4.0%</td>
</tr>
<tr>
<td>School of Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA</td>
<td>$58,000</td>
<td>$58,000</td>
<td>0.0%</td>
<td>$61,000</td>
<td>5.2%</td>
</tr>
<tr>
<td>Accelerated MBA</td>
<td>$58,000</td>
<td>$58,000</td>
<td>0.0%</td>
<td>$61,000</td>
<td>5.2%</td>
</tr>
<tr>
<td>National Executive MBA</td>
<td>$78,000</td>
<td>$80,000</td>
<td>2.6%</td>
<td>$85,000</td>
<td>6.3%</td>
</tr>
<tr>
<td>Ottawa Executive MBA</td>
<td>$73,000</td>
<td>$75,000</td>
<td>2.7%</td>
<td>$80,000</td>
<td>6.7%</td>
</tr>
<tr>
<td>Cornell-Queen's MBA</td>
<td>$92,000</td>
<td>$92,000</td>
<td>0.0%</td>
<td>$98,000</td>
<td>6.5%</td>
</tr>
<tr>
<td>Master of Management (fee per 1/2 credit)</td>
<td>$2,000</td>
<td>$2,000</td>
<td>-</td>
<td>$2,090</td>
<td>4.5%</td>
</tr>
</tbody>
</table>
School of Rehabilitation Therapy  
MSc (OT) and MSc (PT)  

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$8,048</td>
<td>$8,370</td>
<td>4.0%</td>
<td>$8,705</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$7,750</td>
<td>$8,370</td>
<td>4.0%</td>
<td>$8,705</td>
<td>4.0%</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 the ones for which Board approval is being sought

For the information of Senate, November 27, 2008

Table 2

Recommended Tuition Fee 2008-09 and 2009-10*  
(International Students)  

<table>
<thead>
<tr>
<th>Undergraduate and Professional Programs</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applied Science</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$18,709</td>
<td>$19,457</td>
<td>4.0%</td>
<td>$21,014</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$18,709</td>
<td>$19,457</td>
<td>4.0%</td>
<td>$20,235</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$18,709</td>
<td>$19,457</td>
<td>4.0%</td>
<td>$20,235</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$18,709</td>
<td>$19,457</td>
<td>4.0%</td>
<td>$20,235</td>
<td>4.0%</td>
</tr>
<tr>
<td>Arts and Science (including Con-Ed)</td>
<td></td>
<td></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>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$15,086</td>
<td>$15,765</td>
<td>4.5%</td>
<td>$17,026</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,395</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</td>
</tr>
<tr>
<td>Commerce</td>
<td></td>
<td></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>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1 - 5.5 courses</td>
<td>$21,344</td>
<td>$23,056</td>
<td>8.0%</td>
<td>$24,093</td>
<td>4.5%</td>
</tr>
<tr>
<td>Year 2 - 5.5 courses</td>
<td>$21,344</td>
<td>$22,198</td>
<td>4.0%</td>
<td>$23,978</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3 - 5.0 courses</td>
<td>$19,403</td>
<td>$20,180</td>
<td>4.0%</td>
<td>$20,987</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4 - 4.5 courses</td>
<td>$17,463</td>
<td>$18,162</td>
<td>4.0%</td>
<td>$18,888</td>
<td>4.0%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consecutive</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,944</td>
<td>8.0%</td>
</tr>
<tr>
<td>Concurrent (education courses)</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</td>
</tr>
<tr>
<td>Law</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$19,403</td>
<td>$20,956</td>
<td>8.0%</td>
<td>$22,632</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$19,403</td>
<td>$20,180</td>
<td>4.0%</td>
<td>$21,794</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$19,403</td>
<td>$20,180</td>
<td>4.0%</td>
<td>$20,987</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$19,403</td>
<td>$20,180</td>
<td>4.0%</td>
<td>$20,987</td>
<td>4.0%</td>
</tr>
<tr>
<td>Medicine</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>$21,848</td>
<td>$22,941</td>
<td>5.0%</td>
<td>$50,000</td>
<td>118.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$21,848</td>
<td>$22,722</td>
<td>4.0%</td>
<td>$50,000</td>
<td>118.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$21,848</td>
<td>$22,722</td>
<td>4.0%</td>
<td>$50,000</td>
<td>120.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$21,848</td>
<td>$22,722</td>
<td>4.0%</td>
<td>$50,000</td>
<td>120.0%</td>
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</tbody>
</table>
### Nursing

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Approved</th>
<th>% Change</th>
<th>Proposed</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$15,086</td>
<td>$15,765</td>
<td>4.5%</td>
<td>$17,026</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,395</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4 (Includes Advanced Standing Track)</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

### Graduate and Professional Graduate Programs

<table>
<thead>
<tr>
<th>Masters</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$10,600</td>
<td>$11,448</td>
<td>8.0%</td>
<td>$12,364</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$10,600</td>
<td>$11,024</td>
<td>4.0%</td>
<td>$11,906</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Doctoral</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$10,600</td>
<td>$11,448</td>
<td>8.0%</td>
<td>$12,364</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$10,600</td>
<td>$11,024</td>
<td>4.0%</td>
<td>$11,906</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 3</td>
<td>$10,600</td>
<td>$11,024</td>
<td>4.0%</td>
<td>$11,465</td>
<td>4.0%</td>
</tr>
<tr>
<td>Year 4</td>
<td>$10,600</td>
<td>$11,024</td>
<td>4.0%</td>
<td>$11,465</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

**School of Policy Studies**

| Master in Public Administration (MPA) | $10,600 | $11,236 | 6.0% | $16,000 | 42.4% |
| Part-time MPA (PMPA) per course     | $1,589  | $1,684  | 6.0% | $2,250  | 33.6% |
| Master in Industrial Relations      | $10,600 | $11,448 | 8.0% | $16,000 | 39.8% |

**School of Urban and Regional Planning**

<table>
<thead>
<tr>
<th>Master in Urban and Regional Planning</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$10,600</td>
<td>$11,448</td>
<td>8.0%</td>
<td>$12,364</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$10,600</td>
<td>$11,024</td>
<td>4.0%</td>
<td>$11,906</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

**School of Business**

| MBA                                  | $63,000        | $63,000          | 0.0%     | $66,000          | 4.8%     |
| Accelerated MBA                      | $58,000        | $58,000          | 0.0%     | $61,000          | 5.2%     |
| National Executive MBA               | $78,000        | $80,000          | 2.6%     | $85,000          | 6.3%     |
| Ottawa Executive MBA                 | $73,000        | $75,000          | 2.7%     | $80,000          | 6.7%     |
| Cornell-Queen's MBA                  | $92,000        | $92,000          | 0.0%     | $98,000          | 6.5%     |
| Master of Management (fee per 1/2 credit ) | $3,000  | $3,000           | 0.0%     | $3,135           | 4.5%     |

**School of Rehabilitation Therapy**

<table>
<thead>
<tr>
<th>MSc (OT) and MSc (PT)</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,944</td>
<td>8.0%</td>
</tr>
<tr>
<td>Year 2</td>
<td>$15,086</td>
<td>$15,689</td>
<td>4.0%</td>
<td>$16,317</td>
<td>4.0%</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 the ones for which Board approval is being sought.

For the information of Senate, November 27, 2008
Table 3
Recommended Tuition Fee Levels 2009-10
International Study Centre
(fees include tuition, residence with full meals, local transportation and field studies)

<table>
<thead>
<tr>
<th>ISC Programs</th>
<th>Actual 2007-08</th>
<th>Approved 2008-09</th>
<th>% Change</th>
<th>Proposed 2009-10</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2009</td>
<td>$6,477</td>
<td>$6,801</td>
<td>5.0%</td>
<td>$7,141</td>
<td>5.0%</td>
</tr>
<tr>
<td>Summer 2009</td>
<td>$4,327</td>
<td>$4,543</td>
<td>5.0%</td>
<td>$4,770</td>
<td>5.0%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>$13,120</td>
<td>$13,776</td>
<td>5.0%</td>
<td>$14,465</td>
<td>5.0%</td>
</tr>
<tr>
<td>Winter 2010</td>
<td>$13,120</td>
<td>$13,776</td>
<td>5.0%</td>
<td>$14,465</td>
<td>5.0%</td>
</tr>
<tr>
<td>Spring Law Program 2009</td>
<td>$9,880</td>
<td>$10,374</td>
<td>5.0%</td>
<td>$10,893</td>
<td>5.0%</td>
</tr>
</tbody>
</table>

For the information of Senate, November 27, 2008

Undergraduate Trustee, M. Ceci, opposed the motion because in his view the revisions were starkly different from the 2% approved by the Board of Trustees in May 2008. He said that Queen’s should strive to engage more than a certain class of the world.

G. Anderson noted that Queen’s fees for international students were less than fees charged by other Ontario universities.


The Chair of the Finance Committee observed that the Board had approved a balanced operating budget for 2008/2009 that was now in deficit because some provincial funds had been restricted to campus renewal.

Undergraduate Trustee, M. Ceci, suggested that the budget report be distilled into an easy to understand version for students.

c) **Debt (Appendix R, page 130)**

i. Debt Plan

Discussion held on Saturday, December 6, 2008.

ii. Delegation Policy – Authority to Borrow from Infrastructure Ontario (Appendix T, page 148)

Moved by G. Anderson
Seconded by J. Hart and agreed

RESOLVED that the following Officers are authorized to borrow money pursuant to the agreement with the Ontario Infrastructure Projects Corporation, signed
ANY ONE OF:
- Principal
- Vice-Principal (Operations and Finance)

JOINTLY WITH:
- The Principal or any Vice-Principal who has not signed in the first instance.

The amount and timing of such borrowing will be based on projections provided to the Finance Committee of the Board of Trustees. These projections will be updated on a regular basis.

Carried 08-51

The Rector asked if short-term debt would be converted into long-term debt and what the debt repayment plan would be.

AVP (Finance)/CFO D. Hogg explained that the Ontario Infrastructure Projects Corporation (OPIC) provided liquidity on a short-term basis. The University’s strategy is to look for the most attractive rate and, when markets turn around, to consider the long-term with a definite debt repayment plan. Forecasts will be prepared for the Finance Committee and updates provided on a meeting by meeting basis.

d) QUASR Project Funding Request (Appendix U, page 149)

Moved by G. Anderson
Seconded by M. Daub and agreed:

That the Board of Trustees, on the recommendation of the QUASR Steering Committee and the Finance Committee of the Board of Trustees, approve funding of $33,500,000 for a three year replacement of Queen’s core administrative systems. The project will be funded from the operating budget over the next 12 years.

Carried 08-52

VP (Academic) P. Deane spoke on behalf of the Steering Committee to emphasize that QUSAR would provide a much needed replacement of the University’s administrative information systems.

The Chair of the Audit Committee confirmed that much attention had been focused on the need to control costs and manage risks, particularly “scope creep risk,” in a project of this scale.

The President of the SGPS concurred with the necessity of QUSAR but asked why it was funded by the operating budget at a time of severe constraint.

The Chair of the Finance Committee explained that the costs will be amortized over the twelve-year life of the project.

e) Capital Projects (Appendix V, page 154)

G. Anderson explained that the wording of some of the motions had been amended at the Finance Committee.
i. Queen’s Centre Phase 2 & 3 – planning funds (Appendix V, page 152)

Moved by G. Anderson  
Seconded by A. Pipe and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $500,000 for planning funds for the Queen’s Centre Project – Phase 2 and 3. The funding is to be provided by the University and is anticipated to have a minimal impact on the operating budget.

Carried 08-53

The President of the AMS expressed concern that the fragmentation of the student life centre phase of the project would have a negative affect on students.

Principal Williams said that ideally all phases of the project would move ahead; however, a prudent review has been undertaken to achieve the following objectives without compromising the original program:

(a) Remove costs; and  
(b) Modularize the components so that the project can move ahead when funds become available.

Trustee A. Pipe, chair of the Queen’s Centre Executive Committee, emphasized that the vision and quality will be retained with appropriate consultation throughout. The only variant will be the timeframe.

ii. West Campus Fields Project – planning funds (Appendix W, page 154)

Moved by G. Anderson  
Seconded by M. Daub and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $100,000 for planning funds for the Site Plan work for the West Campus Fields Project. The funds are to be provided by the funds that have been raised to date.

Carried 08-54

Trustee D. Bayne spoke in favour of the motion, noting that detailed plans were urgently needed to support the fund raising efforts currently under the leadership of alumni volunteers Paul and Vicky Hand. These efforts were constrained with respect to naming opportunities and inspiring drawings should help.

iii. New Medical School Building – planning funds (Appendix X, page 155)

Moved by G. Anderson  
Seconded by D. Pattenden and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $750,000 in additional planning funds for the New Medical School Building. The funds are to be provided by the Faculty of Health Sciences from funds already raised.
iv. Residence Redevelopment project – planning funds (Appendix Y, page 156)

Moved by G. Anderson
Seconded by J. Hart and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $50,000 in planning funds for the Gordon-Brockington Hall Residence Redevelopment Project. The funds are to be provided by the Residences.

Carried 08-56

Trustee I. Van Nostrand commented that Queen’s should review its treatment of ancillary operations, such as Residences, as part of its review of revenue generation opportunities. Trustee M. Daub noted that the Dean of the School of Business chaired the Principal’s Task Force that is reviewing these revenue opportunities.

v. Performing Arts Centre (Appendix Z, page 158)

(1) Planning funds

Moved by G. Anderson
Seconded by B. Mitchell and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $950,000 in additional planning funds for Site and Zoning testing and approvals and Building Remediation for the Performing Arts Centre. With this increase total planning funds would be $3,000,000. The funds are to be provided from funds raised to date.

Carried 08-57

Principal Williams explained that the second motion ensured the University will be able to take rapid advantage should a $30M request be approved through federal and provincial infrastructure funding.

(2) Planning funds subject to Government Approval

Moved by G. Anderson
Seconded by J. Lougheed and agreed:

That the Board of Trustees, on the recommendation of the Finance Committee and the Campus Planning and Development Committee, authorize an expenditure of $1,050,000 in additional planning funds for Design Development for the Performing Arts Centre. Expenditure of these funds would be subject to receiving full funding from external sources to allow the project to be completed within the University’s financial requirements. With this increase total planning funds would be $4,050,000. The funds are to be provided from funds raised to date.

Carried 08-58

Trustee J. Lougheed asked about funding the operating costs of the facility. Principal Williams said these would be borne by Queen’s and the University would take advantage of
the opportunity to generate revenue. The City of Kingston will put in $5-6M to enhance their facility on the site.

5. **Committee Updates – Optional Oral Reports at Committee Chair’s Request - None**

IV  **CLOSED SESSION (Confidential to be distributed to Trustees only)**
Part I: Human Resources/Human Rights/Equity (9:00-11:00)

R. Morrison, Vice-Principal (Human Resources) introduced the presentation (page 35)

During discussion, the following areas were raised:

- More historical data to provide context would be helpful.

- Faculty:
  - Tenure track faculty positions were expected to grow slowly – 7%.
  - Median age of the faculty is in the low to mid 40s
  - Salary range is $80,000 to $240,000/pa
  - Continuing adjunct faculty appointments and tenure track appointments as shown
  - Clinical faculty are not included in the data
  - Replacing older faculty with younger faculty does not always result in a salary savings
  - In the US there is a trend to limit number of tenure track faculty to preserve flexibility for the employer
  - A faculty appointment bridging program was established in 2005
  - Faculty renewal is constrained by current economic circumstances

- Staff:
  - 24% of Heating & Maintenance Staff projected to retire in next 5 yrs. This is critical for Queen's and for the KGH steam supply.
  - Overtime is not a significant consideration, except in an emergency.
  - Funded benefit costs are $10M a year

- Pensions:
  - Starting to see upward trend reaching retirement
  - 1996 Voluntary workforce reduction resulted in 150 employee departures
  - Low number became eligible for retirement in the last 5 years.
  - More than 1400 deferred plan members currently.

I. Bujara, Director of Human Rights and Equity, S. Simpson, Associate Director of Human Rights, and G. Sandu, Associate Director of Equity, presented information on Human Rights and Equity at Queen’s, as outlined in the slide presentation.

Points of interest discussed:

- The Ontario Human Rights Code includes sixteen grounds for discrimination
- The Queen’s Office plays an important role to address harassment and discrimination.
- Casework – sexual harassment accounts for the highest number of cases reported.
- Communication of the latest trends in Human Rights legislation.
- The Equity Office monitors the workforce profile, particularly alert to retention issues. Currently, 1 in 5 high school students are visible minorities.
Part II: Budget Framework (11:15-12:00)

Principal Williams reviewed the presentation and called on D. Janiec (Director of Financial Analysis and Budget) to provide additional information.

The assumptions are that “death by one thousand cuts” is not an acceptable approach to address the operating budget shortfalls that confront the University. Taking a three-year budget planning position, a total reduction of 15% is required. This may mean running a deficit in the short-term to be able to achieve the necessary reduction over three years.

- Year three will coincide with the next Collective Agreement for faculty.
- The province is not expected to provide any new funding, except possibly capital funding.
- Queen’s will exceed the current 5% provincial tuition cap in 2010-2011.
- Capital debt commitments for the Queen’s Centre are $107M on a $275M project. Reduction of exposure and a more conservative assumption on fund raising are critical. Phasing of the components and the deferral of repayment of internal loans of $3.6M/year are currently under review.
- QUSAR - $3M/yr
- Donations and Investment Income. While the Pooled Endowment fund has declined 20%, from $625M to $492M, the recent market decline has not eroded the original principal endowment contributions. Given the income distribution policy, unless changes are made, the 2009-10 income distribution will be approximately $500,000 less than 2008-09. The Investment committee will be meeting in January to discuss distribution levels for 2009-10. Actual investment divestments will not be made until the end of April

Principal Williams referred to the seven taskforces that have provided preliminary reports on the following topics:

- Space
- Enrolment
- Employee Departures
- Revenue Generation
- Cost Reduction
- Virtualization
- Communications

Trustees asked questions about alternate revenue sources, ancillary revenue generation, potential of real estate sales, salary freezes, and academic program reviews.

Principal Williams confirmed that all aspects were being examined. Everyone, and particularly the Task Forces, had been encouraged to think of new and bold ways for the future.

The Deans of Arts & Science, Applied Science, and Education each spoke about the challenges posed by the constraints of reduced operating funds, capped tuition fees and rising salaries, versus the teaching and research missions the faculties sought to achieve, often complicated further by external accreditation requirements. They described a number of creative ways their respective faculties were addressing their particular situations.

VI OTHER BUSINESS

VII ADJOURNMENT

The meeting adjourned at 12:00 noon on December 6, 2008.