Minutes
MEETING OF THE BOARD OF TRUSTEES
Friday, December 6 and Saturday, December 7, 2013, the Peter Lougheed Room, 340 Richardson Hall


Also Present: S. Liss, A. Harrison, C. Davis, M. Fraser, R. Reznick

Regrets: D. Bader, D. Dodge

CLOSED SESSION
Trustees met in Closed Session from 6:40 to 6:53 p.m.

I OPEN SESSION

1. Adoption of Agenda

   Moved by D. Woolf, seconded by J. MacLeod, that the Board of Trustees adopt the agenda as circulated with the provision that items 3 to 5 be approved, or received for information, by consent.

   Carried 13-73

2. Chair’s Opening Remarks

   Chair B. Palk welcomed attendees to the meeting. She referred to a recent day spent at Queen’s Park with Provost A. Harrison, and advised that he would provide further details in his report.

CONSENT

3. Approval of the Minutes (5-9, 10-15)

   a) October 4, 2013 Confidential Closed Session distributed to trustees only
   b) October 4, 2013 Open Session

   That the Board of Trustees approve the minutes of October 4, 2013 as circulated.

   Carried 13-74

4. Senate item requiring Board ratification (16-21)

   a) The Sally Smith Chair in Nursing

   That the Board of Trustees ratify the action of the Senate to approve the establishment of the Sally Smith Chair in Nursing in the School of Nursing, Faculty of Health Sciences.

   Carried 13-75
5. Reports
   a) Safe Disclosure Annual Report (22)
   b) Promotion to Professor (23-32)
   c) Research Report (33-36)
   d) Quarterly Advancement and University Communications Report (37-46)
   e) Financial Update (47-63)
   f) Annual Debt Report (64-68)

      Secretary’s Note: On page 67 (page 4 of the report) under 6. Sinking Fund, Portfolio Summary as of October 31, 2013, the following table was replaced with

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<th>2040 Target Maturity</th>
<th>Book Value</th>
<th>Market Value</th>
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<tr>
<td></td>
<td>$13,926,502</td>
<td>$13,443,622</td>
</tr>
</tbody>
</table>

The revised report was distributed after the meeting.

g) Quarterly Investment Report (69-71)

h) Quarterly Pension Report (72-81)

REGULAR

6. Principal’s Strategic Update
   a) Remarks

      Principal Woolf updated trustees on several items including:
      • Campus flags were at half-mast on December 6 to recognize the National Day of Remembrance and Action on Violence Against Women, and in honour of the late Nelson Mandela, former president of South Africa, who received an honorary Doctor of Laws from Queen’s in 2010
      • Construction of the Bader Centre is progressing well. The official opening is planned for September 20, 2014
      • Renovations to the active learning classrooms in Ellis Hall are nearly complete
      • The Principal’s Community Breakfast in November focused on experiential learning opportunities
      • As part of a broader talent management strategy, Human Resources has begun a pilot training program for emerging leaders and will also hold a workshop for managers on how to attract talented employees to work at Queen’s
      • The University Council Executive Committee will meet early in 2014 to discuss the university’s goals and consider councillor-driven special-purpose committees that might be established to support those goals.

   b) Strategic Framework Macro-Indicators (82-90)

      The Principal introduced the university’s Strategic Framework, including the development of a series of metrics, or macro-indicators, to help gauge the university’s progress with respect to the framework’s strategic drivers (student engagement, student skill development, financial sustainability, research prominence and internationalization).
Provost Harrison presented and described the macro indicators for each of the strategic drivers as well as a format for displaying the indicators. He thanked Trustee C. Lynch for his assistance in developing the format. Moving forward, the University will add to its data points while measuring progress.

Trustees made positive comments about the development of the framework. The Chair noted that as much as they might like to see a new metric at every meeting, examining the long view was preferable in this regard. In response to her request, the Provost offered to email the slides used in the presentation to trustees and others requiring copies. He noted that work had begun to incorporate the macro-indicators on the web and that a progress report would be issued annually.

7. Provost’s Operational Update
   a) Provost’s Report, December 6, 2013 (91-92)

   On November 19, 2013, Provost Harrison and Board Chair Palk visited Queen’s Park for Ontario University Day, organized by the Council of Ontario Universities. They joined other executive heads and board chairs to meet with cabinet ministers and other political representatives to discuss higher education and also attended Question Period.

8. Campaign Progress Report

   AVP (Advancement) and Executive Director (Alumni Relations) J. Brown reported on behalf of VP (Advancement) T. Harris on the progress of the $500-million Initiative Campaign. The campaign total to date is $374 million, with $31.6 million raised so far this fiscal year. The overall goal is $400 million before the fiscal year end.

9. Strategic Research Report

   VP (Research) S. Liss updated trustees on several initiatives, including:
   - The implementation of the Strategic Research Plan: progress has been made on key recommendations related to advancing research and research excellence.
   - TRAQ (Tools for Research at Queen’s), an e-submission system that streamlines research-related administrative processes, is proceeding on schedule.
   - The fourth issue of (e)AFFECT, a publication produced by the Office of the VP(Research), will be published soon.
   - Highlights of research excellence of faculty and students and updates on the Queen’s National Scholars Program.
   - The third Undergraduate Student Summer Research Fellowships program.
   - A review of Centres and Institutes is taking place with a goal to provide recommendations for appropriate governance and financing structures.

10. Senate Report
   a) October 29, December 2, 2013 (93-95)

   Senator I. Reeve reported on the two Senate meetings that took place since the Board met October 4-5, 2013. He noted Senate approval of motions to create a Primary Health Care Nurse Practitioner Diploma and graduate programs in Biomedical and Molecular Sciences. Senate also received a report on the suspension of enrolment to theology programs from Dean of Arts and Science S. Mumm. Other items included discussion of the new differentiation framework released by the Government of Ontario, the university’s enrolment report and an update from the Senate Committee on Academic Development, which is working on a policy on program closures.
11. **Faculty Report: Health Sciences**

R. Reznick, Dean, Faculty of Health Sciences, presented an overview of the faculty and its activities. The faculty has 500 full-time and 750 part-time faculty members and more than 3,000 students in 57 programs. He noted that it takes 14 years to train a medical specialist and described an innovative new program, QuARMS, which admits 10 exceptional high-school students directly to the School of Medicine annually. He also highlighted:

- The faculty’s record of excellence in research, specifically work by Alice Aiken, which helps improve the lives of military personnel suffering from post-traumatic stress disorder.
- The competitiveness of its academic programs, such as its master’s program in risk, safety and quality that combines medicine and nursing with ethics, law and business.

He also noted that there is no ability to increase enrolment in the MD program as the current 100 spaces in this program are allocated by government.

12. **University Council Report**

a) October 18-19, 2013 (96-97)

University Council Trustee M. Wilson Trider reported on highlights from the first annual meeting post-reform. Councillors approved the appointment of Chancellor-Designate James Leech, who will succeed David Dodge as the 14th Chancellor of Queen’s University on July 1, 2014. She noted the first meeting of the newly streamlined Council generated a renewed sense of enthusiasm and increased engagement from councillors.

13. **Student Reports**

a) Rector

N. Frances reported that 2013 marked the 100th anniversary of the Office of the Rector and reflected on his term. He noted that he had recently attended his last convocation as Rector and paid tribute to Chancellor David Dodge for exemplary service to the University.

b) AMS President (98-100)

E. Berkok noted the successful appeal to the Ontario Municipal Board of the City of Kingston’s municipal electoral boundary decision not to include students as residents. The process helped to bring students and residents of the near university neighbourhood together. He thanked the Sydenham District Association and the Queen’s University Faculty Association for their support.

c) SGPS President (101-102)

I. Reeve noted that Queen’s fell slightly short of its graduate enrolment targets for the year. He suggested measures such as better reporting of employment outcomes and the development of new credentials and certificates to better enable graduate students to differentiate themselves in the job market.

II **COMMITTEE MOTIONS AND UPDATES**

1. **Queen’s University Planning**

a) Library and Archives Master Plan (LAMP) (103-106)

Moved by D. Woolf, seconded by T. Abramsky, that the Board of Trustees approve the Library and Archives Master Plan of September 2013. Carried 13-76

Provost Harrison introduced the Library and Archives Master Plan (LAMP) and invited University Librarian Martha Whitehead to provide an overview of the plan, which focuses on:
• Space and services supporting the student learning experience
  • Technology, accessibility and community.

This would involve:
• Increasing and improving the amount and range of learning space in existing libraries
  with numerous group study rooms, graduate student space and expanded exhibition,
gallery and community gathering space
• Developing a network of interactive learning and study spaces in key locations across
  campus with links to information services and resources
• Maintaining research prominence through improving the integration of technology.

The plan is meant to be a framework for the next 20 years. The focus is on renovations rather
than construction of a new building, which would save money. She clarified that renovation
costs are separate and apart from the plan. It would cost about $18.5 million to improve both
the Douglas and Stauffer library buildings, whereas a new building would cost between $60
and $80 million. The next operational steps include collection planning and capital fundraising
if renovation plans are approved.

2. Audit and Risk

a) Committee Chair’s Report
Chair K. Brooks noted that the University’s Enterprise Risk Management process and an
update on post-orientation activities would be discussed at the Saturday session. At Friday’s
meeting, Vice-Provost and Dean of Student Affairs A. Tierney presented on the National
Collegiate Health Assessment, which included Queen’s and the broader Canadian student
population, and on the work of the Audit and Risk subcommittee, the Student Health and
Wellness Working Group. She noted discussion of the university’s implementation of a hotline
for safe disclosure (ConfidenceLine), in the context of financial wrongdoing and misuse of
assets, which is common in the corporate world. She noted some Senate concern about the line
because it could relate broadly to all matters of wrongdoing. The Board will work with the
Senate to differentiate and determine when the ConfidenceLine may be used and when the
alternative anonymous reporting process under the Safe Disclosure Policy should govern.
The Principal noted that the policy, which covers workplace misconduct, is currently under review.
The ConfidenceLine is a specific mechanism for use in reporting; it is related to, but should not
be confused with, discussions regarding the proper scope of the policy itself.

b) Annual Appointment of Auditors

Moved by K. Brooks, seconded by D. Pattenden, that the Board of Trustees approve the
reappointment of KPMG LLP as external auditors of Queen’s University at Kingston for
the fiscal year ending April 30, 2014.

Carried 13-77

3. Capital Assets and Finance

a) Committee Chair’s Report
E. Speal reported that the committee received several reports at its meeting earlier in the day,
including the enrolment report, sinking funds report, annual debt report and a financial trends
document that was of particular interest. The committee also completed its work on revising
the committee’s mandate. The recommended changes will be sent to the Governance and
Nominating Committee. It will then recommend these revisions to the Board by-laws for
consideration at a subsequent Board meeting. The committee also received a report on the
Pension plan from Pension Committee Chair D. Grace and a presentation from PARTEQ Innovations by Paul Vickers, VP, Finance and Administration.

b) 2013-14 Enrolment Report (107-116)

Provost Harrison presented the 2013-14 enrolment report, noting that the university is working on a long-term strategic enrolment plan. He also noted:

- As part of its differentiation policy framework, the province has asked universities to complete enrolment projections three years out, to be submitted by December 20
- Ambitious targets for upper-year transfers in the Faculty of Arts and Science had been unrealized
- A downturn in graduate doctoral stream enrolment
- Queen’s was close to target on first-year admissions.

In response to a question, the Provost observed that, in the past, there was no real financial consequence for faculties as a result of missed enrolment targets because budgets were funded centrally. Under the new budget model, a subcommittee of the budget committee will analyze enrolment targets and projections submitted by faculties to determine how realistic they are before approval.

The Principal noted that the downturn in the 18-24 demographic makes it more important than ever to attract the best students possible within the near term and also over the next five to 10 years.

4. External Relations and Development

a) Committee Chair’s Report

D. Tisch reported on the committee’s work with the offices of Advancement, Marketing and Communications to understand their metrics and is focusing on policies that will facilitate success in each of these spheres.

b) Amendments to the Naming Policy (117)

Moved by D. Tisch, seconded by T. Abramsky, that the Board of Trustees, on the recommendation of the External Relations and Development Committee, approve a revision to clause 4.6 in the Naming Policy to state that namings are in perpetuity or for a limited time and that references to the former “Advancement Committee” be changed to the “External Relations and Development Committee.”

Carried 13-78

A friendly amendment was made to strike the word “perpetual” in the last line of clause 4.6 as specified below.

Clause 4.6 (current)  Clause 4.6 (proposed)

| When named recognition has been granted for a gift received, it will normally be honoured in perpetuity. In the event of changed circumstances, e.g. if a facility no longer exists, the University reserves the right to determine the form that such perpetual recognition shall take. | When named recognition has been granted for a gift received, it will normally be honoured in perpetuity or for a limited time. In the event of changed circumstances, e.g. if a facility no longer exists, the University reserves the right to determine the form that such perpetual recognition shall take. |
c) Advisement of approval of procedure for the naming of faculties and schools (118-121)

D. Tisch drew attention to the procedure, approved by the committee on October 3, 2013, which formalizes the process, roles and responsibilities. The procedure will also help in communications with donors and partners and reduce risks related to potential weaknesses in consultative processes. Proposals may come from different sources; however, all must follow the same path. Senate will be informed of the new procedure at its meeting on January 21, 2014.

5. Pension
a) Committee Chair’s Report

D. Grace reported on the Queen’s Pension Plan Annual General meeting and that all fund managers had met their goals for the year. An actuarial update took place in August 2013; the last filed valuation was on August 31, 2011. This year, a valuation was done but has not been filed. A determination with respect to whether it would be advantageous to the University to file or not is under consideration.

The improvement in value is due to good investment returns and rising interest rates. Estimated valuation results at August 31, 2013 are:

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<thead>
<tr>
<th></th>
<th>Going Concern</th>
<th>Solvency</th>
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<tbody>
<tr>
<td>Deficit at August 31, 2012</td>
<td>167</td>
<td>459</td>
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<tr>
<td>Increases and decreases in the deficit:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Interest on unfunded liability</td>
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<td>14</td>
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<tr>
<td>• Change in assumptions</td>
<td>23</td>
<td>-79</td>
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<tr>
<td>• Pensioner mortality and demography</td>
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<td>-4</td>
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<tr>
<td>• University special payments</td>
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<td>-6</td>
</tr>
<tr>
<td>• Investment experience</td>
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<tr>
<td>Deficit at August 31, 2013 (market basis)</td>
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<td>Smoothing impact</td>
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<tr>
<td>Deficit at August 31, 2013 (smoothed basis)</td>
<td>164</td>
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</tr>
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</table>

b) Policy Mix Changes to the Queen's Pension Plan (122-123)

Moved by D. Grace, seconded by D. Raymond, that the Board of Trustees approve the amendments to the Statement of Investment Policies and Procedures of the Revised Pension Plan of Queen's University as outlined in the report on page 122. Carried 13-79

Abstentions: R. Burge, K. Novakowski, S. Tanner, L. Tomalty, I. van Nostrand, D. Woolf

D. Grace reported that the amendments give the managers more flexibility and do not limit investment solely within Canada, as the market is too small, constrained and materials-based.

6. Committee Updates

Optional oral reports at Committee Chairs' request

III OTHER BUSINESS

None

IV RECESS

Recess was declared at 9:17 p.m.
Saturday, December 7, 2013

V RECONVENE MEETING

OPEN SESSION 9 a.m.

1. Campus Master Plan (CMP) Detailed Review
   a) Campus Master Plan Update (124)
   b) Campus Master Plan Presentation (223-231)
   c) Open House Panels (170-196)

Deputy Provost Laeeque Daneshmend introduced the Campus Master Plan and noted that an open house for the campus and community had taken place on December 6 at the Biosciences Complex. The plan will guide planning and assist the University in the responsible stewardship of its lands.

Consultant Warren Price of Urban Strategies Inc. provided an overview. He noted that the plan is both a strategic document and an aspirational framework focusing on a 10- to 15-year horizon that takes financial constraints into consideration. The panels included in the agenda package form an executive summary of the full document. The plan:

- Highlights the key messages that reflect Queen’s traditions and history
- Promotes teaching and learning
- Lays out the full potential for lands on both the main and west campuses and promotes relationships between the two
- Provides an understanding where change can occur, might occur and cannot occur and the source of constraints, historically significant structures being an example
- Highlights the west campus as a destination in its own right and envisions its reinvention as a 24-hour mixed use hub with a full range of academic and non-academic activities
- Recommends the creation of a series of landscapes or gardens along Sir John A. Macdonald Boulevard creating a strong entrance to the campus.

Discussion ensued. It was noted that:

- A key challenge would be to reinforce the pedestrian environment on streets that Queen’s does not own such as blocking streets to create people-friendly malls which would also address traffic issues
- Creating a gateway or entranceway to Queen’s does not have to be expensive and will promote a visceral feeling of attachment.

The Campus Master Plan will be brought forward to the March meeting of the Board for approval.

CLOSED SESSION
The Board met in Closed Session from 10 to 11:50 a.m.

VI IN-CAMERA SESSION
The Board met in camera, first with the Principal and the Secretary, then without the Principal and Secretary. No records were kept.

VII ADJOURNMENT
The meeting adjourned at 11:50 a.m.