Minutes

MEETING OF THE BOARD OF TRUSTEES
March 2, 2012, 6:30 p.m., Robert Sutherland Hall, Conference Room 202


I OPEN SESSION

Chair W. Young welcomed attendees to the March 2 meeting and congratulated students who were successful in recent elections. He announced the following motions approved in Closed Session:

Moved by W. Young, seconded by K. Black, that Barbara Palk be appointed Chair of the Queen’s Board of Trustees for a five-year term, effective June 1, 2012.

Carried 12-04

Moved by K. Black, seconded by R. Burge, that the Board of Trustees approve By-Law 3 (Meeting Procedures) to take effect immediately.

Carried 12-05

1. Adoption of Agenda

Moved by D. Woolf, seconded by B. Mitchell, that the Board adopt the agenda as circulated with the provision that items 2 to 11 be approved, or received for information, by consent.

Carried 12-06

2. Approval of the Minutes (Appendix A, page 1-4 Confidential)

a) December 2-3, 2011

Carried 12-07

3. Naming Dedications (Appendix B, page 13)

That the Board of Trustees approve the following naming dedications in recognition of philanthropy, as indicated:

Nixon Field
The dedication of the Home Team Bench at Nixon Field in recognition of the pledge from Bob Pritchard, Sci’64, in support of Queen’s and the Nixon Field revitalization project.

Carried 12-08
Isabel Bader Centre for the Performing Arts
The dedication of a staff room in the Isabel Bader Centre for the Performing Arts in recognition of the gift from Cruickshank Construction, in support of Queen’s and the Isabel Bader Centre for the Performing Arts.

Carried 12-09

New Medical Building
The dedication of a Seminar Room in the Medical Building in recognition of the gift from M. Sullivan & Son Ltd., in support of Queen’s and the School of Medicine building.

Carried 12-10

Bruce Wing, Miller Hall
The dedication of room 352 in the Bruce Wing, Miller Hall in the name of Ray Price in recognition of the pledge from multiple donors, in support of Queen’s and the Department of Geological Sciences and Geological Engineering.

Carried 12-11

Goodes Hall Expansion
The dedication of a Lecture Theatre 352 in Goodes Hall in the name of Canadian Enterprise Development in recognition of the pledge from Gerald Sutton, BComm’48, and Margaret Sutton, BA’48, in support of Queen’s and the Goodes Hall Expansion.

Carried 12-12

The dedication of Classroom 303 in Goodes Hall in recognition of the pledge from James Leech, MBA’73, in support of Queen’s and the Goodes Hall expansion.

Carried 12-13

Sir John A. Macdonald Hall
The dedication of the atrium in Sir John A. Macdonald Hall, in recognition of the pledge from Gowling Lafleur Henderson, in support of Queen’s and the Faculty of Law.

Carried 12-14

7. Standard and Poor’s 2011 final credit rating report (Appendix F, page 43)
9. International Centre Annual Report
10. Committee Reports
   a) Quarterly Investment Report (Appendix H, page 63)
   b) Quarterly Pension Report (Appendix I, page 68)
12. Business Arising from the Minutes
   None.
13. Chair’s Report
The Chair drew attention to the program being developed for the Saturday, May 5 University Council meeting, which will focus on Council reform. The 2011 amendments to the Royal Charter give the Council the opportunity to make changes to its form and function.

Elections to the Council close March 26. The election of members to the Board from the Council takes place in April. Six candidates are running for two positions. D. Pattenden is running for re-election. The Chair encouraged trustees to vote in both elections.

14. Principal’s Strategic Update
a) Highlights from the Principal’s calendar (Appendix K, page 89)

The Principal congratulated the incoming Board Chair, B. Palk on her appointment. He noted that formal thanks will be extended to Chair W. Young at the May 4 meeting. The Principal highlighted several items, including:

- The challenges of long-term planning in the face of many financial unknowns
- The Ontario government’s initiatives related to online learning and compressed degrees
- The Drummond report, which urges quality improvements to Ontario post-secondary education and modest increases in spending. It has validated Queen’s stand on tuition increases under the current provincial framework
- The University’s progress over the past two years toward a culture of planning. In forging its path, Queen’s must stay true to its institutional priorities, character and values, being mindful of how priorities fit with current government thinking
- Approval in Closed Session, of the Senate motion to seek independent legal opinion on the role of Senate on academic decisions that have a financial consequence
- Government priorities for higher education: innovation for the common good
- International recruitment initiatives; China is the single largest source of international students for Queen’s. The University already has more than 185 bilateral exchanges for students in more than 50 countries. Canadian students overall, however, are under travelled.
- Queen’s new Department of Languages Literatures and Culture, which will feature courses on Arabic, Hebrew and Mohawk this fall
- An update on the University’s integrated approach to planning, which includes the Academic Plan, Strategic Research Plan and the Campus Master Plan
- Work on the new University budget model that will link to academic planning priorities
- The awarding of 2012 Distinguished Service Awards to Georgina Moore, John Pierce and William Young. The awards will be presented at the University Council dinner on May 5, 2012.

15. Provost’s Operational Update
The Provost updated trustees on several University activities, including:

- Innovative blended learning approaches in first-year psychology classes and the redesign of many Arts and Science courses to ensure a high level of student engagement
- Meetings with individual units
- The annual report on enrolment
- Progress toward a 2012-13 balanced budget, as reported to the Finance Committee earlier in the day. There remains a lack of clarity around government funding for undergraduate growth and the tuition framework.

16. Question Period
There were no questions.
17. **Student Reports** (Appendix L)

a) **Rector**

N. Francis discussed concerns of international students about high tuition rates, integration issues and difficulties arranging housing after arrival on campus, and offered suggestions on how the University can reach out to improve their learning experience. He noted that approval of tuition fees will come before the Board in May.

b) **AMS President**

M. Campbell noted this was her 11th and final Board meeting as a participant, first as Undergraduate Trustee and currently as AMS President. She reflected on her time at Queen’s, lessons learned about University governance, and Queen’s unparalleled student experience, due in large part to the opportunities provided to students to get involved.

c) **SGPS President** (Appendix L, page 92)

J. Burford-Grinnell also noted this was her final report to the Board before stepping down as SGPS President. She drew attention to several SGPS priorities and noted that the executive could become more effective with the addition of full-time staff support.

II **COMMITTEE MOTIONS AND UPDATES**

1. **Finance Committee**

Vice-Chair B. Mitchell updated trustees on topics discussed at the Finance Committee meeting earlier in the day. He noted that the United Steelworkers Association, which is negotiating a first collective agreement on behalf of general support staff and the University, has several meetings scheduled with the University.

B. Mitchell drew attention to the Standard & Poor’s 2011 final credit rating report in Appendix F. He noted that rating agency DBRS has undertaken a comparison of Canadian university pension plans that will be distributed to trustees on Saturday, May 5.

a) **Signing Authority Policy** (Appendix M, page 93)

   Moved by D. Dodge, seconded by G. Keep, that the Board of Trustees approve the revised Signing Authority on Investment Related Transactions Resolution as detailed in the report in Appendix M, page 93.

   Carried 12-15

   The document was amended to reflect changes in position titles.

b) **Jean Royce residence fees** (Appendix N, page 100)

   Moved by B. Mitchell, seconded by C. Lynch, that the Board of Trustees approve the 2012-13 Jean Royce Hall Residence Fee of $11,480.

   Carried 12-16

   B. Mitchell noted that discussions with the students had concluded.
2. **Investment Committee**

   a) **Spending Policy recommendations** (Appendix O, page 107)

      i. Pooled Endowment Fund
      ii. Pooled Investment Fund

   B. Palk noted that the administration has recommended that the PEF payout be targeted at 4 per cent for the next two fiscal years, and that no withdrawals be made from the PIF for fiscal 2011-12.

   **Moved by B. Palk, seconded by D. Raymond, that the Board of Trustees approve the spending policies for the Pooled Endowment Fund and the Pooled Investment Fund as per the recommendations set forth in Appendix O, page 107.**

   **Carried 12-17**

   b) **Statement of Investment Policy and Procedures** (Appendix P, page 110)

   **Moved by B. Palk, seconded by D. Raymond, that the Board of Trustees approve the Queen’s Investment Funds Statement of Investment Policies and Procedures, effective March 2, 2012.**

   **Carried 12-18**

   B. Palk described highlights of the revised statement. D. Dodge congratulated the committee on their hard work on the strategic review to produce a clear set of guidelines.

3. **Committee Updates – Optional Oral Reports at Committee Chair’s Request**

   None

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**III**  
**SATURDAY, MARCH 3, 2012 9 a.m. – noon**

Trustees attended a workshop on Integrated Planning.

Introduction and Academic Plan – Provost A. Harrison

Strategic Research Plan – VP (Research) S. Liss

Enrolment – Vice-Provost and Dean of Student Affairs A. Tierney

Campus Master Plan – Vice-Provost (Planning and Budget) J. Brady

Campaign – VP (Advancement) T. Harris

Arts and Science Learning Models – Associate Dean (Studies) B. Ravenscroft

Professors J. Atkinson and I. Johnsrude (Psychology), students J. Rich and J. Bawks

Professor A. Godlewska (Geography), students L. Schaeffli, D. Zeng.

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**IV**  
**OTHER BUSINESS**

None

**V**  
**ADJOURNMENT**

The meeting adjourned at 8:50 p.m.